

To reflect the operational and management functions of the Police Service, the Report on Operations is separated into two sections - Frontline Policing and Support to Frontline Policing

The **Frontline Policing** section is operationally focused. It is structured under the Police Service's three primary outcomes of **Community Safety, Road Safety** and **Crime and Justice**. It highlights key policing initiatives implemented by districts and specialist areas throughout the year to assist in meeting these outcomes.

The **Support to Frontline Policing** section details the management initiatives and strategies, standards and infrastructure support initiatives that were implemented to ensure frontline officers were able to more effectively go about their daily activities.

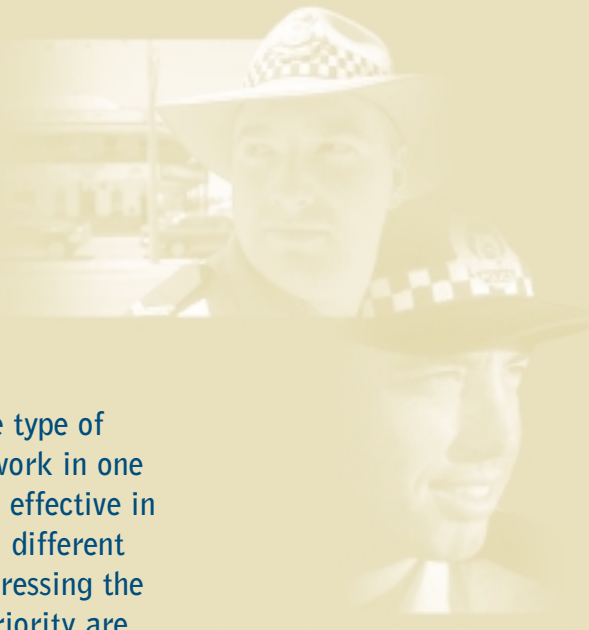


# FRONTLINE POLICING

The initiatives and strategies implemented by districts, and the support to districts provided by specialist areas, directly impact on the performance of the Police Service.

Corporate direction is provided by the formulation of policing priorities by senior management through the annual business planning process. The policing priorities relate to implementation of programs for vulnerable groups and the reduction and/or successful investigation and prosecution of offences that have the most impact on the community's feeling of safety and security. Addressing these priorities enable the Police Service to meet its three primary outcomes.

While many of the initiatives highlighted in this section of the Report address the overall policing priorities identified in the annual business planning process, it is recognised that the policing needs of individual communities vary significantly. Therefore, some initiatives are specific to a particular area.



Additionally, the type of initiatives that work in one area may not be effective in another. Hence, different methods for addressing the same policing priority are employed in districts across the State, supporting a local problem-solving approach to policing. The end result is that the collective efforts of all areas, will address agency policing priorities and enable the Police Service to meet the outcomes sought.

## COMMUNITY SAFETY >>

### PERSONNEL PROFILE

**Cameron Taylor**  
Sergeant

Cameron joined the Police Service in 1982 and during the early part of his career he served in a number of police stations in the metropolitan and country areas before being promoted to his present position of Staff Officer to the Superintendent of Perth District.

More recently, Cameron has been acting as Officer-in-charge of the Perth District Support Group. He has managed major operations including the M1 protest marches, Operation Nightsafe in Northbridge and the Prime Minister's visit.

Cameron has reviewed the majority of business and operational systems of the District Support Group and has been instrumental in enhancing the skills of his staff to a point where they are recognised as a formidable group.

He has gained a reputation within the Perth City business community as an officer who is capable of developing strategies to address the many issues that occur within the central city precinct.

In seeking to achieve an acceptable level of public order, safety and security, the Police Service implements strategies targeted at reducing the opportunities for individuals and groups to commit crime. Additionally, a quick and effective response by the Police Service to emergencies plays an important part in improving community safety.

The Police Service works in partnership with other government agencies, local government, private sector organisations and community groups to identify safety issues and develop responses to meet local needs. These responses are generally aimed at working with groups at risk of committing crime, to provide opportunities to reduce the risk.

At the local level, frontline officers apply intelligence-based targeting in specific areas of high crime and provide a visible police presence. They also undertake crime prevention awareness programs aimed at enhancing people's knowledge of security measures, co-ordinating public safety at major events and promoting proactive programs that encourage local problem-solving and a partnership approach to policing.

#### **Safer WA Initiatives**

Safer WA is a whole-of-government initiative aimed at building a safer and more secure environment for Western Australians. Through a network of inter-agency and local committees it provides the forum for key areas of the public and private sectors, local government, the Police Service, community groups and the general community to work together to develop appropriate solutions for local problems.

There are around 85 Safer WA Committees throughout the State, whose efforts support the Police Service's local level problem-solving and partnership approach in the delivery of police services that meet the needs of local communities. Following are two examples of local initiatives implemented in 2000-2001 as a result of this approach. Further examples are detailed throughout this Report.

#### **Strong Families**

The Strong Families pilot project began in Albany and Midland in November 2000. In relation to Albany, key government agencies have come together to pilot this collaborative model. In the past there had been a number of agencies working with the same families, but in many cases these agencies worked in isolation of one another. The lack of co-ordination made it difficult to achieve desired outcomes and resulted in the duplication of services. The central premise of Strong Families is that by working together agencies can bring about better outcomes for families and ensure the greatest impact and best value from available resources.

Since the implementation of Strong Families in Albany, 17 families have been referred to the pilot program. Through this program, the agencies are working collaboratively to assist these families to address issues of mutual concern, and in developing practical solutions.

The Great Southern Safer WA District Inter-agency Working Group manages the model. This group comprises Aboriginal Affairs Department, City of Albany, Education Department, Family and Children's Services, Health Department, Ministry of Housing, Ministry of Justice, and the Police Service.

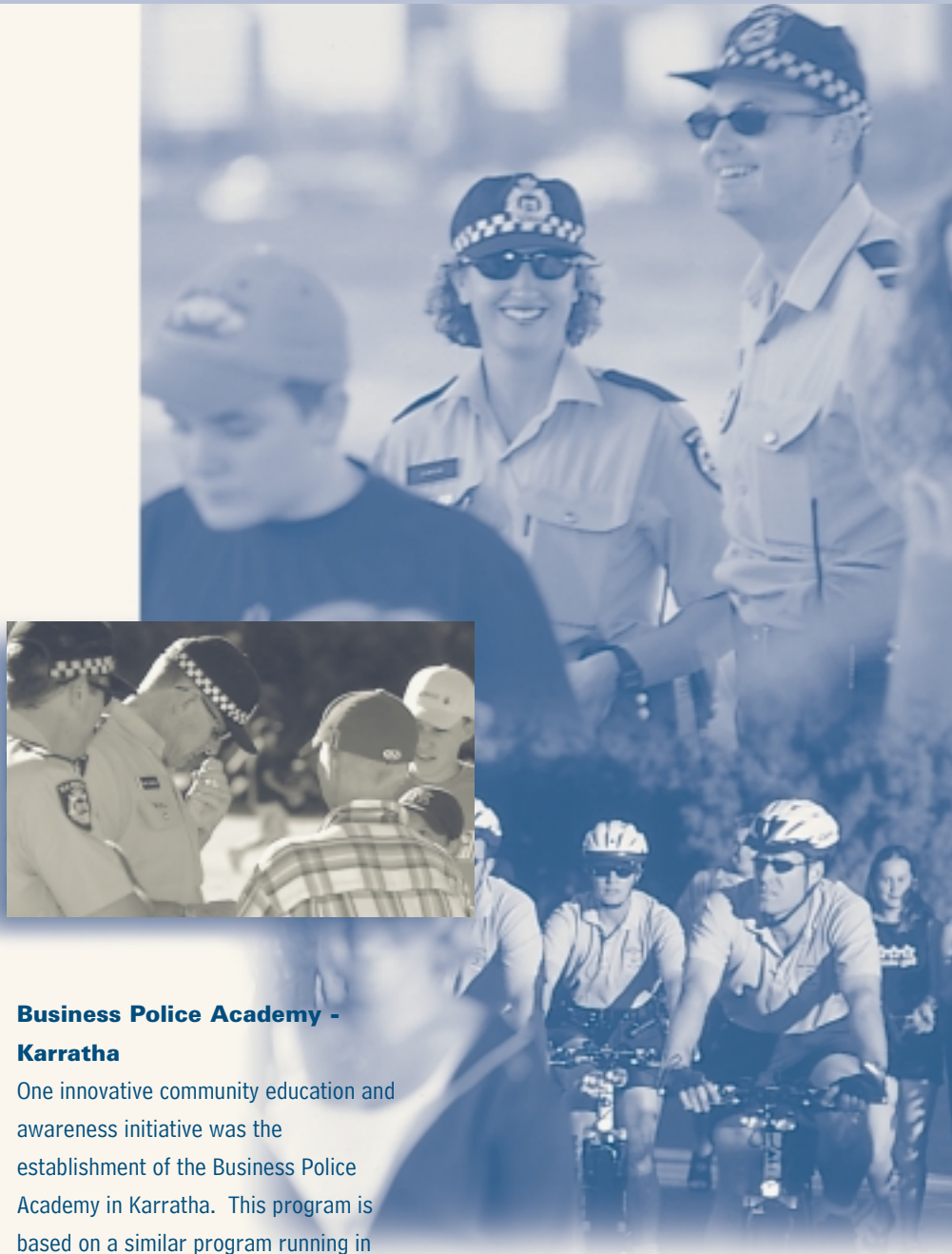
## Streetnet - Mandurah

The Mandurah-Murray Safer WA Committee implemented the Streetnet Youth Outreach Service with the assistance of Safer WA to fund a youth worker and a vehicle. This program was established to address the problem of the large number of young people on the streets of Mandurah at night, causing members of the community to feel unsafe. To support the program, the City of Mandurah donated office space and vehicle operating costs, while the Peel District provided a full-time police officer.

Since commencing operations, Streetnet has recorded over 3,500 contacts with young people. Staff perform regular outreach patrols of Mandurah and other centres in the Peel District. Streetnet staff have also identified a number of young people with issues which place them at risk of offending and have provided these individuals with information and support. Issues dealt with include drug use, mental health problems including suicidal tendencies and self-harm, sexual abuse, homelessness, family conflict, financial problems and unemployment.

## Community Education and Awareness

A key aspect of the Police Service's crime prevention activities is the provision of education and awareness to communities on measures that they can use to take responsibility for their own safety and to decrease the risk of becoming victims of crime.



## Business Police Academy - Karratha

One innovative community education and awareness initiative was the establishment of the Business Police Academy in Karratha. This program is based on a similar program running in Bunbury. It commenced after officers at Karratha Police Station identified that staff at business premises within the town would benefit from a crime awareness and prevention training course. The aim of the course was to equip them with the skills and knowledge to recognise the people who were offending or who were likely to commit an offence in or near their business and the appropriate action to take.



## PERSONNEL PROFILE

### Geoff Dorrington Sergeant

Geoff joined the Police Service in 1974 and has worked in Katanning, Midland Traffic and the Midland District Support Group. He is currently stationed in the Joondalup District as Officer-in-charge of Ballajura Police Station.

Geoff made an immediate impact in this position by demonstrating strong leadership and setting clear guidelines, purpose and direction for his staff. As a result, the station is functioning more efficiently and staff members have shown a more positive attitude. One initiative that he introduced was the implementation of an afternoon shift to enable the station to remain open to the public for longer hours. Geoff worked the afternoon shift with his staff to obtain first-hand knowledge of the difficulties they faced and has put in place remedies to rectify these difficulties.

His positive outlook and leadership has enabled the station to increase the number of calls for assistance attended from 215 to 665 per week. There has also been a 500 per cent increase in the successful investigation and arrest of offenders for burglaries and the overall crime rate for the area is down 40 per cent.

Local advertising of the Business Police Academy received an overwhelming response from people wanting to attend and others prepared to assist. The Academy runs over three nights and on completion of the course, the graduates receive a nationally-accredited certificate.

After attending the Academy, participants have an understanding of how to avoid becoming a victim of crime, and if they do become a victim, what information they should gather during a crime, how to secure the information and the processes that they should undertake before the police arrive.

### Proactive Policing

Approximately 12 per cent of the Police Service's operational effort goes into activities supporting proactive policing - preventing crime or anti-social behaviour. This is achieved through the use of intelligence-led policing to improve strategies that target known hotspots and recidivist offenders, by providing a highly visible police presence to deter anti-social behaviour and criminal activity. A number of proactive policing initiatives were implemented in 2000-2001.

### City Beat Patrol Unit - Northbridge

Police in the Perth District identified increasing complaints of anti-social and criminal behaviour from city retailers and visitors to the central business district and Northbridge. Feedback provided by individual building management and tenant groups, local action groups and Safer WA Committees indicated that people did not feel safe in the central business district.

A City Beat Patrol Unit was formed to operate from the City Watch Police Station. The Unit is involved in the proactive targeting of known and potential offenders. Patrol areas are based on intelligence drawn from the community through a dedicated telephone line, from the camera (CCTV) network established throughout the city and Northbridge and data from police intelligence systems.

In the short time the Unit has been operating, a number of persistent and potential offenders have been displaced from the central business district leading to an overall reduction in the number of complaints received from the public. Joint training of City of Perth camera operators and police personnel in basic surveillance techniques is expected to enhance the intelligence base and operational effectiveness of the Unit. The public and local community groups have indicated their approval of the introduction of this highly visible policing unit.

### South Kwinana Business Watch

Kwinana Police are on the South Kwinana Business Watch Committee, a program established to prevent crime in the Kwinana Beach and Naval Base industrial areas. This Committee identified that the rate of burglary offences increased every year through the December to January period, when businesses closed for holidays.

A partnership was formed between police and local industry that provided large steel security boxes and donated newly developed, virtually indestructible locks. Police arranged for increased targeted patrols of the area. The security boxes

were delivered to businesses that required additional security during their Christmas break. This initiative was widely promoted in the local community newspapers with excellent results.

Burglary offences in the area, which were averaging around 30 incidents in previous years, were reduced to only four reported offences for the 2000-2001 Christmas period.

### **Intelligence Gathering - Palmyra**

Local analysis of police and local intelligence gathering systems indicated to Palmyra Police that there was a high incidence of daytime dwelling burglaries and night-time commercial burglaries in the Applecross and Willagee areas. They identified the need for strategies to be put into place to deal with this situation.

Local shop owners were approached and permission obtained to use their premises for surveillance during the hours of darkness. Local knowledge was drawn on to provide a list of persons suspected of being responsible for committing the offences. During the period of the operation, police liaised with the local community to gather information that could assist in their inquiries. In order to gain community support, information was disseminated through local community newspapers and local Neighbourhood Watch members.

As a result of intelligence gathered in this operation, a number of search warrants were executed. Six offenders were arrested and charged with 38 offences including burglary, aggravated burglary, stealing motor vehicles, fraud, receiving, cultivation of cannabis and possession of drugs and implements. There was also a 50 per cent reduction in offences in the targeted areas.

### **Use of Intelligence - Mounted Section**

Due to improved intelligence-gathering techniques used by districts, police in the Mounted Section are able to target known areas that have a high incidence of crime.

By applying this intelligence, the Mounted Section has maximised its response strategies, supporting other police sections such as the Mobile Police Facility, Emergency Operations Unit and Bureau of Criminal Intelligence in response to riots, disorderly assemblies, crowd control situations and missing persons.

Together, improved intelligence and better communication between these sections has seen a measurable decrease in criminal activities such as day and night time burglaries, anti-social behaviour, assaults and damage complaints.

The success of this approach has been evidenced through data indicating those criminal activities have reduced by up to 50 per cent when targeted by the Mounted Section.



### **Responding to Specific Needs**

A key priority of the Police Service in 2000-2001 was to enhance existing programs that target specific issues such as youth, domestic violence and the safety and security of seniors, and to develop programs that addressed cultural diversity and ethnicity issues.

#### **Youth**

Research has indicated that young people who become involved in crime have a higher likelihood of becoming repeat and lifelong offenders. The Police Service places a high priority on providing intervention programs that divert young people from crime by offering more beneficial activities and positive role models.

The fact that young people represent a significant part of police activity, and that there are those within this group at risk of committing offences or re-offending, remains a concern. There are many factors that can contribute to this situation. Equally, there is no one solution to dealing with this concern. Youth issues can be dealt with proactively or reactively, with the proactive approach the more positive way of helping youth avoid the path to crime.

The following examples illustrate the wide range of initiatives being implemented at the local level to address youth issues.

#### **Perenjori Youth Group**

The lack of facilities and activities for youth in Perenjori, especially on weekends and in school holidays was seen as one of the causes of increases in vandalism, disorderly conduct and burglaries.

### Westminster Primary School Early Prevention Program

Children are faced with many social pressures that may influence their behaviour in a way that directs them towards participating in crime, anti-social behaviour and illicit drug use. These pressures may be attributed to the home environment, their peer groups or other factors that cause a child to make the wrong choices in life.

In an attempt to address this concern in the Mirrabooka District, a partnership was formed with the Westminster Primary School Education Support Centre to trial an Early Prevention Program for primary school children. The program was based on a model from the United Kingdom, where educators and police officers work together to deliver a range of topics to children over a school term. The topics ranged from stranger-danger to drug abuse and road safety and are delivered through story-telling and interactive computer programs.

The program was run for one school term and involved a number of children from the Westminster Primary School. Although the success of the program will ultimately be measured through long-term outcomes, indications are that even at this early stage, students involved have displayed positive changes in behaviour. Additionally, early indications from teachers at the school and police officers involved in the program, suggest that it has been well accepted by the students.

In partnership with the local community, police established the Perenjori Youth Group and provided facilities for use in the holidays, on weekends and after school, under the supervision of parents and police.

The Perenjori Youth Group was formed in October 2000. During this time over 100 young people from Perenjori and surrounding areas have used the facility on a regular basis. The program has strengthened the relationship between the local police and young people and since its inception there has been a marked decrease in juvenile anti-social behaviour.

#### Emergency Service Cadet Unit - Tom Price

Tom Price police consulted with key agencies and local youth to identify strategies that would address issues of crime and anti-social behaviour. One of the strategies was the formation of the Emergency Services Cadet Unit.

Since its inception the unit has attracted a membership that includes nearly 80 per cent of eligible youth within the town. Weekly sessions provide structured learning in areas to which members would not normally be exposed. The Unit has been commended in Parliament and featured in *The Australian* newspaper.

#### Youth Crime Summit - Bunbury

The South West Crime Prevention staff were concerned that non-offending youth were not given the opportunity to voice their concerns over: what aspects of crime directly affected them; and what could be done to address these issues as well as making them feel safer in the community.

A Youth Crime Summit was organised by the South West Crime Prevention Unit, in association with the School Based Police Officers at Newton Moore and Australind Senior High Schools, and was held in September 2000.

Forty-seven students representing Bunbury, Newton Moore and Australind Senior High Schools, Bunbury Catholic College and Bunbury Cathedral Grammar School were provided with the opportunity to voice their opinions, concerns and ideas on crime to local police.

The summit provided a forum for positive police and youth relations and identified areas where all parties can actively work towards improving these relations. All police officers involved in the summit, felt it had significantly improved their awareness of local youth issues particularly those areas of concern that can be acted upon in the future.

#### School Based Policing Program

As the School Based Policing Program has been running in Western Australia since 1986, there was a need to evaluate the program to determine whether the expected benefits had been realised against the input of resources. With the community demanding improved policing services, it was vital to establish whether current youth directed programs were both relevant and effective.

The School Based Police Unit, supported by School Based Officers within the Cannington Police District, staged the inaugural International School Based Conference attended by representatives from around Australia, New Zealand and the United Kingdom. The theme of the Conference was "Early Intervention - Does it Work?" and the agenda provided the opportunity to discuss and examine current trends and initiatives.

Conclusions drawn from the conference were:

- early intervention programs need to target primary school students;
- partnerships need to be established and nurtured; and
- training is essential for delivery of effective early intervention programs.

In addition, several options for the future direction of youth services in Western Australia have been identified and will be examined for possible implementation.

### Seniors

Fear of crime is a significant factor in people's sense of community safety. The fear of crime is higher in some groups, such as seniors, despite the relatively low likelihood of becoming a victim. This is quite significant as the population of Western Australia is ageing, as baby boomers move into retirement and a large number of older people live alone and feel vulnerable. In addition, incidents such as home invasions and bag snatching cause an already vulnerable group to become more concerned about their safety. In responding to the needs of seniors, the Police Service focuses on both protective measures and enhancing feelings of safety.

### Supporting Our Seniors - Mandurah

Many seniors in the Mandurah area were experiencing a fear of crime and a reduced quality of life through isolation and limited mobility. These seniors were fearful of home invasions and lacked the financial means to improve home security.

A Supporting Our Seniors Program was developed in conjunction with Peel District Community Policing and volunteers. The Program's aim was to reduce crime and home invasions, allowing seniors to live in their homes longer, improve their quality of life and remain independent.

The Program provides support to seniors by raising the level of awareness regarding personal safety and security. A volunteer Home Fix-it Team carries out small jobs and maintenance works for seniors in their homes, including the installation of security locks and smoke alarms. A grant obtained through the Mandurah-Murray Safer WA Committee has enabled the program to be run for an initial two-year period. The resulting work conducted by the team has contributed to the increased safety and security of seniors within Mandurah and surrounding areas.

### Mounted Section Patrols

Acting on requests from both metropolitan and country districts, which are in turn responding to the needs of the local community, Mounted Section has targeted the senior members of our community to reduce the fear of crime among this group. Mounted Police conduct high-profile mounted patrols through retirement villages, homes for the aged and shopping centres, promoting visibility and personal contact by taking the time to speak to the elderly.

### Ethnicity Issues

Western Australia is the most culturally diverse State or Territory in Australia. Almost 28 per cent of the population was born overseas. The Police Service has implemented a number of initiatives aimed at delivering sensitive, accessible and culturally appropriate policing services to this diverse community.

### Multilingual Name Badges

The Police Service recognises that the ability to communicate clearly to all members of the community is vital to effective policing. To this end, all police personnel who speak a language other than English now wear a multilingual name badge to help make them more identifiable to non-English-speaking members of the community.

Feedback from the Western Australia Police Ethnic Advisory Council has been very positive, with members expressing support for the initiative on behalf of their respective ethnic communities, and stating that ethnic people felt more confident about approaching a police officer who spoke their native language.

### Reference Guide

A joint initiative between the National Police Ethnic Advisory Bureau and all police jurisdictions has resulted in the compilation and production of a reference guide covering information relating to five religions: Buddhism, Hinduism, Islam, Judaism and Sikh. This guide was the outcome of a national survey of Australian police jurisdictions to determine the level of knowledge of operational police officers when dealing with people with different religious and cultural beliefs. The survey identified a lack of understanding of important issues, potentially causing offence and conflict.

The guide has provided operational police officers with information that will greatly assist them to respond appropriately when interacting with people from diverse cultural and religious backgrounds.



## PERSONNEL PROFILE

### Mark Bushell Sergeant

Mark is currently stationed at Broome Police Station. He joined the Police Service in 1985 and since completing his probationary period in the metropolitan area has worked in police stations throughout the State, including Northam, Dampier and Fitzroy Crossing.

During his time at Fitzroy Crossing, Mark formed a strong bond with the Aboriginal people within the community that has enabled him to develop strong communication skills. These skills have been utilised to good effect in the Broome area where Mark has trained Aboriginal Wardens in problem solving in four Aboriginal communities. Each community has achieved significant reductions in domestic violence, sex-related crimes, anti-social behaviour and traffic-related matters.

Mark's strong leadership has positively influenced officers at Broome Police Station to improve their policing methods and utilise their initiative to provide a better policing service to the community.

Many religious leaders have expressed their appreciation of the publication. Police officers have also expressed their support for the guide, as it has provided them with important information and given them an insight into some of the more sensitive and cultural practices of the various religions.

### Aboriginal People

Western Australia has approximately 54,000 Aboriginal people, which equates to around three per cent of the State's population. However, Aboriginal people in this State are over-represented in the justice system both as victims of crime and as offenders. Police represent the entry point to the criminal justice system for most people and relationships with the Aboriginal people and police have not always been constructive. Due to this, the Police Service is committed to improving its relationship with Aboriginal communities. One way the Police Service contributes to this is through active participation in initiatives such as the State's Aboriginal Justice Plan, and other whole-of-government initiatives that support the agency's planning and service delivery.

Additionally, the Police Service's Aboriginal Affairs Unit has a key role in providing the frameworks and policies to support districts in providing services to Aboriginal people. Their role includes: the management of the Aboriginal Police Liaison Officer Scheme; supporting the development of local Aboriginal and police liaison committees and other initiatives designed to enhance partnerships between the police and Aboriginal communities; participating in, and assisting districts in planning service delivery to Aboriginal communities; and researching trends and issues to assist in

the development of programs that will improve Aboriginal and police relations, and assist in conflict management.

While it is recognised that there is still an extensive amount of work to be done in improving Aboriginal and police relations, there were many local initiatives implemented in 2000-2001 to make this happen.

### Aboriginal Wardens Scheme - Kimberley District

Officers across the Kimberley District conducted an analysis of current Aboriginal Warden Schemes operating in Aboriginal communities. It was identified that police were attending Aboriginal communities to solve problems as they arose, however, a far more positive approach was for the communities to solve many of their problems themselves.

A more effective Warden Scheme was implemented in each community that encouraged the people to be more proactive and find their own solutions. Aboriginal community members and councillors were approached and strategies were identified to enable the communities to self-police. A two-week training package was prepared and delivered to selected community members.

At the completion of this training course the District Superintendent and Community Council swore in successful participants as Community Wardens.

A positive outcome was that the number of Aboriginal people becoming incarcerated for minor offences has been reduced, with relationships between Aboriginal communities and the police improving.

### Aboriginal Visitors' Scheme - South Hedland

South Hedland has a large Aboriginal population that still follows traditional lifestyle practices. In 1999-2000, 1,441 Aboriginal people were arrested in South Hedland with approximately 30 per cent being identified as high-risk prisoners. This highlighted the need for an Aboriginal Visitors' Scheme in South Hedland, to enable the welfare issues of the prisoners to be monitored by an independent group.

South Hedland police submitted a report to the Aboriginal Visitors' Scheme coordinators in Perth, and the subsequent visit and discussions by representatives resulted in funds being made available, to ensure the Scheme was commenced in South Hedland. The South Hedland Aboriginal Visitors' Scheme became operational in 2001. Visitors attend on a rostered and on-call basis and have been welcomed by local police and the recipients of the visits.

### Aboriginal Youth - Broome

The high incidence of Aboriginal youth engaged in anti-social behaviour, truancy, burglary and vandalism was having a negative impact upon the local community in Broome.

As a result, the Broome Police and Citizens' Youth Club created a unique training and employment program for Aboriginal youth. This program was implemented in partnership with the Nirrumbuk Aboriginal Corporation, the Mamabulungin Aboriginal Corporation, and the Community Development and Employment Program. The program has proven to be very successful with participants being placed in long-term sustainable employment situations.



The outcomes have been most positive with 24 Aboriginal youth currently undertaking apprenticeships with various businesses throughout the Broome District. Participants are given viable alternatives to anti-social activities and gain valuable experience as productive members of the workforce. In practical terms this translates into employment opportunities for their future, career development and applicable life skills.

### Landmark and Mural - Argyle

Argyle Police initiated a project to improve relations between the Aboriginal communities, Argyle Diamonds and the Police by celebrating the cultural and sociological beliefs of all parties.

They encouraged a collaborative project involving the design of a landmark at the police complex. Argyle Diamonds constructed a landmark and local Aboriginal people covered it with artwork of their dreaming. Aboriginal artists were encouraged to provide a cultural flavour in bringing together both Aboriginal and non-Aboriginal laws.

The result was a large mural painted on the police station walls and surrounding pond landscape, including the handprints of the traditional landowners on the rocks of the landscape to depict ownership of the land.

A reconciliation opening ceremony was conducted in the presence of traditional Elders, community members and dignitaries, including the Commissioner of Police. This project brought together the Elders of Aboriginal communities within the area for the first time in the history of Argyle Diamonds.

### Family and Domestic Violence

The Police Service is committed to providing a quality service to deal with incidents of family and domestic violence. Family and domestic violence is a community issue and the Police Service is working in partnership with the community to develop solutions at the local level. Police treat incidents of family and domestic violence in the same manner as any violent incident to which they respond. If there is sufficient evidence, charges will be laid and appropriate measures taken to ensure the victim's welfare and safety. This includes referral to external support agencies such as refuges, Crisis Care and legal aid services.

As part of its commitment to dealing with family and domestic violence, the Police Service has Domestic Violence Liaison Officers in every district throughout the State. Their role is to co-ordinate responses and monitor family and domestic violence issues within the district.

### Safe Card

In consultation with women's refuges and with funding from Community Policing Grants, the Police Service introduced a Safe Card to assist women experiencing domestic violence. The card provides information of assistance to women who have to leave their homes at short notice,

## PERSONNEL PROFILE

### **Rebecca West** Senior Constable

Rebecca joined the Police Service in 1987 as a cadet, graduating as a police officer in 1989. She has worked in a number of metropolitan police stations and also spent six months at the Police Mounted Section.

Rebecca has been working in the Family and Domestic Violence Unit since 1996, and in 1997 she was awarded the Edith Cowan Western Australian Women's Fellowship, which meant travelling to the U.S.A. and Canada to study criminal justice and policing responses to family and domestic violence.

Following subsequent visits to police and justice departments throughout the U.S.A. and Canada, Rebecca co-produced the "Best Practice Response to Family and Domestic Violence" report. She was also seconded to the Ministry of Justice as a Senior Policy Officer (Family Violence), where she was responsible for the development and implementation of a specialised Family Violence Court as a pilot project in the Joondalup District.

Rebecca is currently working on a number of projects within the Family and Domestic Violence Unit, including developing protocols for Family Court orders and sexual assault.

without necessary information about contacts. The card is pocket or purse sized and contains details of persons to contact, an action plan and a list of support agencies. A number of the cards were distributed to refuges throughout the State in December 2000 and demand has been so high that stocks have needed to be replenished.

#### **Safe Call**

In June 2000, the Police Service completed the Safe Call pilot project, involving the supply of 20 corporately-sponsored mobile phones to high-risk victims of domestic violence and stalking. In many cases these people were in situations where they were unable to call for assistance. Feedback on the pilot project was positive, with victims reporting they felt more secure, and refuge workers and Police Domestic Violence Officers expressing satisfaction with the initiative.

Due to the success of the pilot project, sponsorship of 30 mobile phones has been granted for a further 12 months, beginning in November 2000. Each phone has been programmed with emergency numbers for police, Crisis Care and a refuge. The mobile phones are allocated to high-risk victims upon request, in both the metropolitan area and the country.

#### **Family and Domestic Violence Program - Fremantle**

In Fremantle, a partnership was formed between the Police Service, Family and Children's Services, and local schools to address the increasing reports of children being subjected to domestic violence.

Local high schools were visited and 600 students attending years 10, 11 and 12 were given relationship education and information on domestic violence issues that affect young adults.

Information and educational literature is being developed between agencies to directly target adolescents and their parents. While this initiative is still in its early stages of implementation, it is anticipated that it will assist in a reduction in child and parent domestic violence and better equip young people in handling the situation. Family members are given the option of accessing specific counselling services designed to help in family confrontations.

#### **Substance Abuse**

The abuse of legal and illegal drugs is an ever-increasing problem within Western Australian communities. Recent statistics quoted by the Australian Institute of Health and Welfare show that in 1998, 38.3 per cent of teenagers aged between 14 and 19 years of age had used an illicit drug of some type. This included one per cent of teenagers who had reported the use of heroin.

#### **Drug Awareness Presentations**

The Police Service recognises the urgent need to reduce demand for illicit substances, and its Alcohol and Drug Co-ordination Unit is working closely with various stakeholders to develop and deliver a series of informative drug awareness presentations for a range of audiences.

In 2000-2001, the presentations were made to staff at many government agencies including Ministry of Justice, Australian Federal Police and the Education Department through its School Drug Education Project. Private organisations have also utilised the services of the Alcohol and Drug Co-ordination Unit, including the provision of drug awareness training to road patrol

staff employed by the Royal Automobile Club of Western Australia.

In an ongoing endeavour to provide police officers throughout the State with quality resources, a Drug Identification Display Board has recently been developed, in partnership with the WA Drug Abuse Strategy Office, that police officers can utilise when lecturing to school and community groups.

### **GURD**

GURD, the cartoon character that appears in Police Service anti-drug education and promotional materials, continued to have a high profile during the year. GURD (drug spelled backwards) is targeted at the 9–14-year-old group. Young people who have been exposed to GURD through education kits or face-to-face presentations have reported high recollection rates of the character and the messages the character promotes.

### **'Get Real' Conference - Dunsborough**

The transition from primary to secondary school is a time of stress that can increase the risk of drug use or development of other problems. Recognising this fact, Police GURD presenters and primary teachers in Dunsborough developed a one-day "Get Real" Conference to help prepare students for this transition.

The "Get Real" Conference aimed to consolidate drug education classes and introduce students to services and resources they may require in future, such as youth workers, counsellors and potential employers.

### **GURD Program - Mingenew**

Prompted by concerns raised by Mingenew Shire Council regarding the lack

of drug education in the area, Mingenew Police implemented a GURD Drug Education and Awareness Program. The program was designed in consultation with the Principal and staff of the Mingenew Primary School and targeted years 4, 5, 6 and 7. It was delivered by local police with the assistance of police from Dongara and aimed to provide students with information on the effects of drug-use from health, social and legal perspectives.

The outcome has been very positive with all students becoming aware of the harmful effects of drugs in general and giving them a better understanding of drug issues.

### **Maintaining Public Safety**

Occasions where large numbers of people are gathered in one place always pose some risk to safety and security. It is the responsibility of the Police Service to plan and prepare for these occasions and manage the risk. Annually, the Police Service manages events such as the Perth Royal Show, New Year's Eve in Perth and Fremantle and the Australia Day fireworks display, without major incident.

In 2000-2001, there were two high profile events with the potential to impact on public safety that the Police Service managed without incident.

### **Olympic Torch Relay**

The Police Service, through the State Security Unit, co-ordinated the security operation throughout Western Australia for the Olympic Torch Relay. This event was closely scrutinised not only by the various organising bodies and governments, but was also the focus of media around the world.



Partnerships were formed between State and Federal Government agencies, and intelligence was sought from all sources that might assist in the formulation of a definitive response. This response included scanning of venues and routes, liaising with organisers and greeting committees, and monitoring persons of interest. Planning for the event considered every known contingency, however, it was flexible enough to permit a timely response to the dynamic nature of the event.

The resources applied to the event by the Police Service included security runners, intelligence gathering and analysis staff, close personal protection and venue security personnel, advance and escort staff and co-ordination and control expertise. Liaison at all levels of the Police Service was essential to ensure the success of the event.

The torch relay achieved maximum exposure with minimum disruption, and as a consequence showcased the Police Service's ability to effectively respond to this type of situation.



### VIP Visits

During 2000-2001, Western Australia hosted Her Royal Highness The Princess Royal, the King and Queen of Malaysia and the Prime Minister of Australia. The provision of security for these visits was conducted with the co-operation of external participants. The visits were highly successful, reflecting the professionalism of the Police Service in the provision of a specialist response that is commensurate with other police agencies throughout the world.

In responding to these visits, the Police Service provides timely and accurate risk analysis on an ongoing basis, and planning and co-ordination of close personal protection in line with the risk analysis.

Upon receiving notification of a VIP visit, warning and operational orders are formulated, and districts and specialist areas, that may be affected or requested to provide logistical or resource support, are notified.

Routes and itineraries are checked and an accurate threat assessment is compiled through liaison with external intelligence agencies and scrutiny of intelligence sources. A close working relationship is maintained with external agencies to ensure the safety and dignity of the VIP, and other persons involved. At the conclusion of the operation a debrief is undertaken to assess the response and result of the operation, and to provide information for improving future security operations.

### Outlaw Motorcycle Gang Run

The Police Service is committed to ensuring that public safety is not compromised by the activities of outlaw motorcycle gangs. This stance was highlighted in October 2000, when Operation Isolate was instigated to monitor the movements of approximately 400 members of an Outlaw Motorcycle Gang involved in a national run, from the eastern seaboard to Perth. This was the yearly national run for the gang throughout Australia, but it was the first time that a run had come to Western Australia.

The Operation Isolate taskforce consisted of staff from a number of areas of the Police Service including: Crime Investigation Support; Traffic and Operations Support; Metropolitan, North-eastern and Southern Regions; and the Police Academy.

The operation commenced when members of the Outlaw Motorcycle Gang entered Western Australia in a convoy comprising motor cycles, motor cars, trailers and trucks. At the Western Australian border, the taskforce stopped them and all persons and vehicles were searched.

The taskforce monitored and managed the movement of the group en route to Perth and during their stay in the city and surrounding areas.

During the Outlaw Motorcycle Gang's visit to Western Australia, there were no major incidents or threats to public safety.

### Emergency Management

The Police Service has responsibility for co-ordinating emergency management responses across the State and is the hazard management agency for the following types of emergencies: land and sea searches and rescues; air and road transport emergencies; space debris re-entry incidents; and visits by nuclear-powered warships. In addition, it is also responsible for co-ordinating the support to other hazard management authorities for statewide response to cyclones, floods and other natural disasters.

The Police Service works to minimise adverse effects of these events by maintaining a high level of preparedness through training, having up-to-date State and local Emergency Management Plans and undertaking exercises to ensure the plans are relevant. At a local level, the Police Service liaises with other emergency services to ensure a co-ordinated response. At a whole-of-agency level, the Emergency Operations Unit provides a central point for police districts requiring support and advice during emergencies and for training, emergency management exercises and the development of emergency plans.

The number of small, isolated communities, combined with the high propensity for natural disasters such as cyclones, impacts significantly on each community and provides challenges to the Police Service's emergency management role. The community turns to police for support and direction in times of emergency and this emphasises the need to maintain a state of readiness.



While there were no major emergencies in 2000-2001, it was still necessary to maintain that state of readiness. All state-level Emergency Management Plans, where the Police Service is designated hazard management agency, have been reviewed and tested and all districts have current emergency management plans in place.

Five of the six hazard management plans have been placed on the Police Service Internet site (air transport, road transport, land search and rescue, sea search and rescue and space re-entry debris). The final plan, nuclear-powered warships, has been re-written and is awaiting ratification before being placed on the Internet. This has improved access to plans for relevant government agencies and the emergency management community. It has also eliminated the cost of printing and distributing the plans.

### **Response Capabilities**

The need for the Police Service to be able to contact large numbers of people in a short period of time during an emergency is paramount. To aid this, PC COPS (Police Community Combined Operational

Phone System) was introduced in Western Australia a number of years ago and has been expanded and improved since that time.

The 'Community - Emergency Alert' facility of PC COPS can send out recorded messages from the Police Operations Centre to any specified area of the State, at a peak rate of 3,600 calls per hour. Being able to contact large numbers of persons in a relatively short period of time can save many valuable resources for the Police Service, as well as speed the dissemination of important information to the community in times of emergency.

Fifty-three emergency alerts were sent out in 2000-2001 for situations such as chemical accidents, fires, major gas leaks, missing persons and assistance in major crimes.

The Police Service has entered into partnerships with agencies such as the Kwinana Industries Council and the Fremantle Port Authority to use PC COPS in their Emergency Management Plans, and is currently liaising with the other Australian police jurisdictions and the Australian Federal Police with regard to establishing PC COPS in their jurisdictions.

### **Training**

The increasing recreational use of waterways and wilderness has resulted in the need for increasing the effectiveness of search and rescue management, providing swift and economic resolutions where people are placed at risk or peril.

To ensure that the Police Service's responsibilities relating to search and rescue met community expectations, under the direction of the National Search and Rescue Council, a national search and

rescue course was hosted for police agencies from across Australia.

The nationally-accredited course provided the highest possible training to equip participants with upper management skills, enhancing their capacity to control, co-ordinate and manage large-scale search and rescue situations. It also updated participants in the latest search and rescue management and technological advances.

### **Multi-Agency Emergency Exercises**

A survey conducted by the Fremantle Police Emergency Management Officer indicated that whilst many local Emergency Management Plans were in place, there had never been an ongoing program to test the plans to ensure they worked. To provide the opportunity for tests, the Police Emergency Manager in Fremantle conducted an inter-agency forum, bringing together emergency service agencies in the district to discuss problems, and develop strategies to ensure the district was prepared to deal with any hazard or disaster.

Six multi-agency exercises were conducted to test emergency agencies in various scenarios. The planning, production, testing and de-briefing of these exercises have allowed for the updating of procedural plans, inter-agency protocols and hazard identification and risk management. The inter-agency committee meetings and exercises have developed a network between personnel at all levels within emergency service agencies. This will have a positive effect on the management of future emergencies and hazards.

## ROAD SAFETY >>

### Road Safety Awareness

The influx of vehicular traffic into the Shark Bay area over the Easter long weekend posed a number of problems to police in regard to road safety. These problems included drink-driving, excessive speed, non-wearing of seatbelts and helmets and driver fatigue. The large number of visitors to the area also impacted on a number of other agencies such as Fisheries, Volunteer Marine Rescue and Conservation and Land Management (CALM).

To address these issues a broad-based initiative was implemented. While the aim of the initiative was primarily to address road safety and awareness issues, it also provided the opportunity for the other agencies to tackle matters impacting on their area of responsibility.

A Driver Reviver Stop was set up to enable police to speak to many drivers. Once stopped, each driver underwent a random breath test. Road safety education and awareness was provided to the drivers and their passengers through an information package. The package also contained Fisheries, CALM, marine rescue and water safety information and Roadwise giveaways such as car freshener packs. To reduce fatigue, drivers and passengers were offered tea or coffee. One officer from each agency was in attendance to provide one-to-one contact with members of the community.

The outcome of the initiative was very positive with a maximum number of drivers being stopped and provided with the opportunity to freshen up and relieve fatigue. The initiative has been nominated for an award under the Safer WA Road Safety Awards scheme.

To achieve the road safety outcome, the Police Service uses strategies that target the major contributing factors in road crashes, such as speed, alcohol and fatigue. These strategies include random breath testing, speed camera operations and traffic campaigns.

The Police Service also participates in whole-of-government strategies targeted at minimising road fatalities and injuries. The infrastructure for implementation of these strategies has been in place for a number of years and the Police Service is one of many organisations that contribute. Other key organisations include government agencies such as Transport, Education, Health, Main Roads and the Insurance Commission, as well as local government and the private sector.

### Statewide Issues and Trends

According to an Australian Transport Safety Bureau Community Attitudes Survey, vehicle speed and drink-driving are clearly perceived by the Australian community as the dominant factors leading to road crashes. After speed and drink-driving, fatigue is consistently mentioned as the third most important cause of crashes. The survey shows that the community perceives speeding as more socially acceptable than drink driving. However, there is a trend in responses to speed-related questions that indicates that people are becoming less permissive of speeding behaviours. Random breath testing has almost universal support at 97 per cent.

### Effectiveness of Strategies

The effectiveness of road safety strategies adopted by the Police Service is reflected by an improving trend in the number of fatalities per 100,000 persons. There were an estimated 11.31 fatalities per 100,000 persons in 2000. With the exception of 1997, this was the lowest number since 1990.

The degree of exposure to the risk of being involved in a road crash is also influenced by the number of motor vehicles on the road and the kilometres travelled by motor vehicles. The number of registered motor vehicles increased by over 30,000 to 1,410,327 in 2000, yet the estimated number of fatalities per 10,000 registered motor vehicles in 2000 (1.51) was the lowest recorded since 1966 (7.97). An estimated 17,000 million kilometres were travelled in 2000, resulting in 1.25 fatalities per 100 million kilometres, the lowest since 1998.

### Fatalities

There were 213 persons killed in road crashes in 2000. This was six (three per cent) less than the previous five-year average of 219. Fatalities included: 155 motor vehicle occupants (one per cent less than the five-year average), 22 motorcyclists (four per cent less than the five-year average), 2 bicyclists (67 per cent less than the five-year average) and 34 pedestrians (equal to the five-year average).



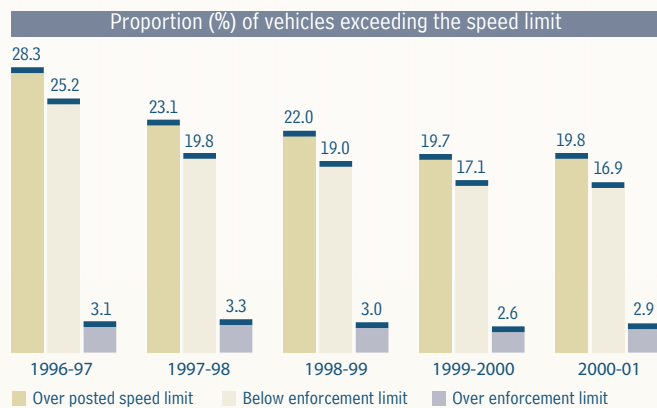
## Speed Monitoring and Enforcement

Excessive speed contributes to a large number of fatal and serious crashes. To combat this, the Police Service has implemented the Cap Speed project (formerly the Enhanced Traffic Enforcement Program) to increase the number of speed camera hours of operations.

The implementation of speed detection programs has led to an increase in the number of vehicles being monitored for speeding on Western Australian roads and a decreasing trend in the proportion of vehicles detected exceeding the speed limit. The continued enhancement of speed camera radar deployment has meant greater coverage, incorporating the permanent deployment of cameras to country regions.

A total of 18,974,523 vehicles passed through speed cameras in 2000-2001, representing a decrease of five per cent over the vehicles monitored during the 1999-2000 financial year.

In 2000-2001 less than 20 per cent of vehicles were detected exceeding the posted speed limit compared to 28 per cent in 1996-97. The proportion of vehicles exceeding the enforcement limit has remained constantly low at about three per cent. In 2000-2001 this resulted in 400,698 infringement notices being issued. A further 78,240 infringement notices were issued using other methods of speed detection, including hand-held instruments.





## Drink-driving

In 2000-2001, 1,078,217 drivers were tested in Random Breath Testing operations resulting in 8,244 charges. This represented an increase of 0.6 per cent in the number of tests conducted compared to 1999-2000.

The percentage of drivers tested in Random Breath Testing operations charged with drink-driving offences has steadily declined from 0.97 per cent in 1996-97 to an estimated 0.76 per cent in 2000-2001. The use of Mobile Breath Testing stations (booze buses) has contributed significantly to this achievement.

Mobile Breath Testing Stations tested 414,278 drivers during 2000-2001, a decrease of seven per cent over 1999-2000. A total of 3,472 alcohol-related driving offences were detected, an increase of three per cent over 1999-2000.

In addition to the number of motorists tested at Mobile Breath Testing Stations, police districts statewide conducted a further 663,939 random breath tests, an increase of 4.6 per cent over 1999-2000. A further 4,772 alcohol-related driving offences were detected, a decrease of 1.3 per cent over the previous year.

## Driver Fatigue

Along with speed and drink-driving, driver fatigue is one of the leading causes of crashes. This is particularly the case in country areas due to the distances that are travelled. In 2000-2001, many districts recognised this, and implemented initiatives to address the issue.

### Community Against Crashes - Goldfields-Esperance

Driver fatigue is a problem in the Goldfields-Esperance District due to the distances between localities. To address this situation a partnership was formed with external agencies through the Kalgoorlie Roadwise Committee, and a Community Against Crashes initiative was implemented over the Easter holiday period. The initiative involved operating a roadblock, with prominent community members in attendance to pass on tips and literature to drivers about driving whilst fatigued.

As a result of this initiative, public information about driving while fatigued has been raised to a higher level. Community and driver acceptance of the initiative has been excellent, and contributed towards the Goldfields-Esperance District enjoying an Easter holiday period free of fatalities and serious crashes.

## Selected Targeted Enforcement Project (STEP)

The Selected Targeted Enforcement Project (STEP) is an independently funded, collaborative project between the Police Service and the Office of Road Safety, with the purpose of reducing the incidence of serious crashes in Western Australia.

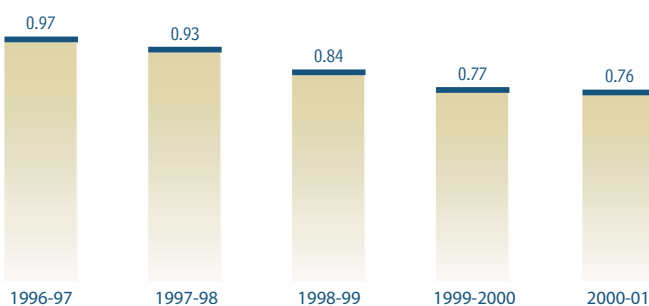
The project is designed to pilot a targeted enforcement program involving either specific police districts, or a co-ordinated approach involving several districts and the overlapping of boundaries, utilising highly visible, stationary and/or mobile enforcement strategies specifically targeting:

- vehicle occupant restraints;
- drink-driving;
- speeding;
- pedestrian safety; and
- driver fatigue.

The key principles of the program are that enforcement must be additional to existing traffic management and road safety operations; operational responsibility rests with the Police Service; enforcement must focus on key road-user behaviours and be integrated with the Road Safety Council calendar of events or local strategies; and operations must be highly-visible, with the aim of increasing the deterrence to drivers and other road-users from unsafe behaviour.

All STEP activities are monitored by the Office of Road Safety, and internally by the Police Service, and they have joint responsibility for evaluating the effectiveness of the project.

Proportion (%) of drivers tested in RBT operations who were charged with drink driving offences



Note: The number of recorded random breath tests (RBT) is subject to a review being undertaken in 2001-2002. The outcome of this review may impact on results indicated in this chart and RBT figures quoted on this page.

STEP is an initiative designed to provide police districts with a valuable tool to assist in addressing road safety issues that will ultimately make Western Australian roads safer. It has the potential to significantly reduce the incidence of road trauma. Following are some examples of initiatives funded by STEP in 2000-2001.



### **Operation Nighthawk - Perth**

In the Perth District, Operation Nighthawk was undertaken to address the increasing number of alcohol-related crashes occurring in suburbs surrounding the Perth central business district that involved drivers who had been drinking alcohol in the Northbridge entertainment area.

The operation was conducted over two periods with a total of 1,186 vehicles being stopped. This resulted in 28 arrests and 61 summonses being issued. There were 93 drink-driving-related offences detected. Following the operation, there was a 25 per cent decrease in the number of vehicle crashes in the targeted area.

### **Operation Long Reach - Wheatbelt District**

Operation Long Reach was implemented in the Wheatbelt District to provide highly

visible and targeted traffic patrols throughout the district. Patrol routes were based on an analysis of the location and time of fatal and serious crash data for the five-year period between 1995 and 2000 to ensure the effectiveness of the patrols.

As well as undertaking patrols in the Wheatbelt District, Operation Long Reach patrols traversed Midland, Mid West-Gascoyne and Goldfields-Esperance Districts.

### **Highway Patrols - South Hedland**

Analysis by the South Hedland Police identified a need for a more visible police presence on the major highways to reduce road trauma. With the assistance of Broome, Meekatharra and Carnarvon Police Stations, extended patrols of the North West Coastal Highway from Carnarvon to South Hedland, and the Great Northern Highway between Meekatharra and Broome occurred on a regular basis.

Management of the patrols was based on statistics obtained from the local crash database and Main Roads WA vehicle speed/count data that identified black-spots and determined the patrol areas and times. Rather than use the patrols only to detect and make contact with offenders, police also stopped compliant road-users and distributed educational material supplied by the Office of Road Safety and Roadwise.

The increased police presence on the highways throughout the Pilbara District, provided an avenue for the ongoing education of road-users and a more cautious behaviour of drivers.

### **Targeted Operations - South West**

The South West District conducted three targeted road traffic operations, providing additional police presence in identified black-spot areas, where there had been an increase in serious road trauma events occurring on the major arterial highways during weekends and holiday periods.

As a result of these operations 876 speeding infringements, 50 seatbelt infringements, 1,083 other infringements and cautions and 2,843 multanova camera infringements were issued, 31 positive breath tests were given, resulting in 26 arrests and summonses.

The significant results achieved have resulted in the South West District being nominated for an Insurance Commission of WA Road Safety (Regional Road Safety) Award for excellence.

### **Road Safety Education**

The Police Service delivers a number of ongoing road safety education programs for children and other vulnerable groups, that are managed and co-ordinated on a statewide basis by the Road Safety Section.

- Defensive Driving is an eight-hour theory course, conducted in small groups to target attitudinal and behavioural change in participants.
- Aboriginal Road Safety is a workshop program to provide knowledge, support and resources to empower Aboriginal communities to reduce the incidence of road trauma. It is supported by the availability of Road Safety Section resources to develop and promote community projects.

## PERSONNEL PROFILE

### Craig Boyd Sergeant

Craig commenced his career with the Police Service in October 1984 as a recruit, graduating in February 1985 as runner-up to dux of his academy school.

His first posting was with the Communications Technical Section and he has subsequently worked in Forensic Branch, Electronics Branch, Video Support Unit and BCI Covert Technical Support Unit.

His current position is with the Electronics Support Unit as Technical Projects Officer, where he is jointly responsible for the technical support of police operations. This support includes: establishing mobile radio communications; technical acquisition, transmission and distribution of intelligence and evidence; enhancement and presentation of electronic evidence; and research and development of electronic systems to improve police operations.

Craig was the key person involved in the technical implementation of the Video Interview of Suspects Program and Taxi Car Video Project.

- Road Show is a purpose-built prime mover that contains 16 interactive exhibits relating to the major causal factors in road trauma. It operates statewide for 40 weeks of the year, attending country primary and high schools on a three-yearly cycle.
- The Road Safe Exhibition is an interactive display that was developed to meet metropolitan needs. It is permanently housed at the Scitech Discovery Centre in West Perth.
- The Bike Ed Program is a statewide competency-based educational program for primary school students. The program provides an understanding of bicycle safety, development of riding skills in a controlled environment, an understanding of road rules and development of on-road riding skills. Additionally The Bike Ed Program offers train-the-trainer courses for teachers, parents and police officers.

#### Bike Ed Audit

In September 2000, an audit of the Bike Ed Program, and associated training processes was undertaken. The audit revealed that there had been deterioration in the quality and the delivery of the Bike Ed Program since its inception. Critical issues identified were:

- an erosion of training standards;
- limited application of appropriate learning outcomes;
- lack of confidence of training providers; and
- lack of appropriate trainer qualification and competency.

The most significant issue identified was the impact of duty of care that resulted in reluctance by some teachers, parents and instructors to become involved in Bike Ed Programs.

As a result of these findings, the Bike Ed Program has been restructured with the view to ensure that all Bike Ed instructors are provided with appropriate training by qualified trainers. The Program is delivered in modules, and learning outcomes and competencies are clearly outlined to students and trainers. Student performance is regularly monitored and assessed, and progression of students through the modules is dependent on them having the required necessary skills.

To complement the results of the audit, two police officers with the appropriate qualifications were transferred to the Bike Ed Unit, and Bike Ed Area Managers have been trained and qualified as Field Training Officers.

#### Local Initiatives

Throughout 2000-2001, police across the State responded to local issues that led to road trauma, and implemented strategies to deal with these issues. The following examples indicate the range of approaches adopted by police throughout the State.

#### Operation Blitz - Mid West-Gascoyne

Three Springs Police undertook extensive analysis of local traffic data in relation to major highways in the Mid West-Gascoyne District. This identified that, speed, alcohol, fatigue and inattention accounted for 60 per cent of crashes that occurred between 1997 and 2001. Also, in 52 per cent of fatalities, non-wearing of seat belts was a factor.



A more proactive, high profile approach was needed to reduce the amount of road trauma within the area. To this end, highly visible and extended patrols were conducted over the Foundation Day long weekend - code named Operation Blitz.

The operation was a success, with a wide variety of offences being detected, specifically those relating to drink-driving and seat belt use. There is no doubt that the visible presence of these patrols impacted greatly on road-user behaviour over that time. As a result, it is envisaged the number of patrols will be increased, and continue to impact positively on the crash rate within the district.

### **Targeted Approach - Dongara**

The high percentage of alcohol-related driving offences per head of population within Dongara and the attitude of young drivers, led to police adopting a targeted approach to traffic-related offences. The local newspaper was used to send a strong message in relation to the risks associated with drink-driving, and reckless and dangerous driving.

Although there was an increase in the number of overall traffic-related offences, attributable to the approach adopted, the targeted approach towards drink-driving resulted in the number of alcohol-related

offences decreasing from 40 per cent of all charges in 1999 to 20 per cent of all charges in 2001.

### **Incentives for Sober Drivers - Kalgoorlie**

In conjunction with Roadwise and local Liquor Accord members, Kalgoorlie Police implemented an initiative to provide positive reinforcement to drivers not drinking and driving. In the month of June, all drivers stopped in Kalgoorlie-Boulder for breath testing, who registered a nil reading, were entered into fortnightly draws to win dinner vouchers at local hotels. Media coverage of the initiative, along with the public launch highlighted the drink-driving message.

The initiative was aimed at driver-behaviour modification and promoted the drink-driving message in a positive context. The campaign has been well received by the general community.

### **Seat Belt Usage - Halls Creek**

The issue of seat belt usage in rural areas of Western Australia is recognised as being a major factor in the number of road crash fatalities. Some of the key road safety issues identified in the Halls Creek area include issues specific to Aboriginal people and the non-wearing of seat belts.

In partnership with the regional Roadwise officer and Roadwise in Perth, Halls Creek Police developed a campaign to increase the awareness of road safety in local youth, with emphasis on the importance of wearing seat belts. The project was named the Halls Creek Belt-up Campaign and consisted of a Roadwise display, a Roadwise-sponsored football carnival and a competition for local youth to win bicycles. The aim of the project was to:

- involve Aboriginal youth in an interactive road safety project;
- promote the issue of seat belts and to support the Road Safety Council's Community Education Restraint campaign with activity at the local level; and
- develop a rapport with the Aboriginal youth of Halls Creek with Roadwise and the Police Service to develop further road safety activities to promote safer road-use behaviours.

The Halls Creek Belt-up Campaign has been nominated in the Insurance Commission of Western Australia 2000-2001 Awards for Road Safety.



## CRIME AND JUSTICE >>

### **South West Divisional Response Group**

Local police were concerned that safety would be compromised due to the time delays of specialist support groups from Perth attending the South West District, to assist in the management of high-risk incidents. Local police lacked the specialist training and equipment required for managing high-risk situations.

To address this concern, South West Divisional Response Group (DRG) was formed to provide a highly trained and timely first response and tactical police presence at high-risk incidents. The DRG comprises 60 local officers, sourced from stations in the district, who are trained to respond to community safety incidents. The DRG is activated on a needs basis and co-ordinated by the District Incident Manager, allowing rapid deployment of officers without depleting other areas within the district.

Since its inception, the South West DRG has been responsible for providing assistance in a number of South West community safety incidents, including:

**Nannup Music Festival 2000** – Officers responded to anti-social behaviour by an Outlaw Motorcycle Gang.

**Bunbury City Siege** – An armed person took control of a store in Bunbury. DRG members provided an immediate response, isolated and cleared the area, contained the scene and assisted with the resolution of the situation.

**Environmental Protestors** – A number of environmental protesters gained entry to the Bunbury Port, subsequently tying themselves to a berthed vessel. DRG members freed the protestors while ensuring their safety and welfare was not compromised.

The Police Service has a key role in ensuring an effective response once a crime has been committed. The effectiveness of this response depends on many external factors, including the willingness of the community to report crime and co-operate in investigations; effective legislation; developments in technology; the changing nature and level of crime; and the accessibility to and timeliness of the justice system.

In responding to crime, the Police Service has a shared responsibility with other government agencies, the private sector and the general community. Community assistance is essential in the reporting and investigation of crime. This is increasing as a result of improved access to police services.

The Police Service's role in responding to crime involves the co-ordination of an initial response, collating and analysing intelligence, providing quality investigations, apprehending offenders, preparing evidence and presentation of evidence in court. The quality and effectiveness of the response to crime by the Police Service contributes to offenders being appropriately dealt with by the justice system and its success in meeting the crime and justice outcome.

### **Responding to crime**

To bring individuals before the justice system the Police Service recognises that it needs a two-fold approach to responding to crime.

Reactive policing focuses on providing a timely and appropriate 24-hour response to reported offences and calls for assistance. Through the use of Crime Desks within districts, calls for assistance

are prioritised based on most urgent need for assistance. Priority is placed on offences against the person. The Police Service sets response-time targets for the metropolitan area to assess and monitor the timely response to offending.

Intelligence-led policing enables the Police Service to respond more effectively to offences in relation to the apprehension of offenders. This intelligence is gathered through the use of technology and intelligence networks, at a local and statewide level. It provided the impetus for many of the crime-response initiatives implemented in 2000-2001.

### **Wheatbelt Incident Management Unit**

A model developed for the Wheatbelt Incident Management Unit was implemented to co-ordinate the crime investigation activities of Northam and Moora Detectives and other specialist groups within the Wheatbelt District. Liaison was established between all sections to promote information sharing and this concept was extended throughout the district.

The model encompasses two streams of crime and general operations. This allows the management of all incidents throughout the district, not only those involving criminal activity, but also those relating to the prevention, planning and response for traffic, emergency management and other non-criminal activities.

The Wheatbelt Incident Management Unit model is now promoted as a central point of contact for criminal investigation, major incidents and intelligence management. It provides a standard framework for incident management operations within the district and Southern Region.

## National Automated Fingerprint Identification System

As part of the Federal Government's CrimTrac initiative, the need to replace the existing National Automated Fingerprint Identification System (NAFIS) was identified. The NEC NAFIS had at this time been in service for 14 years within Australia.

In particular, Australian policing jurisdictions were seeking enhanced searching capabilities for identifying palm-print impressions. Approximately 30 per cent of fingerprints gathered from crime scenes include some portion of palm-print detail.

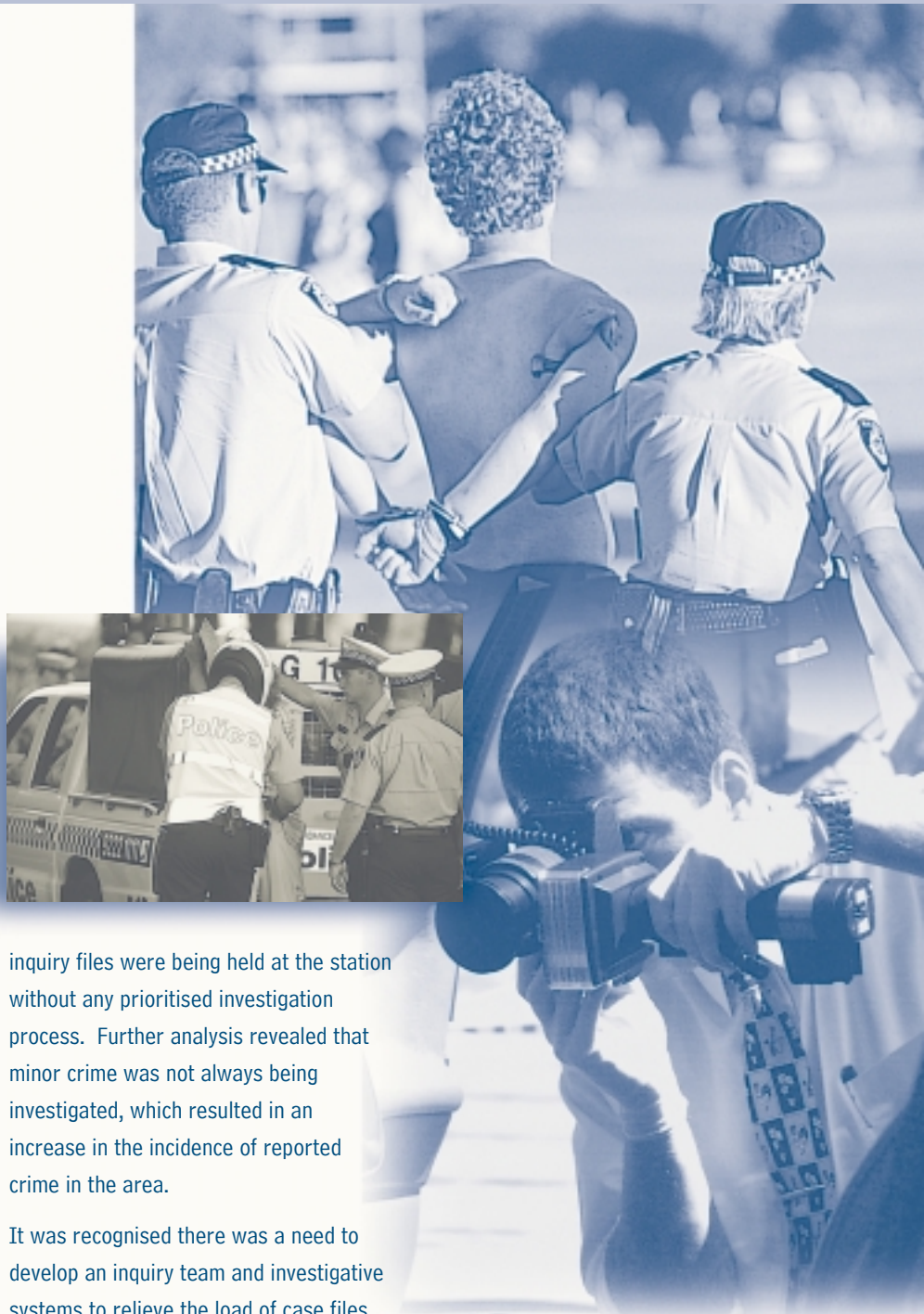
A national committee was formed, comprising representatives from all Australian police jurisdictions. In April 2001, after two years of research and development, the new NAFIS fingerprint and palm-print searching tool was delivered to the Police Service.

The Police Service now has a powerful searching tool that enables both fingerprint and palm-print crime scene impressions to be searched against a national offender fingerprint and palm-print database. Initial results achieved between April and May of 2001 include a 41 per cent identification rate for all crime scene impressions.

The majority of identifications made relate to volume crimes of burglary and motor vehicle theft. This information will assist with identifying offenders, and crime patterns and trends, at the local level.

## Improved Investigation Process - Palmyra

Palmyra Police identified that an increasing number of offence reports and



inquiry files were being held at the station without any prioritised investigation process. Further analysis revealed that minor crime was not always being investigated, which resulted in an increase in the incidence of reported crime in the area.

It was recognised there was a need to develop an inquiry team and investigative systems to relieve the load of case files and inquiries on tasking staff. This inquiry team analysed case files, intelligence and information systems and second-hand dealer transactions to identify and target repeat offenders.

As a result, the number of outstanding offence reports has decreased by approximately 60 per cent. There has also been an increase in clearance rates of

offences and a decrease in the incidence of reported crime. A continued analysis of crime and incident-pattern intelligence allowed quick reaction to known offenders. It further enabled the implementation of local operations to deal with any escalation in criminal activity as it occurred.

## Operation Rokeby

Analysis by members of the Major Incident Group identified that Subiaco had been subjected to an exceptionally high number of night and daytime burglaries on commercial and residential premises in the month of January 2001.

To address this situation a partnership was formed between the Major Incident Group, Perth District Information Support Centre, Subiaco Police, Nedlands Burglary Group and the Subiaco Council. One of the first activities of this partnership was the production and distribution of a flyer to local businesses and residents containing a request to report suspicious activity.

Additionally, a dossier of persons of interest was compiled and Operation Rokeby was instigated. This operation consisted of 24-hour targeted patrolling using intelligence from information collected as a result of the flyer.

During the operation, reported incidents of burglaries were reduced by 82 per cent. Three offenders were arrested and charged with burglary offences. Drugs and stolen property valued at \$20,000 were recovered and additional charges were preferred regarding anti-social behaviour and traffic matters.

The highly visual police presence not only dramatically reduced the incidence of burglary during the period of the operation, but also in the months that followed.

## Property Crime

### Burglary

Burglary is by far the highest volume crime in the State. Many of the burglaries are opportunistic, with offenders gaining access through unsecured doors and windows. The Police Service does not have direct control of these factors. The opportunistic nature of many burglaries makes it difficult for the Police Service to establish offence patterns and limits the ability to clear these offences.

Although the majority of burglaries are of small monetary value, there is a high emotional impact on individuals when their home has been violated. Because of this, the Police Service places a high priority on the reduction and clearance of burglary offences. The number of reported burglary offences for residential dwellings decreased from 41,054 in 1999-2000 to 40,721 in 2000-2001. However, the number of burglary offences for commercial premises increased from 18,226 in 1999-2000 to 21,228 in 2000-2001. There was also a slight decrease in clearance rates for both categories of burglary offences (1.4 per cent and 1.3 per cent, respectively).

### District Targeting Support

The need for the Bureau of Criminal Intelligence (BCI) to provide greater support to districts, particularly in the investigation of volume crime, such as burglaries, resulted in the BCI District Targeting Support (DTS) being created in January 2001. It was determined that DTS would maintain both a proactive and response capability, focusing on the identification of crime groups and individuals operating across district boundaries and providing district taskforces with a mobile intelligence response.

To date, DTS has provided intelligence support to two burglary-related taskforce operations, Operation Deadline in the Cannington District, and Operation Trace in the Mirrabooka District. The DTS involvement included target identification and profile development, a mobile intelligence group to co-locate with the taskforce and assist with the execution of search warrants, covert resource co-ordination and special projects application and monitoring.

Both operations in which the DTS were involved have been successfully completed with the following results.

#### Operation DEADLINE

Arrests	70
Charges	165
Value Property Recovered	\$220,000
Firearms	7
Cannabis Plants	32
Cannabis Material	917 grams
Amphetamines	145 grams

#### Operation TRACE

Arrests	85
Charges	324
Value Property Recovered	\$187,770
Firearms	3
Cannabis Plants	11
Cannabis Material	1,059 grams
Amphetamines	35.74 grams
Heroin	2.3 grams
Ecstasy	4 tablets

### Burglary Response Strategy - Rockingham

Rockingham Police identified that the rate of dwelling burglary offences increased through the months of November and December 2000. The main hot-spot areas were identified as adjoining suburbs of Waikiki and Coo loongup. Property such as jewellery, cash and electrical goods were the main items stolen.





In partnership with Safer WA, Neighbourhood Watch and local police, a strategy was developed to target recidivist offenders. Intelligence revealed that the motivation behind these offences was to finance offender drug addiction and the local drug dealers were exchanging drugs for stolen property. Specific targets were identified including; burglary offenders, drug dealers and users and receivers of stolen property. While the initial emphasis of this operation was to concentrate on the hot-spot areas, due to the quality of the intelligence received, other targets were identified and included in this ongoing strategy to reduce the number of reported burglary offences in the Rockingham area.

Outcomes were positive, with the overall number of burglary offences dropping, and a decrease in other related crimes, such as stealing from motor vehicles. For the

duration of the operation, 84 adults and 12 juveniles were charged with a total of 320 offences, including burglary, armed robbery, drugs, stealing and fraud.

### **Computer Theft - Perth**

Local analysis of burglary offences within the Perth District identified a sudden surge in computer theft activity in commercial buildings. Offenders were targeting commercial premises after hours and stealing lap-top computers and other expensive electronic equipment.

Information sharing between districts revealed that similar trends were occurring in the Fremantle and Mirrabooka Districts. An operation group was formed comprising Perth District Burglary Investigation Group; District Support Group; Leederville, Wembley and Subiaco Police Stations; Perth District Intelligence Support Centre; Fremantle

Burglary Team; and Mirrabooka Tactical Intelligence Group. Action groups were formed and night patrols conducted in the targeted areas.

As a direct result of the action taken, two offenders were apprehended and subsequently charged. There was a resultant recovery of property and a 57 per cent reduction of similar offences within the targeted area. Intelligence gathered also resulted in the identification of several receivers of stolen property.

### **Marine Crime**

There has been continued growth of marine-related crime including theft, fraud and drug-related offences.

To address this, officers from the Water Police established the position of State Marine Intelligence Officer. This officer oversees the intelligence networking for Water Police. This network includes all Australian police agencies and other stakeholders in the maritime environment. The officer chairs the State Marine Intelligence Group, constituted by intelligence officers from Customs, Australian Federal Police, Fisheries and Conservation and Land Management.

The Water Police has an intelligence database that provides a powerful tool for identifying stolen property and offenders. Trends, patterns and types of offences committed have been identified and dealt with by Water Police, in partnership with police districts statewide. This effort has resulted in significant reductions of marine-related crime and an increase in the prosecution of offenders. The network and information flow relating to marine crime continues to develop and become more effective.



## PERSONNEL PROFILE

### Mal Shervill Superintendent

Mal joined the Police Service in 1976 and in the early part of his career he served in the country and metropolitan area. In 1981 he joined the Criminal Investigation Branch and served as a detective at suburban offices and Kalgoorlie.

In 1998, Mal was appointed Project Manager to lead the implementation of the recommendations of the Investigative Practices Review. Implementing these recommendations was extremely challenging, but Mal welcomed the opportunity to work with staff at all levels of the Police Service, to examine traditional policing methods and develop new initiatives. The leadership skills he displayed ensured that the recommendations of the review were implemented in each police district throughout the State, which has enabled many positive results to be achieved.

Mal visited the Toronto Metropolitan Police in Canada to undertake an evaluation of their electronic brief system. This evaluation contributed to the development and implementation of the new Brief Case system for which he is the Business System Owner.

Mal is currently the Superintendent-in-charge of the Internal Affairs Unit, which is providing another chance for him to contribute to enhancing the professionalism of the Police Service by ensuring that the ethics and standards of his fellow police officers are maintained.

### Arson

Through attendance at fire scenes, it was established that many of the people from agencies external to the Police Service, who were involved in fire suppression activities, were unaware that some of the techniques they were using were possibly compromising scene examinations. These agencies also did not appreciate the valuable assistance they could give, by observing and recording information such as vehicle details and descriptions of people leaving areas where there had been a fire.

Consequently, a partnership was formed between the Police Service, Fire and Emergency Services, Conservation and Land Management and local government authorities, to educate members of these agencies in basic fire-scene examination and strategies to minimise disruption to fire scenes. Members of the Police Service's Arson Investigation Unit visited the organisations and presented lectures and also gave details of the type of intelligence to gather when attending fires scenes.

Since presenting these lectures, there has been a better understanding between the agencies, a significant increase in information from fire-fighters initially at the scene, and a reduction in the destruction of evidence at fire scenes from fire suppression activities.

### Serial Arsonist - Manjimup

Arson Investigation Unit identified a significant increase in the number of bush fires in the Manjimup area and that the fires were started at a similar time, and in a similar area, on each occasion.

Officers from the Arson Investigation Unit consulted with Conservation and Land Management (CALM) officers to identify strategies to deal with what was believed to be a serial arsonist. As a result of this consultation, specific areas were targeted and CALM surveillance equipment was used to photograph vehicles using the area.

Analysis of the information highlighted a person of interest who was subsequently charged with arson offences.

## Crime against people

### Robbery

The range of what is considered a robbery offence is very broad. They relate to the less serious unarmed robberies, like stealing someone's shoes while on public transport, to the very serious, such as bank hold-ups. In addressing robbery offences the Police Service concentrates its efforts on the reduction and clearance of serious robbery offences.

In 2000-2001, the number of reported unarmed robbery offences decreased from 1,152 to 1,131 compared to 1999-2000. However, the number of reported armed robbery offences increased from 983 in 1999-2000 to 1,027 in 2000-2001. Clearance for both categories of robbery improved in 2000-2001.

### Serial Armed Robbery Response

During 2000-2001, analysis of armed robbery offences committed, identified several series of offences that were being committed across the boundaries of metropolitan policing districts. Acting on the recommendations of the Investigative Practices Review, the Major Crime Investigation Unit provided co-ordination of the investigation of these serial armed robbery offences.



During the past 12 months, the Major Crime Investigation Unit established 11 taskforces in conjunction with districts. The outcomes have been exceptional, with a total of 18 offenders arrested and 101 charges preferred.

There were 13 armed robbery offences committed against financial institutions during 2000-2001 and 100 per cent of these crimes were solved. Partnerships developed during this period have engendered strong community support and raised the awareness of crime prevention issues.

### Child Abuse

The Police Service's investigation into the incidences of child abuse is primarily undertaken by the Child Abuse Investigation Unit. This Unit was viewed as very reactive in that it was only responding to reported incidents of child abuse. This resulted in an ad hoc approach to organised paedophilia and investigation of offences relating to child pornography on the Internet. The need for proactive investigations and the development of investigation targets based on intelligence sources was evident.

In July 2000, an Intelligence Unit was established within the Child Abuse Investigation Unit to assist in the identification of organised paedophilia. Partnerships were developed between the Unit and relevant external agencies, including the Ministry of Justice, Education Department, youth groups and religious institutions.

Information was obtained in relation to people being released from correctional facilities who may pose a threat to children in our society. This information was collated and developed into profiles, then disseminated for attention by investigation teams from within the Child Abuse Investigation Unit. The Intelligence Unit also developed protocols for the investigation of child pornography on the Internet and is in the process of developing a computer-based intelligence facility to assist in the identification of child sex offenders.

Since the introduction of the Intelligence Unit, 156 proactive investigations have been conducted, resulting in 58 matters being allocated to teams within the Child Abuse Investigation Unit for further investigation.

### Child Pornography on the Internet

The Intelligence Unit of the Child Abuse Investigation Unit received information that a school teacher was involved in downloading and supplying child pornography from the Internet.

After preliminary investigations, the matter was allocated to an investigation team. A search warrant was executed on the suspect's premises and a large quantity of child pornography was located. Investigations continued and identified 13 complainants, aged between four and eight years of age who disclosed numerous incidents of sexual abuse.

The suspect was subsequently charged with numerous offences including indecently recording a child under 13 years, sexual penetration of a child under 13 years, procuring a child to indecently deal with him, indecent dealing with a child under 13 years, possession of child pornography, (in excess of 50,000 images) and supplying child pornography.

### Major Investigations

Major investigations relate to the investigation of serious or complex crime. The Police Service conducted a number of major investigations in 2000-2001. These investigations were undertaken in districts by local detectives and other district resources or through a combined effort with districts being supported by specialist crime squads.

#### Operation Seek - Pilbara

Operation Seek was a combined Major Crime Division and Pilbara District operation to investigate the murder of a 67-year-old man in Port Hedland.

## PERSONNEL PROFILE

### **Peter Sullivan** Co-ordinating Analyst

Peter brings a range of skills to his current position of Co-ordinating Analyst with the Bureau of Criminal Intelligence, through his 15-year career with both the Police Service and Australian Federal Police. His career has included general duties policing, long-term drug investigations and being selected as the first Resident Agent appointed in the Australian Federal Police. As Resident Agent in Broome, he was responsible for Commonwealth interests, including illegal immigrants, fraud and drug trafficking.

This rich policing background has provided a solid grounding for Peter's contribution to enhancing the role of the Bureau of Criminal Intelligence. One of these enhancements was the formation of the principles of the Joint Intelligence Group. The Joint Intelligence Group is an intelligence-sharing partnership between the Police Service, National Crime Authority, Australian Customs and Australian Federal Police. Peter has contributed significantly to the development of Joint Intelligence Group operations.

The effective use of the Joint Intelligence Group was demonstrated through Operation Isolate relating to an Outlaw Motorcycle Gang national run. This operation highlighted the high level of co-ordination developed through excellent management of intelligence.

Peter encapsulates the spirit that allows intelligence expertise to be effectively applied to frontline policing.

To provide a sound framework for information workflow during this operation, the investigative team utilised an innovative case-management system developed by the Forensic Surveying Unit called the Visual Presentation System (VPS). This system enabled investigators around the State to be simultaneously tasked action items, and allowed senior investigators to make informed decisions in relation to the investigation's focus.

In March 2001 the Operation SEEK taskforce charged a man with wilful murder. The utilisation of VPS during Operation SEEK was fundamental to the successful identification, apprehension and ongoing prosecution in this matter.

#### **Operation Gucci**

The Fremantle Tactical Intelligence Group commenced Operation Gucci in December 2000. The operation targeted a number of suspects in relation to serious offences throughout the district, including aggravated burglaries, serious assaults, conspiracy, selling and supplying various drugs, manufacturing drugs, supplying firearms and extortion.

Throughout the operation significant seizures of drugs and firearms were made. Covert officers, Bureau of Criminal Intelligence Surveillance Teams and telephone intercepts were used to gather intelligence during the operation. In February 2001, eight search warrants were executed on a suspect's premises, resulting in further large quantities of cash, drugs, handguns, rifles, cannabis and steroids being seized.

In March 2001, detectives executed further search warrants and arrested two other persons involved. In total 11 persons were arrested with 70 charges being preferred.

#### **Sexual Assault Investigation - Albany**

An initiative undertaken by the Albany Police was to identify and review unsolved major crimes committed within the Great Southern District. As a result a review of an unsolved sexual assault of an 82-year-old female in February 1998 was commenced.

Profiles for persons of interest were prepared based on available intelligence and categories for avenues of inquiry were developed. A significant avenue of inquiry undertaken was DNA profiling.

A suspect was identified and interviewed, but he denied any involvement in the offence. A sample of the suspect's DNA was obtained and matched the DNA from the crime scene. The suspect was subsequently charged with a number of offences relating to the sexual assault.

#### **Murder Investigation - Rockingham**

In October 2000, an 18-year-old youth was seriously assaulted outside a Rockingham nightclub. The youth never recovered from the injuries sustained and died in hospital several days later. An extensive investigation was carried out by Rockingham Police, which resulted in the charging of a 27-year-old Rockingham man with manslaughter.

#### **Drug-related crime**

Drug-related crime is one of the significant issues confronting the Police Service and the community. Given the relationship between drug-related crime and other criminal activity, the detection of the cultivation, supply and manufacture of illicit drugs is a key priority for the Police Service. There have been a number of studies into the nature of this



relationship and while figures vary, a conservative estimate is that at least 50 per cent of crime is drug-related.

The Police Service invests significant resources in the detection and prosecution of those who use, possess, supply, cultivate, import or manufacture illicit drugs. However, the Police Service also has a key role in diversion schemes and education of young people as to the dangers of drug-use. The Community Safety section in this report details some of the initiatives implemented relating to this role.

The following examples relate to the enforcement role played by the Police Service in dealing with drug-related crime in 2000-2001.

### **Operation Waterway - Mandurah**

Operation Waterway was conducted over a five-month period, from February 2001, in response to intelligence that indicated that there was a significant drug problem in the City of Mandurah.

Persons and groups involved in the sale and supply of illicit drugs were identified through various sources ranging from local knowledge, Crime Stoppers and intelligence gathering. It was anticipated

that the targeting of these persons would result in the substantial reduction of drug and associated activities such as burglary and theft in the City of Mandurah.

A list of known amphetamine dealers was prepared and submitted to the Peel Tasking and Co-ordinating Group. The proposal included the use of surveillance and proactive policing in which all levels of drug dealers were targeted to gather ongoing intelligence.

Officers from Peel District, in conjunction with support units from Perth, continued to gather information on persons of interest culminating in a series of drug raids in June 2001. These raids, involving 84 police officers, were directed at 19 individuals. Subsequent seizures of cannabis, amphetamines, heroin, ecstasy, firearms, ammunition, and stolen property led to 24 individuals being charged with over 80 offences. An amount of cash was seized and a property has been frozen pending seizure under the proceeds of crime legislation.

To date there have been 64 arrests with a total of 158 charges. Further charges are expected pending the outcome of ongoing inquiries.

### **Narcotic Detection Dogs**

The demand placed on the Police Service's Canine Section to supply narcotic detection dogs to metropolitan and country districts led to an approach being made to the Australian Customs Service to discuss the possibility of supplying a suitable dog for training. This resulted in an offer of a twenty-month-old Labrador to the Canine Section.

The dog underwent a twelve-week training course at Canine Section and commenced

active service in November 2000. Since that time the dog and handler have been involved in several successful operations, including a new initiative with Water Police where the dog has been used to search marine vessels. The addition of this dog has also enhanced the drug detection service provided to districts by the Canine Section.

### **Drink-spiking**

Complaints relating to drink-spiking and drug-assisted sexual assault increased from five in 1999-2000 to 50 in 2000-2001. These statistics confirmed media reports of the spiking of young women's drinks to render them unconscious and vulnerable to sexual assault and robbery.

To deal with this problem, the Alcohol and Drug Co-ordination Unit have initiated a partnership between the Police, the Sexual Assault Referral Centre, the WA Drug Abuse Strategy Office and the Health Department. The group is planning an education campaign to increase awareness of the practice, increase awareness of the law and definition of consent, promote protective behaviour and encourage reporting to police.



## PERSONNEL PROFILE

**Garry Budge**

**Detective Senior Sergeant**

Garry has over 23 years' experience in the Police Service, with some 18 years as a detective on different operations and investigations, mainly involving serious and organised criminal activity. Garry has the leadership qualities and investigative skills that make him an integral member of the Commercial Crime Division.

He is a key investigator for the inquiry, now assisting the Royal Commission, into the criminal activities of Western Australian finance brokers. This is the largest commercial crime investigation that has been undertaken in Western Australia, with some people having lost their entire life savings and others being sent into bankruptcy. Garry and his team have so far accounted for \$134 million in misappropriated investments, and the investigation is continuing.

Garry provides a conduit between the Royal Commission and investigators. The Queen's Counsel in charge of the inquiry has remarked that if it were not for the efforts of Garry and his team, the Royal Commission would be facing an almost impossible task to achieve what was needed within the timeframes allowed.

### Commercial Crime

Increasingly, there is an awareness of the potential impact of commercial crime, such as fraud. Whether this crime applies to e-commerce, property dealings or other business practices, it can lead to enormous costs, financial or otherwise, affecting individuals, business enterprises or even government operations.

Commercial crime, unlike other types of crime can go unnoticed for considerable periods of time. Furthermore, unlawful dealings are often organised across jurisdictional boundaries and can involve complex criminal activity.

Tackling commercial crime, therefore, often necessitates a high level of business skills, for example accounting or computer skills, to identify and track the types and sources of unlawful activity. There is also a need for close co-operation between police jurisdictions, within and outside of Australia, and private sector investigators.

In 2000-2001, the Police Service's Major Fraud Squad assisted in the development of the National Fraud Database. This database provides and enhances service delivery in the area of consumer protection, through the identification of target individuals and methodologies in the commission of fraud. The database was developed for national and State agencies that deal with fraud-related offences.

Additionally, the Major Fraud Squad commenced the publication and distribution of fraud bulletins statewide and nationally, to assist in the prevention, detection and apprehension of the perpetrators of major, systematic and organised fraud.

Analysts assigned to major fraud investigation have completed 192 company and individual offender profiles, to assist in ongoing investigations, and produced 28 investigative flow charts to aid major fraud case management and numerous individual profiling projects. These offender profiles and flow charts have been used in 20 investigations involving misappropriated funds totalling just under \$37 million.

### Operation Mortgage

Operation Mortgage is a major fraud investigation that commenced in November 1999 as a response by the Police Service to serious allegations of organised criminal conduct within the finance broking industry.

Since its inception, the Operation Mortgage Taskforce has received 101 separate issues for investigation from private investors and official receivers. These investigations involve 2,300 investors and \$134 million. Claims have been made that up to 5,000, mainly elderly investors, stand to lose funds to the amount of \$200 million. The operation is ongoing and it is anticipated that investigations will continue for some time.

To date, the Taskforce has finalised 20 major investigations that have resulted in 20 arrests, 403 charges and involve a total of \$11.443 million in misappropriated funds.



# SUPPORT TO FRONTLINE POLICING

**To effectively support frontline policing the Police Service has progressed a number of key management initiatives in 2000-2001. These initiatives focus on more efficient management and use of resources to assist frontline officers deliver services that meet the needs of the community.**

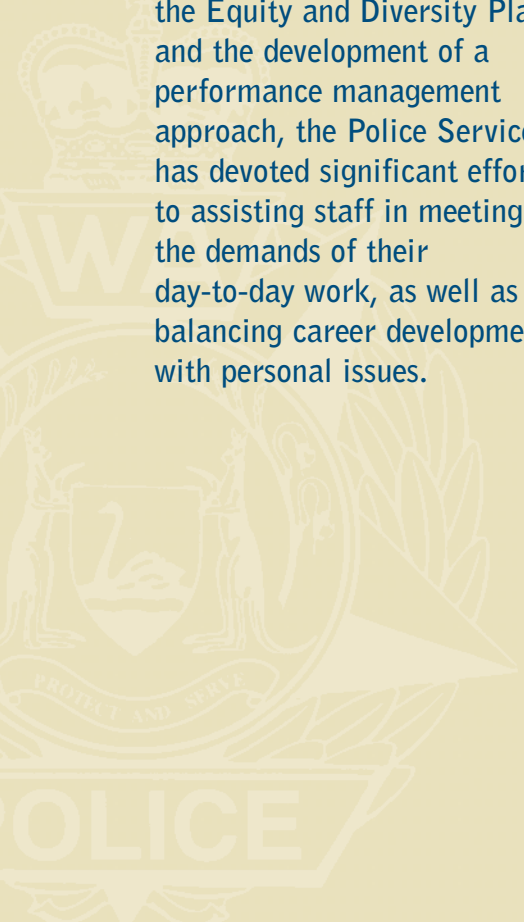
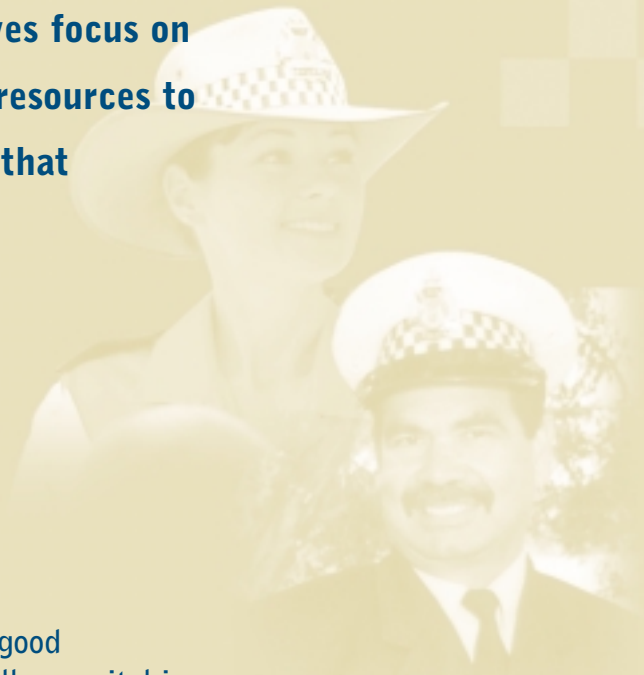
In an environment of continual change, the Police Service not only has to be responsive to changes at the local, national and international level, but also to recognise that work practices have to become more sophisticated and flexible.

With the implementation of the Equity and Diversity Plan and the development of a performance management approach, the Police Service has devoted significant effort to assisting staff in meeting the demands of their day-to-day work, as well as balancing career development with personal issues.

Leadership and good management skills are vital in supporting our frontline officers and to address this, training and development has been a priority.

In preparation for the relocation of the Police Service Training Academy to Joondalup, much work has gone into the enhancement of learning-delivery methods and standards.

Fostering a customer service ethos within the Police Service has resulted in a number of major reviews being carried out to further streamline frontline policing functions. The development of a more efficient allocation of resources methodology for distribution of police officers across the State, has enabled more informed decision-making and the ability to maintain equitable staffing levels.



### Newman Plane Crash

On Australia Day 2001, the Police Service lost four serving police officers who were killed in a plane crash at Newman. They were returning to Newman after attending a reported assault incident at the remote Kiwirrikurra community near the Northern Territory border.

Senior Constable Donald Richard Everett was a pilot attached to the Air Support Unit in Karratha and had been a police officer since 1972. Constable Gavin Ashley Capes who had been a police officer since 1997, First Class Constable David Adrian Dewar who had been a police officer since 1994 and Senior Constable Philip Gavin Ruland who had been a police officer since 1988, were all stationed at Newman at the time of the crash.

The four officers were on board the Air Support Unit's Cessna 310 that crashed as it was preparing to land at Newman airport late at night.

A commemorative service was conducted by Police Chaplain Reverend Barry May at Newman in February 2001. At the service, the Officer-in-charge of Newman Police Station, Senior Sergeant Chris Burgess paid tribute to the four men who were well respected by their peers and the local community. In part Senior Sergeant Burgess said:

"I would like to take the opportunity, that I know that the four of them are currently watching down on us now, just to thank them for the opportunity to be their leader. They gave me the opportunity to be their leader; they agreed to it and to manage their affairs. It's been an honour and we will continue on in the same vein as when they were with us.

"Four great men – we'll miss 'em."

In providing policing services to the community of Western Australia, the Police Service's primary resource remains its people. The very nature of policing demands that its people are provided with the best support possible. To that end, business planning processes have addressed a number of initiatives that needed to be progressed in order to enhance operational effectiveness. During this past year the Police Service has put considerable effort into implementing initiatives that support its people. These initiatives have incorporated contemporary practices and guidelines, addressed training and resourcing needs of personnel and promoted a flexible work environment that supports equity and diversity principles.

### Management of Performance

It is important that Police Service personnel are all working towards achieving the same goals and have a clear understanding about what is expected of them. Equally important, is a performance management approach that allows employees to give supervisors and managers feedback about their expectations. Effective performance management is an invaluable business tool and during the year an approach for managing staff performance across the Police Service was developed.

This approach focuses on managers and supervisors identifying and communicating job requirements and expectations, monitoring and providing feedback, and coaching for improved performance. The approach is designed to complement, rather than replace, existing performance management systems.

The approach was piloted for six months, with appropriate training and consultancy support being provided to managers and supervisors in the pilot areas. Following the pilot, the approach will be assessed and modified where necessary, prior to being implemented statewide.

### Training and Development Review

During the past year, the Police Service has focused on implementing some key recommendations from the Review of Police Training and Development that was conducted in August 1999. The review was undertaken to ensure training conducted throughout the State met the needs of the Police Service as it progressed through its organisational change program, as well as supporting the relocation of the Police Academy to the new site at Joondalup. Some of the key recommendations that have been progressed or implemented include:

- restructure of the Police Academy with a focus on educational faculties;
- development of enhanced customer focus;
- enhancement to learning delivery methods and standards; and
- improved human resource management practices.

### Region and District Allocation of Resources

Following extensive research and consultation, the development of a resource allocation methodology for guiding the distribution of sworn staff across the State, the Region and District Allocation of Resources (RADAR) model was finalised and implemented.

The RADAR model provides a systematic and objective methodology for resource allocation, based on known factors that directly impact on the demand for policing services. The model uses variable information such as population, degrees of area remoteness, socio-economic indices, vehicle crashes, reported offences and crime levels to calculate the number of police officers appropriate for allocation to each police region.

The RADAR model is now available as a management tool to assist in decision-making about the allocation of resources across the agency at the regional and district levels for the distribution of staff.

The use of the RADAR model in decision-making will assist in establishing and maintaining equitable staffing levels across the State and ensure that all future staffing allocations reflect the changing needs of the community.



### Equity and Diversity Management Plan

The Equity and Diversity Management Plan 2000-2003 is being implemented to assist the Police Service address the diversity of its workforce, provide a work environment free of harassment and discrimination, address its responsibilities under equal employment legislation and meet government planning requirements.

The following key strategies from the Plan have been implemented during 2000-2001:

- a Women's Advisory Network was established to provide advice on issues impacting on women throughout the Police Service, as well as provide assistance and support to female employees;





### Women's Advisory Network

The Australian Commissioners' Australasian Women in Policing Advisory Committee identified that a priority issue was the establishment of an effective women's consultative mechanism in each jurisdiction and the development of support structures for women in policing.

To address this, the Police Service has established a Women's Advisory Network to address issues that impact on women in policing. In his address at that first Women's Advisory Network Conference, the Commissioner of Police said: "diversity and women in policing is an issue that needs positive action. Western Australia has the lowest national ratio of females in sworn ranks and only one female holds commissioned rank."

Issues that were discussed at the first conference included exploring recruitment and retention strategies for women in the Police Service, and the development of skills and experience for promotional opportunities.

The network is examining a number of papers produced by the Commissioners' Australasian Women in Policing Advisory Committee representatives on issues such as mentoring, conferencing, career planning and equity in performance indicators.

### In-house Grievances Lodged

Source of Grievance	1996-1997	1997-1998	1998-1999	1999-2000	2000-2001
ADVANCE process	11	11	5	4	8
Transfers/Redeployment	14	24	8	5	8
Administrative Decisions	12	2	3	4	2
Relief/Secondment	11	11	22	3	0
Other	13	22	14	17	12
<b>Total</b>	<b>61</b>	<b>70</b>	<b>52</b>	<b>33</b>	<b>30</b>

- a statewide training program was conducted and as a result, approximately 1,800 employees have attended equal opportunity training sessions. In addition, new equity and diversity training modules were developed and incorporated into management training programs; and
- formalising of a partnership with The University of Western Australia to conduct research into the factors that promote and sustain sexual harassment. This research will be conducted over three years, and a key outcome will be the development of new strategies to eliminate harassment in the workplace.

Successful implementation of the Equity and Diversity Management Plan 2000-2003 will assist the Police Service to ensure:

- a productive work environment, which is free from harassment and discrimination;
- services reflect the diversity of the community; and
- compliance with government and legislative requirements in relation to equity and diversity.

### Tactical Training Review

A review of tactical training within the Police Service recognised that the operational safety of police officers is of the highest priority. As a result, a number of recommendations were developed to support further enhancement to training and qualifications in this important area.

Whilst implementation of the review recommendations is ongoing, significant progress was made during 2000-2001 resulting in the following achievements:

- re-qualification training sessions have been lengthened to provide more comprehensive and relevant focus on operational safety;
- a satellite training program is well advanced with trainers now situated at more than 20 locations statewide; and
- qualification and regular re-qualification is now a prerequisite to the carriage of a firearm by police officers.

**Flexible Work Practices**

Improving flexibility in the workplace was identified as a key strategy for the Police Service in order to assist employees balance work and lifestyle responsibilities, and enhance opportunities to deploy staff to meet operational requirements. While existing industrial agreements have provision for a range of flexible leave and work arrangements, it was apparent that access to these provisions was limited for many employees.

A project identifying issues and opportunities in relation to flexible work arrangements is nearing completion. The project will provide recommendations that will assist employees access flexible work provisions including part-time and home-based work, together with the expansion of flexible leave options, and improved parental leave provisions. Opportunities to enhance policing services through the use of more flexible rostering have also been identified.

Increasing workplace flexibility is a key strategy that will assist the Police Service to:

- attract and retain valuable employees, enhancing its ability to provide quality policing services;
- meet equity and diversity objectives, such as increasing the number of women in policing;
- address our responsibilities under equal employment legislation; and
- flexibly deploy staff to meet operational requirements and achieve agency outcomes.



<b>Workers' Compensation Claims</b> (unsworn officers)				
<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>
66	52	42	28	45

**Health and Safety**

Training on occupational safety and health, and workers' compensation was provided to sworn and unsworn personnel statewide. There has been a continued focus towards developing effective employer-based rehabilitation.



**PERSONNEL PROFILE**

**Mark Babich**

**Accounts Payable Controller**

Mark started work in the Finance Division of the Police Service in 1993 and has worked in many positions in that division since that time.

He has been Accounts Payable Controller for the last three years and in this role he supervises a team of staff who process and pay all accounts payable incurred by the agency - over 100,000 per year. In recent times this has meant Mark and his staff have had to become experts in the use of the agency's new Resource Management Information System (RMIS), a sophisticated, SAP-based computer software package.

Mark has also been involved in developments relating to the introduction of corporate credit cards and payments to suppliers by electronic funds transfer.

**Compliance with Public Sector Management Act Section 31 (1)**

In the administration of the Western Australia Police Service, I have complied with the Public Sector Standards in Human Resource Management, the Western Australia Public Sector Code of Ethics and Code of Conduct for the Police Service.

I have put in place procedures designed to ensure such compliance and conducted appropriate internal assessments to satisfy myself that the above statement is correct.

The number of applications made for breach of standards review and the corresponding outcomes for the reporting period are detailed in the following table.

<b>Breach of Standard Applications 2000-2001</b>				
	<b>1997-98</b>	<b>1998-99</b>	<b>1999-2000</b>	<b>2000-01</b>
Number lodged	1	3	3	0
Number of breaches found, including details of multiple breaches per application	0	0	0	0
Number still under review	0	0	0	0

There was one investigation undertaken by the Office of the Public Sector Standards Commissioner, in accordance with the *Public Sector Management Act 1994*.

A compliance audit of systems was undertaken by the Public Sector Standards Commissioner in November 2000, with the major finding being that the agency's approach to ensuring compliance with the Standards and ethical codes had reduced the non-compliance risk to a low level.

**B E MATTHEWS**  
 COMMISSIONER OF POLICE  
 31 August 2001



## COMMENDATIONS AND AWARDS >>

### **Recognition of Service United Nations Service East Timor**

The Police Service continues to provide the Australian Federal Police with personnel for deployment to the United Nations mission in East Timor.

Personnel now serve a standard six-month detachment on a rotational basis. Fourteen officers have completed duties with their contingents, and a further four are currently on deployment.

### **Australian Bravery Decorations Commendation for Brave Conduct**

Senior Constable Peter Robert Duncan  
Constable Josephine Marie McNally  
Senior Constable Allen Bruce Towie

### **Royal Humane Society of Australasia**

#### **Certificate of Merit Award**

Sergeant Mark Anthony Fleskens  
First Class Constable John Gerard Zadkovich

#### **WA Police Certificate of Merit**

Senior Constable Peter Bahen  
Constable Dale Grice  
First Class Constable George Tilbury

### **Commissioner's Special Commendation**

Detective First Class Constable Mark Binning  
First Class Constable Timothy Britten  
Senior Constable Jean-Alain Keisler  
Constable Andrew Knapp  
Senior Constable Kristofer Marsh  
First Class Constable Aaron Walsh  
First Class Constable Tammy Warren  
Constable Briony Whitmore

### **Commissioner's Letter of Commendation**

Detective Senior Constable Jason Banks  
Senior Sergeant Jeffrey Beaman  
Sergeant Robert Borbely  
Senior Sergeant Dale Davies  
Constable Tara Doyle  
Senior Constable Ian Francis  
Constable Larry Giltrow  
Detective Sergeant Colin Graham  
Detective Sergeant Robert Kays  
Detective Sergeant Steven Lawrence  
Detective First Class Constable Adam Matson  
Senior Constable Alun Mills  
Senior Constable Shane Moore  
Constable David Pert  
Senior Constable Brendan Peyton (resigned)  
Detective Sergeant Christopher Porteous  
Detective Senior Constable Stephen Reilly  
Senior Constable Karlo Rep  
Detective Senior Constable Kelly Riddle  
Detective First Class Constable Rosanne Scarvaci  
Detective Senior Constable Kim Travers  
Sergeant Alan Verkerk  
Senior Constable Adrian Wells  
Detective Sergeant Rikki Weskin  
Senior Constable Glen Willers

### **Australian Police Medal**

#### **Detective Superintendent David Caporn**

Detective Superintendent David Caporn joined the Police Service in 1979 and upon being appointed as detective in 1985, honed his investigating skills whilst working in several investigative areas including the Consorting Squad, Armed Robbery Squad, Homicide Squad and Major Crime Squad. Promotion to the rank of Detective Inspector in 1997 was followed 22 months later by promotion to Detective Superintendent. He is presently in charge of Major Crime Division.

In 1997, Mr Caporn was appointed to oversee the Macro Taskforce investigation into the disappearance of three young women from Claremont. His leadership of this taskforce has led to the New York State Police in 1998 paying tribute to Mr Caporn's fervour and tirelessness in motivating the continued efforts by the Macro Task Force to solve these challenging crimes.

Mr Caporn is a member of the WA Child Protection Council, the Senior Officer Group overseeing the implementation of a joint Police, and Family and Children's Services approach to child abuse investigation and the Homicide Secondary Victims Support Steering Committee (addressing issues pertaining to support for secondary victims of crime).

#### **Inspector Bob Mumme**

Over a career spanning almost 29 years in policing, Inspector Mumme has served around the State in areas as far apart as Mount Magnet and Albany. His experience as a police officer includes traffic duties, general policing and crime investigation, leading up to his present role as Assistant District Officer at Midland.

During Mr Mumme's tenure at Mount Magnet, he earned the confidence of the entire community for his ability to develop and maintain effective policing, and harmony among the local youth, business people and the community of the area. He was instrumental in the implementation of local Safer WA committees across the State.



## PERSONNEL PROFILE

### Kim Travers

#### Detective Senior Constable

Kim joined the Police Service in 1989. She served at Central and Warwick Police Stations before transferring to Port Hedland, Geraldton and then Wiluna Police Station.

Since becoming a detective, she has served at City, Armadale and Midland Detectives as well as a six-month secondment with the United Nations in East Timor to provide interim law enforcement services.

Working for the United Nations in East Timor was an amazing experience for Kim. An excerpt from a report she compiled on her return gives an impression of what East Timor was like for officers who served there.

“The few days spent in Dili enabled us to grasp the enormity of the task ahead for Timor to re-build. Every building in the city had been burnt. People were living in the open or under burnt sheets of corrugated iron. Very few vehicles were on the streets, those that were caused havoc, intersections previously controlled by traffic lights were the scene of many traffic accidents. Pigs, chickens, dogs and people used the roadway as a path. The military presence was huge, everything from armed personnel carriers to armed soldiers operating the airport. I’d estimate that 95 per cent of all vehicular traffic was United Nations personnel, either Peace Keeping Force, CivPol or administration staff.”

His dedication to the development of strong local community ties coupled with a positive attitude, has seen the active promotion of drug awareness programs at schools, the promotion of road safety through traffic management and education, and implementation of regional and district requirements to better serve the needs of local communities.

### First Class Sergeant Graham Clifford

Sergeant Clifford joined the Police Service in 1967. After undertaking duties at Boyup Brook Police Station, his next postings were at metropolitan and country locations in the traffic area. In 1977, whilst stationed at Katanning he made one of his earliest forays into public relations by organising and presenting a talk-back show on local radio, dealing with traffic and general policing matters.

Returning to the Perth Traffic Branch, Mr Clifford’s duties encompassed tasks as diverse as carrying out escort duty for heavy vehicles to attending to fatal traffic crash inquiries. His years of experience dealing with many varied matters within the traffic field, including protest marches and public events, were recognised in 1987, when he was appointed Community Affairs State Liaison Sergeant.

Mr Clifford has provided 33 years of devotion to duty, and total commitment to enhancing public relations between the Police Service and the media.

### Assistant Commissioner Douglas McCaffery (Retired)

Assistant Commissioner McCaffery joined the Police Service in January 1962 as a Cadet. In 1966, he commenced two years National Service and after completing active service in Vietnam, returned to

policing in 1968. His early career included extensive work within the forensic field and later, management of telecommunications interception.

In 1994, he was promoted to the rank of Superintendent, in charge of the Fremantle District. While in this position, he was the Commander of an operation at Fremantle Wharf code-named “Port 98” where he demonstrated his fine leadership qualities by achieving one of the most successful police responses to a national dispute.

He was promoted to the rank of Assistant Commissioner in 1998 and played a major role in the development of the Police Service’s Delta Communications and Technology Program.

### Commander Graeme Power

Commander Power joined the Police Service in 1968 and focused his career on criminal investigation, becoming a detective in 1972. During his career he has been assigned to various squads within the Criminal Investigation Branch, including service at Carnarvon and Karratha. In August 1996, he was promoted to the rank of Superintendent and appointed to the position of District Officer in Geraldton.

In 1998, he attained the rank of Commander and assumed the role of Regional Commander of the Northern Police Region. He was tasked with the carriage of a comprehensive review of the practices, procedures and direction of community policing and crime prevention in Western Australia. This review identified the need for the Police Service to enhance its commitment to ensuring that the mix of proactive and reactive strategies addressing community safety and security needs are in line with, and supporting, frontline policing.



## COMMENDATIONS AND AWARDS ■ ■

Now the Commander of the North-eastern Police Region, Mr Power is recognised for his endeavours in implementing a professional standard of service delivery to the community.

### **Senior Sergeant Keith Gilbert**

Senior Sergeant Gilbert joined the Police Service in 1969 and is currently Senior Sergeant at the Fremantle District Office.

During his career, he has performed various policing duties at Central Police Station, Victoria Quay, Bunbury Police Station, Prosecuting Branch, Kwinana Police Station, Narrogin Police Station and was promoted to the rank of Senior Sergeant in 1989.

As Officer-in-charge of the Kwinana Police Station, Mr Gilbert has undertaken a personal commitment to develop and implement significant changes in the delivery of policing services to the community. An integral member and leader of the Fremantle District Management Team, he has taken responsibility for implementing change in accordance with the direction of the Police Service, involving all levels of personnel in those changes.

### **Police Officer of the Year Award**

#### **Sergeant Anthony**

#### **Brackenreg - Toodyay Police Station**

This award recognises Sergeant Brackenreg's commitment to the ideals of community policing and his tireless dedication to improving facilities for youth in the Toodyay area. Mr Brackenreg was declared Toodyay Citizen of the Year in 2000, another result of his work with such community groups as Blue Light Youth Group, Rural Watch and Safer WA. He

was supported for this award by many community members who realised they could always rely on him to give of his best in the community's interests.

### **Public Servant of the Year Award**

#### **Lesley Black - Katanning Police Station**

Ms Black commenced with the Police Service in 1997 and is a Customer Service Officer at Katanning Police Station. Ms Black has provided invaluable assistance to station management and has assumed responsibility for many tasks. As a Justice of the Peace, her services are always in demand and she is particularly active in community organisations such as the Blue Light Association and Meals on Wheels. Ms Black has introduced many initiatives, for example, the dolls she created to assist children when making complaints of a sexual nature, and has generally shown the highest level of commitment to her job and her community.

### **Awards for Excellence**

#### **The WA Information Technology and Telecommunication Awards**

The WA Branch of the Australian Computer Society has conducted these annually since 1991.

The Interface Service was nominated for the Western Australia Information Technology and Telecommunications Awards (WAITTA) and was one of the finalists in the IT Infrastructure category.

### **2000 Annual Report Bronze Award**

The Police Service won a Bronze Award for the Western Australia Police Service 2000 Annual Report in the national Annual Report Awards Australia Inc., where entrants from both private and public sector agencies in Australia and overseas were judged.

### **Organisational Achievement in Public Sector Accounting**

In May 2000, the Police Service Finance Directorate won the Award for Organisational Achievement in Public Sector Accounting. The award was presented by CPA Australia, in recognition of the changing face of Public Sector Accounting and to encourage continued excellence in this area.

According to the CPA News, the State President of CPA Australia said, "the team had identified the need for a new resource management system to facilitate and support the many changes introduced under the Delta Program". The judges recognised that the Police Service has seen improvements in its internal and external financial reporting and business function outcomes, and had achieved a complete audit clearance for the financial component of the new system.

## PERSONNEL PROFILE

### Charlie Perejmibida

#### Detective Senior Sergeant

Charlie has been the Strategic Crime Co-ordinator for the Fremantle District since January 1994. Since this time he has displayed his management skills through the implementation of protocols and changes to investigative practices throughout the district.

These changes have resulted in the better management of all resources and administrative practices within detective offices, and in relation to protracted investigations. This has also created better communication between station staff and detectives.

Charlie consistently sets and maintains high standards and is an excellent leader. He is active in the development of junior officers and is a great role model. He is well respected by his peers and is a quiet achiever who gets the job done with minimal fuss.

Charlie's passion, loyalty and dedication provide the motivation for all his staff and peers to achieve their best.

The credibility of the Police Service depends upon the ethical conduct, behaviour and practices of its people. By assisting District Superintendents to ensure professional and competent behaviour in their districts, the Police Service continues to promote individual and organisational integrity and accountability.

The relationship between the Police Service and the community is one of trust, and nurturing this relationship requires high standards of professionalism and accountability from all Police Service personnel. The Police Service is tasked not only with delivering effective, efficient and reliable services to the community, but also with delivering these services free of corruption and malpractice. The attainment of this standard is fundamental to improving community confidence and the capacity to deliver quality policing to all Western Australians.

### Maintaining Professionalism and Accountability

The Professional Standards Portfolio has the responsibility for ensuring the integrity of the Police Service. It provides ongoing support and quality assurance of service delivery to districts, setting standards and acting as a catalyst for cultural change. Facilitating individual accountability and professionalism involves appropriate auditing, integrity checking, and minimising of corporate risk to the Police Service.

The following are ongoing initiatives or projects that were undertaken during 2000-2001 to facilitate ethical behaviour within the Police Service.

### Complaints Reduction Project

The aim of the Complaints Reduction Project is to develop strategies to reduce the incidence of inappropriate behaviours, which lead to complaints of misconduct.

Focus groups were conducted to ascertain the reasons why complaints occurred and to develop strategies to minimise these incidents. Analysis of focus group findings and other related data was completed during the year.

One of the outcomes of this project was to enhance ethical awareness within the Police Service, by developing interactive web pages that could assist operational staff with ethical decision-making. A CD-ROM entitled *The Dividing Line* has been developed to provide realistic interactive scenarios aimed at challenging and stimulating ethical discussion and thought. The CD-ROM provides an invaluable practice tool for supervisors at the local level and to advance the level of employees' knowledge about systematic, ethical decision-making.

### Blue Line 24-Hour Telephone Line

The Blue Line is a confidential, dedicated telephone line for personnel who are seriously concerned about the conduct of any Police Service employee. The service was brought on-line on 1 June 1999 and is managed by the Standards Development Unit, within the Professional Standards Portfolio. The Blue Line is for use by Police Service employees only, and information provided is treated with the highest degree of confidentiality.

This year a review was conducted of the Blue Line reporting service and recommendations made to enhance its capacity to better meet the needs of the agency. A total of 61 calls were received by the Blue Line in 2000-2001.



## ETHICS AND STANDARDS >>

### **Covert Services Unit**

A Covert Services Unit is being established within the Internal Affairs Branch, which will provide enhanced covert capability. The role of the Unit will be to identify police officers and/or business units at risk and develop options to address the risk. The Unit will also be responsible for developing an integrity profiling approach. This approach is a contemporary proactive strategy to detect and deter corrupt conduct. Its purpose is to determine whether there is a legitimate basis for suspicion in respect of an officer, or group of officers, about whom a complaint is made.

This year, two officers travelled to South Australia, Victoria and New South Wales to examine and evaluate covert methodologies with the respective Anti-Corruption Commission representatives.

### **Code of Conduct**

A new Code of Conduct is being drafted, and following appropriate consultation will be launched in the coming year. This Code will articulate the Police Service's expectations of its workforce, to enhance professionalism by supplementing the broad service philosophy with clearly articulated guidelines.

### **Public Sector Investigations Unit**

The Public Sector Investigations Unit provides an investigative function designed to reduce the incidence of corruption and promote ethical behaviour within the entire public sector. It is solely responsible for detecting and prosecuting criminal offences (stealing, fraud and offences against public authority) committed by public officers in the course of their employment throughout the public sector, including the Police Service.

In the past year the Unit has refined its investigative and reporting processes in the pursuit of continuous improvement. It has also maintained a proactive marketing strategy in conjunction with the Anti-Corruption Commission, conducting formal presentations to the public sector on the function and role of each agency and encouraging proactive assessment of risk factors conducive to corrupt practice.

This year, 106 specific complaints alleging corrupt or criminal practices of public sector employees were received and investigated.

### **Corporate Risk Management**

Managing corporate risks is an integral part of the focus of the Police Service and this philosophy has been endorsed with a Risk Management Policy and framework being introduced. The identification of corporate risk and its effective and

efficient management can greatly reduce the Police Service's exposure to litigation, minimise loss of intellectual property and information, and optimise resource use.

The ongoing and comprehensive review of the Business Area Management Review (BAMR) process applied within the Police Service continues to generate appropriate corrective action and follow-up of non-compliance issues. BAMR is a self-assessment program that provides assurances regarding the adequacy of controls in place in the Police Service.



## PERSONNEL PROFILE

### Jarrold Greenwood Senior Public Affairs Officer

Since commencing his career with the Police Service in 1992, Jarrold worked in Fleet Services before he settled in Media and Public Affairs Directorate in 1994. His work in Media and Public Affairs Directorate has seen him contributing significantly to marketing the Police Service through the co-ordination of promotional events, and developing partnerships with community organisations.

He successfully negotiated with Channel 10 to produce a five-nightly exclusive feature titled "Cutting the toll" in the lead-up to the Christmas Traffic Campaign. He has also obtained sponsorship from Foodland Associated Limited to conduct a number of promotional activities such as Police Week, in-store promotions and advertising in *The Sunday Times*.

Jarrold has received a number of written commendations from Police Service Executive and people from external agencies for his professionalism in promotional and media event management.

This program was accredited by the Office of the Auditor General as having provided a comprehensive quality assurance audit to the Police Service. In forming this opinion, the Office of the Auditor General reviewed the BAMR work program and the extent to which the Police Service had:

- adequately conducted random and targeted reviews of the Program in each region and portfolio;
- ensured adequate follow-up of recommendations;
- linked information gathered from the Program to the Management Audit Unit Business Plans;
- maintained a statewide database of completed reviews, significant findings and local risk plans;
- identified across-the-Service trends and notified key stakeholders and system owners; and
- continually monitored the Program and Test Plan for relevance and continuous improvement.

### Customer Service Standards

The Police Service relationship with the community, the accessibility of services provided and sensitivity towards issues when responding to the community is vitally important.

Improving the responsiveness of service delivery and setting appropriate standards of customer service is an ongoing function of the Police Service. The Police Service recognises that services to the community need to be both relevant and accessible to all people, regardless of circumstances or location.

### Disability Services Plan

The following are initiatives in relation to the Police Service Disability Service Plan outcomes that have been progressed during 2000-2001.

*Advice and services are delivered by staff who are aware of and understand the needs of people with disabilities.*

All recruits are provided with the CD-ROM training package entitled *You Can Make a Difference to Customer Relations for People with Disabilities*. This was developed to assist in raising awareness about disability issues with a view to improving customer service. Disability issues have also been incorporated into scenario training and patrol and investigation assessments using an actor or person with a disability.

*Opportunities are provided for people with disabilities to participate in public consultations, grievance mechanisms and decision-making processes.*

The Police Service is in the process of designing a new website. A page dedicated to informing the public on the Police Service's commitment to addressing disability issues has been developed. This includes the introduction of a customer-feedback form to enable people with disabilities to provide both positive and negative feedback on issues affecting them.

### Language Services Policy

The Police Service has implemented a Language Services Policy, which aims to ensure the provision of a professional and appropriate response to meet the communication needs of members of the community who are unable to adequately communicate in English.

This policy is becoming more widely utilised with staff increasingly using the Translating and Interpreting Service. Also, customers are now more aware of the existence of the policy and that the interpreter service is available free of charge. This is evident by the increase in numbers of customers going directly to the Translating and Interpreting Service to engage an interpreter, prior to them contacting a police station or police officer.

## Aboriginal Consultative Framework

A consultative process was established during the year to ensure that Aboriginal and Torres Strait Islander communities have clear avenues of access and input to the range of policing services provided to the community of Western Australia.

The foundation of this consultative process was the establishment of an Aboriginal and Torres Strait Islander Inter-agency Network Consultative Group. The role of this group is to facilitate informed and focused networking, which represents the interests of diverse Aboriginal communities without being cumbersome or duplicating efforts. One of the functions of this group is to develop a process whereby issues-based focus groups or gatherings are undertaken to enable broader and relevant community input.

## Aboriginal Justice Plan - Policing Focus Group

The Western Australian Aboriginal Justice Council in its Aboriginal Justice Plan 2000, proposed an evidence-based framework around the areas of family, education and policing. The Police Service has assumed the responsibility of facilitating the policing focus group that commenced in February 2001.

The aim of the focus group is to:

- further develop the evidence-based framework to incorporate all relevant literature and research;
- scrutinise the evidence-based framework in terms of its applicability in terms of Aboriginal people in Western Australia;
- analyse the current mix of programs and resources; and



- advise Government and the Aboriginal Justice Council on how current programs and resources may be redirected or optimised for the achievement of desired outcomes.

## Media and Public Affairs

The Police Service is one of a few key agencies that is constantly under the microscope of the media and public attention and it is imperative that it provides timely and accurate information.

The Media and Public Affairs Directorate plays a vital role in communicating the accomplishments of the Police Service to the workforce, media, community and other key stakeholders. Its role is also one of connecting the Police Service to its environment by reporting on crime, incidents and issues that are of concern to the community.

This year, in excess of 31,000 incoming enquiries came from members of the general public, and local, interstate and international media outlets.

Some of the major publicity events co-ordinated by the Media and Public Affairs Directorate included:

- Police Week 2000 adopted the theme *Your Police, Our Community* and held an exhibition at the Perth Royal Show attracting more than 100,000 people;

- National Remembrance Day, which is held every year to honour fallen colleagues from State and Federal jurisdictions who have died in the line of duty; and
- National Medal presentations to police officers who were among service personnel Australia-wide to have served their community for a minimum period of 15 years.

Media and Public Affairs also produced around 7,000 copies of *Newsbeat*, a publication designed to enhance community understanding of policing issues. *Newsbeat* was distributed to Police Service employees, government agencies, media organisations, interstate and overseas police agencies, retired police officers and other private sector organisations.

The Police Pipe Band continued to present a positive image of the Police Service over the year. The band performed on more than 100 occasions throughout the year, including school visits, Police Week, the Channel Seven Christmas Pageant, tours and concerts. The band also spends 50 per cent of its time supporting frontline activities including conducting security appraisals for seniors.

Proactive policing was promoted in the media through television specials on Forensic Division and the Major Incident Group, and newspaper features shadowing police on the beat and officers working at local police stations. Public participation in crime prevention and the solving of crimes was greatly assisted by more than 300 press conferences held throughout the year at Police Headquarters, police stations and at crime scenes.

## PERSONNEL PROFILE

### Wayne Gregson Superintendent

Wayne joined the Police Service as a cadet in 1979 and graduated from the Academy in 1980. He has served at Central and Midland Police Stations and the Tactical Response Group. He also worked as a detective for ten years at Fraud Squad, Major Crime Squad, Nollamara Detectives and Albany Detectives as Officer-in-charge.

While in Albany, Wayne was promoted to Inspector and remained at Albany as an Assistant District Officer, until he was transferred to the Major Projects Unit as the Project Director for the Computer-Aided Dispatch and Related Communications project.

Wayne was recently promoted to Superintendent-in-charge of Communications Branch. He sees communications as a core policing function that provides services to the community and our operational people.

Wayne is a graduate of the FBI National Academy and holds a Masters Degree in Business Administration.

### New Technology

Contemporary policing requires the innovative use of equipment, technology, and policing resources to provide an infrastructure that supports frontline officers. This support is critical to increasing the Police Service's capacity to deliver information in an efficient and timely manner. Advances in technology and rising community expectations also mean that upgrading infrastructure is an important ongoing task to enable officers to spend more of their time performing frontline duties.

Proceeding with the upgrade of the Police Service infrastructure, through the Delta Communications and Information Technology Program (DCAT) and other systems interfacing with this program, has enabled the expedient sharing of information and data across the agency and with relevant external agencies.

The Police Service, in partnership with DMR Consulting Group, is continuing with the delivery of the Delta Communications and Information Technology Program and many of the planning aspects have now been completed.

### Frontline Incident Management System

The Frontline Incident Management System is an integrated solution to manage information about incidents, persons, locations, vehicles of interest and the relationships between them.

The first phase will replace, and significantly enhance, offence reporting and management, as well as property reporting, tracking and disposal. Two obsolete mainframe systems will be replaced and data from reported crime

incidents will be linked to deliver intelligence-led information.

### Insight

Insight is an automated management information system that allows managers to allocate resources to the right place, at the right time. The system will ensure that officers are in areas as incidents occur, reducing response times and enhancing the quality of service to the community.

Insight provides up-to-date information on incidents in a user-friendly and innovative manner. The information is presented as standardised maps, graphs and reports drawn from numerous databases that hold offence data. Insight provides district information analysts with advanced on-line query and reporting facilities enabling them to provide a timely response to specific queries from police stations. The system was introduced statewide in August 2000.

### Brief Case

The objective of the Brief Case application is to reduce downtime in administrative duties related to apprehending and charging of offenders, thereby increasing active patrol time by frontline officers.

After completion of a successful pilot within the Midland Police District, Brief Case is currently being implemented statewide. Not only are operational officers using the system to prepare prosecution papers, but also processing tasks have been examined and altered to streamline information transfer and ensure intelligence is more readily available.

Early results are indicating that substantial time savings are being recorded in some areas and a noticeable improvement in the quality of brief preparation is apparent.



## INFRASTRUCTURE SUPPORT >>

### Interface Services

One of the fundamental aims of the Police Service computer network is to encourage sharing of information throughout the agency, and with its business partners. A key objective of the Interface Services Project was to avoid the inconsistency and expense of a point-to-point interfacing approach, by implementing an interface service that can be used by all internal systems.

The successful operation of these interfaces is critical to the overall effectiveness of applications and provides for better interaction between the Police Service and external agencies. It provides the capacity to share vital information with other Government and community-based organisations at the national, state, regional, district and local level.

### Computer-Aided Dispatch and Related Communications Project (CADCOM)

The outcome of the CADCOM Project is to replace the Police Service's core communication network in the metropolitan area with a computer-based digital radio system. The new network will provide voice and data communication, automatic vehicle location capability, secure communications, officer-duress alarms, a geographical information system and greater accessibility to information by frontline officers.

With the appointment of the prime contractor and respective key sub-contractors the project has progressed into the design, development and ratification phase.

Extensive development has been undertaken in respect to the design and configuration of the computer-aided dispatch function to meet the needs of operational policing and significantly enhance the capabilities of the Police Operations Centre. Development of the radio network is progressing with a mini-network for test purposes having already been established.

### Asset Management

The management of asset procurement, maintenance, replacement and disposal is a key aspect of policing business. With greater accessibility and a wider variety of services expected, the Police Service has to ensure that asset requirements are linked to agency outcomes, thereby maximising the return on investment in regard to current and future service delivery needs.





## Capital Works

In 2000-2001 the Police Capital Works program included:

Bunbury District Police Complex - construction is scheduled to be completed and building operational by October 2001.

Kensington Police Station - project architects for the Kensington Facility (to replace Victoria Park and South Perth Police Stations) have been appointed and it is anticipated that construction will be completed in early 2003.

Kiara Police Station - the facility is being built to replace the existing Lockridge Police Station and is scheduled for occupancy in August 2001.

Busselton Police Complex - completed and officially opened in May 2001.

## New Police Academy

The new training Academy, that is replacing the existing facility at Maylands, is under construction at Joondalup and is due for completion in December 2001. The facility will be fully operational by February 2002. The academy will be co-located with Edith Cowan University and West Coast College of TAFE. It will accommodate 500 staff and students and be able to provide the majority of training for new recruits at the one location, as well as providing training and support facilities for other Government agencies and organisations.

## Operations Support Facility

Construction of the state-of-the-art Communications Centre in Midland is scheduled for completion in July 2001. The three-storey Communications Centre will house CADCOM, the new call taking, dispatch and communications system. The centre will accommodate approximately 140 staff and also provide facilities for the management of major incidents and operations.



The planning and design of future stages of the facility are progressing and will eventually accommodate other sections of the Police Service, including a purpose-built facility for the Forensic Division.

## Vehicle Management

The Police Service fleet totals approximately 1,500 vehicles, the majority of which are leased. Vehicles used by the Police Service include sedans, four-wheel-drives, motorcycles, trucks and light commercial.

All vehicles used for operational duties meet stringent specifications that have been developed jointly with other Australian police jurisdictions under the stewardship of the Australasian Centre for Policing Research.

The recent devolution of some motor vehicle costs and processes to districts has enabled District Superintendents to better manage this asset. As a direct result of devolution, officers are more involved and have direct input into the most appropriate vehicle configuration to meet local operational requirements.