

WESTERN AUSTRALIA POLICE SERVICE

ANNUAL REPORT 2002

WESTERN AUSTRALIA POLICE SERVICE

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HON MICHELLE ROBERTS MLA

Minister for Police and Emergency Services

In accordance with section 62 of the *Financial Administration and Audit Act 1985*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Western Australia Police Service for the year ending 30 June 2002.

This Annual Report has been prepared in accordance with the provisions of the *Financial Administration and Audit Act 1985*.

B E MATTHEWS

COMMISSIONER OF POLICE

30 August 2002

MISSION

In partnership with the community, create a safer and more secure Western Australia by providing quality police services.

VISION

To be a policing service of excellence, protecting and serving the people of Western Australia.

WESTERN AUSTRALIA POLICE SERVICE

COMMISSIONER'S FOREWORD



The past year has seen key developments and changes within the Police Service, tragic events on the streets of Perth and events that will continue to have global repercussions for some time to come.

One event was the terrorist attack in the United States on 11 September 2001. In the wake of this attack our people were immediately engaged in providing increased security to military installations, places of national or international interest and surveillance of persons perceived to be at-risk throughout the State. Additionally, we have contributed to an update of the National Anti-terrorism Plan to accommodate the new threats. Like our state and territory counterparts, we have responded to a large number of reports from community members concerned that they had been subject to exposure to dangerous materials. Although we have not been subject to chemical or biological attack here in Western Australia, work has been undertaken on how we can best respond to this new threat.

Another tragic event was the murders of Mr Lou Lewis and the retired former head of the CIB, Detective Commander Don Hancock, in a car-bombing incident in September 2001, which resulted in one of the largest investigations being mounted and an unprecedented reward being posted by the State Government. Operation Zircon, as it is known, was established to investigate and bring to justice the perpetrators of this crime, which caused understandable alarm in the community. Good, thorough investigation techniques, combined with persistence and determination, have produced positive results in apprehending the offenders.

We again demonstrated commitment to ensuring public safety is not compromised by the activities of outlaw motor cycle gangs, by initiating Operation Avalon to monitor the movements of a gang involved in a run through the South-west of the State and into the metropolitan area. The taskforce used a number of strategies to monitor the movements of the gang, and as a result there were no major incidents or threats to public safety.

The drug problem is arguably the most significant social issue confronting our community. This was highlighted during the year at the Drug Summit in Perth, which should result in some key government directions being implemented. This will also help shape how we continue to tackle the key issue of drug-related crime.

There has been much commitment and investment in addressing the drug problem and many dedicated people trying in various ways to reduce the impact of drug usage. Many of those people are police officers, who see first-hand the damage that illicit drug-use does to individuals and the impact it has on the community.

Successful interdiction of illicit drugs requires us to work closely with national and international law enforcement agencies. Co-operation is high, as evidenced by the many successful interstate and statewide operations against organised drug syndicates. At a more local level, frontline officers continue to target lower-level drug dealers to ensure all levels of the illicit drug distribution chain receive attention from police. This focus produced some positive results for the community.

While we must continue our efforts at apprehending those who traffic in illicit drugs, we are increasingly engaged in harm minimisation and demand-reduction strategies. In this sense, a significant part of our recruit training focuses on harm reduction, its importance, and the vital role police can, and do play.

One issue that caused much embarrassment to the agency at the end of last year was the falsification of Random Breath Test (RBT) information. As mentioned in last year's Annual Report, a review was conducted and a number of improvements to the processes for conducting and recording RBT information have been introduced. This includes the implementation of a new policy to address confusion over testing of drivers, the recording of performance data and the inadequacies of reporting identified at several stations.

A substantial amount of our funding is for dealing with road-safety issues. A number of our external partners, who provide additional funds and equipment, are entitled to receive assurance that their funds are being used properly, as together we seek to reduce fatality and injury levels on our roads. It will take some time to restore the confidence of our partners in road safety with regard to the integrity of our RBT information. However, through the implementation of the new policy and a strong focus on management and supervision, I believe the issues that led to this problem are being appropriately addressed.

While operational policing requirements continue to demand our attention, corporate developments continue on a number of fronts. Our Strategic Plan 2001–2006 was officially launched in August 2001, and provides the focus of our business over the coming years. It was developed in light of government and community expectations, as well as by our own strategic assessment of trends and issues impacting on safety and security in Western Australia.

A number of key issues have been identified which will need to be addressed in moving towards the vision outlined in the plan. These include:

- tackling drug-related crime;
- better clarifying our role in crime prevention;
- becoming an intelligence-led organisation;
- utilising and managing technology;
- focusing on whole-of-government partnerships to tackle problem areas, including the need to address the over-representation of Aboriginal people in the justice system;
- creating a workforce that reflects the diversity of the community we serve;

- building relationships with the community;
- creating a greater sense of corporacy; and
- promoting a public image of professionalism and integrity.

We have already made progress in achieving some of the key strategic directions outlined in the Plan. For instance, the ongoing roll-out of police-specific information technology systems (designed to assist intelligence-led policing); development of the Women's Advisory Network; and piloting of the new approach to managing staff performance. We are currently developing a comprehensive performance framework to enable us to accurately assess our progress and outcomes against the Strategic Plan.

The opening of the new Police Academy at Joondalup in February 2002 marked a key milestone in our history. While the academy is primarily focused on education and training, I believe it will come to mean much more to our people who will see it as the physical and spiritual heart of the Police Service.

We are also embarking on another milestone in the history of the Police Service, namely the Royal Commission Into Whether There Has Been Any Corrupt Or Criminal Conduct By Western Australian Police Officers.

There is no doubt the inquiry will have a major impact on the Police Service. We anticipate that public confidence will diminish in the face of allegations of corruption and criminal conduct by some police officers, even though much will be about officers no longer in the Police Service. Unfortunately, everyone in the Police Service suffers through the actions of the minority. While this will be a difficult period for the agency, we will continue to focus on our role of protecting and serving the community and continuing to engage them in working with us.

Looking back over the past year I am proud of, and satisfied by, the performance of our people, who are working hard and often long hours to achieve agency outcomes. It will be important that we keep up the good work over the year ahead despite likely distractions. Managing external impacts and maintaining our focus will never be more important.



B E MATTHEWS
COMMISSIONER OF POLICE
30 August 2002

WESTERN AUSTRALIA POLICE SERVICE

SENIOR MANAGEMENT STRUCTURE



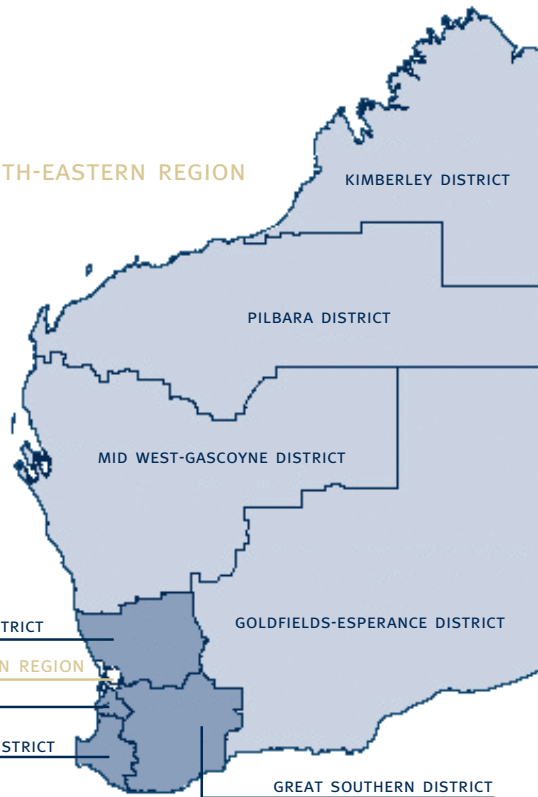
Note: R G McDonald transferred from the Police Service in June 2002.



POLICING WESTERN AUSTRALIA

The Western Australia Police Service (Police Service) provides policing services to the community through a regional structure comprising three regions, 14 districts and 162 police stations. This regional structure is complemented by specialist operational support provided by Crime Investigation Support, and Traffic and Operations Support portfolios.

NORTH-EASTERN REGION



SOUTHERN REGION

NORTH-EASTERN REGION

Commander Graeme Power APM

Districts:	Goldfields-Esperance Mid West-Gascoyne	Kimberley Pilbara
Area in square kilometres	2,334,729	
Population	190,141	
Number of sworn officers	661	
Number of unsworn personnel	58	
Ratio of police to population	1:288	
Number of police stations	52	

SOUTHERN REGION

Commander Daryl Balchin APM

Districts:	Great Southern South West	Peel Wheatbelt
Area in square kilometres	193,212	
Population	330,677	
Number of sworn officers	632	
Number of unsworn personnel	78	
Ratio of police to population	1:523	
Number of police stations	67	

METROPOLITAN REGION

Assistant Commissioner John Standing APM

Districts:	Central North West South East	East South West
Area in square kilometres	4,481	
Population	1,385,296	
Number of sworn officers	2,199	
Number of unsworn personnel	155	
Ratio of police to population	1:630	
Number of police stations	43	

CRIME INVESTIGATION SUPPORT

Assistant Commissioner Tim Atherton

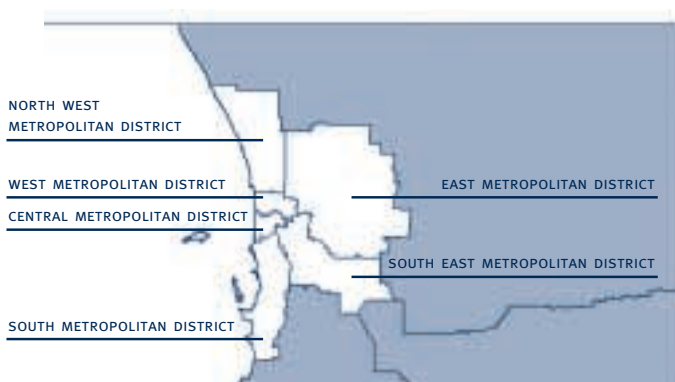
Number of sworn officers	510
Number of unsworn personnel	176

TRAFFIC AND OPERATIONS SUPPORT

Assistant Commissioner Mel Hay APM

Number of sworn officers	514
Number of unsworn personnel	283

METROPOLITAN REGION



Note: Area and preliminary Estimated Resident Population as at 30 June 2001, obtained from the Australian Bureau of Statistics.

WESTERN AUSTRALIA POLICE SERVICE

OVERVIEW

COMMUNITY SAFETY

The community has confidence in the level of public order, safety and security

OBJECTIVES

- Reduce the level of offending.
- Deter community members from offending lifestyles.
- Improve the community's perception of safety.
- Maintain public order and safety.
- Manage and co-ordinate emergency response.

KEY RESULTS FOR 2001-02

- The number of reported offences against the person decreased by 3% on the previous year.
- The number of reported property offences increased by 2% on the previous year.
- Generally, people surveyed felt safe when at home alone: 87% felt safe or very safe during the day, while 74% felt safe or very safe after dark.
- The proportion of the community who felt safe or very safe walking or jogging alone during the day was 87%, while 36% felt safe or very safe after dark.
- The proportion of the community who felt safe or very safe travelling on public transport during the day was 54%, while 16% felt safe or very safe after dark.
- Intelligence-based targeted patrols of hot-spots, specific crimes and persons of interest were conducted.
- Addressed issues relating to Aboriginal feuding and domestic violence.
- To support a focus on local-level problem-solving, additional Safer WA committees were established.
- Programs for specific vulnerable groups, such as young people, women and seniors, and those that address cultural and ethnicity issues, were developed and implemented.
- Emergency management plans in all sub-districts were reviewed and audited.

FOCUS FOR 2002-03

- Address priority offences identified by the community.
- Target situations (offences or repeat offenders) based on intelligence.
- Involve the community in ownership of safety and security through joint problem-solving approaches.
- Develop a range of initiatives to decrease the likelihood of incidents occurring or re-occurring. Particular emphasis will be placed on repeat victimisation in family violence, deterring young people from participating in criminal behaviour and safety for seniors.
- Positively impact on community perceptions relating to fear of crime and influence community perceptions of crime.
- Maintain a high level of preparedness to deal with disasters and emergencies.

ROAD SAFETY

Road-users behave safely

OBJECTIVES

- Reduce fatal and serious road crashes.
- Reduce the number of drivers behaving unsafely.

KEY RESULTS FOR 2001-02

- The number of fatal crashes per 10,000 registered motor vehicles decreased by around 28% from 1.48 in 1998 to 1.07 in 2001.
- The number of fatal crashes per 10,000 registered motor vehicles where drink-driving was a major contributing factor decreased by around 45% from 0.42 in 1998 to 0.23 in 2001.
- The number of fatal crashes per 10,000 registered motor vehicles where excessive speed was a major contributing factor decreased by around 32% from 0.37 in 1999 to 0.25 in 2001.
- The percentage of vehicles monitored by speed cameras, exceeding the posted speed limit was the lowest percentage since at least 1997-98.

FOCUS FOR 2002-03

- Reduce fatal and serious road crashes by identifying local trends and issues, and implement strategies with the local community to address these issues.
- Undertake local road safety education.
- Support statewide and national road safety campaigns.



- Link traffic management and road safety enforcement with wider police responsibility in community safety and crime management.

- Of drivers breath-tested, over 1% were charged with drink-driving offences, the highest percentage since 1997-98.
- Targeted at-risk drivers and the issues of speeding, drink-driving and fatigue, through statewide traffic campaigns and operations.
- Sponsorship arranged for the acquisition of two new booze buses.
- Implemented Road Safety Council campaigns, at local level.
- The Randon Breath Test (RBT) Program was reviewed and measures introduced to ensure the accuracy of the information recorded and reported.

- Enforce the road safety code through strategies to monitor road-user behaviour.
- Use road-safety enforcement and traffic stops to support investigations, and develop proactive strategies targeting offenders or offences.
- Ensure officers know how traffic activities link with government requirements, and contribute to intelligence-gathering and the investigative process.

CRIME AND JUSTICE

A response to crime that brings offenders before the justice system

OBJECTIVES

- Provide an effective response to offending.
- Successfully investigate offences.
- Provide quality evidentiary support to prosecutions.
- Work with key partners to develop a fully integrated criminal justice system.

KEY RESULTS FOR 2001-02

- The response time, for priority 1 and 2 calls for assistance in the metropolitan area, was from 2–12 minutes, 80% of the time.
- Of people surveyed, 75% were satisfied with the job the Police Service is doing in responding to calls for assistance.
- A clearance rate of around 85% was achieved for offences against the person – the highest in five years.
- A clearance rate of around 21% was achieved for property offences, representing a 6% increase in the number cleared, compared to the previous year.
- A clearance rate of around 90% was achieved for drug offences.
- Of the matters brought before the courts by the Police Service, around 91% resulted in a plea of guilty. Around 82% of defended matters resulted in a conviction after trial.
- Incident Management Units were introduced, to provide real-time monitoring and timely deployment of resources to complement intelligence-led policing.
- The new National Automated Fingerprint Investigation System (NAFIS) was utilised to increase the number of crimes searched, provide advanced search features, and timely results for district operations.
- Operation Avalon was conducted to monitor the movements of an outlaw motor cycle gang run.

FOCUS FOR 2002-03

- Provide an effective and quality response to offending.
- Ensure deployment practices enable a timely response at peak times.
- Provide support for victims of crime through timely referral to victim support services and keeping them apprised of progress of the investigation process.
- Use intelligence, scientific and forensic information to add value to the detection and investigation of crime.
- Develop and implement strategies to promote intelligence-led investigation of crime and maximise the sharing of intelligence.
- Ensure consistency and quality in brief preparation.

WESTERN AUSTRALIA POLICE SERVICE

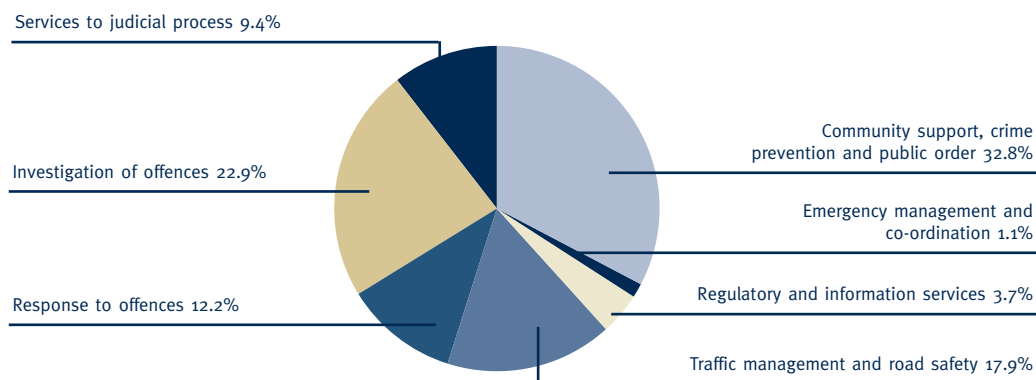
OVERVIEW

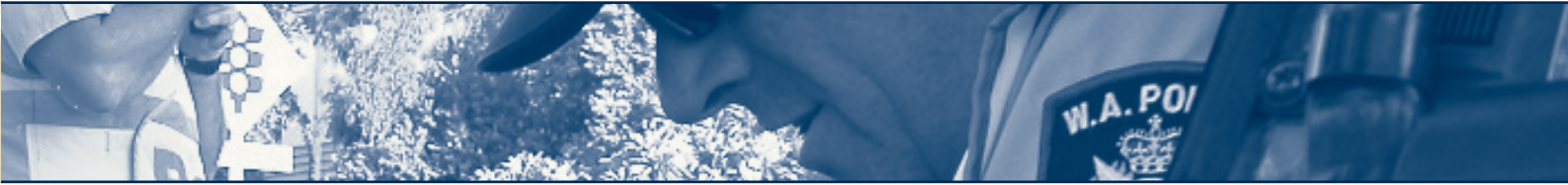


OUTCOMES AND OUTPUTS

Government Strategic Objective	Desired Outcomes	Outputs
Safe, healthy and supportive communities	The community has confidence in the level of public order, safety and security	<ul style="list-style-type: none"> • Community support, crime prevention and public order • Emergency management and co-ordination • Regulatory and information services
	Road-users behave safely	<ul style="list-style-type: none"> • Traffic management and road safety
	A response to crime that brings offenders before the justice system	<ul style="list-style-type: none"> • Response to offences • Investigation of offences • Services to the judicial process

PERCENTAGE OF TOTAL RESOURCE EFFORT DIRECTED TO OUTPUTS IN 2001-02

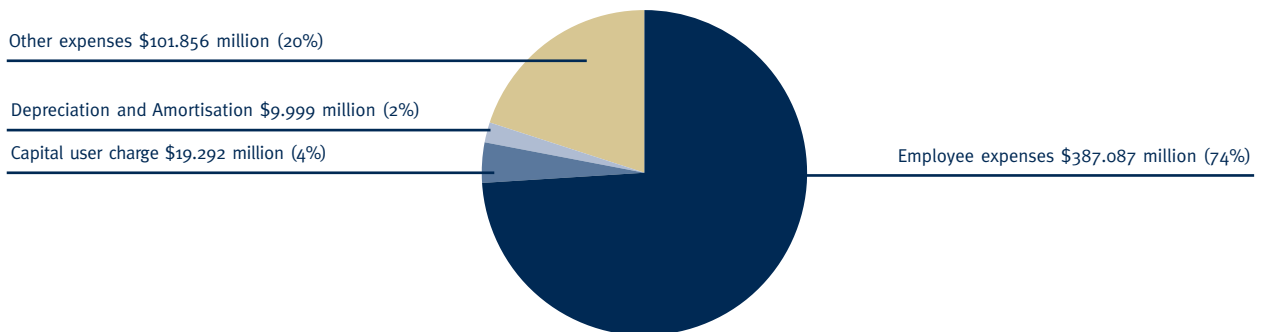




RESOURCES

The total cost of providing policing services to the community of Western Australia in 2001-02 was \$518 million (\$270 per person). This represents an increase of around 11 per cent on the 2000-01 total cost of service of \$468 million. The items primarily contributing to the increase were the introduction of capital user charge expenses of \$19.3 million; salary and wage increases of \$13 million; and \$8.3 million for information technology projects. A breakdown of expenses is shown below.

BREAKDOWN OF TOTAL COST OF SERVICE BY EXPENSE CATEGORY IN 2001-02



SIGNIFICANT EXPENSES IN 2001-02

	\$'000
Employee expenses	
Salaries and wages	286,389
Leave expenses	43,149
Superannuation	32,676
Employee housing	12,018
Other Expenses	
Services and contracts	31,162
Repairs and maintenance	16,361
Rental, leases and hire	15,722
Fuels, oils, insurances and licences	9,563
Communication costs	6,586
Electricity, water and rates	4,565
Depreciation	
Office and computing equipment	3,978
Buildings	3,438

- The approved average staffing level for sworn officers in 2001-02 was 4,921, compared to 4,811 in 2000-01.
- The approved average staffing level for unsworn personnel in 2001-02 was 1,045, compared to 1,105 in 2000-01.

WESTERN AUSTRALIA POLICE SERVICE

OVERVIEW



KEY STATISTICS

- There were 693,124 total calls for assistance received by the Police Communications Centre in 2001-02, an increase of eight per cent on the previous year.
- The proportion of survey respondents satisfied or very satisfied with services provided by the police was 67 per cent, compared to the Australian average of 70 per cent.
- The proportion of survey respondents satisfied or very satisfied with the services received during their most recent contact with police was 81 per cent, compared to the Australian average of 80 per cent.
- There was a total of 271,072 offences reported to police for 2001-02, representing an increase of two per cent compared to 2000-01.
- The clearance rate for offences against the person has been consistently over 80 per cent since 1998-99. In 2001-02, a clearance rate of around 85 per cent was achieved – the highest in five years.
- Despite an increase in the number of property offences in 2001-02, clearance rates increased to around 21 per cent. This figure equates to a six per cent increase in the number of offences cleared in 2001-02 compared to 2000-01.
- The number of fatal crashes per 10,000 registered motor vehicles in 2001 was the lowest for at least five years, reflecting a decrease in the number of fatal crashes from 184 in 2000 to 151 in 2001.

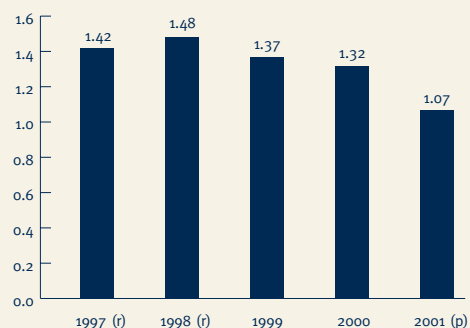
REPORTED OFFENCES 1997-98 TO 2001-02



CLEARANCE RATES FOR REPORTED OFFENCES 1997-98 TO 2001-02



NUMBER OF FATAL ROAD CRASHES PER 10,000 REGISTERED MOTOR VEHICLES IN 2001



(p) Preliminary figure pending the completion of all coronial inquiries.
 (r) Revised figures from those shown in previous annual reports. The revision of figures reflects the completion of coronial inquiries and a revision of the source and number of registered motor vehicles.

A PLANNED APPROACH

Each year, the Police Service senior management group formulate policing priorities and management initiatives through the annual business planning process. These priorities and initiatives are those that need to be addressed to enable the Police Service to realise the vision in the five-year Strategic Plan, and assist in meeting its three primary outcomes of Community Safety, Road Safety, and Crime and Justice.

The annual business planning process provides local managers with a focus and context for their own business planning and the basis for developing appropriate strategies. Local plans are then customised to meet local needs.

The primary outcomes and management initiatives sections of this Report have been structured to reflect the planning processes within the Police Service.

Reporting requirements on each outcome are broken down into the following areas.

- **Key Priorities** – the range of initiatives, issues and strategies identified for implementation in 2001-02, providing the focus and direction for service delivery at the local level.
- **Significant Achievements** – explanation of the key results that contributed to the Police Service meeting the outcome.
- **Overall Results** – statistical results based on identified policing priorities. They also provide an indication of how successful the Police Service was in meeting the outcome.
- **Local Initiatives** – initiatives or programs implemented at the local level to address the policing priorities identified for the year. These were implemented in addition to regular policing tasks, such as responding to a call for assistance, attending a traffic crash or investigating a burglary. While these initiatives complemented day-to-day activities, they were implemented to solve a particular issue in a local community, while still addressing an overall policing priority. This supports a local problem-solving approach to policing.

The management initiatives implemented in 2001-02 are reported under six main headings that provide a framework to support frontline policing.

- Valuing our people.
- Managing and leading.
- Optimising resources.
- Focusing on community needs.
- Being open and accountable.
- Building partnerships.



WESTERN AUSTRALIA POLICE SERVICE

COMMUNITY SAFETY

The community has confidence in the level of public order, safety and security

Crime prevention is a fundamental policing approach and is the focus for this outcome. This is demonstrated through a commitment by the Police Service to implement a change program that will see crime prevention as a key philosophy of service delivery at the local-level. The Police Service's role is predominantly realised through strategies targeted at reducing the opportunities for individuals and groups to commit crime. Intelligence-led policing methods and community education and awareness programs support this aim.

The focus of this role is on the harder-end of crime prevention: targeting known hot-spots and repeat offenders. An influencing role includes assisting other relevant agencies to adopt early-intervention strategies and develop education programs to encourage individuals to take responsibility for their own safety, and reduce their likelihood of becoming victims of crime.

The Police Service also takes a lead role in co-ordinating the management of emergencies, assisted by strong working relationships with external agencies and community groups to reduce the impact of such events.

KEY PRIORITIES

- Intelligence-based responses to ensure resources are effectively deployed and to provide maximum deterrence and response opportunities.
- Local Safer WA initiatives to harness participation in the resolution of community safety issues, provide community leadership and encourage across-government commitment to developing strategies that target the causes of crime and people's perception of safety.
- Safety and security programs for specific vulnerable groups, such as young people, women and seniors.
- Programs which acknowledge, address and communicate cultural and ethnicity issues.
- Reduce the incidence of burglary, robbery and motor vehicle theft.
- Quality emergency management training and exercises to all relevant agency personnel, to maintain a level of preparedness.
- Planning to meet emergency management responsibilities.



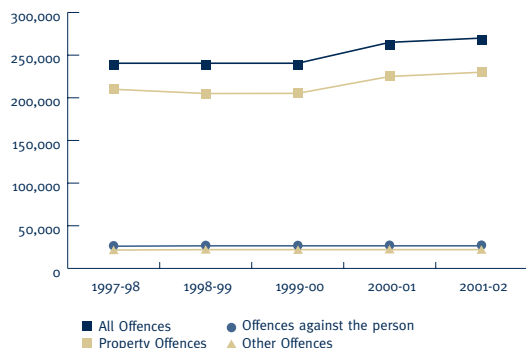
SIGNIFICANT ACHIEVEMENTS

- Deployed Police Transit Unit onto the Metropolitan Rail System.
- Applied intelligence data to implement targeted patrols of hot-spots and specific crimes, targeting persons of interest associated with particular crime patterns and monitored the effectiveness of targeted patrols and specific operations.
- Contributed to the Ministerial Working Group formed to establish the Office of Crime Prevention.
- Implemented strategies to address issues relating to Aboriginal feuding and domestic violence.
- Continued involvement and support to the Safer WA structure and established additional committees to facilitate focus on local-level problem-solving.
- Implementation of safety awareness programs for seniors, providing advice and assistance to address crime and safety issues.
- Reviewed and audited all sub-district emergency management plans.

OVERALL RESULTS

- A total of 271,072 offences were detected and reported to police in 2001-02, representing an increase of two per cent when compared to 2000-01. This increase may be the result of strategies to encourage the reporting of certain offences (for example, family and domestic violence) and the targeting of particular offences in line with key priorities.

REPORTED OFFENCES 1997-98 TO 2001-02



- Reported offences against the person in 2001-02 was 23,158, representing a decrease of three per cent on the previous year. This included decreases in reported robbery (11 per cent) and sexual assault (15 per cent), but increases in reported homicide (50 per cent – from 44 to 66) and assault (two per cent).

- The number of reported property offences in 2001-02 was 229,555, representing a two per cent increase on the previous year. This included increases in reported motor vehicle theft (three per cent), theft (five per cent) and property damage (five per cent), but decreases in reported burglary (one per cent), graffiti (five per cent) and fraud (seven per cent).
- The number of reported other offences (drug and breach of restraining order) in 2001-02 was 18,359, representing a minor decrease on the previous year. This included a decrease in drug possession (two per cent) and increases in drug-trafficking offences (five per cent) and breach of restraining order (seven per cent).
- Generally, people surveyed felt safe when at home in 2001-02. The proportion of the community who felt safe at home alone during the day was 87 per cent, comprising 48 per cent who felt very safe and 39 per cent who felt safe. The proportion feeling safe at home alone after dark was 74 per cent, comprising 31 per cent who felt very safe and 43 per cent who felt safe.
- In 2001-02, the proportion of the community who felt safe walking or jogging alone during the day was 87 per cent, comprising 37 per cent who felt very safe and 50 per cent who felt safe. The proportion feeling safe walking or jogging alone after dark was 36 per cent, comprising 11 per cent who felt very safe and 25 per cent who felt safe.
- In 2001-02, the proportion of the community who felt safe travelling on public transport during the day was 54 per cent, comprising 18 per cent who felt very safe and 36 per cent who felt safe. The proportion feeling safe travelling on public transport after dark was 16 per cent, comprising four per cent who felt very safe and 12 per cent who felt safe.
- In 2001-02, 52 per cent of the community were very satisfied or satisfied with the job the Police Service is doing in dealing with public order problems.
- In 2001-02, 73 per cent of the community were very satisfied or satisfied with the job the Police Service is doing in supporting community programs.
- There were 365,935 general calls for assistance (not including 000 calls) received at the Police Communications Centre in 2001-02, a decrease of three per cent on the previous year. Of the general calls for assistance received, 74 per cent were answered within 20 seconds.

WESTERN AUSTRALIA POLICE SERVICE

COMMUNITY SAFETY

LOCAL INITIATIVES

PREVENTION STRATEGIES

ANTI-SOCIAL BEHAVIOUR

Operation Respect was instigated as a response to the large influx of school leavers to the South-west of the State. This seasonal situation had previously caused problems in Dunsborough, Margaret River and surrounds, with damage to property, and alcohol- and drug-induced anti-social behaviour. Another significant issue for police was the vulnerability and welfare of teenagers, particularly young women, when alcohol- or drug-affected.

Dunsborough police sought to solve the problem and minimise the impact on local communities by establishing the Dunsborough Schoolie Advisory Committee.

They canvassed representatives from local government, tourism associations, Rottnest Island Authority, Chamber of Commerce, Health Department, local drug action groups, local emergency services and parents to promote a holistic community response to this issue.

Prior to conducting the operation, Dunsborough and Rottnest Island police visited 34 high schools and campuses to discuss relevant issues – highlighting substance abuse, harm reduction, legal implications, road safety and behavioural expectations. These discussions fostered positive relationships, and emphasis was placed on the young people sharing responsibility for their conduct and instigating peer support to quell inappropriate conduct and provide welfare.

During the operation, parents were invited to be community wardens and act in a support and mentoring role. Volunteers also assisted with welfare issues and recovery tents were available if alcohol- or drug-abuse occurred. As a result of this initiative, there were only minor incidents of anti-social behaviour compared to 21 arrests and significant property damage the previous year.

The incidence of anti-social behaviour was also having a marked impact on the image of Northbridge and perceptions of safety in the area.

Following feedback from business operators, community groups, local residents and other stakeholders, an enhanced policing strategy for Northbridge, known as The Framework, was developed. The Framework draws upon police from a number of areas within the Central Metropolitan District, as well as the Noongar Patrol and officers from the Department for Community Development.

Since this more integrated policing approach has been implemented, there has been an improved perception of the level of crime by the local community.

It has also facilitated enhanced networks between police, business operators, other government agencies, local government and non-government groups and community members that should produce positive results in the future.

COMMUNITY SUPPORT

Schools in the Metropolitan Region were increasingly subject to damage and theft of property. Often students knew the identity of the perpetrators, but were reluctant to supply information to authorities. To combat this, the East Metropolitan District School Based Police Officer, in partnership with Swan View Senior High School and supported by local sponsors, developed a website, named Crime Busters. This website enabled students to report any information about crimes they believe have been committed at school or elsewhere.

Since the implementation of Crime Busters there has been a 50 per cent reduction in the number of offences at schools in the Swan View area in the first six months of 2002, compared to the same period in the previous year. Based on this success, the project was expanded to Lesmurdie, Kalamunda and Lockridge Senior High Schools.

Police from Kiara Police Station became aware from local residents and businesses about anti-social behaviour in the Bassendean area. In response, police developed a partnership with the Town of Bassendean who provided Town Rangers to assist police to identify and patrol trouble spots. The rangers also assisted police by providing information on any suspicious activity they observed during their patrols.

This collaboration has enabled police to target hot-spots and reduce the level of anti-social behaviour in the area. Rangers have been instrumental in providing valuable information in respect to suspected drug activity, and this has assisted in successful prosecutions.

PATROLLING

The town of Katanning has experienced a disproportionate crime rate for its population. This situation has been attributed to the lack of community-based initiatives and commitment of police resources towards proactive programs. A significant problem was the incidence of juvenile truants committing offences. These activities were difficult to detect by police officers patrolling in vehicles.

The initiative of bicycle patrols was promoted in the community, resulting in two bicycles being donated (also used for bicycle education). Regular patrolling during the day and after hours was conducted, giving police officers increased visibility.



POLICE TRANSIT UNIT

The Police Transit Unit is a unique new unit providing a highly visible uniformed policing presence across the metropolitan passenger rail system. The Unit is based on the concourse level of the Perth Railway Station, giving staff a perfect venue for monitoring all commuter and train traffic at the station and easy access for patrol officers to board trains operating on suburban routes.

The Unit works in partnership with Western Australia Government Railways (WAGR) personnel, and in particular, Transit Guards. By targeting persons of interest and assisting railway personnel in enforcing fare evasion during patrols, officers have detected offences ranging from discovery of drugs, damage to rail property, weapons possession and locating persons subject to arrest warrants.

A significant operation conducted in the year was Operation Loco Parentis, targeting young people that were gathering and loitering around the Cannington Train Station after the closure of a nearby shopping centre on Thursday nights. These young people were then filtering on to the trains later in the night causing community concerns of safety and well-being. This was a joint operation with WAGR and other agencies responsible for supporting young people at risk.

Over consecutive weeks police maintained a highly visible presence at the shopping centre and train station, detaining a significant number of the young people who were identified as at risk or in need of immediate care.

During 2001-02 the Unit achieved the following impressive results:

- 148 Juvenile Justice Team referrals/cautions
- 322 Arrests
- 169 Summons
- 506 Liquor infringements
- 4,743 Name checks
- 1,884 Field reports
- 3,147 WAGR cautions
- 1,460 WAGR infringements.

The future of the Unit looks very positive, with an intelligence cell recently being created to provide accurate and timely information to identify and target criminal and anti-social behaviour.

WESTERN AUSTRALIA POLICE SERVICE

COMMUNITY SAFETY

Since the introduction of bicycle patrols, truancy and shoplifting offences have reduced. Additionally, the burglary rate decreased by 26 per cent and targeted offences decreased by 33 per cent.

ALCOHOL-RELATED CRIME

Historically, police in some areas have only focused on the affects of alcohol abuse in the community. This method of policing does not address the causal factors of alcohol-related crime, such as the level of alcohol consumption on and off licensed premises. To address this situation, police in Albany adopted a more proactive approach to alcohol-related offences and the following strategies were implemented during 2001-02.

- Officers in the police station acquired a broader knowledge-base in relation to the *Liquor Licensing Act*.
- Alcohol Crime Officers were introduced on shifts to bring their experience in alcohol-related crime to the street level.
- Walk-throughs of licensed premises were conducted, in partnership with site management, on a regular basis.
- Trained Alcohol Crime Officers conducted on-the-job training with less-experienced officers.

This proactive policing approach necessitated officers to be trained in handling alcohol-related crime. As a result of a greater commitment to proactive policing and working more closely with local licensed premises, there has been a positive impact on reducing alcohol-related crime.

YOUNG PEOPLE

EDUCATION AND INFORMATION

The Gurd Youth Alcohol and Drug Education Strategy was implemented in September 1998 and has been running effectively since that time. The strategy incorporates several components including district displays, localised project delivery, reward-based merchandise, education package, mobile display vehicle and the Alcohol and Drug Resource Trailer.

The aims of the strategy are to:

- increase awareness of the social and legal consequences of alcohol and other drug-use to young people aged between six and 14 years;
- promote and enhance the relationship between police and young people; and
- encourage partnerships between police and the community in educating young people about alcohol and other drugs.

The following are key projects implemented in 2001-02, along with some key outcomes that highlight the success of the strategy.

- A further 60 police officers attended the two-day Gurd Education Package Training Conference to enable them to provide consistent and professional alcohol and drug education to schools.
- Further lesson plans and activities were designed and produced for the Gurd Education Package to extend it to six- to eight-year-olds.
- An external evaluation was completed, highlighting the positive response from children to all facets of the Gurd Strategy.
- The strategies were marketed to over 430,500 children and parents.
- Localised projects were completed in most districts directly targeting approximately 285,000 children.
- Gurd Weeks were conducted in all districts, with an estimated 25,000 children participating in Gurd activities (other than lessons).
- Over 379,000 articles of merchandise were distributed through the reward-based scheme, promoting the Gurd icon and messages.

The North West Metropolitan Crime Prevention Office and Youth Services examined new ways to provide policing services to primary and high schools. The Youth Education Learning Package (YELP) was developed to allow all operational police officers to deliver crime prevention information to students and community groups, to impart their knowledge and experiences to these groups and to form positive relationships with young people.

YELP consists of crime prevention strategies for young people, the role of police in the community, drug awareness, road-safety programs, bicycle safety and interactive role-playing. The package can be delivered by any officer with basic training and has been acknowledged and endorsed by the Joondalup and Perth branches of the Education Department. It is currently being assessed for possible inclusion into police recruit training.

YOUNG PEOPLE AT RISK

The town of Nullagine had minimal infrastructure to provide appropriate activities for young people at risk of offending and/or becoming involved in alcohol/substance abuse. While the town had implemented many strategies in the past, most of these were only short term and proved ineffectual, due to the limited availability of suitable persons to manage them.



OPERATION AVALON

The Police Service's approach to monitoring the activities of outlaw motor cycle gangs (OMCG) has become well known throughout Australasia. OMCG road runs pose particular safety and crime concerns for police. In October 2001, the OMCG Taskforce received intelligence that one gang would be conducting a national run into Western Australia over the Christmas-New Year period. Information received was that the gang believed that at that time of year police resources would be stretched, affecting the ability to adequately monitor the gang's activities.

There was a clear need to have a comprehensive plan in place to manage the run. The decision was made to take a similar approach to a successful operation conducted the previous year. Accordingly, the whole-of-agency Operation Avalon was instigated. A great deal of contingency planning was needed to cover a number of different scenarios.

The arrival of approximately 110 gang members into the State was always going to prove difficult to police. There were a number of unknowns, starting with whether the gang would be travelling by road, or flying, with their motor cycles being transported separately.

The latter turned out to be the case, which meant that some officers were required to be deployed at the airport for the arrival of gang members, while another contingent was sent to Eucla to intercept the trucks transporting the motor cycles. The Eucla contingent had the task of inspecting the trucks to ensure that no drugs, illegal substances or other illicit items were brought into the State.

The first major contact with the gang was at a roadblock on Albany Highway, south of Armadale. This roadblock established from the outset how the run would be policed, and sent a clear message to the gang that police would not tolerate any type of misconduct or infractions of the law.

Officers involved in the operation accompanied gang members throughout their travels and stays in Albany, Margaret River and into the metropolitan area. Random breath tests were regularly conducted and roadblocks were established at appropriate locations to ensure vigilance was maintained.

The Field Commander for the operation spoke to many people in the community throughout its duration, and feedback was that the vast majority were extremely supportive of the police presence.

WESTERN AUSTRALIA POLICE SERVICE

COMMUNITY SAFETY



It was recognised that for any strategy to have a long-term impact, a paid co-ordinator was needed. A proposal was put forward to the local Aboriginal community and funding was made available to support an after-school activity centre.

The appointed co-ordinator of the program, assisted by police, lobbied other government agencies and obtained a three-bedroom Government Employees Housing Authority (GEHA) residence for a nominal lease. This residence was renovated with the assistance of the community, GEHA, the Shire of East Pilbara and others who provided support to supply games, balls, bicycles and other equipment.

This program has been running for 14 months and is well patronised by the 7–18-year-olds within the town, everyday after school and on school holidays.

INTERVENTION PROGRAMS

Katanning had a significant crime-problem, particularly burglaries and stealing offences. Intelligence indicated that these offences were being committed by truant young people, or young people during school holidays. The main cause was boredom and because there was a lack of a safe supervised venue where they could become involved in social activities. The following strategies were initiated by Katanning police to alleviate this problem.

- The Safer-WA-funded Breakfast Club, where children were provided with breakfast at the local primary school. For those children who did not attend voluntarily, truancy patrol officers located the children and escorted them to school. As a result, the truancy rate dropped dramatically. Additionally, teachers have reported that student behaviour and health conditions have improved.
- In conjunction with the Katanning Shire, the school holiday program was run at the Sports and Leisure Centre, providing activities for children. Police worked closely with the Centre Manager in developing interesting activities.
- The Katanning Blue Light Disco Committee set a target of increasing discos for both primary and high school students. The discos were held in the townships of Nyabing, Broomehill, Woodanilling and Katanning and are one of the few opportunities for young people to attend a social function and interact with police in a more informal manner, promoting a positive relationship.

- CALM Bush Rangers Program was implemented as a joint initiative between CALM and police. It provides young people the opportunity to gain ownership and control over various conservation issues. Young people are empowered to have a role within the community in maintaining the environment, and subsequently their self-esteem has increased.

Due to the implementation of these strategies, crime in Katanning has decreased dramatically. Specifically, the burglary rate decreased by 26 per cent and all reported offences decreased by 33 per cent. Additionally, relationships between police and young people have been greatly enhanced.

FAMILY AND DOMESTIC VIOLENCE

The Joondalup Family Violence Court Pilot Project (the Project) is a joint collaboration between the Police Service and the Department of Justice. The two-year pilot commenced in December 1999 to deal with civil and criminal matters related to family violence.

The pilot project trialled a case-management approach to family violence, utilising a court process that focused exclusively on:

- family violence issues;
- interagency co-operation and collaboration;
- the provision of support services for victims of family violence; and
- programs for offenders.

The Project was designed to provide an integrated approach, based on a criminal justice model of intervention in which the emphasis is on offender supervision, mandated attendance at education/treatment programs and victim safety.

Incorporated into the Project was the implementation of a specialised Investigation Unit whose role is to conduct detailed investigations and intervention in relation to family violence incidents within the district, with all charges being put to the Family Violence Court.

At the conclusion of the pilot period in December 2001, an evaluation was conducted resulting in government commitment to retain the Family Violence Court. A number of recommendations were included that will improve the criminal justice system response to family and domestic violence in other locations.

PERSONNEL PROFILE



Phil Heathcote
SERGEANT

Phil joined the Police Service as a Police Cadet in 1980, and after graduating from the Police Academy in 1981, served at several metropolitan suburban police stations. He has also served in the country at both Norseman and Moora police stations. On his promotion to Sergeant in 1998, he moved back to the metropolitan area as a supervisor at the Midland Police Station.

In November 2001, Phil was deployed to East Timor with a group of 80 Australian Federal and State Police. While in East Timor, Phil was stationed in the Manufahi District and his first posting was in a small village community. After several months, he was transferred to the District's Police Management Office in the role of Recruiting Co-ordinator.

Phil has provided the following account of his experience in East Timor.

"The U.N. Police mandate is to train the East Timorese Police to do the job, as well as doing it ourselves. Because of the destruction of Government infrastructure and services when Indonesia was forced to leave East Timor in 1999, the East Timor Police Service had to be built from the ground up. The focus of the earlier contingents was to do the police work because the police were simply not there, but now that many local East Timorese have been recruited into the police, they need to do the work themselves and rely on us for training and advice.

The majority of the local police officers have less than 12 months' experience, so it is expected that mistakes will be made. We have to encourage them to have a go. Significant progress has been made with training, but there is still a lot of work to be done. The experience of living and working in a totally different environment was most memorable. We had to adjust to language and cultural differences with both the local people and U.N. Police from other countries. Family support was very important, as there was extended periods when we couldn't contact home because of poor communications."

PERSONNEL PROFILE



Craig Parkin
SERGEANT

Craig has been the Officer-in-charge of Coolgardie Police Station since August 2001. His actions have been attributed to many significant improvements within the town.

Some of Craig's initiatives have included: engaging and involving the Indigenous community of Coolgardie in Safer WA initiatives; working with local young people by establishing a skate park; and involving them in the management of this facility. These, along with many other initiatives, have helped reduce both the levels of anti-social behaviour, and tension between certain groups within the Coolgardie community.

A number of long-term community members, including the Chief Executive Officer of the Shire, have expressed their support openly, stating that Craig is one of the best Officers-in-charge they have ever had.

Craig's efforts in Coolgardie have enhanced community perception of the Police Service and contributed to improving the overall social fabric of the town.

WESTERN AUSTRALIA POLICE SERVICE

COMMUNITY SAFETY

The Perth Domestic Violence and Referral Centre is a partnership between the Central Metropolitan Police District and the Domestic Violence Council of WA Inc. Located in the Perth CBD, the Centre provides initial and crisis support to women who are victims of family and domestic violence. Victims are provided with information about the criminal justice system, available options, advocacy and referral, assistance in obtaining statements and supporting evidence for criminal matters. One of the main initiatives of the Centre is its program of police-assisted Violence Restraining Order applications and prosecutions.

An evaluation of the Centre was positive, and found it to be a successful strategy. The Centre is utilised by a significant number of victims of family and domestic violence and there is a general commitment to ensure the Centre continues to operate and provide a more comprehensive service in the future.

SENIORS

Surveys show that a high percentage of seniors feel unsafe in their neighbourhoods, although their level of victimisation is extremely low, relative to the rest of the community. Nevertheless, the vulnerability of seniors to crime is of special concern to police.

The Crime Prevention and Community Support Division is researching the issue of seniors' abuse and the impact that it has on the community. The Police Service has a policy based on the Elder Protection Protocol for government agencies and this has been incorporated into the Domestic Violence Policy. The policy ensures that incidents involving seniors are treated with urgency and the dangers involved are recognised and dealt with appropriately. Preventing the abuse of seniors is a community responsibility, and police work in partnership with the community to identify and develop solutions.

With the ageing population and the change in demographics, it is clear that police need to assess the ways in which crime prevention strategies are implemented to successfully address the needs of seniors. Initiatives have been developed and introduced in most districts to reduce the fear of crime among seniors and to inform them of ways to increase their personal safety.

The Seniors Volunteer Program implemented by the South East Metropolitan District aims to reduce the fear of crime among seniors and improve awareness of services offered by the Police Service.

Police, volunteers, Safer WA and local government representatives present safety and security information sessions to seniors. After the sessions, attendees are offered security appraisals of their homes and follow-up calls on a monthly basis to offer support and reassurance.

Volunteers conduct follow-up calls to confirm the general well-being of seniors and provide additional support as appropriate.

This program has been very successful in reducing fear among seniors and providing an additional support base should they become a victim of crime.

CULTURAL AND ETHNIC DIVERSITY

As a result of serious offences occurring at the Curtin Immigration Reception and Processing Centre, an education/information package was developed and delivered to detainees. The program aimed to help detainees become more aware of Western Australian laws and their rights. The package included information on domestic violence, protective behaviours and a basic overview of State laws.

Presentations were designed to address the different issues of relevance to men, women and children. They were well received by the majority of people housed at the Centre. Other agency representatives in attendance also praised the presentation. Consequently, consideration is being given to introducing the training/information session to other Immigration Reception and Processing Centres.

The West Metropolitan District has a particularly diverse population with 52 separate ethnic cultures being identified. Following the events of 11 September 2001, it was recognised that a number of different ethnic groups within the community may have become victims of reprisals or potentially become involved in terrorist activities.

Police contacted leaders of these groups, and various meetings were held with them, and the communities they represented. Strategies were developed to enable a response to any contingency and close lines of communication were developed to provide assistance, support and information-sharing.

These initiatives were successful in building strong partnerships between police and these ethnic groups, and as a consequence, any possible conflict was quickly and positively resolved.

The Mid West-Gascoyne District introduced an Ethnic Advisory Committee to ensure that all sections of the Geraldton community have a line of communication to senior police to air any concerns.

The implementation process included: identification of local ethnic communities and their respective leaders; formalisation of links to those communities through a structured committee with members representing each ethnic group; and meetings to formalise the purpose and structure of the committee.



Successful implementation of the Ethnic Advisory Committee has encouraged partnerships between the district and the diverse cultural groups in the Geraldton community. It has also increased knowledge of policing services available to ethnic communities, contributed to a greater understanding of the issues impacting on all parties and developed networks to overcome these issues.

ABORIGINAL PEOPLE

Within the Balgo Community there is a high incidence of petrol sniffing by young people aged between 13 and 19 years. This substance-abuse has been connected with young people becoming involved in criminal activity, particularly burglary offences, causing concern to other members of the Community.

To address these problems, in October 1999 Halls Creek police initiated the Balgo to Yundi (Biggest) City Project, which involved taking a group of known petrol sniffers to Perth. The aim of the project was to increase the self-confidence and feeling of self-worth of the young people, and build positive relationships with police.

Positive results from the first trip led to another trip in September 2001. This trip included four young people not involved in petrol sniffing as well as four who had been. In line with the criteria for selection, the four young people who had been involved in petrol sniffing had to show an effort in ceasing or significantly reducing the activity and also to avoid committing any offence for a set period of time.

Again, there were positive results from the trip. Three of the four young people selected who were known to sniff petrol have ceased. Six of the eight young people have not been involved in criminal activity since the trip. The other two committed minor burglary offences shortly after they returned. However, the friendship formed between the young people and police enabled open and frank discussions, and police have been able to work with the two young people. They have not subsequently re-offended.

Trends in Nullagine revealed the prevalence of family and domestic violence within Aboriginal family groups. Compounding this situation was the problem that in accordance with Aboriginal customs, the women were reluctant to report incidents to Nullagine's male officers.

To alleviate this situation, a female Aboriginal Police Liaison Officer was attached to the station and regularly attends the Irrungadjki Aboriginal Community to obtain information from women subjected to domestic violence.

Additionally, all staff at the station identify possible victims by analysing previous reports and actively pursue Violence Restraining Orders to target unacceptable behavioural patterns.

PERSONNEL PROFILE



Juanita Painter
SENIOR CONSTABLE

Juanita joined the Police Service in 1986 as a cadet and graduated in 1989. Since graduating, she has served at a number of metropolitan police stations, the State Security Unit and Kimberley District Information Support Centre.

Whilst with the State Security Unit, Juanita was involved in the planning and managing of a number of high-profile security operations, including the 2000 Olympic Torch Relay, and various visits to Western Australia by the Prime Minister of Australia and other VIPs. Following maternity leave, Juanita returned to the State Security Unit as a part-time officer and performed the role of personal security officer to Her Majesty, Queen Elizabeth II during the 2000 Royal Tour of Australia.

In September 2001, Juanita commenced her current position as Officer-in-charge of the Kimberley District Information Support Centre. This role involves monitoring crime trends within the Kimberley District, and assisting with the development of strategies in order to combat specific criminal activity. Juanita is committed to making a difference in this very challenging and diverse policing district and understands the importance of intelligence-led policing and teamwork in achieving that goal.

Juanita is also currently the Women's Advisory Network Representative within the Kimberley District. She holds the responsibility of supporting women police officers in their harsh and demanding work environment, and has a personal interest in improving flexible work practices within the Police Service overall. Juanita's goal is to ensure that our women police officers of the future are able to enjoy the balance of both a family and a rewarding and fulfilling professional career.

PERSONNEL PROFILE



Simon Leaning
SERGEANT

Simon commenced with the Police Service in 1981 as a cadet, and graduated from the Police Academy in 1984. After serving in a general duties capacity at several metropolitan police stations, he moved into school based policing, establishing the role at Lynwood Senior High School.

In 1995, Simon was promoted to the rank of Sergeant, moving to the Morley Police and Citizens Youth Club (PCYC). Now specialising in services for young people, he facilitated an innovative approach to delivering PCYC services, by establishing the first school-based PCYC, in partnership with John Forrest Senior High School.

Since 1999, Simon has been managing the State's largest PCYC in Kensington. This PCYC is well known for its success as a registered automobile training facility and for conducting numerous other programs, including work-for-the-dole, with a focus on crime prevention. Simon has overseen the club in winning the prestigious Insurance Commission of Western Australia Awards for Road Safety in the category of Youth; for the Pedal off the Metal driver-training program; and for the 2002 Australia Day Awards Community Event of the year for long-standing service to the community. Simon was also nominated for the 2002 Citizen of the Year award for community service.

WESTERN AUSTRALIA POLICE SERVICE

COMMUNITY SAFETY

As a result of this initiative, Aboriginal women are less reluctant to give police information, and the incidence of assaults generally, and family and domestic violence specifically, has reduced by 60 per cent compared to previous years.

There has been ongoing violence between several Aboriginal families in the Wagin area, for an extended period of time, and this has had a destabilising effect on the community. Police identified the need to enhance Aboriginal and police relations by being more open and approachable and listening to concerns. Consequently, workshops to identify key issues and develop strategies to address them were held.

The first workshop involved police personnel only. The key issue that was identified was the breakdown in communication and networking with other government and non-government agencies.

The second workshop involved representatives from Department for Community Development, Department of Justice, Women's Refuge, Department of Housing and Works, Aboriginal and Torres Strait Islanders Commission, South West Justice Council, Education Department, Health Services, Mental Health, Wagin Shire, St John Ambulance, the Co-ordinator of Community Development and Employment Programs for the Narrogin District and police.

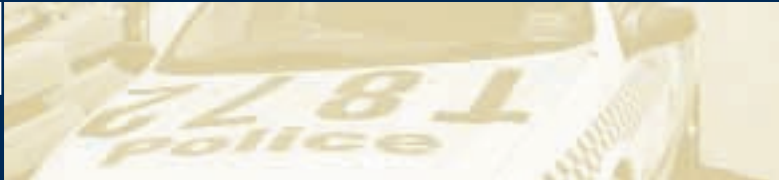
The outcome of the second workshop was a commitment by all participants to increase their liaison and networking, implement interactive programs and re-establish the Community Development Employment Program (CDEP). A Community Action Group (CAG) was formed and as a result of the group's liaison with the Aboriginal families, violence within Wagin has decreased significantly over the period from January to June 2002. There has also been a significant decrease in assaults and disorderly conduct. Additionally, feuding families are discussing local issues through CAG meetings. Aboriginal, police and community relations have improved significantly, reflecting the more open approach.

IMPLEMENTATION OF RECOMMENDATIONS OF THE ROYAL COMMISSION INTO ABORIGINAL DEATHS IN CUSTODY

Requirement under Recommendation 85, Royal Commission into Aboriginal Deaths in Custody

PERSONS DETAINED FOR DRUNKENNESS – WESTERN AUSTRALIA

Detained	1997-98	1998-99	1999-00	2000-01	2001-02
Sobering-up shelters	14,877	15,842	17,431	16,565	18,237
Police lock-ups	5,432	4,043	3,212	3,547	2,518
Total	20,309	19,885	20,643	20,112	20,755



PERSONNEL PROFILE



Darryl Kaye
SENIOR CONSTABLE

Darryl worked at a number of country centres prior to his current posting at Kalgoorlie-Boulder Police Station, where he has held positions as a patrol inquiry officer, alcohol and drug advisory officer and various positions in community-based work.

Darryl is committed to improving the safety and security of the community. He represents the goals of the Police Service to the community and other staff with enthusiasm. His manner is regularly reported in glowing terms from members of the community, and subsequently, he has become an influential figure at both an organisational and community level. He participates in many external committees in addition to his role as a police officer, always projecting a positive image of the Police Service through his high ethical standards.

At a community level, he chairs committees and working parties, setting high standards of work ethic, dedication and enthusiasm for other community members. He regularly appears in the media positively promoting initiatives relating to police partnerships with other organisations. His contributions to many committees within the Kalgoorlie-Boulder and wider Goldfields-Esperance area include the Goldfields Local Drug Action Group, State Drug Action Groups Committee, Neighbourhood Watch Committee and Hannans Primary School Council.

Amongst the many successful projects he has managed, Darryl was a major contributor to providing a 24-hour telephone support and referral service for drug-users seeking help through the Goldfields Alcohol and Drug Information Service. He has significantly contributed to the Local Drug Forum, promoting the Police Service amongst health professionals tackling drug issues within the district. He has also facilitated the delivery of information services parents of young children regarding the dangers of drugs. In addition, Darryl promotes education services to police officers dealing with drugs and drug-users, aiming to achieve harm-minimisation by quality referrals.

ROAD SAFETY

Road-users behave safely

For the road safety outcome the Police Service's key operational focus is to modify road-user behaviour. Enforcement is a major aspect of this, and through various enforcement activities the Police Service seeks to achieve positive behavioural changes in road-users. This enforcement has a strong proactive element. It involves strategies that target the major contributing factors – such as speed and alcohol – that lead to road crashes.

The Police Service acknowledges the need to form an improved link between traffic activities and other responsibilities in community safety and crime investigation. Therefore, police efforts directed to traffic management are now contributing to a response to broader policing needs. In this way, intelligence-led policing strategies are also used to influence road-users to behave more safely.

The Police Service also seeks to influence road safety by playing an active role in supporting State and National Road Safety strategies.

KEY PRIORITIES

- Provide intelligence-led traffic management and road safety policing and the implementation of effective patrolling, enforcement and response strategies, particularly in the areas of drink-driving; excessive speed; seat belt and helmet use; driver-fatigue; and vulnerable road-users.
- Link traffic management activities with other policing activities.
- Complement electronic enforcement with an increased focus on traffic stops of road-users.
- Enhance partnerships with relevant government agencies, local government and the private sector to develop proactive and education strategies and to promote a culture that does not accept inappropriate road-user behaviour.

SIGNIFICANT ACHIEVEMENTS

- Conducted statewide traffic campaigns and operations targeting at-risk drivers and addressing the issues of speed, drink-driving and driver-fatigue.
- Continued to undertake drink-driving and speed-detection activities, including the acquisition of two new booze buses under a sponsorship arrangement.

REVIEW OF RANDOM BREATH TEST STATISTICS

As a result of concerns raised by the Parliamentary Commissioner (Ombudsman) regarding the accuracy and reliability of Random Breath Testing (RBT) data recording identified during internal investigations, the Management Audit Unit undertook a review in October 2001. The Review focused on an assessment of whole-of-service process and controls, with a view to forming an opinion on the reliability of RBT statistics.

The Terms of Reference for the Review were to examine the adequacy of controls in place to account for and manage RBT with respect to:

- authorisation and lawfulness of practice;
- the adequacy of standards and agency policies and procedures to provide clear instruction and advice on all matters relating to RBT management;
- methods of data capture and input;
- the level of substantiation for reported information;
- the reliability of audit trails;
- recording, classification and reporting of RBT data; and
- RBT projections and target estimates.

The Review found that:

- while there were established policies and procedures for RBT management, there was a general lack of understanding across the Police Service on the manner in which RBT should be conducted and recorded;
- no reliance could be placed on the accuracy of the RBT returns;
- there were deficiencies in the input and verification processes after collection of the data;
- RBT statistics emanating from the Mobile Breath (booze bus) Testing Stations could be relied upon; and
- there was no evidence that targets were a contributing factor to poor collection.

As a result of the Review, nine recommendations were made. These deal with RBT policy, reporting and accountability responsibilities across the agency, changes to the corporate knowledge database to facilitate easier access to reference material and supervision requirements in the workplace.

In view of the significance of the issues raised during the Review, it was proposed that a follow-up quality control review be undertaken to evaluate the reliability of the new RBT policy and procedures, and to assess the effectiveness of the nine recommendations. This second review was undertaken, with a report due in August 2002. Early indications point to a significant improvement in the way RBT is undertaken and recorded.

WESTERN AUSTRALIA POLICE SERVICE

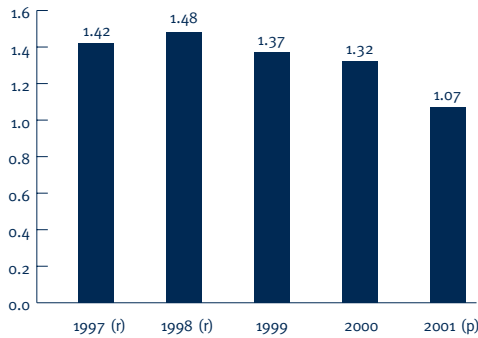
ROAD SAFETY

- Provided representation and contributed to the Fatigue Management Taskforce and participated in national and international forums in relation to driving while fatigued.
- Adopted the concept of quality vehicle stops and intelligence-led patrols.
- Focused on Road Safety Council campaigns to influence driver-behaviour, underpinned by local application.
- Reviewed the adequacy of controls relating to Random Breath Test (RBT) data, and introduced improved operational procedures and audit processes to ensure the accuracy of the information recorded and reported.

OVERALL RESULTS

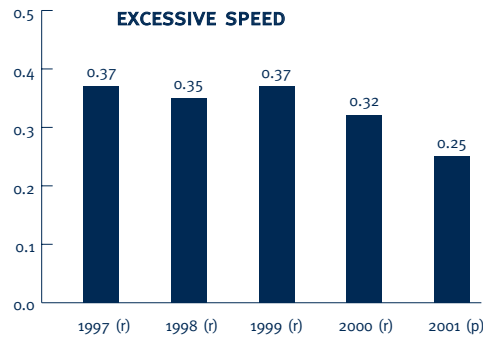
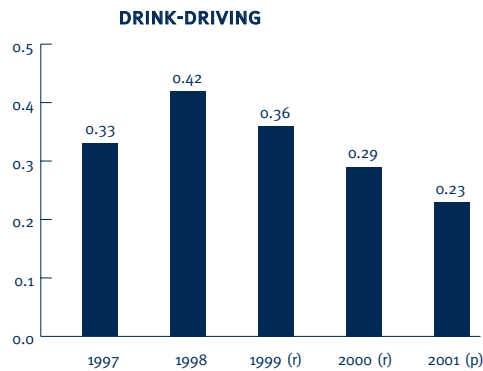
- The number of fatal crashes per 10,000 registered motor vehicles in 2001 was the lowest for at least five years. This reflects a decrease in the number of fatal crashes from 184 in 2000 to 151 in 2001.

NUMBER OF FATAL ROAD CRASHES PER 10,000 REGISTERED MOTOR VEHICLES 1997 TO 2001



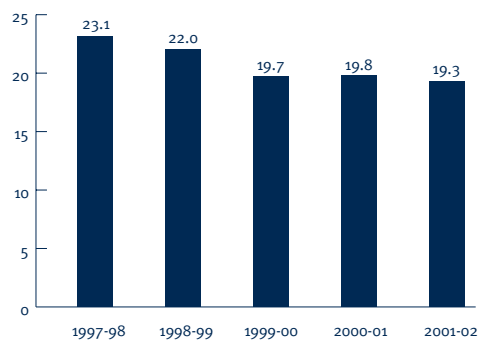
- (p) Preliminary figure pending the completion of all coronial inquiries.
- (r) Revised figures from those shown in previous annual reports. The revision of figures reflects the completion of coronial inquiries and a revision of the source and number of registered motor vehicles.
- The number of fatal crashes per 10,000 registered motor vehicles in 2001, where drink-driving and excessive speed were major contributing factors, was the lowest for at least five years.

NUMBER OF FATAL ROAD CRASHES PER 10,000 REGISTERED MOTOR VEHICLES WHERE DRINK-DRIVING AND EXCESSIVE SPEED WERE MAJOR CONTRIBUTING FACTORS 1997 TO 2001



- (p) Preliminary figure pending the completion of all coronial inquiries.
- (r) Revised figures from those shown in previous annual reports. The revision of figures reflects the completion of coronial inquiries and a revision of the source and number of registered motor vehicles.
- In 2001-02, 19,178,152 vehicles were monitored for speeding by speed cameras. The percentage of vehicles monitored for speeding by speed cameras that exceeded the posted speed limit was around 19 per cent, the lowest percentage since at least 1997-98.

PERCENTAGE OF VEHICLES MONITORED BY SPEED CAMERAS EXCEEDING THE SPEED LIMIT 1997-98 TO 2001-02



- There were 145,970 briefs, infringements and cautions issued to drivers exceeding the speed limit in 2001-02, using methods of speed detection other than speed cameras, including hand-held instruments.
- In 2001-02, only nine per cent of drivers indicated that they had driven over the speed limit by 10 kilometres per hour or more, half the time or more often.
- In 2001-02, 974,308 drivers were breath-tested resulting in 13,121 charges for drink-driving offences (over one per cent of drivers tested). This is the highest percentage since 1997-98 and can be attributed to the intelligence-led targeting of locations where there is likely to be a greater incidence of drink-drivers.

PERCENTAGE OF DRIVERS TESTED WHO WERE CHARGED WITH DRINK-DRIVING OFFENCES 1997-98 TO 2001-02



- In 2001-02, 14 per cent of drivers indicated that they had driven when they might have been over the 0.05 blood-alcohol limit.



WESTERN AUSTRALIA POLICE SERVICE

ROAD SAFETY

LOCAL INITIATIVES

INTELLIGENCE-LED TRAFFIC MANAGEMENT

Intelligence-led policing enables the targeted deployment of police resources to those areas identified as hot-spots or areas of concern. During 2001-02 police conducted a series of rolling operations known as Operation Hard Drive in the metropolitan area and one country location. Districts collaborated with staff from the Mobile Policing Facility and other specialist areas, under the direction of the Metropolitan Region Tasking and Co-ordinating Group to target district-level crime.

Operation Hard Drive was conducted in excess of 20 times during the year and made significant inroads in targeting crime, traffic offences and anti-social behaviour with results achieved including:

- 1,476 charges
- 1,247 arrests
- 727 cautions
- 7,397 traffic cautions
- 3,750 traffic infringements
- 10,210 motor drivers licence checks
- 2,952 licensed premises visits
- 2,965 security checks
- 1,221 vehicle work orders
- 101 warrants satisfied

PATROLLING, ENFORCEMENT AND RESPONSE

Given the extent of transient traffic moving within the South West District on weekends and holiday periods, there are commensurate increases in traffic management responsibilities occurring on the major arterial highways. South West District police co-ordinate ongoing traffic operations to target these increases in traffic volume, utilising local resources and support from Perth.

To assist with the increase in demand, funding from the Office of Road Safety Selected Targeted Enforcement Project (STEP) was used to enhance the district's traffic and road safety policing ability. The aim of STEP is to achieve a high level of visible police enforcement activity with the purpose of deterring drivers and other road-users from unsafe behaviours.

The South West District conducted targeted road traffic operations and provided additional police presence at identified black-spots. In particular, these operations positively influenced the driving behaviour of visiting motorists to the South West and no major crashes occurred over these periods.

The Shire of Lake Grace encompasses 400 kilometres of sealed roads and 2,100 kilometres of unsealed roads. Due to its location, the Shire has a large volume of traffic, travelling over long distances, which ultimately poses a number of road-safety concerns.

Lake Grace police, in conjunction with the Lake Grace Roadwise Committee developed a close working relationship with local external agencies and community organisations to identify and address a number of road-safety issues that were of concern within the Shire. Among the programs and strategies arising from the consultation, Lake Grace police:

- utilised intelligence gathered from road-safety information databases to implement a rostering system to provide resources at identified locations and times;
- increased the presence of the Narrogin Driver-Reviver caravan within the shire, with the assistance of the Lions Club and the Lake Grace Volunteer Fire Brigade; and
- implemented the Kids In Cars program to identify young people in the Shire preparing to obtain a driver's licence, and provided a one-day workshop on road-safety issues such as motor vehicle maintenance, first-aid and practical driving instruction.

Implementation of these programs and strategies resulted in:

- a greater awareness by the travelling public of police presence on the major arterial roads, with a lower percentage of motorists being detected for speeding;
- an increase in detection of alcohol-related driving offences; and
- a significant reduction in road trauma with the Lake Grace Shire achieving a year free of fatalities and serious injuries.

TRAFFIC MANAGEMENT AND OTHER POLICING ACTIVITIES

Complaints from local residents and routine police patrols detected large groups of young people in motor vehicles gathering in the car park of the Kingsway Shopping Centre on Thursday evenings, for the purpose of organising illegal drag races. It was not uncommon for 200 or more young people in motor vehicles to gather in this location and then move to other areas in the district. The groups were highly mobile and utilised various devices to avoid detection and apprehension.

Operation Forge Ahead was implemented, with assistance from officers across the Metropolitan Region, to target the individuals taking part in the races, as well as the spectators. In total 2,779 random breath tests were conducted, 119 infringements issued, 10 drink-driving charges preferred, 65 work orders issued and 12 arrests made.



Since the operation, the illegal activities have been significantly reduced and local traffic patrols continue to monitor the situation.

The South West District has two main arterial roads travelling from the metropolitan area. These roads provide easy access for Perth-based criminals to travel in and out of the district to commit burglary and stealing offences. Additionally, there were several road crashes linked to fatigue, speed and errant driving practices on these main roads.

Operation Alliance was implemented to provide an optimum policing presence on the roads at night to intercept errant motorists and the transient criminal element. Resources used in this operation included traffic, general duties and specialist groups working on a rotational basis.

The operation contributed to the detection and arrest of key criminal groups operating in the south-west who had links to criminal elements in Perth. There was also a vast improvement in driver-behaviour due to the highly visible police presence.

PARTNERSHIPS

Alcohol-affected drivers are a significant contributor to serious and fatal crashes, the associated trauma has a substantial economic and social cost to the community. Statistics show that in a high percentage of fatal crashes, the driver had a blood-alcohol concentration over or exceeding 0.05 per cent.

The Police Service has two booze buses that have been the flagships for the drink-driving enforcement program since 1995. Operating from these booze buses, police have tested nearly 2.8 million motorists and laid over 20,000 drink-driving-related charges. After seven years of service the buses were in need of updating.

To help fund additional units, the Police Service lodged a submission for sponsorship-funding with a key stakeholder in road safety. This stakeholder recognised the benefits to the community of targeting alcohol-affected drivers to reduce the incidence of serious and fatal crashes and agreed to fund the initial building of two further booze buses.

Delivery of both buses is expected in early August 2002. When the new units are operational, the existing buses will be deployed to country areas to support the Police Service's activities targeting drink-driving in large country centres and surrounding areas.

Over recent years, many statewide and regional campaigns have been conducted in an attempt to reduce the incidence of drink-driving in Western Australia. Despite these activities, drink-driving in rural areas is still alarmingly common. The reason for the resistance to behavioural change from rural residents is unclear.

The Great Southern Public Health Service (GSPHS) in partnership with the Great Southern Police District recognised there was a lack of local knowledge on drink-driving attitudes. To create effective strategies to combat rural drink-driving, research was required to assess the community's attitudes.

To this end, the GSPHS contracted private researchers to survey the attitudes of drivers in the Great Southern area. Survey results identified that respondents perceived they would not be caught. This finding led to the instigation of Operation Intervention that concentrated on drink-driving and random breath tests. Operation Intervention targeted the focus towns for the research of Albany, Narrogin, Denmark and Katanning, with the aim of changing the perceptions of drivers.

A random breath-testing unit and an additional police traffic patrol vehicle were deployed in each of the townsites, using targeted times based on intelligence, to gain maximum benefits.

In total, 2,605 vehicles were stopped, with 21 drivers giving positive random breath test readings and 10 drink-driving-related offences being detected. However, the greatest benefit from this operation was the increased awareness of drivers that they will be stopped by police, and if found to be over the prescribed blood-alcohol limit, will be charged accordingly.

WESTERN AUSTRALIA POLICE SERVICE

CRIME AND JUSTICE

A response to crime that brings offenders before the justice system

Once an offence has been committed, the Police Service has a key role in ensuring an effective and timely response. This involves the co-ordination of an initial response, collating and analysing intelligence, apprehending offenders, preparing evidence and presentation of evidence in court.

The quality and effectiveness of this response contributes to offenders being appropriately dealt with by the justice system and is a measure of the Police Service's success in meeting this outcome.

In responding to crime, the Police Service acknowledges a shared responsibility with other government agencies, the private sector and the general community to develop a fully integrated criminal justice system. The ability to respond effectively is affected by factors such as the expansion and sophistication of organised crime; the increasing use and variety of illicit drugs; and technological and scientific resources. The willingness of the community to provide information and assist with the investigation of crime also contributes significantly to an effective and timely response.

KEY PRIORITIES

- High priority response given to offences against the person.
- Intelligence-led responses to offences through initiatives such as the implementation of Incident Management Units, and the enhanced use of intelligence systems.
- Liaison with local government, other State government agencies and community groups to develop response strategies that address local issues.
- Continued implementation of the Investigative Practices Review recommendations to ensure improved quality of investigations and consistency across the agency.
- Continued targeting of repeat offenders, drug suppliers and organised and serial criminals.
- Maintenance of the clearance rates for burglary, robbery, motor vehicle and assault.
- Maintenance of the detection rate for drug offences with a focus on quantity of drugs seized.
- Improved standards of brief preparation and presentation of evidence to maximise the opportunity for successful prosecution.

SIGNIFICANT ACHIEVEMENTS

- Tasking and co-ordination of resources to address issues of concern to the community, including Operation Zircon to investigate a serious bombing murder.
- Implementation of Incident Management Units to provide real-time monitoring and timely deployment of resources to complement intelligence-led policing.
- The new National Automated Fingerprint Investigation System (NAFIS) was utilised to increase the number of crimes searched, provide advanced search features and timely results for district operations.
- Implementation of an Intelligence Management Committee to co-ordinate intelligence-led policing responses.
- Formation of proactive intelligence support to assist the districts and specialist crime areas in identifying and targeting criminal activity.
- Continued assistance to the Finance Brokers fraud inquiry, with the taskforce preferring charges against individuals in relation to the misappropriation of funds totalling \$34.8 million. Investigators also provided support to the Royal Commission into finance brokers.
- Monitoring the movements of an OMCG national run through Operation Avalon. This was a joint operation with district Tactical Intelligence Groups and the OMCG Taskforce, and resulted in no major incidents or threats to public safety.
- Continued targeting of repeat offenders by utilising strategies that have led to the successful prosecution of high echelon drug traffickers.
- Use of the 'Criminal Property Confiscation' legislation to enable the seizure of considerable assets including real estate, other property and moneys from offenders.
- Implementation of a program to assist district personnel in the use of Briefcase, a computer-based brief-handling system, resulting in the delivery of higher quality and timely first-appearance briefs.
- Establishment of Brief Manager positions to facilitate high quality brief preparation.
- Establishment of a Brief Review Team comprising experienced prosecutors to review matters from the perspective of what will be admissible in court in relation to adducing evidence.
- Establishment of a Failed Prosecutions Review Group to review and analyse failed prosecutions and recommend solutions and improvements.



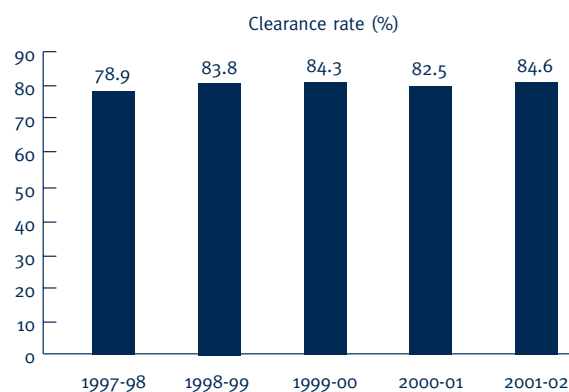
OVERALL RESULTS

- Response times (from call received at Police Communications Centre to arrival at scene) for urgent calls for assistance in the metropolitan area.

Priority 1 and 2 calls	2–12 minutes	80 per cent of the time
Priority 3 calls	4–20 minutes	70 per cent of the time

- There were 327,189 emergency (000) calls for assistance received by the Police Communications Centre in 2001-02, an increase of 25 per cent on the previous year. Of the emergency calls for assistance received, 88 per cent were answered within 20 seconds.
- In 2001-02, 75 per cent of the community was satisfied with the job the Police Service is doing in responding to calls for assistance, comprising 55 per cent who were very satisfied and 20 per cent who were satisfied.
- The investigation of offences against the person is given the highest priority. This is reflected in the high clearance rate, of over 80 per cent since 1998-99. In 2001-02, a clearance rate of around 85 per cent was achieved – the highest in five years.

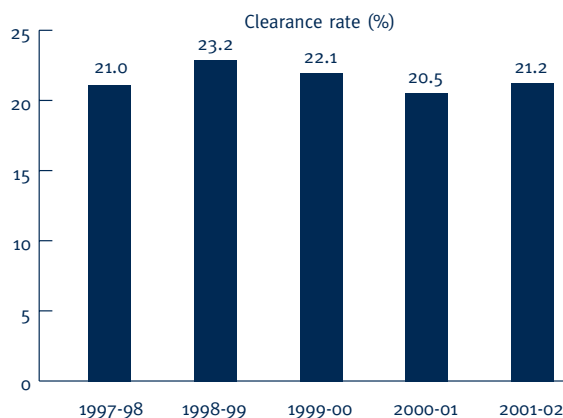
CLEARANCE RATE FOR REPORTED OFFENCES AGAINST THE PERSON 1997-98 TO 2001-02 (r)



(r) Revised figures from those shown in previous annual reports due to the adoption of the Australian Standard Offence Classification (ASOC) by the Police Service for reporting of offences in July 2001. Offences reported and detected and offences cleared back to 1997-98 have been revised in accordance with ASOC.

- Despite an increase in the number of reported property offences from 224,443 in 2000-01 to 229,555 in 2001-02, an increase in the clearance rate to around 21 per cent was achieved. This figure equates to a six per cent increase in the number of offences cleared in 2001-02 (48,603) compared to 2000-01 (45,959).

CLEARANCE RATE FOR REPORTED PROPERTY OFFENCES 1997-98 TO 2001-02 (r)

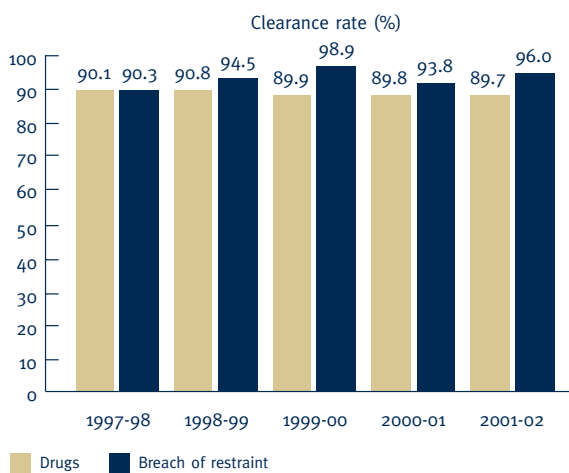


(r) Revised figures from those shown in previous annual reports due to the adoption of the Australian Standard Offence Classification (ASOC) by the Police Service for reporting of offences in July 2001. Offences reported and detected and offences cleared back to 1997-98 have been revised in accordance with ASOC.

- Other offences comprise drugs (trafficking and possession) and breach of restraint offences. The number of drug offences cleared has increased by around 9 per cent from 12,696 in 1997-98 to 13,850 in 2001-02. The number of breach of restraint offences cleared has increased by almost 114 per cent from 1,309 in 1997-98 to 2,798 in 2001-02, while the number of reported/detected offences has increased by over 101 per cent during the same period.

WESTERN AUSTRALIA POLICE SERVICE

CRIME AND JUSTICE

CLEARANCE RATE FOR REPORTED OTHER OFFENCES
1997-98 TO 2001-02 (r)

(r) Revised figures from those shown in previous annual reports due to the adoption of the Australian Standard Offence Classification (ASOC) by the Police Service for reporting of offences in July 2001. Offences reported and detected and offences cleared back to 1997-98 have been revised in accordance with ASOC.

- In the 2001 calendar year, homicide, robbery, burglary and motor vehicle theft showed an improvement in the proportion of investigations finalised within 30 days. The proportion of investigations relating to offences against the person finalised within 30 days was over 50 per cent for 2001, while the proportion of property offences finalised within 30 days was 12 per cent.
- Of the 102,227 matters brought before the courts by the Police Service in 2001-02, around 91 per cent resulted in a plea of guilty. Of the 6,700 defended matters, around 82 per cent resulted in a conviction after trial.

OPERATION ZIRCON

Operation Zircon was established to investigate the wilful murders of a retired Detective Commander and a friend at Lathlain, in September 2001. Both men were fatally injured, outside the retired officer's home, when an explosive device destroyed the vehicle they were occupying.

As a result of these crimes, the State Government offered a \$500,000 reward for information leading to the conviction of the offenders, the highest reward ever posted. Operation Zircon utilised staff and resources drawn from various specialist support branches and metropolitan police districts.

From the outset, inquiries centred on members of a local outlaw motor cycle gang (OMCG). The retired officer had had past dealings with some of these members. Investigators identified these dealings as critical to their inquiries. Investigations were multi-faceted and included strategies such as targeted inquiry of individual gang members, covert surveillance, media appeals and overt uniform policing.

In December 2001, the use of this targeted investigation was instrumental in the arrest of an OMCG president on drug and firearm-related charges. This arrest assisted in destabilising the gang. Ongoing inquiries and the combined efforts of many dedicated police officers over a long period resulted in the arrests of two people for the murders in March 2002, leading to one of the accused providing information and assistance to investigators.

While Operation Zircon was primarily instigated to investigate the murders, it has led to investigations into a wide range of criminal activity relating to organised crime. Operation Zircon has had many successes including:

- 39 arrests – including two persons for the murders;
- 123 charges preferred – many of which are drug- or firearms-related;
- seizure of 3.2 kilograms of cannabis, 3.6 kilograms of amphetamines and a quantity of ecstasy tablets;
- seizure of 28 unlicensed rifles and handguns and thousands of rounds of ammunition; and
- seizure of over \$600,000 in cash and more than \$1.8 million worth of assets gained through criminal activities.

Operation Zircon investigators continue to carry out extensive inquiries relating to identifying other principal offenders.

PERSONNEL PROFILE



Monika Adamson
UNSWORN OFFICER

Monika commenced her employment with the Police Service at the Bureau of Criminal Intelligence (BCI) Registry in 1992. Her duties there included the management of 22 staff, analysing intelligence information, improving work processes and outputs, maintaining the quality of data entry and ensuring the high standards of customer service.

Since that time, Monika has worked in a number of positions including Office Manager at the Crime Stoppers Unit in 1998, where she was responsible for monitoring and maintaining the Unit's financial records and information systems. While on secondment to the Recruitment and Selection Branch she developed a vacancy web page for the Internet to market the Police Service's unsworn recruitment process. In July 2000, she joined the Forensic Division in the capacity of Finance and Administration Officer.

Her experience in managing people, together with strong organisational skills and a commitment to her work, recently provided Monika an opportunity to act in the position of Officer-in-charge, Forensic Offender Information Bureau. In this role, Monika leads a team of 36 staff in providing information pertaining to criminal records, warrants, restraining orders and clearance certificates. She is also examining ways to incorporate new technology, to ensure an expeditious and optimum service is provided to both operational and non-operational areas of the Police Service.

LOCAL INITIATIVES

INTELLIGENCE-LED RESPONSE

Although Katanning police were achieving many results in the apprehension of offenders, the approach was not co-ordinated or targeted and the level of crime in the town was still of concern.

A crime-intelligence cell was formed as a centralised point for analysing all reported crime. This analysis included mapping offences and methods of operations, to identify crime patterns and target repeat offenders rather than the location of the crime. Many repeat offenders were investigated and apprehended, with a corresponding increase in clearance rates.

Significant results include a 146 per cent increase in drug dealers apprehended, a decrease in the burglary rate by 26 per cent and a decrease in all reported target offences by 33 per cent.

Over the past few years there have been a number of seemingly related stealing offences, involving large quantities of property, throughout the Great Southern District. The Albany Target Offender Group (TOG) commenced Operation Hambone to identify and apprehend the offenders with assistance from Cranbrook police, Katanning detectives and district forensic and intelligence officers.

A person of interest was identified, their activities scrutinised, and intelligence officers compiled a comprehensive portfolio. From the information gathered, a number of other offenders were identified and search warrants executed. Operation Hambone resulted in five offenders being charged.

A number of illegal firearms and a quantity of cannabis were also seized. Property seized during the operation was valued in excess of \$35,000.

RESPONSE STRATEGIES

In early 2001, the West Metropolitan District embarked on a comprehensive program to incorporate many of the recommendations of the Investigative Practices Review into their operational procedures. Reforms included implementing a 24-hour Incident Management Unit, enhanced supervision, changes to rostering practices, devolution of resource management and establishment of the District Tasking and Co-ordination Group.

Patrol and report-taking practices were improved to provide a one-stop-shop approach to dealing with incidents. Despite an initial spike in crime rates, the district remained committed to the reform process and continued to lead and encourage staff to embrace the changes.

PERSONNEL PROFILE



Helen Gray
CUSTOMER SERVICE OFFICER

Helen joined the Police Service in 1996, when she was employed as a Customer Services Officer at Wongan Hills Police Station. She consistently demonstrates a very high standard of customer service and courtesy towards customers and stakeholders.

Her willingness to work beyond normal expectations is frequently displayed through her devotion to the job, as evidenced in the following extract from a memo submitted by a constable at the station.

"I report to you in reference to Mrs Helen Gray, and her outstanding actions relating to a difficult female in custody on 17 November 2000. Helen was contacted at her home address and requested to attend [the police station] to corroborate proceedings involving the detainee. She attended the station without hesitation and provided invaluable assistance for the next hour and a half. Whilst already performing these duties beyond those required of her, she provided reassurance to the detainee, calming her agitated state, enabling the successful completion of a breath analysis test in trying circumstances."

Helen's commitment and enthusiasm is tireless, and she is often drawn upon to inspire and motivate those around her. She continually uses her initiative, often assisting in duties outside her role and responsibility. Her genuine interest in the successful operation of the Wongan Hills Police Station has made her a valuable team member.

WESTERN AUSTRALIA POLICE SERVICE

CRIME AND JUSTICE

The reforms implemented by the district began to deliver a steady decrease in offences, culminating in an overall reduction of reported offences by seven per cent and improved overall clearance rates from eight per cent to 12 per cent in 2001-02.

Within Broome and nearby Aboriginal communities, there had been an increase in the number of reported assaults, burglaries and anti-social behaviour. To reduce the incidents of these offences, Broome police targeted hot-spots and repeat offenders; increased foot patrols of licensed premises and public places; requested licensed premises to be more responsible in the service, and patrons consumption of alcohol; and contributed to the development of programs for young people.

These initiatives resulted in a decrease of around five per cent in reported burglary offences and a clearance rate of 18 per cent. Assault offences were reduced by 44 per cent, and a clearance rate of 100 per cent was achieved. A number of historical offences were also cleared.

The rapid development of new technology means equally rapid development of criminal innovation. The global nature of the technologies also results in the rapid spread of new criminal techniques, necessitating a shift in the way investigators must do business into the future.

To meet these challenges the Commercial Crime Division was realigned to provide an increased customer-focused approach to the identification, detection and prevention of commercial crime. The areas of assessment and response to commercial crime have been improved. They now have the capacity to provide a more proactive response to emerging trends, as well as an efficient and effective investigative response following an offence being committed.

The role and scope of the Diamond and Pearl Investigation Unit has been expanded to better reflect and respond to community and industry needs. It is now known as the Special Commodities Investigation Unit. While still providing an essential service to the diamond and pearl industries, the Unit now has the flexibility to respond to organised and major commercial crime involving special or valuable property or commodities such as the theft of valuable art.

The Police Service is providing a more efficient and transparent service to important private sector stakeholders. There is a strengthened approach to methodologies to counter emerging threats to industry by engaging in preventative measures. New training strategies are being developed to enable staff to confront the emerging environment.



PERSONNEL PROFILE



James Migro
INSPECTOR

James commenced with the Police Service in 1968, graduating from the Police Academy in 1972. After serving at Fremantle and Palmyra Police Stations, he became a detective and joined the Criminal Investigation Branch in 1975. He worked in this capacity as the Officer-in-charge at numerous metropolitan locations, including General Crime Squad, Motor Squad, Drug Squad and City Detectives, where he was promoted to the rank of Inspector.

In 1999, he transferred to Crime Investigation Support to manage the Crime Services Division. In this role, he had responsibility for alcohol and drug policy, the Crime Stoppers Program and licensing of the security industry.

James has extensive experience in managing Outlaw Motor Cycle Gang (OMCG) events, having been the Field Commander for Operation Isolate and Operation Avalon. These operations were instigated to monitor the movements of two OMCG national runs through the south-west of the State and into the metropolitan area. It is testament to James's skills and experience that in both instances the possible disruption to public order, criminal behaviour or anti-social activities of the gangs was limited, with no major incidents or offences reported.

His active involvement with drug policy and law reform has seen James become a member of both the planning committee for the Western Australia Community Drug Summit held at Parliament House in August 2001, and currently a member of the Ministerial Working Party on Drug Law Reform.

James chaired the second Australasian Conference on Drugs Strategy, which incorporated the Inaugural South-East Asian Prevention Symposium held in Perth in May 2002. The conference attracted worldwide delegates and presenters, providing the Police Service and other Australian Law Enforcement agencies with the opportunity to showcase alcohol and drug initiatives.

2ND AUSTRALASIAN CONFERENCE ON DRUGS STRATEGY

In May 2002, the Police Service hosted the 2nd Australasian Conference on Drugs Strategy. The objective of the conference was to bring to the fore the experience and expertise of international, national and local researchers and practitioners involved in research, development, implementation, evaluation and enforcement of alcohol and other drug strategies.

Commissioners and their representatives from throughout Australia, presented a wide-range of alcohol and drug issues. The conference provided an opportunity to show-case alcohol and drug initiatives, which included aspects of innovation, law enforcement, technology and intervention.

International speakers from Canada, United States of America, United Kingdom, Thailand and Malaysia attended the conference. All delegates acknowledged it as the most significant drug conference for 2002.

The Police Service's computer-crime investigators are considered well-trained and among the best in the country. They have been actively contributing to National Law Reform, and the development of core standards and best practice in the detection and prevention of e-crime through the Australasian Computer Crime Managers Group and the Police Commissioners' E-crime Working Party.

QUALITY INVESTIGATIONS

Criminals today are more aware of forensic evidence when committing volume crime offences or serious crimes. In the past, this presented some difficulties both in investigating and apprehending offenders, and obtaining evidence for successful prosecution. The Investigative Practices Review has enhanced the quality of investigations and with advancements in forensic technology – particularly computerised fingerprint technology – the Police Service is now able to both identify suspects and reopen previously unsolved cases.

Using the National Automated Forensic Identification System (NAFIS), South West District forensic officers uncovered vital evidence that may lead to the apprehension of an offender in an unsolved sexual assault investigation. Additionally, a high-profile murder case, which hinged on forensic evidence, was successfully prosecuted. Forensic officers have also identified more than 70 suspects for unsolved sexual assault, burglary and motor vehicle theft offences.

South West District forensic officers continue to focus on enhancing forensic training for police officers in country locations, to provide quality forensic services to isolated communities, including the collection of DNA evidence at crime scenes.

COMMERCIAL CRIME

Information received from the Australian Bureau of Criminal Inquiries National Fraud Desk highlighted several instances of identity fraud, credit card fraud and cheque fraud being committed on financial institutions in New South Wales, Victoria and South Australia by organised crime syndicates.

In anticipation that these syndicates would target Western Australia, officers from Major Fraud Investigations disseminated information to Western Australian-based financial institutions. This action resulted in information exchange between the financial institutions, that enabled officers to identify and apprehend offenders while these offences were in progress.

WESTERN AUSTRALIA POLICE SERVICE

CRIME AND JUSTICE

All offenders were either illegal immigrants or had entered Australia on a visitor's or student's visa. Most had travelled to Perth from Sydney, committing similar offences on the way. The three examples below illustrate the success of this initiative:

- Operation Rivertime – a person was arrested for using fraudulently obtained credit card merchant facilities and information to obtain funds totalling \$3 million.
- Operation Longjaw – three people were charged, for the use of false identification to open bank accounts. Funds totalling \$500,000, subsequently withdrawn or transferred to overseas accounts, were deposited into these accounts using forged cheques.
- Operation Dynamo – 11 people were charged for stealing cheques from letterboxes, changing the payee and value and depositing them into a legitimate account. Funds totalling \$500,000 were withdrawn and dispersed amongst the syndicate.

DRUG-RELATED CRIME

Operation Hasty was commenced in the South Metropolitan District to target a suspected dealer and network of associates. The two-month operation used a variety of investigative tools including covert surveillance, telephone intercepts, undercover officers and informants.

The operation culminated in the execution of 15 search warrants that resulted in the seizure of prohibited drugs, firearms, ammunition and stolen money, cash and other assets. Nine persons were charged with a total of 125 offences including 112 serious drug charges involving amphetamine, cannabis, cocaine and methylamphetamine. The success of the operation has resulted in the dismantling of an organised drug network.

The Joint Operational Co-ordination Team (JOCT) acts in a partnership with the Australian Federal Police, Australian Customs Service and the National Crime Authority to co-ordinate an effective joint-agency capacity to counter serious illicit drug importation and trafficking activities in Western Australia.

Operation Feria was established through the JOCT as a joint-agency taskforce utilising the investigative and covert surveillance expertise of the various agencies. The investigation concentrated on information from the American Drug Enforcement Agency of an impending importation of cocaine into Western Australia.

The Police Service provided expertise in the form of interpreters, covert surveillance, tactical response and an operational commander.

PERSONNEL PROFILE



Ken Sanderson
SENIOR SERGEANT

Ken graduated from the Police Academy in 1978, and completed two years' general duties work before joining the Forensic Division.

In his 22 years with the Forensic Division, Ken has served in Scenes of Crime Units at Warwick and Perth. In this current role, he ensures the most effective and efficient application of forensic resources, while applying the most appropriate investigative tools and processes for the preservation and retrieval of evidence.

Ken trained and qualified as a Bomb Scene Examiner in Victoria in 1990, and continued in the field of explosives to become a part-time Police Bomb Technician in 1991. He has also had training in the field of Blood Stain Interpretation, providing him with the skills for interpretation of serious crime scenes. These skills were utilised when Ken was tasked with the role of Forensic Co-ordinator in one of Western Australia's most significant homicide bombings in Lathlain.

In 1999, Ken was part of a team that prepared the DNA Business Plan for the Police Service and Government in response to the intended introduction of DNA legislation.

This work eventually evolved into an opportunity that took Ken to the United Kingdom. While there, he visited both the Forensic Science Service, specialists in DNA analysis technology currently unavailable in Australia, and the National Crime Faculty.

Ken used this opportunity to discuss DNA issues with leaders in the field, and worked closely with other crime scene investigators to gain first-hand experience in United Kingdom crime scene investigation methods.

His visit to the United Kingdom has provided Ken with insight into some of the practices and technology currently not available in Western Australia. He remains confident that some of the processes he witnessed will prove valuable and be adopted by Australian police jurisdictions in the near future.

THE CRIMINAL INVESTIGATION (IDENTIFYING PEOPLE) ACT 2002

The *Criminal Investigation (Identifying People) Act 2002* was passed in May 2002, and partially proclaimed in June 2002. Despite being commonly referred to as DNA legislation, the Act deals with the range of information that can be used to identify people, including their name and address, fingerprints and photograph. The Act prescribes information collection and protocols for use, and provides the authority to compile an identification database.

The Act will provide police with new powers to obtain personal details and identifying particulars (fingerprints, photographs and DNA samples) from suspects, offenders, victims of crime, volunteers and others. A significant change is that police will be able to request identifying particulars (including DNA) from uncharged suspects, providing there are reasonable grounds to believe the person has committed a serious offence.

The first stage of the proclamation has given police the authority to collect identifying particulars from serious offenders currently serving a custodial sentence, as well as those currently subject to a community-based order, and to establish a DNA database. So that this can occur, a DNA Back Capture Taskforce has been established to collect DNA samples from all offenders covered by the Act.

It is anticipated that the remainder of the Act will be proclaimed in late 2002, subject to specific training requirements being met. It is expected the benefits of the *Criminal Investigation (Identifying People) Act 2002* and the development of an identification database will include:

- faster and less expensive investigations;
- increased clearance rates with offenders brought to court more quickly;
- elimination of potential suspects and exoneration of those who may have been wrongly accused and convicted;
- increased rates of guilty pleas, thus reducing the current backlog in the courts and possibly sparing the victims of crime from additional and ongoing trauma; and
- a new deterrent to criminals.

PERSONNEL PROFILE



Clayton Bennie
SERGEANT

Clayton has 19 years' experience in the Police Service, 14 of those have been within the Forensic Division. His interest in explosive technology and detonation physics has remained the driving force behind his professional development. In 1992, he trained and qualified as a Bomb Scene Examiner, becoming a police Bomb Technician in 1993.

While serving within the Forensic Technical Unit and the Crime Scene Unit, Clayton has attended many major crimes involving homicide, arson and bombings, as well as accidental fires and explosions. Based on his 10 years' experience in the field of explosive investigation, Clayton was also recently tasked with the forensic examination of one of the most complex homicide bombings in the history of Western Australia.

Clayton has been an active participant in his related field, attending courses in Victoria as the Assistant Director on the National Police Bomb Technician Course in 1999, and as the Director of the National Police Bomb Scene Examination Course in 2001.

Through his discussions with representatives from overseas and his own personal research, Clayton believes that bomb scene training provided in Australia is at a world-class standard. He is confident that these standards will flow on to the Police Service with significant training initiatives planned as a consequence of lessons learned from the events of 11 September 2001.

As a consequence of surveillance, three offenders were arrested at Shark Bay attempting to import 975 kilograms of cocaine. A further two accomplices were arrested north of Geraldton. The cocaine seized was the largest drug seizure in Western Australia.

The Drug Task Force Tasking and Co-ordinating Group administers the allocation of funds for operational use in targeting drug trafficking. This is in response to a more sustainable approach towards making moneys available in the developmental phase of investigation into the upper echelon of the drug trade.

Funds are available for operations to be conducted at a divisional, district or regional level, subject to meeting the following criteria.

- Investigation of organised criminal activity associated with the significant manufacture, cultivation or sale of illicit drugs (at the upper echelon of the drug trade) and financial resourcing of the operation is beyond the budget limitations of the responsible division or district.
- A multi-jurisdictional operation requiring financial and/or human resources for duties outside the core responsibilities of participating divisions, districts or other agencies.
- Other expenditure considered appropriate to contribute to the targeting of organised criminal activity responsible for the manufacture, cultivation or sale of illicit drugs at the upper echelon of the drug trade.

As a result of this funding being available, Mid West-Gascoyne District police conducted Operation Scope, targeting the illegal activities of an OMCG. At the conclusion of the operation, a gang member was charged with drug-trafficking offences and approximately \$500,000 of property and cash were seized.

COURT DIVERSION PROGRAMS

The Drug Court Program commenced in December 2000 as a two-year pilot scheme, aimed at reducing crime by helping those with substance-abuse addictions to control their habits and divert these individuals from the prison system and into treatment programs.

The Court offers three regimes of intervention dependent upon the offence and the severity of the offender's substance-abuse problem. To date there have been a total of 290 participants in the three regimes, 54 per cent of who have completed the programs successfully as detailed below.

WESTERN AUSTRALIA POLICE SERVICE

CRIME AND JUSTICE

- Brief Intervention Regime – 78 per cent success rate, 58 of the 74 participants successfully completed the program requirements.
- Supervised Treatment Intervention Regime – 75 per cent success rate, 18 of the 24 participants successfully completed the program requirements.
- Drug Court Regime – 43 per cent success rate, 83 of the 192 participants successfully completed the program requirements.

The Program is subject to review in December 2002 and judging by the successes to date, its continuation will ensure offenders with substance-abuse problems are identified at the earliest opportunity. Intervention and referral to the appropriate treatment programs will reduce the incidence of further offending, and a reduction of crime can be achieved.

Key stakeholders are working to identify a suitable model for the implementation of a Court Diversion Program for the intellectually impaired. The program being developed will help to identify the person as having an intellectual impairment as a result of a mental illness, intellectual disability, personality disorder, acquired brain injury or neurological disorder. It is intended to formalise the identification of those it seeks to assist prior to an initial court appearance. These persons may then seek assistance and support that will assist the court in determining suitable sentencing options.

Successful implementation of the Court Diversion Program will ensure persons with intellectual impairment are identified at the earliest opportunity and referred to an appropriate treatment program. The objective is to minimise their involvement in the judicial system and enable better sentencing outcomes.

PERSONNEL PROFILE



Harry Heavens
INSPECTOR

Harry joined the Police Service as a Cadet in 1968, before leaving in 1970 to embark on a career in the Australian Customs Service, in various positions including their Narcotics Bureau, before returning to policing in 1975.

Since returning to the Police Service, Harry has had a diverse career, serving in general duties in both metropolitan and country locations, Criminal Investigations Bureau, Internal Affairs Unit, Legal Services Unit, Policy and Planning, Human Resources and Executive Support.

His academic achievements include the completion of various studies in business and policing, including attendance at Edith Cowan University (ECU) to undertake the Justice Studies undergraduate program. These studies have provided him with a basis from which he intends to complete an Associate Degree in Police Studies. Currently, Harry is enrolled in the management program being offered by ECU, while progressing towards the completion of the Graduate Diploma in Business.

Following his promotion to the rank of Inspector in 1999, he served at the Southern Regional Office and is currently an Assistant District Officer in the Mid West-Gascoyne District Office. His keen interest in local issues has made him an active participant in various community groups, particularly as they relate to the Aboriginal community. In recognition, he was the recipient of an award presented by the Murchison-Gascoyne Commission of Elders in 2001, for his contribution towards improving Aboriginal and police relations.

PERSONNEL PROFILE



John Young
SENIOR SERGEANT

John is currently the Officer-in-charge of the Merredin Police Station. During his 30-year career with the Police Service, John has spent the majority of his service in country locations.

As a mentor, John's role extends outside the boundaries of Merredin. As the most senior ranking member of the eastern zone co-ordination group, he is always available to support the eight smaller stations and 40 staff in the district. He believes in the importance of the 'bigger picture', and consequently, places emphasis on promoting a strong team approach.

John's passion for building and strengthening community relationships is evident from the number of positive initiatives to which all members of the station contribute. One such event has been a highlight on the Merredin district social calendar for the past five years, the Merredin Police Ball. This gala event, supported by communities far and wide has raised \$40,000 for local emergency services and the Royal Flying Doctor Service.

Most officers in country towns devote time to coaching local sporting teams. John coaches a junior soccer team and he is passionate about police involvement in programs for young people and early intervention. His involvement with Safer WA and local young people, through local schools is a testament to his commitment to the development and welfare of young people.

Although most of his experiences in Merredin have been positive and rewarding, there have been a number of high fatality traffic crashes that have been traumatic to locals and tested the police and emergency services. John comments, "If there can be a positive to come out of these incidents, it is the fact that the police officers of Merredin have shown how adept they are in dealing with emergency situations and their partnership with other emergency services have remained solid. In a country town this is extremely important."

PERSONNEL PROFILE



Lisa Davey
SENIOR CONSTABLE

Lisa commenced with the Police Service as a police cadet in 1985 and graduated from Maylands Police Academy in 1988. She has had extensive experience in operational policing during the past 14 years, having been based at Central Law Courts and a number of metropolitan police stations.

Lisa is currently attached to the Operational Safety and Tactical Training Unit (OSTTU) situated at the Joondalup Police Academy. Her current duties involve delivering officer safety training in areas including: operational tactics; various firearms; empty-hand control; handcuff and search procedures; impact weapons; and aerosol subject restraint. Her experience and enthusiastic approach to officer safety training are proving to be invaluable in illustrating the need for the correct selection and application of defensive tactics in the operational workplace.

Lisa has faced many difficult situations in her career, including dealing with violent offenders and victims of serious crime. The most challenging part of her career has been as a trainer at the OSTTU. This experience has given her the opportunity to pass on to recruits her extensive knowledge in modern-day policing. Lisa contributes to the high quality training that recruits receive throughout the duration of their course at the Academy.

MANAGEMENT INITIATIVES

The nature of policing demands that frontline officers are provided with the best support possible. This is not only in accordance with strategic direction, but also reinforces the Police Service's commitment to its people. Following the chain of events that occurred after 11 September 2001, concern about safety and security became even more paramount. Police officers were engaged in providing increased security to military installations, places of national or international interest, and persons perceived to be at-risk throughout this State. Greater emphasis was placed on managing risks to frontline staff and the community, in relation to terrorist threats and chemical or biological situations.

The Police Service's 2001-02 business planning processes identified statewide policing priorities and management initiatives to effectively support frontline policing. These were developed after extensive consultation with management and stakeholders. Management initiatives outlined in the plan focused on the following areas.

- Valuing our people.
- Managing and leading.
- Optimising resources.
- Focusing on community needs.
- Being open and accountable.
- Building partnerships.

VALUING OUR PEOPLE

Our people were supported with contemporary and best-practice guidance as well as training and resources, to provide an environment that is flexible and encouraging. The Government's pledge to provide an additional 100 police officers and 10 Aboriginal Police Liaison Officers (APLOs) over and above natural attrition, was met. Fifty of these additional officers have enabled the establishment of a Police Transit Unit on the metropolitan rail system.

The Police Service continues to develop strategies for recruiting more Aboriginal people for mainstream policing duties. In consultation with the Aboriginal Affairs Directorate, a project was finalised in December 2001 to provide a transitional pathway for APLOs to become mainstream Police Officers. The Government has also committed to expanding the APLO scheme with funding for an additional 40 positions. Ten of these positions were filled in 2001-02 and the scheme now has an approved strength of 114 officers. During the year, 22 new applicants were inducted as APLOs and changes were introduced to modify their uniforms to facilitate a clearer distinction between mainstream policing duties and a liaison function.

WESTERN AUSTRALIA POLICE SERVICE

MANAGEMENT INITIATIVES

In January 2002, the Office of Equal Employment Opportunity presented a report titled *Sworn Recruitment and Career Development for Women: An examination of the issues in the Western Australia Police Service*. This report was the result of a joint collaboration between the Police Service and the Office of Equal Employment Opportunity to provide the Commissioner of Police with the basis of strategic direction, and to suggest areas for urgent action to address the situation of women in policing in Western Australia.

The report has provided a range of recommendations. Implementation and communication plans have been developed and are being reviewed by senior management. Implementation of the recommendations has been identified as a high priority and dedicated resources are being allocated to progress the implementation process.

The following strategies from the Police Service's Equity and Diversity Management Plan 2000–2003 were implemented;

- Statewide equal employment opportunity (EEO) training continued from the recruit level to senior management, resulting in approximately 2,600 employees attending training sessions. In addition, all equity and diversity training modules were enhanced with a stand-alone management training course being developed.
- A partnership with The University of Western Australia to research into factors that lead to sexual harassment has progressed. Six key projects are underway, including the identification of perceived and real barriers to women's promotion, assessing the availability and effectiveness of training and development opportunities for female unsworn officers, and an analysis of women leaving the agency due to inflexible work practices.
- A new equity complaints resolution model was developed, outlining internal and external complaint options available to staff. The model describes the advice and support options available for staff and aims to encourage both staff and managers to discuss concerns with the EEO Unit, whilst encouraging managers to resolve issues at the local level.

SUPPORTING THE WOMEN'S ADVISORY NETWORK

The Women's Advisory Network (WAN) convened its 3rd conference in March 2002. Delegates from across the State and representatives from metropolitan and portfolio areas attended. The conference theme focused on leadership, with a number of presentations and workshop sessions being conducted.

Four project teams have been formulated with objectives aligned to the Police Service Strategic Plan under the following categories:

- EEO;
- recruitment and retention;
- flexible work options; and
- mentoring and training.

During the year the Recruiting Section enhanced its recruitment brochures and produced a video targeting people from diverse backgrounds. Both of these communication tools aimed to attract more women into the Police Service. In addition, information sessions delivered to prospective applicants now address issues relating to flexible work options, women in policing and a discussion about how the policing role can be balanced with family responsibilities. A focus for the new financial year will be on the implementation of strategies to address barriers in career development for women.

FLEXIBLE WORK OPTIONS

A range of recommendations from the Increasing Workplace Flexibility in the Western Australia Police Service Report were endorsed and the following strategies from the report were implemented:

- development of a Flexible Work Options Kit;
- establishment of a Flexible Work Co-ordinator position to assist managers and staff with flexible work options;
- review of human resource management policies in relation to flexible work options – including part-time work, home-based work, parental and carer's leave; and
- presentations on flexible work options in a number of work places.

OCCUPATIONAL SAFETY AND HEALTH

PEER SUPPORT CONTACT OFFICER PROGRAM

A Peer Support Contact Officer Program has been developed to provide officers in the workplace with local peer support and facilitate appropriate referrals as required.

The program is scheduled for implementation in September 2002 and will complement the existing services provided by the Health and Welfare Branch. Peer support contact officers will be trained on a range of equal employment opportunity, safety and health and equity issues, as well as on the resources available to assist employees.

PERSONNEL PROFILE



Nick Skinner
SERGEANT

Nick joined the Police Service in October 1983. He has been a frontline officer for 13 years of his 18-year career, serving at various locations including Midland, Lockridge, Mundaring, Bruce Rock, Northam and the Wheatbelt District Office.

After nine years of country service, he joined the Equal Employment Opportunity (EEO) Unit in July 2001, so that he could gain valuable knowledge, skills and experience in the management of people and focus on the corporate responsibilities of the organisation.

Nick develops and presents EEO training programs to Police Service personnel, from recruit training through to officer development courses. His other areas of responsibility include the co-ordination of response to internal and external EEO issues, providing advice to staff and management and the development of corporate projects relating to EEO.

Nick believes that by eliminating discrimination and harassment in the workplace, people will feel more valued, respected and be able to reach their potential.

WAN MENTORING PROJECT TEAM

The Women's Advisory Network (WAN) Mentoring Project team was established to manage the process of developing a mentoring program for the Police Service. This program is intended to support the retention and recruitment of women into the Police Service.

The role of the Project Team was to develop a proposal containing the parameters and criteria that women believe are most important and would be of value in a corporate mentoring program. Consequently, the project team researched mentoring programs in other police jurisdictions, the public and private sector.

Of significant value to the project has been the wide consultation that the project team has undertaken with personnel across the Police Service. They obtained predominantly the views of women within the agency on their requirements and needs for a mentoring program. The project team has collated their research and is preparing a proposed service-wide mentoring model, which includes a pilot mentoring program.

WESTERN AUSTRALIA POLICE SERVICE

MANAGEMENT INITIATIVES

The main role of the peer support contact officer is to assess the needs of the employee, the resources available to assist, and the facilitation of appropriate assistance and referral. Contact officers are also responsible for monitoring the assistance received by individuals when required, and providing relevant advice to the Health and Welfare Branch regarding local issues.

OCCUPATIONAL SAFETY AND HEALTH ACT

In response to a government initiative to provide police officers with coverage under the provisions of the *Occupational Safety and Health Act 1984*, the Police Service has been preparing the way for the necessary legislative changes. Legislation has now been drafted to address the special requirements of the Police Service in relation to dangerous and covert operations. This legislation is awaiting Parliamentary approval.

A transitional period of 12 months has been set aside to enable the Police Service to prepare for this change. Work has already progressed on an implementation plan, once the legislative changes become law. The implementation plan will incorporate communication, training and strategies to ensure the agency complies with the amended *Occupational Safety and Health Act*.

WORKERS' COMPENSATION CLAIMS

(unsworn officers)

	1997-98	1998-99	1999-00	2000-01	2001-02
Number of Claims	52	42	28	45	46

IN-HOUSE GRIEVANCES LODGED

Source of Grievance	1997-98	1998-99	1999-00	2000-01	2001-02
ADVANCE process	11	5	4	8	24
Transfers/Redeployment	24	8	5	8	6
Administrative Decisions	2	3	4	2	26
Relief/Secondment	11	22	3	0	8
Other	22	14	17	12	7
Total	70	52	33	30	71



PERSONNEL PROFILE



Mel Bowler
MANAGER

Mel has worked in a number of agencies within the public sector over a period of 40 years in the field of human resources and industrial relations. He joined the Police Service in 1993 as a senior manager of the Human Resources Directorate.

Mel is an experienced industrial advocate and negotiator and has been the principal negotiator for the Police Service in all three enterprise bargaining agreements since their introduction in 1996. He also provided industrial advice to the Police Service Command during the initial Delta Reform process.

Having worked for both the employer in large agencies, and a major union, Mel has been able for many years, to bring a fair and equitable balance to his role as the Commissioner's industrial representative.

Mel is also responsible for managing the workplace reform process that includes job analysis, establishment control, grievance resolution and the Organisational Psychology Unit. He is justifiably proud of the good record his fellow branch members have established with the assistance they provide to agency managers.

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 Australian 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.

A compliance review was conducted by an external consultant to assess compliance with the Standards.

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

BREACH OF STANDARD APPLICATIONS 2001-02

	1997-98	1998-99	1999-00	2000-01	2001-02
Number lodged	1	3	3	0	2
Number of breaches found, including details of multiple breaches per application	0	0	0	0	0
Number still under review	0	0	0	0	0

The Office of the Public Sector Standards Commissioner did not undertake any investigations in accordance with the *Public Sector Management Act 1994* or any compliance audits.

B E MATTHEWS
COMMISSIONER OF POLICE
30 August 2002

NEW POLICE ACADEMY

The Premier officially opened the new Western Australia Police Academy at Joondalup in February 2002, heralding a new era in the training and development of police officers. A total of \$47 million has been invested in this new purpose-built Academy to provide a modern and technologically advanced learning environment for recruits, in-service personnel, specialist and support staff from across state, national and international forums.

The new Academy incorporates many features including state-of-the-art academic and administrative facilities to ensure policing is recognised as a professional occupation.

There is also a police chapel and counselling area, a parade ground and residential accommodation for in-service students.

Co-located with Edith Cowan University and West Coast College of TAFE, the Academy will contribute significantly to the Joondalup learning precinct by sharing facilities and expertise. Police Service personnel at all levels now have the opportunity to further their learning and gain new skills through this integration with tertiary education facilities.

One of the most progressive facilities is the scenario village. It contains a mock service station, credit society outlet, fast food outlet, police station, park and residential housing – all in a suburban street layout. The scenario village provides police officers with hands-on learning and a realistic practice run, with simulated situations they can expect to encounter in their duties.

WESTERN AUSTRALIA POLICE SERVICE

MANAGEMENT INITIATIVES



MANAGING AND LEADING

Effective staff performance management is critical to ensuring that all Police Service personnel are working towards achieving agency outcomes and have a clear understanding about what is expected of them individually.

MANAGEMENT OF PERFORMANCE

The Police Service's approach to performance management focuses on managers and supervisors identifying and communicating job requirements and expectations, providing feedback, and identifying career development opportunities.

Following a six-month pilot program where appropriate training and consultancy support was provided to participants, an implementation plan was developed.

This implementation plan has been approved for introduction across the agency. A training strategy has been included to ensure that managers are given the opportunity to enhance appropriate performance management and people skills and conduct effective performance discussions with staff.

Awareness sessions and training courses will be presented over the coming 12–18 months, with an aim to then review and evaluate existing systems.

DOING IT RIGHT – A REVIEW OF SUPERVISION

A review of supervision was conducted by the Management Audit Unit to examine the underlying causes of poor and inadequate supervision, and to identify practical solutions for improving supervisory practices across the agency. Findings indicate the causes to be inadequate preparation of supervisors, or restrictive external factors precluding supervisors from effectively supervising subordinates.

The review challenged the quality of supervision across the Police Service and arrived at a staff management framework designed to enhance supervisory practices and behaviour. The framework focuses on preparing personnel for the role by providing them with clear standards, expectations, training, education and the necessary resources; supporting and encouraging them in their endeavours; and ensuring that appropriate systems, structures, processes and procedures are available to sustain good supervision.

RECOGNITION AND REWARD OF STAFF PERFORMANCE

The Western Australia Police Service Medal that recognises long-term diligent and ethical service, and the Employee Recognition System were introduced to ensure that both individual and team achievements could be recognised and rewarded appropriately.

The Commissioner of Police awarded 15 officers with their Service Medals at the opening of the new Police Academy. A further 3,500 personnel will be presented with their medals over the coming year.

The Employee Recognition System recognises Performance – Above and Beyond. This system was implemented to acknowledge the day-to-day contributions of staff.

The broad objectives of this system are to:

- recognise performance that contributes to, and is consistent with, local business goals, corporate values and strategic outcomes;
- recognise consistently good performance as well as specific incidents of good performance in both individuals and teams; and
- promote the recognition by managers of good performance on a day-to-day basis at a local level without establishing an overly bureaucratic process.

A cross-section of employees from regions and portfolios, were surveyed through a questionnaire designed to assist in assessing the awareness level and use of this performance recognition system.

ADMINISTRATIVE FUNCTIONS REVIEW

The principal findings identified opportunities to maximise the resources dedicated to frontline policing through streamlining administrative effort, job redesign, rank or classification. A number of agreed strategies have been implemented, however, several recommendations require further review and development. Delays have been experienced due to the review process and by some recommendations being challenged in the Industrial Relations Commission.

CENTRAL AREAS REVIEW

A number of implementation teams from individual business units were established to facilitate actions arising from the key findings. There has been some overlap between the recommendations of the Central Areas Review and those of the Administrative Functions Review, however, those recommendations that were not in conflict have been progressed. The following items have been acted upon:

- the merging of databases from Internal Affairs and Internal Investigations Units;
- continued devolution of internal investigations and accompanying responsibilities to districts. External agencies, such as the Anti-Corruption Commission, Ombudsman, State Coroner, Western Australian Police Union of Workers' and Aboriginal Legal Service/Justice Council have been consulted on devolution strategies; and



- Professional Standards portfolio continues to provide a consultative service to districts and conduct a quality assurance of investigation files that are completed by districts or divisions.

OPTIMISING RESOURCES

The effective management of resources is critical to enabling frontline officers to provide quality police services to the community. Work on the Delta Communications and Information Technology (DCAT) Program and other systems, continues to re-engineer policing practices and processes.

The DCAT Program provides the framework for the development of integrated IT systems to support a range of administrative processes. This includes improving the sharing of information within the Police Service and with relevant key external agencies. There has also been a dedicated focus on streamlining business processes to ensure statewide linkages to integrated information systems and access to information in real time.

An ongoing function is that of responsibly managing and planning for the maintenance and replacement of police assets over the long term, thereby ensuring that the community receives value for money in service delivery and appropriate asset management.

INFORMATION TECHNOLOGY

COMPUTER-AIDED DISPATCH AND RELATED COMMUNICATIONS PROJECT (CADCOM)

The CADCOM Project is replacing the core communication network in the metropolitan area and consists of three major components:

- Phase 1A – live operation of the new Midland Police Operations Centre, including a new voice management system, operating with the existing police radio network and dispatching system (implementation scheduled for the last quarter of 2002).
- Phase 1B – implementation of the new Computer-Aided Dispatching (CAD) system in Midland, with continued operation of the existing radio network (expected to go live in mid-2003).
- Phase 2 – Commissioning of a new Digital Trunked Radio Network (DTRN) to replace the existing UHF radio network.

PERSONNEL PROFILE



Janet Lovreta
MANAGER

Janet commenced her career in the public service 12 years ago. In 1997, she joined the Police Service as a Financial Planning Officer. Her tertiary qualifications and experience saw her move to the Resource Management Information System (RMIS) Finance implementation team. Her contribution on the project was invaluable in ensuring that the agency met its external reporting obligations. The Finance team's efforts were further rewarded with the agency winning the 1999 CPA State Award for Organisational Achievement in Public Sector Accounting.

In 1998, Janet was promoted to the position of Manager, Financial Accounting. Janet is responsible for completing the financial statements for the Police Service, providing financial advice and for developing, reviewing and implementing financial management policies and procedures. She was a major contributor in the development and implementation of the Financial Management Policies and Guidelines Manual.

In 2001, Janet was given further responsibilities relating to the management and co-ordination of the activities of the Accounting Services Unit.

PERSONNEL PROFILE



Marcus Murray
SENIOR CONSTABLE

Marcus joined the Police Service in 1986 and has worked in both country and several metropolitan police stations. He has also served at the Police Academy's Computer Training, Asian Squad, and Liquor and Gaming Units.

His keen interest in computing has led him to his current position within the Projects Business Unit within Strategic Information Management. In this role he works in close partnership with the agency's technical partners and other information technology professionals. Marcus finds the information technology field an extremely challenging and dynamic area.

His responsibilities within the Projects Business Unit include: project communication, service desk requirements; and evaluation of information-technology-related issues that fall within the scope of the Projects Business Unit. Currently, Marcus is conducting a review of visits to country locations by the Field Support Team of the Projects Business Unit.

Marcus feels that through teamwork and collaboration between the agency and its key information technology contractors and partners, the Police Service will be able to implement effective and efficient systems, to assist in the delivery of quality policing services.

WESTERN AUSTRALIA POLICE SERVICE

MANAGEMENT INITIATIVES



Phases 1A and 1B will deliver significant benefits to frontline officers and the community. In particular, the deployment of police resources and the safety of officers will be improved. After discussions between BAE Systems (the prime contractor), the Police Service and government, it has been agreed that BAE Systems will complete Phases 1A and 1B of the project, but will not be required to complete the DTRN. The contractual arrangements have been restructured to reflect this, and ensure value for money for the state.

On a worldwide basis, the technology involved in the DTRN has not matured as quickly as expected, particularly in relation to the data communications functions. As a result most police and emergency services, with projects involving advanced use of the DTRN capabilities, have experienced significant project delays and have chosen to defer the advanced functions.

The Police Service remains committed to the requirement for a new DTRN to further upgrade the capabilities of the CADCOM system, and will be evaluating contemporary solutions that are proven, reliable and robust to meet its future needs.

FRONTLINE INCIDENT MANAGEMENT SYSTEM

The Frontline Incident Management System (IMS) represents a core suite of applications that will support operational policing. It is an integrated solution to managing information related to incidents, people or places of interest, and the relationships between them.

The IMS comprises four integrated subsystems of incidents, intelligence, property and task management. It allows for the recording of incidents and intelligence information along with information relating to persons, organisations, locations, vehicles, property and objects such as e-mail addresses and telephone numbers.

Stage 1 of the IMS is currently undergoing extensive testing to ensure smooth implementation. Once the IMS application reaches the expected level of quality, the schedule for implementation (initially in the pilot area, then into the Metropolitan Region and finally to country regions) will be finalised. It is envisaged that at the current rate of stabilisation, the pilot will commence in the last quarter of 2002.

BRIEF CASE

The Brief Case application was rolled out to all sites in February 2002, with the exception of a small number of remote country areas. Brief Case is an electronic brief-compilation system that links core policing activities of detection, investigation and apprehension with the judicial process.

The application has delivered ongoing improvements in the brief preparation and monitoring processes, the overall quality of the briefs and the timeliness of information associated with judicial processes.

A significant achievement with the implementation of Brief Case has been the average time taken to create a prosecution brief. This has fallen from 68 minutes in August 2001 to 32 minutes in April 2002.

INSIGHT

Insight is a tool that analyses the geographical disposition of incidents in order to predict future crime hot-spots. The deployment of Insight across all districts and support portfolios has directly contributed to the success of numerous police operations, with the subsequent apprehension of offenders, seizure of stolen property, and reduction of crime.

The ongoing utilisation of Insight has also seen a 70 per cent growth in targeted patrolling in the metropolitan area, with consequent effects on crime prevention and the apprehension of offenders. It has also facilitated improvements in resource balancing and rostering, ensuring that officers come on duty at times of highest crime; providing a more solid information base for managers to make tactical and strategic decisions; and reducing manual effort in production of statistics and reports.

RMIS UPGRADE PROJECT

The Resource Management Information System (RMIS) Upgrade Project was commissioned to facilitate the upgrade of software to:

- reduce business risk – exposure from operating on an unsupported version of key business software;
- deliver some immediate benefits – improved usage and some new functions; and
- deliver some longer term opportunities – projects to replace existing configuration or to enable new features.

The objective was to undertake a technical upgrade, with the minimum introduction of any new functions or features, so as to minimise cost by reducing the time and resources required to complete the task.



CAPITAL WORKS

The Capital Works Building Program included the commencement or completion of construction of a number of new police facilities in metropolitan and country areas in 2001-02:

- South West District Office/Bunbury Police Station Complex – construction of the district office and police station complex was completed in October 2001. The official opening was conducted in December 2001.
- Kiara Police Station – construction of the replacement for Lockridge Police Station was completed and occupation commenced in September 2001. The official opening was conducted in October 2001.
- Kensington Police Station – site acquisition was completed and the builder contracted for the facility designed to replace the Victoria Park and South Perth Police Stations. Completion of construction is anticipated in early 2003.
- Newman Police Station – project architects have been appointed and planning is underway for the replacement police station. Completion is anticipated in late 2003.
- Operations Support Facility – Stage 1A, the new Communications Centre, was completed in July 2002. It is anticipated that the Police Communications Branch will relocate to the new Centre in November 2002. The planning of future stages continues, with design development of the purpose-built forensic facility (Stage 1B) recommencing in July 2002.

VEHICLE MANAGEMENT

The Vehicle Management Branch is responsible for the overall planning and management of the Police Service vehicle fleet. Major initiatives implemented during the year include:

- research, assessment and implementation of recommendations emanating from the Australasian Centre for Policing Research, and those contained within the Vehicle Allocation and Commuting Review;
- management of changes to business rules relating to vehicle leases, resulting in the minimisation of the financial impact on the Police Service;
- modifications to information systems to improve the availability, timeliness and quality of vehicle-related information;
- finalisation of the lights and sirens tender which will result in the replacement of obsolete and outdated equipment and improve emergency warning systems; and
- ongoing initiatives to reduce lease costs whilst maintaining or improving vehicle safety and operational standards.

CONTRACTS AND TENDERING

In January 2002, the State Supply Commission undertook a Risk Management Review of the purchasing and contracting functions of the Police Service. The review found there was a sound control framework in place and raised the limits for calling tenders in-house from \$100,000 to \$250,000.

Some of the major projects and tenders implemented this year include:

- pistol replacement program, where tenders have been called and submissions are currently under evaluation;
- preparation of tenders for DNA analysis services;
- contract for the manufacture and supply of safety vests and coats;
- contract for the upgrade of hand-held speed radars and lasers;
- contract for hand-held breathalysers;
- contract for the manufacture and commissioning of two additional breath-analysis buses;
- contract for a catering service at the newly opened Police Academy;
- contract for the supply and upgrade of UHF and HF hand-held radios; and
- contract for the manufacture and commissioning of two portable radar display units.

FOCUSING ON COMMUNITY NEEDS

The Police Service has been working with other government agencies and representatives of the Tjurabalin and Martu Aboriginal communities, to improve health, education and living standards for Aboriginals in remote areas. The process is built upon an agreement of good faith, committing all parties to work towards effective and sustainable partnerships.

The partnership framework will establish statewide policies and administrative arrangements to support negotiations and agreements at the regional and local level according to the priorities of Aboriginal people.

Communities in remote areas are also increasingly voicing their desire to see a higher level of mainstream policing and judicial services for their communities. This issue was highlighted through the Ngaanyatjarra Community Law and Justice Submission in April 2002. A review on how policing services are delivered to remote Aboriginal communities is underway and the findings will assist with the planning for service delivery in an area of growing focus and challenges.

WESTERN AUSTRALIA POLICE SERVICE

MANAGEMENT INITIATIVES



The Police Service actively contributed to the Response by Government Agencies to Complaints of Family Violence and Child Abuse in Aboriginal communities and is committed to working with other agencies, to improve service delivery and address major issues arising from this inquiry.

A dedicated Disability Services section has been included on the new Police Service website, to provide the opportunity to improve delivery of customer services to diverse groups. An integrated customer-feedback form has enabled disability issues to be brought to the attention of local police, thereby enhancing existing services. In an ongoing commitment to address the Disability Plan outcomes, the Police Service has appointed a project officer to review and update the current plan and its objectives.

COMMUNITY SERVICES FUNCTIONAL REVIEW

Implementation of the recommendations from the Community Services Functional Review has progressed with crime prevention outcomes incorporated into agency planning processes and the establishment of a youth program and crime prevention, diversity and executive support unit. The following were also implemented:

- crime prevention training included in the Developmental Policing Program;
- alliance established with the Office of Crime Prevention with the transfer of resources to that office;
- development of a youth strategy;
- analysis to determine the role and level of involvement in crime prevention; and
- name change of division from Community Services to Crime Prevention and Community Support.

ADVERTISING

Requirement under the *Electoral Act 1907*, section 175ZE

Organisation	Purpose	Amount
Gem-Star Marketing	Production of merchandise for the Gurd drug education program	\$4,000.00
Media Decisions	Advertising in nightclubs and hotels for the Drink Spiking Campaign	\$5,585.71
Convenience Advertising	Production and printing of posters and brochures for the Drink Spiking Campaign	\$12,809.00

BEING OPEN AND ACCOUNTABLE

Nurturing a relationship of trust between the Police Service and the community requires high standards of professionalism and accountability from all Police Service personnel. The attainment of this standard is crucial to improving community confidence in our capacity to deliver relevant, quality policing services.

A philosophy of corporate risk management has now been endorsed and a draft Risk Management Policy and framework has been introduced. In accordance with best practice guidelines, the Management Audit Unit has also conducted audits on a number of policing practices and business processes to ensure that adequate controls are in place.

Integrity testing has been introduced as a valuable risk-management tool, having the potential to identify officers suspected of corrupt or serious misconduct, or to clear officers of such allegations. Research carried out in other police jurisdictions suggests that knowledge of the existence of an integrity-testing program has a deterrent effect on inappropriate behaviour, and encourages officers to report suspect behaviour. The related policy for this integrity-testing program allows for an officer or business unit suspected of corrupt or serious improper conduct to be tested.

The Professional Standards Portfolio implemented a number of initiatives in 2001-02 to assist the Police Service to be open and accountable. Included in these initiatives was the completion of the final phase in the devolution of accountability, resources and ownership of internal investigations to district and specialist business areas. This shift from a centralised model of self-regulation will be carefully monitored and evaluated in the year ahead.

With the devolution, district and divisional Superintendents are now primarily responsible for self-regulation in their respective jurisdictions. A Timeliness Committee has been formed in conjunction with the Ombudsman's office to monitor the effectiveness of devolution in relation to timeliness of investigations.

To complement and enhance existing ethics training, an interactive scenario CD-ROM entitled *The Dividing Line* was produced. This interactive CD is aimed at challenging and stimulating ethical thought and discussion, and provides an invaluable practice tool for systematic ethical decision-making. Training programs have been conducted throughout the State in relation to ethics in policing and *The Dividing Line* to foster staff awareness and understanding of ethical issues and program application.



Facilitating individual accountability and professionalism, the Blue Line (an anonymous internal reporting mechanism), received a total of 135 calls. Of these, 54 warranted investigation into police misconduct. The Blue Line was independently evaluated and the review found that its true value is its very existence, and the provision of the opportunity to expose corruption or serious improper conduct. The review went on to recommend that the agency should continue with the initiative.

A Code of Conduct has been developed. The Code articulates corporate expectations of the workforce and will enhance professionalism by supplementing the broad philosophy with clearly articulated guidelines.

The ongoing and comprehensive review of the Business Area Management Review (BAMR) process continues to generate appropriate corrective action and follow-up of non-compliance. Themes and trends unearthed from random and BAMR audits also serve as a catalyst for risk-management initiatives.

External consultants have been contracted to undertake a qualitative review of the Delta reform process.

The objectives of the review are:

- assess the extent to which the expected outcomes contained in the various change-management programs have been realised;
- assess the effectiveness of the change-management initiatives in producing cultural change across the organisation;
- benchmark the Police Service against other policing jurisdictions;
- identify the areas of reform the Police Service still needs to address; and
- make recommendations as to how the Police Service can more effectively undertake its reform program to create a contemporary agency with effective human resource management and a corruption-resistant culture.

A Custodial Duty of Care review was conducted in response to concerns raised by the Ombudsman in relation to the practice of prisoners being left unattended in police lock-ups. The following recommendations are now subject to implementation.

- All local policies governing lock-up management are to be consolidated in a single document and disseminated to all staff.
- Feasibility of Closed Circuit Television remote monitoring of cells to be investigated.
- Consideration is to be given to establishment of a Custodial Care Officer and a trial of the initiative in Kununurra.
- The use and role of the Lock-up Admission Form is to be reviewed.

THE ROYAL COMMISSION

In December 2001, the State Government announced the establishment of the Royal Commission Into Whether There Has Been Any Corrupt Or Criminal Conduct By Western Australian Police Officers. The Royal Commission commenced in March 2002 and is due to deliver its report in August 2003.

Royal Commissions traditionally have a profound effect on police services and the community. History indicates that during the conduct of such inquiries, productivity suffers, staff morale decreases and public confidence in police diminishes. It is accepted that these are serious risk issues that must be mitigated.

Previous Royal Commissions have shown that some disruption to operational activities can be expected. That disruption, together with some loss of community confidence is reason to be concerned and well prepared. To this end, and in order to provide an effective liaison with the Royal Commission, a Royal Commission Unit has been established. The unit's priority is to ensure that the entire Police Service is prepared for, and able to meet the requirements of, the Royal Commission whilst remaining ever mindful of the risks. As a guide three key points have been identified.

- Our people.
- Community confidence.
- External stakeholders.

To address these issues considerable effort has been devoted to developing:

- A risk-management plan.
- An effective interactive communication plan.
- A media strategy.
- A health and welfare plan, including counselling and peer support.
- A records management strategy.

The vast majority of Police Service personnel are committed to serving the community. As an agency, the Police Service is proud of its record to date, having successfully endured many difficult periods with tremendous support from the community. Much good work has been done and outstanding achievements accomplished over recent years by the men and women of the Police Service. The investigation of any corrupt officers or practices is welcomed, such people or behaviour only serve to damage the reputations of the vast majority of police officers.

The Police Service accepts this Royal Commission as an opportunity to improve where it needs to in an effort to move forward, protecting and serving the people of Western Australia.

WESTERN AUSTRALIA POLICE SERVICE

MANAGEMENT INITIATIVES

COMPLAINTS AGAINST POLICE

In 2001-02, there was a nine per cent decrease in public and internally generated complaints in relation to police misconduct, with complaint numbers falling from 1,337 (in 2000-01) to 1,215. Public complaints against police declined by 12 per cent.

During 2001-02, 157 police officers were subject to the police disciplinary process. A total of 70 officers were charged with 108 offences under the *Police Regulations*, and a further 87 officers received unfavourable reports. During the same period, 20 officers appeared in court on 47 statutory charges. The following table details information on officers subject to the police disciplinary process over the past three years.

POLICE DISCIPLINARY PROCESS

	1999-00	2000-01	2001-02
Disciplinary charge (a)	24	32	70
Unfavourable report (b)	72	61	87
Total	96	93	157

(a) Disciplinary charge refers to a formal charge for a breach of the *Police Regulations* and subsequent proceedings pursuant to section 23 of the *Police Act 1892*. Upon a finding of guilt, a penalty is given and the record of conviction is entered in the personal file of the officer for a period of no less than five years.

(b) Unfavourable report refers to a formal statement of facts detailing the breach of discipline, and at the discretion of the Commissioner may be entered in the personal file of the officer for a period of no less than five years.

COMMISSIONER'S LOSS OF CONFIDENCE

During 2001-02, action was concluded against 17 police officers being dealt with by way of the Commissioner's Loss of Confidence Provision (section 8). Eleven of these officers had been subject to notices in previous years, to show cause why they should not be removed from office. The other six officers were subject to notices during the current year. Of these 17 officers, 10 resigned, four were removed from office, and the Commissioner saw fit to re-instate three officers and return them to duty.

The existing arrangements have, in certain respects, been unsatisfactory. They have inhibited the Commissioner's ability to efficiently and effectively take action under section 8. However, despite these difficulties, and due to a concerted effort, as at 30 June 2002 all outstanding section 8 matters had been resolved and no officers remained stood down.

In the future, the Commissioner and Minister for Police are committed to further improving arrangements for removal of officers. They wish to enhance the Commissioner's ability to remove officers in whom he has lost confidence, while ensuring this occurs in a fair and dignified manner and that officers have an independent right of appeal.

FREEDOM OF INFORMATION

Requirement under *Freedom of Information Act 1992*, sections 94-97

During 2001-02, 1,148 applications were received of which 1,028 were dealt with under the provisions of the Freedom of Information Act 1992, and 120 related to the Police Service's release of information policies (of which a component is the Police Service privacy statement). Associated application fees and charges totaling \$30,484.51 were collected.

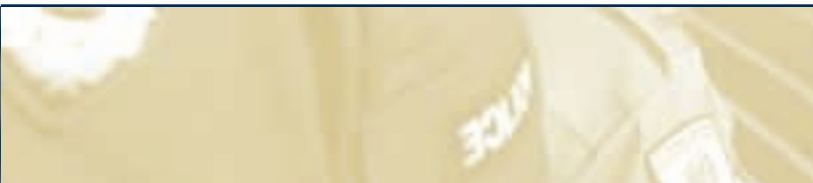
An Information Statement was published on the Police Service website, allowing greater public access and awareness. This statement is periodically reviewed and updated to provide the most current information in accordance with section 97 of the Act.

BUILDING PARTNERSHIPS

In 2001-02, the Media and Public Affairs Directorate dealt with more than 64,000 inquiries from members of the public and media outlets. In addition, 177 media conferences were held at Police Headquarters, police stations and at crime scenes. The agency uses these conferences to provide the opportunity for the public to assist in solving crimes by responding with information.

As well as responding to media inquiries on day-to-day incidents and operations, the Media and Public Affairs Directorate plays a lead role in marketing the work and achievements of the Police Service to the media, public and other key stakeholders. The Police Service's external website was updated and now provides the community with a range of information presented in a user-friendly format.

Newsbeat is the Police Service's official magazine. The magazine was produced quarterly, with a total of 28,000 copies being distributed to police employees, government agencies, media organisations, interstate and overseas police jurisdictions and other private sector organisations.



Some of the major promotional events conducted in 2001-02 include:

- Police Week – this is the agency's largest public relations event, which involves and showcases the work of many different areas of the agency.
- Perth Royal Show – the police exhibition attracted more than 100,000 people over six days and 26 different sections of the Police Service were showcased.
- National Police Remembrance Day – which is held every year to honour fallen colleagues from State and Federal jurisdictions who have died in the course of duty.
- The Police Pipe Band events – these continue to present a positive image of the Police Service by performing on more than 140 occasions throughout the year, including police-related events, school visits and concerts. The band also spends 50 per cent of its time supporting frontline activities, including conducting security appraisals for seniors.

KIMBERLEY COPS

Proactive policing was showcased in the print and electronic media through television features such as Kimberley Cops, a four-part documentary made for ABC television. Set against the stunning backdrop of the Kimberley and the township of Wyndham, the lives and work of police officers were put under the spotlight and shown to a national audience, receiving positive reviews and public reaction.

This four-part half-hour documentary series showcased policing in the Kimberley, the extreme conditions police work under in a harsh and difficult environment and the positive attitudes of police in this area towards the local Aboriginal people.

Aspects of policing in the remote Kimberley Region included:

- land and sea search and rescues;
- traffic crashes;
- community policing initiatives such as Blue Light Discos;
- policing of remote Aboriginal communities;
- marine safety checks;
- tactical training; and
- general policing in the Kimberley.

WESTERN AUSTRALIA POLICE SERVICE

COMMENDATIONS AND AWARDS

AUSTRALIAN BRAVERY DECORATIONS

Commendation for Brave Conduct

Inspector Denis Steven Perich
Senior Constable Peter Edmund Bahen

WA POLICE CERTIFICATE OF MERIT

Detective Senior Constable Peter John Healy
Constable First Class Bradley Mark Warburton
Constable First Class Matthew Lloyd Innes
Constable Ryan Murphy
Senior Constable Ian Richard Dodds

COMMISSIONER'S SPECIAL COMMENDATION

Senior Constable Troy William Duncan
Constable Stuart David Glyde Lapsley

COMMISSIONER'S LETTER OF COMMENDATION

Sergeant Harry Anthony Russell
Senior Constable Jeffrey Alan St Jack
Detective Sergeant Steven Brian Cross
Sergeant Glenn Raymond Swannell
Sergeant Gary Mitchell Tattersall
Detective Senior Constable Brett Roland Roberts
Senior Constable Martin Allen
Constable First Class Glenn Michael Bott
Constable Simon Thomas Parry
Constable First Class Jacinta Maria Keane
Constable First Class Matthew Bayliss
Detective Sergeant Jonothan Michael Tuttle
Senior Constable Steven William Baker
Detective Senior Constable Peter McGee
Senior Constable Gavin Lee Manners

AUSTRALIAN POLICE MEDAL

Senior Constable Rebecca West is a Family and Domestic Violence Officer with the Crime Prevention and Community Support Division. In 1997 she was awarded the Edith Cowan Western Australia Women's Fellowship. Through her determination in the pursuit of learning, training and shared knowledge, gained in the difficult field of domestic violence, she contributed towards promoting more harmonious domestic relationships.

Inspector Catherine Bullen is currently Manager of the Police Media Unit. Since graduating from the Police Academy in 1977, Inspector Bullen has served in many metropolitan and country locations. In 1983, she joined the Criminal Investigation Branch and in 1989 was the first woman member to be placed in charge of a police station, when she became Officer-in-charge of Dowerin Police Station. In this role, in company with another member, Ms Bullen apprehended a dangerous and wanted criminal despite violent resistance and threats on her life.

Superintendent Ray Pottinger has dedicated 34 years to his policing career in many metropolitan and country locations, including Carnarvon, Karratha, Kalgoorlie and Albany, in predominantly traffic duties. He is recognised throughout the Police Service for his determination to improve the quality of policing services to the community in a practical and collaborative approach to problem-solving. He is currently the District Superintendent for the South Metropolitan District.

Superintendent David Parkinson has dedicated more than 26 years to his policing career across a broad spectrum of policing. A significant amount of his work has been dedicated to devising counter-terrorist strategies and carrying out high-profile security operations for which he received considerable and worthy recognition. He is currently the District Superintendent for East Metropolitan District.

Superintendent Christopher Dawson has completed more than 26 years of distinguished service, predominantly in general duties. His long-standing devotion to police training has been instrumental in ensuring that the Academy and its staff are positioned to deliver the highest quality of services well into the future. He is currently District Superintendent for the Central Metropolitan District.

Senior Constable Fraser Arthur is currently Officer-in-charge of Pannawonica Police Station and has spent a considerable amount of his 14-year career in country postings, and has been an inspiration in all the towns he has served. His community-minded spirit, shown by his dedication and personal involvement in all aspects of community life, means that he is considered an inspirational leader in towns such as Manjimup and Pannawonica.

POLICE OFFICER OF THE YEAR

Sergeant Jim Clarysse – Kiara Police Station

Mr Clarysse is acknowledged for having received the Police Officer of the Year Award. He is held in high regard by the Town of Bassendean, from which he received a comprehensive nomination towards this award. By establishing a mutually beneficial working partnership between the Town's Council Rangers and police, he has made significant contributions to a reduction in crime rates, enhanced the feeling of security and well-being within the community and opened the lines of communication between police and the people of Bassendean. He has received many accolades for his devotion and continuous support to the community he serves, his customer-service skills, and the positive changes that have been felt as a result of his efforts.

PUBLIC SERVANT OF THE YEAR

Maggie Day – South West District Office

Ms Day commenced with the Police Service in October 1999 at South West District Office in Bunbury. She was awarded Public Servant of the Year for her dedication to duty, above and beyond what was expected of her, and her willingness to take on challenging tasks outside her area of responsibility. Ms Day has since left the Police Service. However, during her time at the district office, she continually developed and enhanced local computer systems to improve work efficiencies and was often commended for her resourcefulness.

AWARDS FOR EXCELLENCE

The Police Service won a Silver Award for the Western Australia Police Service 2001 Annual Report in the Australasian Reporting Awards, where entrants from both private and public sector agencies in Australia and overseas were judged.



WESTERN AUSTRALIA POLICE SERVICE

ENABLING LEGISLATION

Requirement under *Treasurer's Instructions 902 and 903*

Established by an Ordinance of 1849 and appointment of the first Chief of Police in 1853, the Western Australia Police Service consists of the Police Force (administered by the *Police Act 1892*) and the Police Service (formerly Police Department) created for the purpose of the *Public Sector Management Act 1994*. The Police Force and the Police Department officially became the Police Service by order of the Governor in Executive Council, effective as of 1 July 1997. The Western Australia Police Service administers the following legislation:

- *Criminal Investigation (Identifying People) Act 2002*
- *Firearms Act 1973*
- *Misuse of Drugs Act 1981*
- *National Crime Authority (State Provisions) Act 1985*
- *Pawnbrokers and Secondhand Dealers Act 1994*
- *Police Act 1892*
- *Police Assistance Compensation Act 1964*
- *Prostitution Act 2000*
- *Protective Custody Act 2000*
- *Public Meetings and Processions Act 1984*
- *Security and Related Activities (Control) Act 1996*
- *Spear Guns Control Act 1955*
- *Surveillance Devices Act 1998*
- *Telecommunications (Interception) Western Australia Act 1996*
- *Weapons Act 1999*
- *Witness Protection (Western Australia) Act 1996*

The *Criminal Investigation (Identifying People) Act* was partly proclaimed in June 2002; full proclamation is expected in October 2002. Throughout 2001-02, the Police Service facilitated the progression of the following legislation.

- *Occupational Safety and Health Amendment Bill 2001*, to include police officers within the provisions of the *Occupational Safety and Health Act 1984* (progressed in liaison with Worksafe).
- *National Crime Authority (State Provisions) Bill 2001*, to include amendments to the *Federal National Crime Authority Act 1984*.
- Amendments to *Pawnbrokers and Secondhand Dealers Act 1994*, to address anomalies identified in the Act and improve its administration.

- *Prostitution Control (Green Bill) Bill 2001*, to repeal the *Prostitution Act 2000* and decriminalise prostitution.
- *Acts Amendment (Police) Bill 2001*, to amend the disciplinary provisions of section 8 of the *Police Act 1892*.
- *Acts Amendment (Police) Bill 2002*, to amend section 23 of the *Police Act 1892* and increase certain penalties.
- *Simple Offences Bill 2002*, to repeal and replace the offence provisions of the *Police Act 1892*.
- *Police Administration Bill 2001*, to modernise administrative arrangements for the Police Service.
- *Security and Related Activities Control Amendment Bill 2002*, to provide for fingerprinting and revised destruction provisions.
- *Criminal Investigations (Covert Operations) Bill 2001*, to provide a basis for covert operations and protection for operatives.
- *Criminal Investigation (Exceptional Powers) and Fortification Removal Bill 2001*, to reduce methods of impeding the police in evidence collection and gaining entry to premises.
- *Misuse of Drugs Amendment Bill 2001*, to extend section 11 to cover attempts and conspiracies.
- *Surveillance Devices Amendment Bill 2002*, to include a substantial number of improvements to the 1998 legislation.
- *Criminal Investigation Bill 2001*, to define police powers in investigating and prosecuting offences.
- *Criminal Investigation and Simple Offences (Consequential Provisions) Bill 2000*, to provide for consequential amendments arising from the *Police Act 1892* reform project.
- *Criminal and Found Property Disposal Bill 2000*, to modernise the property handling provisions of the *Police Act 1892* and the *Criminal Code*.

These Bills are expected to be introduced into Parliament in 2002-03.



SPONSORSHIP AND PUBLICATIONS

SPONSORSHIP

Companies, organisations and individuals who have provided sponsorship include:

Australia Post
 Australian Fast Foods Pty Ltd
 Australian Medical Association
 Bunnings Building Supplies
 Carpet Choice, Joondalup
 City of Nedlands
 Department of Justice
 Foodworks
 Forrest Centre Tavern
 Healthway
 Insurance Commission of Western Australia
 K Mart, Western Australia
 Kuwinywardu Aboriginal Resource Unit
 Main Roads Western Australia
 Mercure Hotel
 Mercure Inn, Broome
 Novotel Langley
 Police and Nurses Credit Society
 Police Legacy
 Qantaslink
 Real Estate Institute of Western Australia
 Rotary Club of East Perth
 Royal Automobile Club
 Safer WA
 Safer WA, Joondalup
 Shell Company of Australia
 Statewest Achievement Awards
 Telstra
 Woodside Energy Ltd.

PUBLICATIONS

Various publications are produced to support the work of the Police Service.

ROAD SAFETY

- Bicycle Education Instructors Training Manual
- Defensive Driving Instructors Manual
- Defensive Driving Participants Manual
- Cops for Kids
- Assorted brochures dealing with road safety issues

DOMESTIC VIOLENCE

- Domestic Violence – What You Can Do

CRIME PREVENTION

- Safety for Seniors
- Safety Advice for Seniors
- Home Security
- Car Security
- Holiday Security
- Safer Living
- Security Lighting
- Intruder Alarms
- Armed Hold-Up Prevention Training Kits
- Armed Hold-Up Prevention
- Welcome to Neighbourhood Watch
- Neighbourhood Watch Manual 2002

ETHNIC AFFAIRS

- Policing in a Multicultural Society
- Serving Western Australia's Culturally Diverse Communities

WESTERN AUSTRALIA POLICE SERVICE

SPONSORSHIP AND PUBLICATIONS

PUBLICATIONS (CONTINUED)

STRATEGIC SERVICES

- Western Australia Police Service Annual Business Plan
- Western Australia Police Service Annual Report
- Western Australia Police Service Strategic Plan

PROFESSIONAL STANDARDS

- Making a Complaint Against Police
- The Supported Internal Witness Program
- Ethical Guidelines
- The Dividing Line

ALCOHOL AND DRUG CO-ORDINATION UNIT

- Drug Aware
- Drug Guide
- Gurd Training Package
- Alcohol Awareness

VICTIMS OF CRIME UNIT

- Western Australia Police Service Victims Of Crime Unit

RECRUITING

- Make a Difference

For a complete list of all publications and documents available, refer to the Western Australia Police Service Information Statement.

