

# GOAL 1: People and Communities

To enhance the quality of life and wellbeing of all people throughout Western Australia

## Relevant Strategic Outcomes

- Safe and secure Western Australian communities
- Reduced drug-related harm
- Enhanced safety, security and wellbeing of the vulnerable within our community
- Children's futures supported through effective early intervention and prevention services
- A positive difference to the lives of people with disabilities, their families and carers
- A society that recognises the varying contribution of its diverse population, and is able to respond effectively to the needs of its diverse population.

The Police Service has identified State Government Strategic Goal 1 – People and Communities as the key focus for the agency's three primary outcomes of Community Safety, Road Safety and Crime and Justice. Specifically, the government strategic outcomes relating to safe and secure community and reduced drug-related harm are intrinsically linked with the core business of the Police Service. The Police Service achieves these outcomes through a partnership approach with other agencies, and coordinating responses to ensure the safety and wellbeing of the community by proactively addressing issues. Additionally, the Police Service implements programs relating to specific groups within the community that support the achievement of its three primary outcomes.

## Major Initiatives for Outcome One

### COMMUNITY SAFETY

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

The Police Service's role in community support, crime prevention and public order involves providing a service that is responsive to the needs of the community. With crime prevention being essential in achieving this outcome, the Police Service takes a leading role in influencing and encouraging other agencies, as well as the community, to participate in crime prevention strategies. The Police Service continues to target priority crime and repeat offenders as well as providing education programs aimed at reducing opportunities to commit crime.

#### Enhanced Service Delivery

The Police Service has established a localised, district-based service delivery model. The establishment of six distinct metropolitan districts within the Metropolitan Region provides a command infrastructure capable of identifying and dealing with local policing issues. However, to some extent, this model has led to the districts operating in isolation, limiting their ability to identify and deal with issues occurring outside of, but impacting on, local service delivery.

The creation of the Office of the Metropolitan Regional Coordinator during the year ensures a coordinated approach to delivering policing services across the Metropolitan Region. The office maintains an operational focus identifying and working with the districts to ensure that cross-district issues and incidents are addressed. Progress has been achieved with the creation of the Regional Operations Group, a tasking and operational support group, and the Regional Investigations Unit allowing substantial inroads to be made in dealing with volume crime activities.

Through the Office of the Regional Coordinator, the Metropolitan Region is bringing together disparate police units that all provide services in their respective districts. This strategy ensures that the police units focus on corporate goals and place a strong emphasis on optimised resource allocation for supporting frontline policing. Further benefits have arisen from the standardisation of work practices and business processes for all metropolitan districts. Standardisation has already been achieved in the area of burglary and bench warrants and has commenced with respect to Incident Management Units and Case File Management.

The Regional Operations Group responds to incidents requiring an immediate presence. For example, the group targets anti-social behaviour and volume crime hot-spots. These incidents are often unpredictable and generally occur across the metropolitan area. Operational support is also available to country regions and other portfolios, depending upon the nature of the support required and the availability of resources. Additionally, there are times when general tasking loads in a specific district rise above the capacity of that particular district to respond within satisfactory timeframes. Both of these factors, when not satisfactorily addressed, have the capacity to compromise public safety and security and undermine community confidence in the Police Service. Regional Operations Group officers are specifically trained to address incidents of anti-social behaviour.

The Regional Operations Group controls the maintenance and deployment of existing mobile policing facilities. By centrally maintaining and operating such facilities in a coordinated way, the group is able to relieve individual districts of this responsibility, and free-up staff for tasking duties.

### Focus on Family and Domestic Violence

The Gordon Inquiry concluded, "An epidemic of family violence and child abuse exists in Indigenous communities". It also identified that response to family violence is a core function of the Police Service. In response to the Gordon Inquiry, the Auditor General released a report on restraining orders and the Ombudsman conducted an inquiry into assault in the family home. Addressing the recommendations of the Auditor General and the Ombudsman, the Police Service undertook a comprehensive redesign of its service delivery and management of family violence and child abuse.

During the year, a framework for statewide command and control was established. This framework incorporated key responsibilities and the management of the operational response to child protection and family and domestic violence incidents. It provides for the appointment of a State Coordinator for child protection and family violence, whose role is to provide quality control of the regional and district response to family violence incidents. The State Coordinator is also responsible for coordinating training, policy and integration matters.

Regional and district response has also undergone significant change with the introduction of Child Protection and Family Violence Sergeants in each district. There is now a greater emphasis on first-response policing of incidents. First-response involves the use of detectives and inquiry teams in the timely investigation of family violence crimes, combined with key internal support from specialist areas (such as Prosecutors and Crime Prevention Officers). The inquiry teams use a case-management approach to all incidents of family violence. Information is shared with key internal and external stakeholders to profile at-risk individuals, families and communities and enable targeting of repeat offenders.

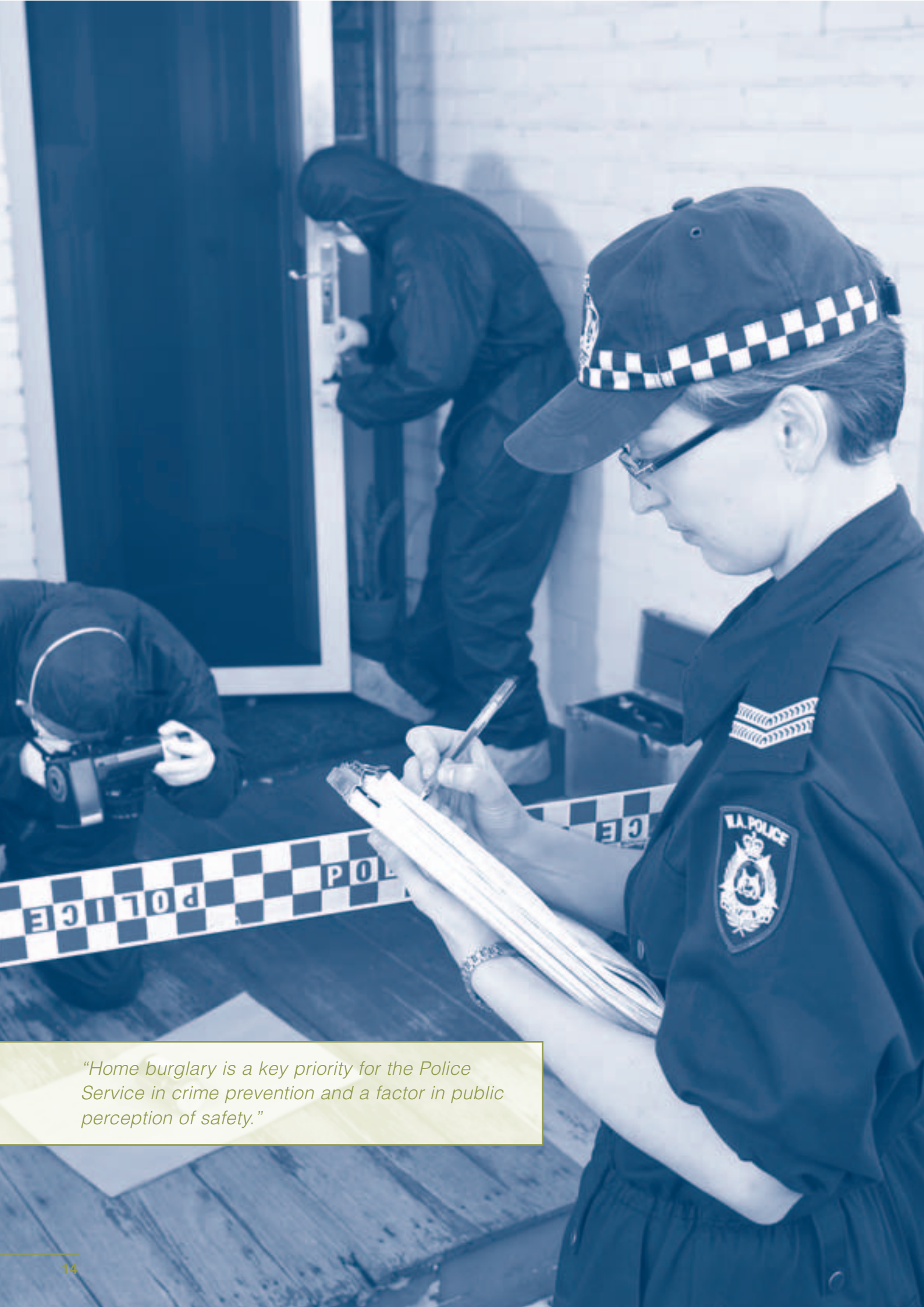
A Centre of Expertise for child protection and family violence incidents has been established in each district. Each centre is working to increase co-operation between services, encouraging a whole-of-government response to incidents.

The Centre of Expertise in the Wheatbelt District is conducting a proactive and coordinated approach to child protection and family violence issues. Intelligence-led policing strategies are used to:

- Interrogate the Victim Offender Management and Information Management Systems
- Utilise Victim Offender Management data and identify child protection and family violence trends and issues pertaining to recidivism for child abuse and family violence
- Identify families, individuals and children at risk
- Conduct risk-assessment meetings with detectives and District Information Support Centres.

At-risk families and repeat offenders are being case-managed and referred to appropriate agencies in a holistic approach to child protection and family violence.

Aboriginal Police Liaison Officers facilitate communication between police and the community to target families with various social issues, by fostering positive relationships with families at risk. Aboriginal Police Liaison Officers within the district are being up-skilled in their knowledge of child protection and family violence issues. They are taking part in training programs and engaging in proactive workshops, and establishing proactive partnerships with the Department for Community Development and the Strong Families Program.



*“Home burglary is a key priority for the Police Service in crime prevention and a factor in public perception of safety.”*

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Additionally, the Police Service has been involved in the establishment and development of a new video evidentiary facility to enable co-location of staff from the Department of Community Development, Child Protection Unit (Princess Margaret Hospital) and the Police Service.

This facility will provide a comprehensive service to victims of child abuse in the metropolitan area. Known as the Specialist Child Interviewing Unit, it will be responsible for interviewing children under the age of 18 years of age who have been victims of sexual offences. This will include all serious intra-familial physical abuse (serious assaults within a family situation).

Interviews conducted at the unit will be available for presentation to the court as the evidence-in-chief of the child. Officers attached to the unit have undertaken a comprehensive training course to enable them to comply with proposed legislation for conducting such interviews.

## Implementing Crime Prevention Strategies

Home burglary is a key priority for the Police Service in crime prevention and a factor in public perception of safety. During the year, the Police Service undertook a number of initiatives to reduce the incidence of burglary and apprehend offenders.

The Police Service is a major part of the government strategy to reduce burglary. Significant progress has been achieved through active co-operation between State and Local Government agencies, business and corporate sectors and members of the community. Achievements and actions commenced or completed to date include:

- Adoption of a standardised model for attendance to burglaries by the Police Service
- Adoption of minimum standards in dealing with forensic matters for volume-crime activities
- Clearance of outstanding burglary files
- Targeting of activities in or around pawnbrokers and second-hand dealers to:
  - identify and profile swap meets, flea markets and similar operations within the Metropolitan Region
  - stem the flow of stolen property or property obtained by unlawful means
  - identify and profile pawnbrokers and second-hand dealers dealing in stolen property or property obtained by unlawful means

- mounting operations to identify and deal with repeat offenders and proprietors or operators of these establishments, who trade in the proceeds of high-volume crime.

- Continue to develop strategic alliances with industry partners such as the Building and Insurance Councils of WA
- Establishment of district burglary performance indicators and measures.

The Police Service has also created structures such as the Regional Operations Group and Linked Crime Unit to combat burglary and volume crime. These entities will identify repeat offenders and coordinate the policing response. These strategies have resulted in a 16 per cent reduction in the number of reported burglary offences statewide. There has also been significant improvements in a number of districts across the State.

Analysis of data confirmed that Albany had an ongoing problem with repeat offenders. Over a period of 12 months, these recidivists had been responsible for a large percentage of burglary and theft offences believed to be committed to support drug-related activities. The Albany Tactical Investigation Group was tasked with reducing volume crime in the district as part of the overall Police Service strategy. Outcomes for the group in 2004 were positive, with a key group of offenders arrested and charged with a series of burglaries.

As a direct result of operations undertaken, the occurrence of burglary offences in Albany has dropped by 31 per cent. With the decline in burglary offences, the Tactical Investigation Group was able to proactively target other burglary-related offences in surrounding areas within the district.

In December 2003, the Pilbara District experienced a dramatic increase in burglary, stealing and drug-related matters in two of its largest sub-districts. The increase in crime was causing community concern, and eroding public perception of safety and security. In response, the Pilbara District reviewed the allocation of police resources and reallocated staff and equipment. This strategy achieved an immediate increase in frontline policing numbers and improved resource deployment. The result was a stronger focus on offences and repeat offenders.

Following the implementation of these strategies, the arrest rate for burglaries, stealing and drug-related offences increased dramatically over a six-week period. The level of burglary and stealing rates was reduced for a sustained period and the level of offending throughout the Pilbara District was the lowest for the last five years.

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## Maintaining Public Order and Safety

The formation of the Gang Response Unit has significantly increased resources to assist with proactive targeting and reactive investigations into identified criminal gang activities. The unit, through its intelligence officer, issues a fortnightly bulletin to provide all police officers with up-to-date intelligence on the activities of Outlaw Motor Cycle Gangs.

Intelligence collected on activities enabled an appropriate response to Outlaw Motor Cycle Gang runs and scheduled events throughout the State. Analysis of previous runs and pre-run intelligence is crucial in assisting police with planning and operational requirements. The Gang Response Unit provides assistance with the interviewing of witnesses, complainants and offenders across the Police Service. It maintains significant intelligence that is readily available to investigators. The unit maintains dialogue with ethnic groups to address street gang violence. Another initiative of the unit is the formation of an interchange program with the South Australia Police, to enable the exchange of officers involved in Outlaw Motor Cycle Gang activities between states.

The Police Service sets a national standard for the management of Outlaw Motor Cycle Gangs during national runs. It initially established a plan for the Outlaw Motor Cycle Gang national run from Broome to Darwin in June and July 2003. This run involved gang members from around Australia and consisted of 110 riders. The management plan was conducted in a five-phase operation employing staff from areas throughout the State.

For continuity and policing consistency it was appropriate to interact with the Northern Territory Police Force. Officers from both jurisdictions were sworn in as special constables in each jurisdiction to aid cross-border enforcement. This practice set a national precedent and provided best practice methodologies for the interstate management of Outlaw Motor Cycle Gang activities.

The youth population in Dunsborough increases approximately 38 per cent during school-leavers' celebrations and can sometimes intimidate local residents, affecting the way they go about their daily business. Liquor consumption is a key factor affecting unlawful crowd behaviour.

Dunsborough Police initiated a local community action group called the Dunsborough Schoolies Advisory Committee to provide management for the school-leavers' celebrations. A comprehensive partnership arrangement was established between numerous local, state and interstate volunteer groups to minimise the event's adverse effects on local business and community members.

The committee ensured that key influential factors such as accommodation, transport, road management, alcohol and substance abuse, property management, event coordination and unacceptable behaviour patterns were planned for and managed. This was achieved with the assistance of over 200 volunteers during the event, allowing police to concentrate on core functions. The school-leavers' celebrations were successfully managed through planning and risk-minimisation initiatives to identify problems and implement effective resolutions.

## Services to the Community

A number of strategies were implemented to ensure that various groups within the community are aware of services provided by the Police Service, and are encouraged to use these services.

Community involvement in crime prevention has been harnessed through a strategy known as Email Crime Alert that allows businesses and members of the community to report suspicious activity. The Email Crime Alert system is a community participation project, that creates a partnership between the community and the police working together to address local crime and emergency issues.

Email Crime Alert information is utilised by police to direct resources to an event or occurrence. It also provides information on occupational safety and health concerns to attending officers. Information on government and other agency services available to the community are advertised through this network, with links to appropriate sites provided.

This program won the 2003 City of Gosnells National Crime Prevention Award and continues to be adopted by the community and local government authorities within the metropolitan area. In 2004, the program commenced for industrial areas within the south east metropolitan area. It is now being extended to remote areas of the State, commencing in Karratha.

The program has resulted in an increase in:

- Relevant information to solve crime
- Crime prevention and reduction
- Promoting community awareness of programs and services offered by the Police Service, local and State Government
- Officer safety
- Community involvement
- Community satisfaction with police response.

The feasibility of extending this strategy for Coastal and River Watch is currently being considered.

A joint initiative between Katanning Police, the Katanning Islamic Society and the Muslim Council of Western Australia has resulted in the creation of a Police-Islamic Relations Committee. Islamic elders were identified to act as liaison points between police and the community to encourage the free exchange of information. Through cross-cultural training and experience, police are better equipped to communicate with members of the Islamic Community. As a result, barriers have broken down between the Police Service and the Islamic Community, leading to an increase in the reporting of crimes.

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The increased frequency of suicides in the South West District was of significant concern. Suicide is associated with diverse community issues: mental health, unemployment and drug use, requiring collaborative intervention strategies to minimise linked suicide risk.

In July 2003, after community consultation, a taskforce comprising 15 key representatives from government, non-government and community agencies and groups was formed, to provide a framework for the prevention of suicide across the district. Police took a lead role on the taskforce and were influential in developing the objectives and guiding principles. Linked to this, police collaborated with South West Population Health to achieve after-hours contact with senior nursing staff to enable an interagency response to associated mental health issues.

The taskforce has achieved broader information sharing, closer co-operation, proactive problem-solving and collaborative remedial arrangements between affected agencies, groups and customers.

### Reduced Drug-related Harm

District police officers are continually challenged to provide proactive and reactive initiatives in response to drug use and supply trends.

Local Drug Action Groups provide a forum at which community education packages are presented. Community members and interested parents have been made aware of how to identify illicit drugs and how to discuss drug issues with teenagers. These awareness sessions assist with building community-police relations and the development of new partnerships in combating drug use.

Initiatives such as these have assisted in reducing the use of illicit drugs and the propensity for

excessive alcohol consumption. In conjunction with drug detection, quality vehicle stops and consistency in enforcement styles, police proactively target potential offending lifestyles by educating community members. Issues are addressed (commencing at school-age) on drug harm and its relationship to the broader themes of anti-social behaviour, domestic violence, crime links and lifestyle consequences.

The demographics and climatic conditions of the South West District are favourable to drug cultivation. Constant monitoring and education is undertaken throughout the community to reduce the effects of drug-related harm. Intelligence is used to direct Air Support surveillance flights to where cannabis crops are likely to be located. This is a continual process and results in a large number of cannabis plantations being discovered and destroyed.

An initiative using Air Support in the Great Southern Region located 24 separate cannabis crops. As cannabis crops were identified, groups of officers searched the sites, resulting in 11 people being charged and cannabis crops being removed. Overall, a total of 937 cannabis plants, worth an estimated one million dollars, were removed and destroyed during the operation.

### Promoting Community Awareness of Services

The Police Service has a high public profile, due to a keen public and media interest in policing and how this is undertaken in Western Australia. Because the Police Service places emphasis on the need for community support in creating a safer and more secure State, managing relationships with the public and news media is considered critical.

The Police Service, through its Media Unit, assists journalists in accessing information about operational and corporate police matters on a daily basis. In doing so, it ensures that the media are well informed about police activities and programs. In turn, the community are more likely to receive accurate, considered reporting on policing issues. Part of the unit's role is to provide officers with the training and advice needed to present a positive image on behalf of the Police Service and government. With this unit's support, regional districts and stations were this year able to further develop strong connections with local communities and media outlets.

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Independent market research into the public's opinions about the Police Service and its activities, was carried out pre- and post-Royal Commission. The results showed consistently that the Royal Commission did not significantly affect the public's opinion of the Police Service.

In addition to media management, the Police Service carried out other important public affairs activities, designed to educate and inform the public about policing and the Police Service. These activities included a Perth Royal Show pavilion exhibit, which highlighted the agency's 150th anniversary. Well over 100,000 show-goers visited the police pavilion during show week.

This exhibition is the largest community-police interaction the agency stages, and on average 25 police sections and divisions are featured in the exhibition including the country regions. This face-to-face interaction remains one of the best public relation tools for the agency.

Additionally, now in its 38th year, the Police Pipe Band continued its tradition of promoting the Police Service through its performances. The band is currently ranked 11th in the world and its members spend 50 per cent of their time in policing or police support roles.

## Management and Coordination of Emergency Response

The Police Service is a participant in the whole-of-government Critical Infrastructure Protection Team. The areas of review are emergency and risk management, security assessment, counter-terrorism intelligence and counter-terrorism and emergency response. Within the scope of government responsibilities under the National Counter-Terrorism Plan, the establishment of an intelligence network between critical facilities, the Police Service, Australian Federal Police and ASIO, has countered the vulnerability of facilities to terrorist attack. The plan also includes the review of security procedures. A Security Planning and Coordination Unit was formed by the Department of the Premier and Cabinet with whole-of-government participation to address emerging issues.

At the local level, the Police Service assisted major industry to develop and exercise appropriate emergency response procedures in the Pilbara Region. The Pilbara Region provides one billion dollars in State Government revenue each year through iron ore exports and is of strategic importance.

The Police Service attended 15 major facilities throughout the Pilbara Region. In consultation with emergency service management representatives from each facility, a review was conducted on existing plans with an emphasis placed on the ability to deal with a terrorist or domestic situation. In-depth risk assessments were conducted on each facility paying particular attention to internal and external security issues.

Emergency service response plans were developed to cater for improvements outlined in the risk assessments. The concept of the Combined Emergency Services Response Teams was formulated and embraced by management to enhance a consultative emergency response to an incident on any facility. Capital works on a number of facilities were undertaken to improve security as a direct result of the recommendations outlined in the risk assessment reports.

Strategic and local partnerships were formed with industry management, State and local government. The Pilbara District Support Group is now prepared and trained to provide a first response capability. The risk assessments conducted and resulting emergency procedures have ensured that risks are minimised.

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Emergency management plans for incidents were created to cover a number of contingencies. For example, a coordinated multi-agency emergency response to manage a large-scale incident was implemented in December 2003, after a large fire was spotted north of Bridgetown. Fuelled by high temperatures and strong winds, it quickly spread into native forest and farmland.

The Police Service coordinated the Local Emergency Management Committee plan. Control lines were established to protect the town and six water bombers were called in to assist the ground crews. Due to adverse weather conditions, it was necessary to reinforce crews with fighting personnel from other areas. The fire was brought under control, with some loss of property and livestock.

The incident demonstrated a coordinated approach between police, other government agencies and volunteer groups to conduct a response in line with an effectively developed plan. These agencies included Conservation and Land Management, the Fire and Emergency Services Authority, State Emergency Services, Main Roads WA and Western Power.

## Major Initiatives for Outcome Two

### TRAFFIC MANAGEMENT AND ROAD SAFETY

#### *Road-users behave safely*

The Police Service's priority is to improve road-user behaviour by supporting statewide and national road safety strategies. In partnership with state and national Road Safety Councils, and other relevant agencies, the Police Service developed strategies targeting road-user behaviours identified as major contributing factors in collisions. These strategies include targeted traffic law enforcement and activities such as speed enforcement, random breath tests, crash attendance and investigation, targeted and general traffic patrols.

Key initiatives for this financial year included:

- Road safety operations increased and enhanced through the use of Strategic Traffic Enforcement Program (STEP) funding
- Booze buses utilised to enforce the drink-driving law in country areas and raise awareness of the problems
- Implementation of a range of long-term targeted traffic operations and quality vehicle stops during these operations
- Introduction of legislation to enable the confiscation of motor vehicles in a bid to better deal with anti-social road behaviours (such as racing and burn-outs).

#### **Proactive Policing Strategies**

The Police Service continues to improve road safety through the Strategic Traffic Enforcement Program. This program allows the targeting of problem traffic-related matters above baseline policing. It provides funding so that the costs involved with staff working additional hours and recalls to duty are not borne from police district budgets. The result is that in addition to baseline traffic policing, vehicles are being stopped, drivers apprehended and infringements issued. These activities have resulted in a reduction in crashes relating to alcohol and fatigue.

New legislation is being introduced to improve drug-impaired driving enforcement in the State. The level of detection and apprehension of drug-impaired drivers and the number of drug-driving charges has been steadily declining over the last five years. However, during the same period, the incidence of drugs detected in fatally injured drivers has increased. With the proclamation of the *Road Traffic Act (Drug Impaired Driving) Bill 2004*, new operational protocols will be implemented.

The new Drug-Impaired Driving Model seeks to enhance the Police Service operational response to drug-impaired driving, improve road safety and combat drug-related harm.

The Drug-Driving Working Party, comprising key stakeholders from government, police and road safety and drug researchers was established to review the issue of drug-impaired driving in Western Australia. It considered the current legal framework and police operational enforcement protocols and made 11 recommendations for reform. These recommendations have been endorsed by Cabinet. They include the establishment of new drug-impaired driving offences and associated legislation under the *Road Traffic Act 1974*, together with standardised police operational procedures and training.

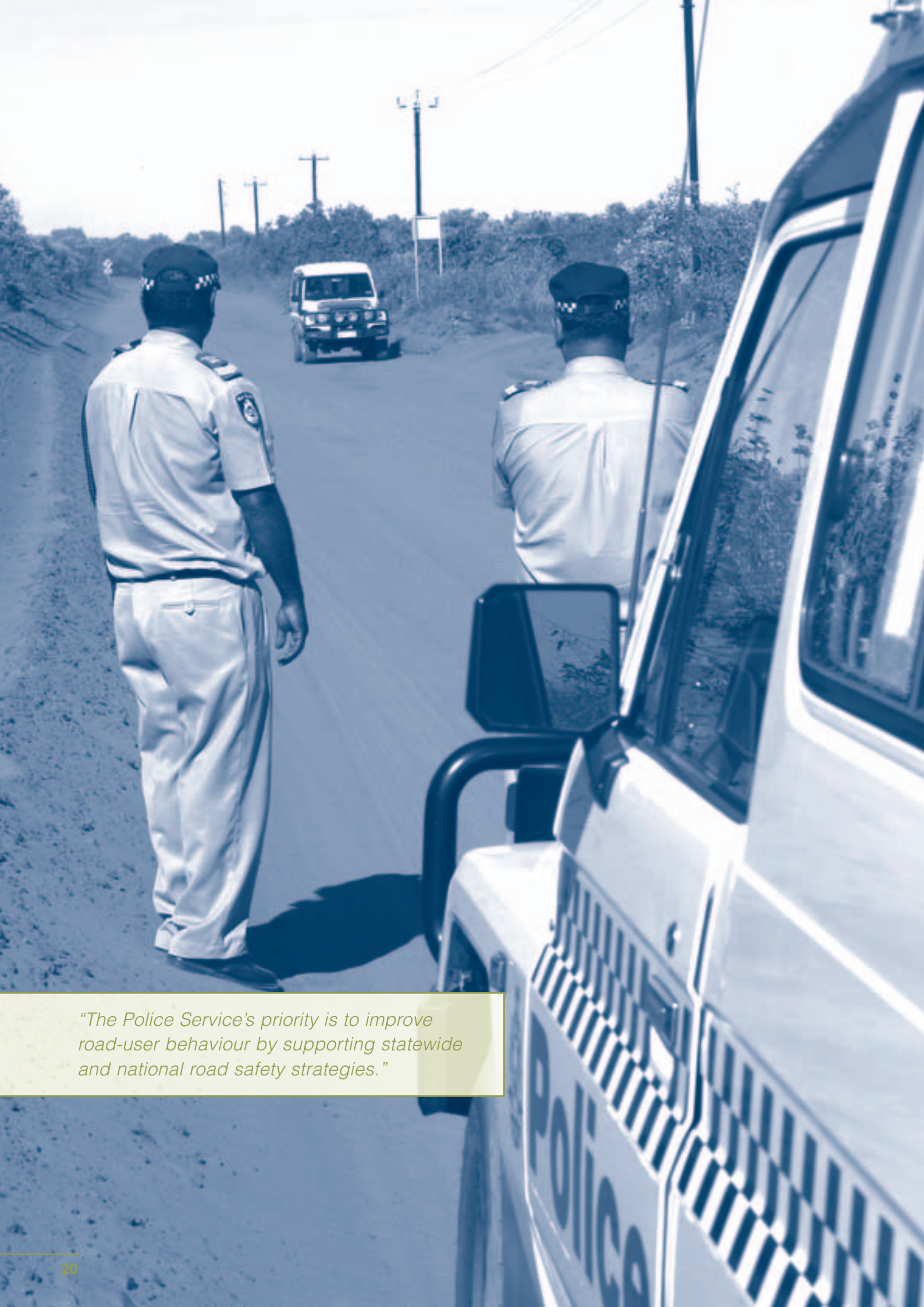
The Police Service is responsible for enhancing operational procedures in order to ensure that the new drug-driving enforcement package is successfully implemented. The procedures will include the development of a new roadside assessment tool and the delivery of training to operational officers statewide.

#### **Promoting Lawful Road-user Behaviour**

In December 2003 through to January 2004, in conjunction with the State Traffic Campaign, a strategy was undertaken to raise awareness of the impact of road fatalities. In partnership with the Mandurah Road Wise Committee and local high schools, a number of silhouettes were displayed representing people who had died as the result of traffic crashes. The silhouettes displayed various tags linking a particular silhouette to a family member ("My Mother", "My Father", "My Brother"). Local school students within Mandurah constructed the silhouettes, and their display was linked to specific traffic operations targeting speeding, drink-driving, fatigue and restraint-use.

The display of silhouettes associated with traffic enforcement was the subject of coverage by local radio and print media, significantly lifting the profile of the project. In April 2004, the Mandurah Road Wise Committee was the recipient of a Local Government Excellence Award for this innovative approach to road safety. The Police Service and Road Wise recognise the silhouettes project as an effective statewide road safety initiative.





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Drivers aged between 17 and 24 years make up about one-third of all drivers injured or killed in road crashes. Young people are at significant risk of road trauma. To combat this problem, the Police Service, in conjunction with local high schools, has taken a proactive approach, delivering lessons to Year 11 students. Lessons include driver attitude, road rules and regulations and the effects of alcohol on driving ability. This initiative has led to an increased awareness by younger drivers of road trauma and the cost to the community.

## Enforcing Road Safety

The “Dob in a Hoon” program was instigated as a response to a group of young males who were indulging in unsafe road-user behaviour. They were driving recklessly resulting in serious road safety issues. In partnership with Gosnells City Council, the program was formalised and a letter-drop conducted in the affected area. The letter-drop provided report forms for residents, and promoted the initiative with advertising in local areas.

The program aimed to encourage local residents in the affected suburbs to provide information to police or the local council. Information was vetted, collated and intelligence was provided to local Traffic Units for inquiry and action. Significant patrol time was allocated to the problem areas

and the information led to effective intelligence and patrol packages being developed to target particular offenders.

The program resulted in a number of reports, prosecutions and cautions. The program is ongoing, and a feasibility study is being undertaken to establish the viability of extension into other local government areas.

The Police Service also continued to progress the *Road Traffic Amendment (Forfeiture And Confiscation Of Vehicles) Bill 2004*. The purpose of the Bill is to provide police and the courts with powers to impound and confiscate vehicles when:

- The vehicles have been used in hooning-type offences or have been driven by a person refused the issue of a licence
- The vehicles are owned by persons who have had their licence suspended or cancelled on the grounds that they are addicted to alcohol, suffer from a medical condition that renders them incapable of properly controlling a motor vehicle, or are no longer capable of controlling the class of motor vehicle for which they hold a licence.

The new powers will provide police with a means of immediately resolving dangerous incidents by removing the vehicle and the driver from the scene. They will provide a new deterrent to drivers who currently engage in these activities.

## Major Initiatives for Outcome Three

### CRIME AND JUSTICE

*A response to crime that brings offenders before the justice system*

The Police Service priority is to ensure that there is an effective response to crime and that offenders are successfully brought before the justice system. An intelligence-led policing focus, aided by technological and scientific resources, assists in meeting this goal.

### Responding to High Volume Crime

In the past, Western Australia has been represented as the burglary capital of Australia. This label was given due to the number of burglary offences committed per 100,000 persons compared to other states and territories. In the previous year, there were a total of 40,639 burglaries committed on dwellings, with a clearance rate of 13.8 per cent. To improve this

situation, the Police Service launched the Burglary Reduction Strategy in September 2003. The strategy utilised a multi-faceted approach to reducing burglary and victimisation rates.

The strategies for burglary reduction are broadly categorised into four key themes:

- Enforcement
- Environment
- Encouragement
- Engineering.

These cover the development and delivery of effective strategies and practices targeting repeat offenders, with a specific emphasis on intelligence-management processes and building effective partnerships with external bodies.

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Specific locations, offenders, commodities and repeat victims were the focus of these strategies.

Specific actions include:

- Establishment of Regional Investigations Unit and development of operational and coordination protocols
- Establishment of district burglary performance indicators and measures
- Establishment of warrant-management standards and performance measures
- Commencement of operations with the Linked Crime Unit
- Participation in burglary-reduction pilot projects (Bentley and Morley)
- Implementation of public-awareness campaigns
- Continuing development of strategic alliances with industry partners
- Identification of internal processes and systems requiring enhancement
- Development of a memorandum of understanding, setting agreed standards for forensic attendance at volume crime scenes.

The results of the strategies have been excellent with figures indicating that in 2003-04 a total of 33,917 burglaries were committed on dwellings, a reduction of 6,722 with a clearance rate of 16 per cent, an increase of 2.2 per cent in comparison with the previous year.

## Linked Crime Unit

As part of the Police Service's intelligence-led policing strategy, the Linked Crime Unit was established in November 2003. The main purpose of the Linked Crime Unit is to target repeat offenders operating throughout the State. The unit is responsible for the coordination and resolution of all identification statistics (idents) throughout Western Australia. Idents refer to fingerprint and DNA data. To further enhance the intelligence provided, the unit has introduced a prison intelligence component to coordinate return-to-prison warrants in relation to repeat offenders.

This information is incorporated into intelligence packages on offenders to assist investigations. The total files received by the Linked Crime Unit since its inception is 2,916, with 2,110 persons being recorded on the database. The Linked Crime Unit continues to support the intelligence role for burglary reduction through:

- Continued support and participation in burglary strategies and operations
- Review and assessment of raw data provided by the community
- Review and evaluation of the effectiveness and timely flow of information through Crime Stoppers. Collation, assessment and researching of this information for dissemination
- Provision of statistical data to evaluate the progression and effectiveness of the program.

The unit also provides timely intelligence support to the districts and regions on armed robbery offences/offenders involving business premises or those of a serial nature. A weekly intelligence package is distributed to all districts in relation to offenders, offences and methodologies.

## The Benefits of Scientific Methods

DNA legislation continues to assist the Police Service to reduce volume crime and clear the current volume-crime-analysis backlogs. In the 2003-04 financial year, 18,052 DNA samples were collected, bringing the total number of DNA samples collected to 39,137. There are now 35,905 DNA profiles on the DNA database. As the DNA database continues to grow, it is predicted that the number of DNA matches to crime scene exhibits will increase. This in turn will assist in clearing a greater number of cases. It is expected that the National Criminal Intelligence DNA Database will become fully operational during the coming year bringing a national focus on DNA intelligence.

Fingerprints and palm prints from crime scenes are routinely searched on the National Automated Fingerprint Identification System, however when the fingerprints originated from remote locations, delays were experienced in the transit of exhibits to the Fingerprint Bureau for searching. To solve this problem, a digital pilot program was initiated in the Peel and East Metropolitan Districts.

In the Peel District, Scenes of Crime Officers were provided with a digital camera for the purpose of capturing images of fingerprints detected at crime scenes. The digital fingerprint images were subsequently downloaded and electronically transmitted to the Fingerprint Bureau to facilitate a search. In the East Metropolitan District, crime scene fingerprints were developed and preserved in the traditional lifting method before being scanned and electronically transmitted to the Fingerprint Bureau.



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The pilot projects provided the necessary research to test the validity of digital image capture and electronic transmission. To ensure that results were reproducible, systems were accountable, and that image integrity could be maintained, standard operating procedures were developed in consultation with the National Institute of Forensic Science, the United Kingdom Home Office and the Federal Bureau of Investigation in the USA.

Initial research suggests that the digital capture and electronic transmission of fingerprint images is an expedient and efficient method of searching fingerprints and palm prints detected at crime scenes. The effectiveness of the digital process was demonstrated when the fingerprints of a person of interest for a homicide in Mandurah were identified through on-screen image comparison shortly after fingerprint detection. Future pilot programs include the digital capture of fingerprint images and the electronic transmission of the images direct from the crime scene.

## Drug Trafficking

The Police Service conducted a joint operation with the Australian Federal Police to investigate the trafficking of amphetamine (MDMA) into Australia by a United Kingdom-based syndicate. Between June and December 2003, investigators identified a complex network of syndicate members in the United Kingdom and Australia who sourced MDMA powder from Croatia and Macedonia and transported tablets to Australia. The assistance of the United Kingdom National Crime Squad was subsequently sought to assist in the United Kingdom and Europe.

The operation culminated in the arrest of 16 people and the seizure of over 177,000 MDMA tablets, 1.1 kilograms of cannabis, 10.1 kilograms of amphetamine and \$128,000. Operational activity was coordinated in Perth, Sydney, Darwin and the United Kingdom. The success of this operation demonstrates the benefits of interagency co-operation and coordination across jurisdictions.

In another investigation, intelligence identified a major supplier of illicit drugs in Albany with probable close associations with a number of other persons suspected of illicit-drug dealing. Intelligence also suggested that this person was responsible for the large-scale distribution of stolen property.

During investigation into the primary target, links were made to persons involved in large-scale distribution of cannabis in the Great Southern District and metropolitan area. As a result of this investigation, a large number of persons were identified as drug dealers and cultivators for commercial gain.

This investigation resulted in 33 people being arrested and charged with 122 serious offences. Seizures of drugs included over 1,000 cannabis plants, 120 ecstasy tablets, and 14.2 grams of amphetamine powder and 10 kilograms of dried cannabis. Police also seized six firearms, a large amount of ammunition and \$50,000 worth of property under the *Criminal Property Confiscation Act 2000*. The overall impact of this operation was a dramatic reduction in crime in the Great Southern District.

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Intelligence identified a prolific cannabis, ecstasy and amphetamine dealer in the Bunbury area. It was believed the supply was sourced from a current member of an Outlaw Motor Cycle Gang, as the gang was establishing links within the local security industry in an effort to facilitate the sale of illicit drugs.

Albany Police undertook the profiling of persons of interest and continual analysis of information, with a view to utilising the *Criminal Property Confiscation Act 2000* to seize the assets of the Outlaw Motor Cycle Gang. The operation concluded with 14 arrests and 170 drug-related charges being laid. Asset seizures included motor vehicles and other items.

## Successful Investigation of Offences

The Police Service responded to three arson attacks on Chinese restaurants in the Perth southern suburbs. Beside the arson attack, the offenders sprayed anti-Asian graffiti on the premises, indicating racial overtones as a motive for the offences. The Asian community voiced its concerns, fearing a return to the 1980's when Chinese restaurants were subjected to similar racially-motivated attacks. It was important for police to combat this fear by effecting early arrests.

As a result of the investigation, four offenders were charged with criminal damage by fire and burglary offences relating to the three Chinese restaurants. The early arrest of the offenders restored public confidence in the Police Service's ability to identify and successfully prosecute racially-motivated attacks.

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An investigation was instigated as a result of information received in relation to a murder in 2002. The victim had never been reported missing and very little information existed. Due to the circumstances surrounding the offence, traditional methods of investigation were not considered appropriate.

Through an intelligence-led approach and employing covert strategies, detectives gathered sufficient evidence to confirm the murder. Detectives utilised electronic and covert surveillance to gather confessional and corroborative evidence of the direct involvement of the offender in the murder.

### Investigation of High Value Crime

The investigation of commercial crime in today's ever-changing environment is becoming increasingly complex. Commercial crime-offenders make use of modern technologies and a borderless world to commit crime on a massive scale. Investigators are required to be skilled in a variety of disciplines to successfully investigate offences.

Representatives from Edith Cowan University and the Police Service Commercial Crime Division collaborated to create a five-week executive certificate course, which covers a broad range of topics encountered by investigators undertaking commercial crime investigations.

## Programs That Support Achievement of Outcomes

### PROGRAMS FOR YOUNG PEOPLE

At-risk young people often experience difficulty undergoing the social transition necessary from primary to high school and the associated increase in personal responsibility. These young people can marginalise themselves from their peers and engage in alternative activities, including criminal behaviour, as a coping mechanism for their uncertainty.

Other causal factors for criminal behaviour include a wide range of social issues, including the breakdown of family units and lack of coordination between government agencies. Intervention programs conducted by the Police Service are aimed at decreasing juvenile crime.

#### Blue Light

Blue Light was formed in Western Australia in 1984 after police officers in Albany recognised the need to provide safe activities outside of school hours for young people in the area. Police officers in the town voluntarily organised and staged discos on a regular basis. These social events had a positive immediate impact, resulting in a gradual decline in offending behaviour by young people and a significant improvement in attitudes toward the police.

Blue Light in Western Australia now has 59 branches. The Blue Light Program has grown into a valuable national and international community service and plays a vital role in social crime prevention through early intervention. It incorporates a broad spectrum of activities including dance events, movie nights, drag racing and adventure camps.

Today, approximately 30,000 people attend many Blue Light events held in towns all over the State. Volunteers from local police and the community conduct these events. Blue Light continues to foster development and maintain close working relationships with interstate and overseas community-oriented organisations, that facilitate the delivery of crime prevention reduction initiatives and programs for young people.

#### Sex Education Package for Aboriginal Communities

The Goldfields-Esperance District identified a problem (with the age of consent) and children attending community clinics seeking treatment for sexually transmitted diseases and pregnancies. A number of related issues were acknowledged. The development of a Sex Education Package was identified as the most appropriate way to deal with this situation. The package aimed to deter early sexual behaviour through education, heighten awareness of the law and deter potential offenders through the knowledge that there was a greater chance of being reported.

In March 2003, police initiated a meeting with the Health Department, the Sexual Assault Resource Centre, Centrecare and the Department of Community Development to progress this issue. Each agency was requested to contribute to the Sex Education Package. Police also developed a partnership with Ngaanyatjarra Health Services to provide counselling and education sessions at remote Aboriginal communities.

# GOAL 1: People and Communities

The Sex Education Package has been implemented across the Goldfields-Esperance District and disseminated to other districts. The package has received accolades from a number of sources.

## Coolgardie Youth Project

The Coolgardie Youth Project, initiated by local police, is a community program aimed at reducing juvenile-related crime in the town. The project provides a range of fun activities to reward youth for good behaviour. It is working toward several long-term goals including the objective of breaking-down barriers between police, youth and Indigenous people.

The success of the program has been extremely positive with an overall reduction of all juvenile-related crime including: burglary; graffiti; stealing; damage; and other property-related offences. The involvement of community members, government agencies and local businesses has been overwhelming with evidence indicating that the program has had a positive influence in the community. The relationship forged between local youth and police has also been very positive and this success is evident in feedback received from parents and local community members.

## Mullewa Youth Project

Incidents of anti-social behaviour and burglary by young offenders have been addressed in Mullewa by the creation of the Mullewa Interagency Group. The group consists of the Police Service, other government agencies, the local shire and the Murchison Elders Committee.

The Mullewa Interagency Group provides a forum for discussion and addressing underlying factors. The group has been instrumental in the development of an action plan to address issues such as:

- Alcohol and drug abuse
- Health awareness
- Housing
- Environmental design of the townsite
- Conflict resolution and family violence
- Educational strategies to decrease truancy
- A GURD program run by police in local schools
- Lack of employment opportunities.

Although in its early stages, the Mullewa Interagency Group is making a positive contribution to deterring community members from offending lifestyles.

## School-based Intervention

Newton Moore High School has established the Pegasus Program to address the needs of at-risk youth in Years 8 to 10. Young teenagers having difficulties adjusting to the transition from primary to high school are assessed and placed into groups with similar interests. The Police Service participates in, and coordinates, external adventure-based activities for these children. The group system engenders peer support and self-worth.

Offending and potential offending youth are exposed to quality lifestyles and values, to provide positive impact on their decision-making processes.

A similar project is conducted in the metropolitan area. The Crime Prevention, Adventure, Team-Building and Education (CATE) program was designed and instigated as a result of truancy, anti-social behaviour and offending by young people in the South East Metropolitan District. The program is designed to encourage and enable young people to return to school. It provides adventure through education, use of initiative in attempting tasks, bush survival, orienteering, teamwork and trust activities.

This range of activities develops the general life skills of young people and provides an adventure-based, experiential learning approach to team-building, leadership, conflict resolution and awareness of the individual's role in the community. Furthermore, social issues confronting today's youth are also addressed in the program. Educational components of the program include drug and substance abuse, unacceptable behaviour in the community and an understanding of the need for law and order.

## Broome Youth Project

The Broome community was experiencing difficulty with young people congregating in a local area during the night. Alcohol-affected young people were responsible for anti-social behaviour, damage to property and were also at risk of becoming victims of crime.

Representatives from the Police Service, other State Government agencies and the local council, adopted and progressed initiatives from a Police Service program called Helping Young People Engage (HYPE). The council employed a number of people who received training with the local Women's Refuge (Marnju Jarndu), Drug Action Team, the Police Service, Department of Community Development and other local service providers. The HYPE workers patrolled Thursday to Saturday evenings targeting specific locations and young people at-risk. The workers continue to



*"The Frontline First - Community First philosophy involves working closely with a diverse community."*



# GOAL 1: People and Communities

provide information to the HYPE team to enable government agencies and support networks to respond appropriately.

This initiative forged a link between the community, government agencies and young people establishing a line of communication. For instance, local and State Government agencies and youth organisations have worked together to exchange information and develop diversion programs for youth at-risk.

An evaluation of the program found that:

- 70 per cent of people surveyed stated that they felt safer at night than previously
- 85 per cent of young people say they trusted the HYPE workers
- 79 per cent of residents in the target area felt that the area was quieter
- 61 per cent of residents believed that HYPE was responsible for the reduction in damage to property.

The initiative has led to a 32 per cent reduction in burglaries for the Broome sub-district.

## Northbridge Strategies

The Northbridge entertainment precinct has long been an epicentre for nightlife within the Perth metropolitan area. Unfortunately, the area had developed a reputation for unacceptable levels of violent, aggressive and anti-social behaviour. It had also become a popular destination for large numbers of unsupervised young people to congregate.

As a strategy to ensure that the safety and security of children and young people identified as being at-risk, the State Government developed the "Young People In Northbridge Policy". The aim of this policy was to create a safe and secure environment for all users of Northbridge.

As a continuation of this strategy the Police Service assessed the underlying contributing factors impacting on young people at risk and street-level crime within the Northbridge precinct. The establishment of a network of key stakeholders including the Department of the Premier and Cabinet, the Department of Community Development, Mission-On Track Australia and Nyoongar Patrol Systems has enhanced this initiative.

The Police Service has a key role in a joint working party that implements specific initiatives. The group reports to the Department of the Premier and Cabinet on all aspects associated with the policy. Some of the working party initiatives with which the Police Service has been involved include:

- Sharing information with external partners such as the Department of Community Development and Mission-On Track Australia and internal partners such as the Street Prostitution Team. This initiative is generating early-intervention strategies aimed at preventing street kids from becoming street workers
- Linking initiatives to police community safety initiatives such as Nightsafe, Backpack Safe and the Parent Drug Information Service
- Establishing a generic policing and security overlay of initiatives within Northbridge
- Maintaining liaison with other national police jurisdictions as a reference point for consistency of policing and security arrangements
- Maintaining liaison with the Human Rights and Equal Opportunity Commission
- Developing enhanced case responsiveness for identified family dysfunction and abuse issues
- Generating a whole-of-community response to community safety concerns within the Northbridge precinct.

## PROGRAMS FOR A DIVERSE COMMUNITY

It is the policy of the Police Service to provide services that are accessible, equitable and culturally appropriate and which meet the needs of Western Australia's diverse multicultural population.

### Multicultural Career Advisory Program

In September 2003, a Multicultural Career Advisory Program was conducted. The program was aimed at encouraging persons from culturally and linguistically diverse communities to gain a better understanding of what the Police Service has to offer as a vocation and to consider applying to become a police recruit.

There were 15 participants, representing 13 different countries. Feedback from the project was extremely positive and the organisers were confident that a number of applications would be made in due course. Indications are that the program was both informative and very well received. It is anticipated that as the program proceeds, an increasing emphasis will be placed on marketing aspects of the program in an attempt to encourage a greater number of persons from culturally and linguistically diverse communities to participate.

## Multicultural Youth Leadership Camp

In November 2003, this initiative was recognised by an award for excellence from the Australasian Police Multicultural Advisory Bureau, for the advancement of partnerships between police and multicultural communities.

The Multicultural Youth Leadership Camp is a joint program of the Police Service, Perth Community Drug Service Team and Metropolitan Migrant Resource Centre. The aim of the camp is to divert recently migrated young people from forming gangs, participating in anti-social behaviour and illegal activities and abusing alcohol and drugs. The program also aims to reduce the risk of social isolation.

The camp's objectives are achieved by creating a positive environment in which these young people can meet and mix with others of similar backgrounds, but different cultures. The project also assists the community of Western Australia by encouraging participants to take a more proactive role within their communities and encourage inter-community liaison and understanding.

The camp's activities aim to foster a better understanding and improve cultural relationships between various ethnic youth, improve their understanding of service providers and provide a diversionary tactic for crime reduction. A concurrent objective was to build positive relationships between the Police Service, nominated service providers and participants.

Stakeholders agreed that two camps would be held at the PCYC Mornington Adventure Camp. Participants were encouraged to engage in a wide variety of team-building exercises. Various information sessions were also held to enable participants to be better informed and prepared to utilise the range of support services within their respective communities.

It is anticipated the program will develop further strategies and policies that can be adopted to mitigate the stresses of the resettlement process on youth and their families, reduce anti-social behaviour and crime-related activity.

## PROGRAMS FOR PEOPLE WITH DISABILITIES

In an ongoing commitment to improve access and services to people with disabilities, the Police Service continued to address its Disability Service Plan outcomes. Over 2003-04, a risk-analysis survey on disability access to police stations was carried out, the results of which are to form the basis for access improvements to stations across the State.

In addition, the implementation of SMS Assist now provides those in the community who are hearing- and speech-impaired, an alternative means of communicating with police when accessing non-emergency policing services. Specifically, SMS Assist enables the customer to text Police Communications, who receive the mobile text message via an interfaced stand-alone computer system configured for the task.

Research has shown that many people who are hearing- and speech-impaired use SMS to contact family and friends. In the past, people with these disabilities have relied on family and friends to

pass on vital information to police, causing crucial delays. There are also difficulties in verifying personal details and gathering further information through a third party. SMS Assist has provided an excellent opportunity for the Police Service to improve its service delivery and accessibility to those in the community who are hearing- or speech-impaired.

On inception of the system, a marketing strategy was developed and implemented to raise awareness for the primary target audience and the community. As a consequence, an increasing number of individuals with disabilities have been registering their interest in this world-first service. SMS Assist has demonstrated its worth, and has proven to be an important technological asset in improving effectiveness and service delivery to people with hearing- or speech-impairments.

# GOAL 2: The Economy

To develop a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians by creating the conditions required for investment and growth

## Relevant Strategic Outcomes

- A workforce which reflects the State's diverse population
- Plentiful and diversified employment opportunities for Indigenous peoples to support Indigenous economic growth.

### ACHIEVING EQUITY AND DIVERSITY

#### Equity and Diversity Planning

In line with the Government's priorities as specified in the 2000–2005 Equity and Diversity Plan for the Public Sector Workforce, the Police Service has continued its commitment to developing a diverse workforce, that is representative of the community.

The Police Service's equity and diversity targets were reviewed and adjusted during the year, particularly for the Indigenous Australian group as the Police Service had exceeded its previous target. A number of equity and diversity projects have been progressed and the Police Service has agreed to be a participant in the pilot *Public Sector Racism and Equality Program*. This aims to contribute to the elimination of racial discrimination in the provision of public sector services to the community. Pilot agencies will support the testing of elements of the draft protocols and specific tools, by facilitating access to specific service area locations.

Diversity training was provided to recruits and other employees to assist in the Police Service's ability to respond appropriately to community members from different cultural groups. Similarly, recruits were given training on understanding Indigenous culture.

#### Indigenous Employment

The equity and diversity information submitted voluntarily on the Police Service Resource Management Information System by staff members, is used to calculate the equity index. As at 30 June 2004, 3 per cent of staff had self-identified that they are of Aboriginal or Torres Strait Islander descent. This exceeds the overall WA Public Sector 2005 target representation of 2.9

per cent for Indigenous Australians. Additionally, in Australian cross-jurisdictional analysis (Report on Government Services 2004) on the data available, the Police Service had the second highest percentage of Indigenous sworn and unsworn staff.

#### Recruiting for Diversity

The Police Service remains committed to recruiting for diversity. Frontline policing objectives of crime prevention and maintaining public order to the community are enhanced by a police visibility, that truly reflects the community it serves.

Key initiatives in this area include an ongoing review of entry standards to ensure a cultural and gender-fair assessment. As a result of this review, a number of changes were made during the year: the lifesaving Bronze Medallion swimming requirement has been removed as part of the Physical Entry Evaluation; and the time limitation for the written entrance assessment has been abolished.

Recruiting measures designed to especially attract women and people from culturally diverse backgrounds to a career in policing were implemented. Women were targeted through Open Days, Careers Expos, and as part of a television and print-media promotion that commenced in June 2004. A one-week Multicultural Careers Advisory Program was held to promote a policing career. Information and assistance was provided about meeting entry requirements and standards.

During 2003-04, a total of 238 police officers were recruited. The new recruits include 60 additional officers employed under the Government's 250 Recruiting Program.



The average age of recruits was around 27-years-old, and women represented approximately 32 per cent of the total intake. The representation of women police officers increased from approximately 13 per cent as at June 2001, to 16 per cent in June 2004.

Of the recruits, 14 per cent were bilingual, with a total of 18 languages other than English spoken. The Bilingual Officers Register has continued, and collectively the officers listed on the register are able to translate and communicate in 35 different languages.

There were 19 Aboriginal Police Liaison Officers recruited as part of the program to recruit an additional 40.

### Supporting Women in Policing

The Women's Advisory Network (WAN) is a strategic body that supports the Police Service in the development of a professional and responsive employment environment. The network's vision is to develop an organisational culture that values and encourages the contribution of women.

The WAN consists of 35 District Portfolio Representative Group (DPRG) members representing all districts, divisions and portfolios. During 2003-04, the group conducted a number of

local conferences, providing development opportunities and consultative mechanisms. Two state conferences were held covering organisational performance reporting, negotiation skills, strategies for success and career management. A conference held in June 2004, featured sessions on the outcomes from the Royal Commission, the agency's Risk-based Corruption Prevention Framework and sessions in presentation skills and mind-mapping.

In December 2003, the Pilot Mentoring Program was completed with 15 female mentees and male and female mentors. Females were initially targeted, as the agency recognised the need to foster an environment in which women have access to developmental opportunities. Many benefits were attained by participants, including enhancement of skills and knowledge, obtaining developmental opportunities in a competitive environment, completing competitive job applications, enrolment in external study and promotion.

Due to the success of the pilot, in 2004 a full Mentoring Program was implemented with an increase in partnerships to 25. The program for mentees is available to male and female employees from equity and diversity groups (including women, Indigenous staff, those with

## GOAL 2: The Economy

impairments and those from culturally diverse backgrounds). A further indication of the Police Service's ongoing support for the Mentoring Program is the allocation of a permanent position to the role of Mentoring Coordinator.

The SPIRT Project – Redressing the Gendered Workplace Culture of Policing was a three-year major collaborative research project between the Police Service and The University of Western Australia that concluded late in 2003. This project was made possible through a Strategic Partnership with Industry Research and Training Scheme (SPIRT) grant. It aimed to identify ways to redress the gendered workplace culture of policing. The SPIRT project involved approximately 30 internal team members who engaged over 1,000 staff through surveys, focus groups and interviews. All of the key recommendations were approved for implementation by the Corporate Management Group. Many of the recommendations are directly aimed at removing the existing structural and attitudinal barriers identified by the research, and which continue to inhibit the progress of women in the Police Service.

One of the key recommendations was the establishment of an Equality Implementation Group to ensure the implementation and the sustainability of the project outcomes. This 17-member group is chaired by the Commissioner and includes two Assistant Commissioners, a significant number of senior men, sworn and public service women, a union representative, the chair of WAN, the Commissioner for Equal Opportunity and representatives from ECU and UWA. Some of the Group's achievements to date include:

- 47 scholarships awarded to improve the retention rate and advancement of women public service officers through the Commissioner's Scholarship Program. Five management scholarships were awarded to women specifically for them to attend the Public Sector Management Program
- To align with the Royal Commission recommendations, a sub-group was formed within the Equity Implementation Group to ensure that the cultural reform process underway continues to redress the gendered workplace culture of policing

- The inclusion of women in senior decision-making forums such as the Corporate Management Group
- The direct involvement of senior men in leading the implementation of these recommendations has brought about some significant positive cultural change reflected by the profile and perceptions of the Police Service.

### Recognition of Prior Service

In August 2003, the Police Service approved the recognition of prior policing service of sworn officers within the constable rank structure, as part of an initiative to attract and retain quality people with diverse backgrounds and experiences.

As a result, sworn officers with prior policing service from other police jurisdictions (worldwide) and re-engaged, can now have prior service recognised through accelerated promotion within the Constable rank structure up to the base level of Senior Constable. This is on the basis that all necessary recruitment processes have been undertaken and the time at rank, educational and training requirements have been met.

### Changes to Rank Lock Step

The requirement for a police officer to sequentially progress through the ranks, one rank at a time, is a procedure known as Rank Lock Step.

Rank Lock Step was reviewed to ensure that any discriminatory practices were removed and the application of best practice in policing was met. The review was conducted with reference to recent reviews of the Sworn Promotion System, Recognition of Prior Service, and the practices of other policing jurisdictions.

In considering the partial removal of Rank Lock Step, the following key elements were reviewed:

- Mandatory time at rank
- Sequential progression through the ranks
- Prerequisite educational qualifications.

As a result, First Class Constables are now eligible to apply for promotion to the rank of Sergeant.

# GOAL 3: The Environment

To ensure that Western Australia has an environment in which resources are managed, developed and used sustainably, biological diversity is preserved and habitats protected

## Relevant Strategic Outcomes

- Effective waste avoidance, resource recovery and waste management.

### Energy Smart Government Policy

In accordance with the Energy Smart Government Policy the Police Service has committed to achieving a 12 per cent reduction in non-transport-related energy use by 2006-07, with a 6 per cent reduction targeted for 2003-04.

Energy Smart Government Policy	Baseline Data	2003-04 Actuals	Variation %
Energy Consumption (GJ)	105,783 GJ	106,468 GJ	+0.65%
Energy Cost (\$)	\$3,811,689	\$3,865,289	
Greenhouse Gas Emissions (tonnes of CO <sub>2</sub> )	25,484	26,648	
Performance indicators			
<ul style="list-style-type: none"> <li>• MJ/m<sup>2</sup></li> <li>• MJ/FTE</li> </ul>	<p><b>Police, Fire and Emergency Services Facilities</b></p> <p>663 MJ/m<sup>2</sup>, 16,105 MJ/ Occupant</p> <p><b>Tertiary Educational Facilities - Joondalup</b></p> <p>446 MJ/m<sup>2</sup> 32,331 MJ/Effective Full-Time Student</p>	<p><b>Police, Fire and Emergency Services Facilities</b></p> <p>686 MJ/m<sup>2</sup>, 16,005 MJ/ Occupant</p> <p><b>Tertiary Educational Facilities - Joondalup</b></p> <p>422 MJ/m<sup>2</sup> 30,626 MJ/Effective Full-Time Student</p>	

**Notes:** GJ gigajoules, MJ megajoules, CO<sub>2</sub> carbon dioxide

**Source:** Western Power, Sustainable Energy Development Office and the Western Australia Police Service (Resource Management Information System).

During the year, the following energy-saving initiatives were undertaken:

- New energy-efficient gas boiler replaced at Fremantle Police Complex
- Implementation of an electronic system for recording, retrieving and graphing of energy data
- Establishment of a new position of Sustainability Officer, dedicated to sustainability and energy-management initiatives in the Western Australia Police Service.

### Waste Paper Recycling

In 2003-04, the Police Service recycled a total of 53.15 tonnes of waste paper, comprising 44.41 tonnes of general paper and 8.74 tonnes of security shredding.

# GOAL 4: The Regions

To ensure that regional Western Australia is strong and vibrant

## Relevant Strategic Outcomes

- Effective government service delivery to regions that is responsive to the needs of diverse communities
- Safe and cohesive regional communities.
- Improved regional infrastructure

### IMPLEMENTING GORDON INQUIRY RECOMMENDATIONS

In December 2002, the State Government announced its response to the Gordon Inquiry. Entitled Putting People First the response provided an Action Plan to address family violence and child abuse in Aboriginal communities. One key initiative was the provision of a permanent policing presence in selected areas to provide a first line of response for victims, and a basis of safety for community members.

The provision of the permanent policing facilities, in addition to providing a baseline of safety and security, was to enable multi-agency use of the facilities. The permanent policing facilities will be co-located with other agencies, and will provide a cohesive working environment for officers from different agencies. The intention of this approach is to form strong links between existing health

workers, educators, police and the Department for Community Development, to further strengthen child protection and violence-prevention strategies.

Putting People First aims to ensure a far greater collaborative and coordinated approach to child abuse and family violence issues. In particular, it enables police and other services to be placed in communities where it was not previously available. The government's response acknowledges that a safe and secure environment is a prerequisite to healthy, sustainable communities.

The government has made a substantial financial commitment to establish the new remote policing services in nine identified locations over a three-year period. The nine areas prioritised



for a permanent policing presence are Warburton, Kalumburu, Jigalong, Balgo, Dampier Peninsula, Bidyadanga, Warmun, Warakurna and Kintore in the Northern Territory. The Kintore facility was officially opened in March 2004. The Warakurna site is subject to negotiations with the Northern Territory and South Australia Police, to explore the capacity of a multi-jurisdictional or shared facility

and a clear co-operative response between the three states within the Central Lands area. The sites at Warburton, Balgo and Kalumburu have been subject to substantial planning and development work. This work will form the basis of planning and development programs in the other communities.

## SAFE REGIONAL COMMUNITIES

Safe regional communities need effective crime prevention initiatives, a visible police presence, safer transport, community-centred emergency management and safer workplaces. A priority for the Police Service is to work in partnership with local government authorities and the community to make regional Western Australia safer.

Interventions early in life, such as family support, parenting education and home-visiting services can have long-term impacts on reducing crime and other social problems. Establishment of networks in these areas also allows for streamlining in the provision of services to address substance abuse, juvenile delinquency, truancy and anti-social behaviour.

An example of the Police Service taking a lead role in these networks is the South West Community Services Planning Committee. This Committee was established to address regional issues and meets regularly to foster closer working relationships between key service providers to the community.

The Police Service is also addressing crime in the Pilbara District and is developing local strategies in consultation with the community. These strategies include using the District Information Services Centre for collation and as a central point for information received from Email Crime Alert, to achieve desired outcomes in Karratha and its surrounds. It is proving to be an effective means to obtain information from the community leading to crime prevention and detection initiatives.

With the support and co-operation of all major local industry in the Karratha area, a process of commencing a modified Email Crime Alert will be implemented. Local industry will allow police access to workplace computer systems, resulting in a possible network of 4,500 community members who could potentially provide information from within the community.

Once implemented, the Karratha Email Crime Alert will be extended to other areas. It is forecast that a network of as many as 10,000 people could be established in the area.

## IMPROVING REGIONAL INFRASTRUCTURE

During 2003-04, planning and construction began on a number of new police facilities in regional areas to improve service delivery.

### Great Southern Police District Complex

The Police Service and Department of Justice are jointly developing a modern co-located complex in Albany. This complex will consolidate staff from the existing police station, traffic and district offices. It will include the latest facilities such as video and public interview rooms, a forensic laboratory and a modern custodial facility shared with the Department of Justice.

The new Great Southern Police District Complex was designed and developed in consultation with the local community. It is a purpose-built building, designed to meet contemporary policing standards and community needs.

Construction has commenced and it is anticipated that completion and occupancy will occur in mid-2005.

### Laverton Police Station

The new Laverton Police Station will replace the existing overcrowded facility, which was constructed in 1974. The building will include a shared operations room, courtroom, video interview room, staff amenities and a modern custodial facility. Construction is anticipated to be completed in April 2005.

### Newman Police Station

The new Newman Police Station will accommodate 19 general duties and traffic personnel. It will also include all the latest facilities such as video and public interview rooms, staff amenities, gymnasium, a courtroom and a modern custodial facility. Construction is expected to commence late July 2004 with occupancy in mid-2005.





*“Maintenance of high standards of professionalism and accountability by all personnel remains a critical aspect of the agency’s capacity to interact effectively with the community in the delivery of quality policing services.”*

# GOAL 5: Governance

To govern for all Western Australians in an open, effective and efficient manner that also ensures a sustainable future

## Relevant Strategic Outcomes

- Reduced incidence of corruption in all its forms
- Greater community confidence in the processes and actions of government agencies through effective independent oversight and reporting
- Increased use of Information Communications and Technology to provide better services to the community
- An efficient Government sector that provides value for money service delivery.

### IMPACT OF THE ROYAL COMMISSION

The Royal Commission into Whether There Has Been Corrupt Or Criminal Conduct By Any Western Australian Police Officer concluded in January 2004, with the final report being publicly released following tabling in Parliament in March 2004. The Police Service co-operated fully with the Royal Commission, embracing the opportunity that was offered as an audit of its corporate health.

The Royal Commission has increased community awareness of the Police Service and impacted on the level of community trust. Maintenance of high standards of professionalism and accountability by all personnel remains a critical aspect of the agency's capacity to interact effectively with the community in the delivery of quality policing services.

Within the final report it was recognised that the Police Service had made significant achievements in reform over the previous decade. While acknowledging that the Police Service had come some way since the implementation of the Delta Program, the report also identified the need for ongoing reform of culture, management and processes, to imbed corruption resistance and ensure that the agency became a more contemporary policing service.

The Royal Commission provides a blueprint for reform and paves the way for the Police Service. It noted that a number of proactive and preventative strategies have already been adopted or are being actioned. The report identifies the key to building a corruption-resistant service as prevention, education and investigation of corruption and improvement in ethical behaviour and conduct.

Coinciding with the conclusion of the Royal Commission, the Police Service established a Reform Coordination Team, for the purpose of analysing the final report and recommendations and developing a plan of action that will form the basis of ongoing reform. The team is also responsible for formulating the evidence of implementation of recommendations, to prepare the agency for external audit by the Corruption and Crime Commission. Ultimate accountability for the reform program is vested with the Commissioner of Police, while the Police Strategic Executive is the decision-making body for the implementation of Royal Commission recommendations. The Executive is responsible for coordinating individual projects, and ensuring integration of all reform activities across the agency.

The Royal Commission final report grouped the recommendations under three broad headings or streams: *The Right People for the Right Jobs*; *Doing the Job Right*; and *Making it Happen*. These principles are fundamental elements of a reform process where improved leadership and management capabilities will provide the catalyst for a corruption-resistant workforce. They will ultimately lead to cultural change across the Police Service.

The report also made recommendations to improve the complaint-management process. Recommendations related to adopting a managerial approach for complaints; better management of internal witnesses; better resourcing of the Internal Affairs Unit and the Police Complaint Administration Centre; and changes to legislation to improve integrity testing, drug testing and covert powers.

## GOAL 5: Governance

A program for action is currently being developed and tailored to *Frontline First Community First*. This program of action will include the projects designed to provide an effective and efficient service delivery model through the redeployment of sworn officers to frontline policing. Elements of some of the larger projects have been extracted for immediate action in accordance with government priorities. They provide tangible evidence of change, without compromising the integrity of other projects.

The Police Service clearly acknowledges that the engagement and involvement of key stakeholders is essential for the reform program to be effective. The reform program will ultimately be about changing the culture of the agency and improving delivery of services to the community.

### Royal Commission Investigation Team

The Royal Commission Investigation Team was established in March 2003 to conduct investigations into allegations emanating from the Royal Commission. Evidentiary material received from the Royal Commission, followed by further analysis, identified allegations involving 121 serving and former police officers.

The compilation and recording of matters dealt with by the Royal Commission Investigation Team were enumerated and classified in line with the final report. Of the nine investigations containing 75 individual segments, the team has completed or partially completed, investigations into 23 of these matters. These investigations have involved 35 current and former serving officers. Investigations have also been completed into two

additional matters not raised in the Royal Commission, involving two current serving officers.

Investigators from the Royal Commission Investigation Team attended New South Wales and Queensland to conduct interviews with witnesses and complainants, and obtain documents and evidentiary material pertaining to investigations. Co-operation and assistance has been readily available from these law enforcement agencies. Additionally, the investigators have sought the support of law enforcement agencies in the United Kingdom, receiving co-operation and assistance from these agencies with respect to the interviewing of witnesses and complainants no longer resident within Australia.

To date, the investigators have analysed and summarised:

- Over 20,000 pages of unedited Royal Commission public-hearing transcripts
- Numerous unedited transcripts from private hearings
- A myriad of internal documents.

They have also conducted over 200 interviews.

The result of investigations against current and former officers were:

- 11 current serving officers subject to 16 disciplinary charges
- Five current serving officers subject to Commissioner's Loss of Confidence proceedings
- Two former serving officers and 3 civilians subject to 20 criminal charges.

## ENABLING A CORRUPTION-RESISTANT ORGANISATION

As identified in the Royal Commission report, the Police Service had commenced or implemented many proactive and preventative initiatives prior to the Royal Commission. Many of these were fairly advanced prior to the handing down of the final report and are continuing to be implemented to ensure a corruption-resistant organisation.

### Risk-based Corruption Prevention Planning Framework

A discussion paper released by the Royal Commission on corruption prevention strategies in the Police Service noted that, whilst the agency had implemented a number of strategies aimed at reducing corruption, it had not translated those actions into a Corruption Prevention Plan. Despite

the Police Service's comprehensive range of corruption strategies, the Royal Commission identified that, to realise an appropriate level of corruption-resistance, it needed to develop and implement such a plan. The Police Service indicated its commitment to this process prior to the Royal Commission's findings being released. The agency's 2003-04 Annual Business Plan signified the intention to introduce such a plan and progress has been made towards this objective.

Two workshops were held in July and August 2003 with members of the Royal Commission and internal and external stakeholders to examine the best approach for the Police Service to develop a Corruption Prevention Plan.

In March 2004, external consultants were engaged to assist with the development and implementation of a plan. Work with the consultants resulted in the first of a number of draft reports being presented to a Review Panel in April 2004. Subsequently, a framework for Risk-based Corruption Prevention Planning was developed and endorsed by Police Service management. The completion and implementation of the Risk-based Corruption Prevention Planning Framework will be phased in during the forthcoming year.

Additionally, another project has commenced to redevelop the Local Risk Plan component of the Business Area Management Review program. The project is designed to support and streamline the capture and reporting of corruption-prevention strategies as part of a web-enabled enterprise-wide risk management system.

The Risk-based Corruption Prevention Planning Framework outlines the corporate commitment to developing strategies designed to enhance the corruption resistance of the Police Service. It is structured with tiered intervention levels to deal with issues ranging from the corporate level to an individual employee level. It provides managers with a focus and context for corruption-prevention planning and the basis for developing appropriate strategies to:

- Strengthen ethical culture
- Target areas of corruption risk in a coordinated way
- Increase employee awareness of corruption and prevention strategies
- Improve community confidence in the integrity of the Police Service.

The responsibilities of managers for the development of action plans using the Risk-based Corruption Prevention Planning Framework are detailed in the 2004-05 Annual Business Plan. To this end, the Risk-based Corruption Prevention Planning Framework provides the fundamental structure for corporate and local corruption-prevention planning.

### Specialist Police Complaint Administration Centre

The Internal Affairs Unit and the Internal Investigations Unit were amalgamated to create the Police Complaint Administration Centre. The centre's role is to focus on complaint assessment, allocation and quality assurance, to deliver a more effective and efficient complaint-management system, and enhance the quality, timeliness and professionalism of internal investigations.

The Royal Commission recognised that it is essential that mechanisms exist to speedily resolve customer-service-related complaints and to investigate and deal with more serious matters of alleged misconduct. Recommended core changes include the real devolution of minor complaints management to districts, and streamlining of processes to reduce administrative delays.

The essential requirement of an effective complaint-management system is the ability to properly assess a complaint or incident, categorise, identify the risk and appropriately allocate for investigation or resolution. While the Police Complaint Administration Centre is still evolving, currently it undertakes the following roles:

- As an initial point of coordination for information and complaints regarding allegations of misconduct by members of the Police Service
- As a practical interface between the Police Service and external oversight authorities, including the Corruption and Crime Commission, Ombudsman and Coroner
- Administration of the disciplinary system and a quality assurance role to ensure consistency of recommendations arising from complaint investigations
- Enhancement of the complaint-management system through the provision of statistics, tracking of files, status reporting and records management.

Whilst the Royal Commission accepted devolution as an appropriate strategy, it recognised that it is important to strike a balance between devolving responsibility for managing performance and ensuring that corporate oversight is provided.

A major risk to the integrity of any system of performance management and discipline is the inconsistent application of the use of sanctions. It is necessary in any workforce that all individuals are dealt with consistently and benchmarked against known and identified criteria. To do otherwise undermines the credibility and effectiveness of the system.

The Police Complaint Administration Centre has developed the Corrective Actions Matrix as a guide for District Superintendents in developing recommendations for action. The matrix is included within the internal investigations manual and details the type of conduct and recommended sanction. The purpose and intent of the document is to provide guidance to managers and bring about consistency.

# GOAL 5: Governance

A Disciplinary Review Officer position has been created within the centre to undertake the following functions:

- Quality assurance of files with a recommendation for disciplinary action, ensuring the recommendations are appropriate and consistent
- Provide guidance to district investigators and managers in the preparation of recommendations
- Make recommendations to District Superintendents for further inquiry or alternative action
- Undertake investigations to obtain additional information
- Communicate with reviewing officers from the Corruption and Crime Commission and resolve issues of concern.

In support of this function, a Disciplinary Decisions Group has been formed to review and make recommendations in relation to those contentious matters not able to be resolved by the review officer. This documented process was put in place to ensure consistency.

## Code of Conduct

The Police Service Code of Conduct was launched in February 2003. It is designed to include sworn and unsworn staff in the one code and to promote self-regulation and personal responsibility. The local managers and/or supervisors distribute the code to new employees at induction.

In accordance with the Public Sector Standards Commission guidelines, a review of the Code of Conduct was commenced in May 2004, to ensure its application and effectiveness. The review will be completed in the first quarter of next year.

## ONGOING INTERNAL OVERSIGHT

### Internal Affairs

The Internal Affairs Unit continued its role in the pursuit of corruption and serious improper conduct within the Police Service. In conducting investigations, covert and overt investigative techniques were used to bring about the successful resolution of some major investigations. Significantly, the unit has been assisted with investigations by other units within the Police Service to jointly deal with specific aspects of agency operations.

One such investigation was a special operation targeting a suspect police officer who was alleged to have stolen monies that were reportedly the proceeds of sales of illicit drugs. The suspect police officer was alleged to have committed these offences in concert with other people.

Internal Investigators initiated a covert surveillance operation that included an integrity test to detect the officer in the commission of an offence. The officer failed the integrity test when he illegally received \$25,000 in cash. The officer has since been charged on a number of offences and is presently before the court.

The application of the integrity test was consistent with the recommendations arising out of the Royal Commission, and is an initiative the Internal Affairs Unit will continue to use to prevent and detect corrupt activity committed by police officers.

### Risk Profiling

The Risk Assessment Unit has complemented the activities of the Internal Affairs Unit, through the utilisation of proactive methodologies by profiling

individual behaviours. This process aids in the early identification of individuals and business units at risk, and contributes to the prevention and detection of corrupt practices.

The Risk Assessment Unit secured a six-month secondment of an officer from the Risk and Research Area of Victoria Police. This officer contributed to the development of methodologies to assist with the identification and evaluation of corrupt-behaviour indicators.

### Complaints Against Police

Public complaints against police increased by three per cent during the year. Of these, 64 per cent were Local Resolution Matters, predominantly about issues of procedure or manner. Of the more serious matters raised, misconduct and assault complaints comprised 43 per cent and 37 per cent respectively.

Investigation into internal management issues or breach of procedures rose by 27 per cent. However, a large percentage of additional inquiries were due to internal investigations now including police crashes that were not previously recorded as police internal investigations.

During 2003-04, internal investigators dealt with 75 police officers through the police disciplinary process. A total of 29 officers were charged with 49 breaches under the *Police Regulations*, 46 officers received unfavourable reports and 22 officers were the subjects of 103 statutory charges.

## Police Disciplinary Process

	2000-01	2001-02	2002-03 <sup>(c)</sup>	2003-04 <sup>(c)</sup>
Disciplinary charge <sup>(a)</sup>	32	70	38	29
Unfavourable report <sup>(b)</sup>	61	87	71	46
<b>Total</b>	<b>93</b>	<b>157</b>	<b>109</b>	<b>75</b>

- (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 imposed 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.
- (c) Includes Internal Investigation Unit and Internal Affairs Unit data.

### Commissioner's Loss of Confidence

In August 2003, with the introduction of the *Police Amendment Act 2003*, the Memorandum of Understanding relating to the Commissioner's Loss of Confidence (Section 8) procedure agreed to between the Minister for Police, the WA Police Union of Workers and the Police Service was superseded. This legislative change provides benefits to both the Commissioner, enabling him to remove officers in whom he has lost confidence, and affected officers, by providing a right of appeal in a fair and dignified manner.

During 2003-04, 26 officers were being dealt with under the Section 8 Process, which commenced with them being stood down, stood aside or investigated with a view to applying a Commissioner's Loss of Confidence procedure.

There was a carry over of 27 officers from the previous year. Therefore during 2003-04 a total of 53 officers were subject to a Stand Down Notice, Stand Aside Notice or consideration for a Commissioner's Loss of Confidence process.

Of these, 20 officers were issued with a Notice of Intention to Remove, that resulted in nine officers being dismissed, four resigning, three medically discharged, one was disciplined, with the cases for the others still being determined. Of the remaining 33 officers who were Stood Down, Stood Aside From Normal Duties or under investigation, three have resigned, two discharged as medically unfit and six were disciplined. Twenty-two officers remain under various stages of investigation within the Commissioner's Loss of Confidence process.

## RISK MANAGEMENT

The Police Service identified the development of a risk-management framework as a key management initiative in realising its commitment to being open and accountable. In January 2004, the Audit and Risk Management Committee tasked the Management Audit Unit with the responsibility for:

- Assessing the adequacy of risk-management practices throughout the agency
- Identifying performance gaps
- Recommending possible solutions
- Developing a risk-management framework that could be implemented across the Police Service.

The Police Service's risk management practices were assessed against the Australia-New Zealand Standard on Risk Management, and benchmarked against other Australasian police jurisdictions. The project team used internal questionnaires and focus groups to gather primary baseline data. There was also extensive liaison with RiskCover in the compilation of a corporate risk-management framework and the search for an appropriate electronic risk-management system.

The project was completed in June 2004 and the Police Service now has a framework for systematically identifying, analysing, prioritising, treating and monitoring corporate risk exposures. The newly developed corporate risk-management framework was quality assured by RiskCover, the WA public sector industry expert on risk management.

# GOAL 5: Governance

## Business Area Management Review 2003-04

The Business Area Management Review Program is a quality control self-assessment audit system designed to ensure that the Police Service is maintaining effective systems of internal control and audit. It is a key audit program operating statewide, which underpins good corporate governance, corruption prevention and risk management.

Managers and supervisors are responsible for ensuring that the Business Area Management Review Program is effectively applied to all areas under their control. The Management Audit Unit provides the agency with reasonable assurance on the quality and effectiveness of the program by conducting audits on its application.

Audit Teams conducted 29 scheduled Business Area Management Review audits throughout the State between 1 April 2003 and 31 March 2004. In addition, 16 non-scheduled or "spot audits" were conducted. This year it was noted that district and divisional superintendents gave serious priority to internal auditing and ensured the conduct of thorough and professional audits of their local business areas. Audit results indicated that in 82 per cent of cases, the program methodology was effectively applied with minimal remediation necessary.

The results of Business Area Management Review inspections were recognised by the Royal Commission as one useful indicator of performance within business areas. The results are often indicative of other risks and performance issues, including corruption and misconduct.

## INFORMATION COMMUNICATIONS AND TECHNOLOGY

Significant efficiency gains have been made through integrated systems, automation of administration tasks, new larger and faster servers and streamlined business processes. Frontline Police are being delivered tools to enable them to provide a more comprehensive and efficient service to the public through the following systems.

### Frontline Incident Management System

The Frontline Incident Management System is a fully integrated system that provides information on (persons/organisations, locations, vehicles, property, and objects) available on-line to officers. It has the capability to create and display known links between entities and improve management processes to record investigation activity.

Improvements to the Frontline Incident Management System during the year relate to the more accurate property matching now being achieved. In 2002-03, around 50 per cent of property was returned to owners, and by June 2004 this figure had increased to 58 per cent.

### Victim and Offender Management System

The Victim and Offender Management System is an enhancement of the Frontline Incident Management System. It records, tracks and manages individuals who are at risk to, or pose a risk of, serious offences of a domestic or sexual nature. This new initiative for frontline police also helps address the findings of the Gordon Inquiry.

Functionality to support this proactive approach to domestic violence was included in the system in two phases: Phase A was deployed in October 2003, and Phase B incorporated as part of Incident Management System 2 in 2004.

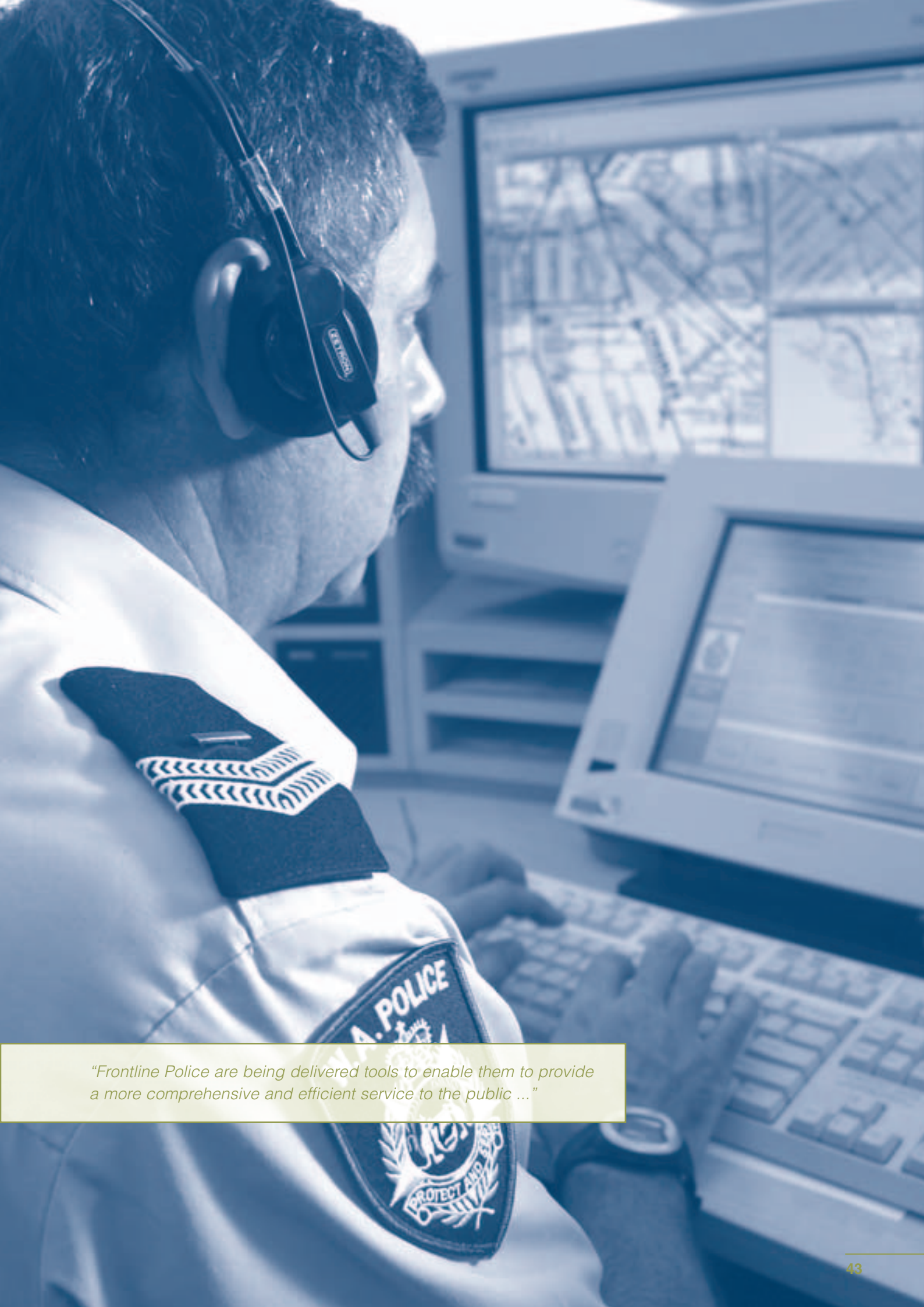
### Custody System

The Custody system provides a prisoner-handling and prisoner-management system including charge sheet production, bail procedures and disposal, that fully integrates with the Police Service brief management system (Briefcase). The system will streamline the custody admissions process, assist in meeting duty of care requirements, integrate bail management and brief preparation, and record each period of custody against persons of interest.

The release, design and construction phase is currently underway with an anticipated completion in late 2004. The effectiveness of a two-way system interface between the Police Service and the Department of Justice has been recognised and implemented.

### CapSpeed Project

The CapSpeed project will see the implementation of a proven and enhanced package to replace the current systems supporting police speed-camera operations. This package will significantly streamline the back-office processing, enabling the implementation of the owner-onus legislation and significantly reduce the number of disputed infringements.



*"Frontline Police are being delivered tools to enable them to provide a more comprehensive and efficient service to the public ..."*



## GOAL 5: Governance

A Breath and Blood System was implemented in April 2004. The new system will enhance corporate support and reliability to current systems utilised for random breath-test reporting and drink-driver apprehension data.

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

The CADCOM project has replaced the core communication network in the metropolitan area, delivering significant improvements to business systems and processes over three projects. The Operations Centre was specifically designed to meet the future communications needs of emergency services and the management of major incidents across the State.

Significant benefits are expected through enhancements planned for the next financial year as part of the overall Communications Infrastructure Program (CIP). These include:

- The Police Metropolitan Radio Network is being upgraded to improve the safety of police and service delivery to the community through the commissioning of a new voice radio network, mobile data service and message switching. In addition, the automatic vehicle location system will provide tools to assist in dispatchers tasking vehicles to incidents

based on their current location and increase the safety and security of officers in the field

- The implementation of a System Integration Facility and Disaster Recovery Facility is underway. These initiatives are critical components in the police management of major disasters.

### Police Assistance Centre

The Police Assistance Centre is being established to provide 24 hour, 7-day police assistance and response to the community for any type of non-emergency contact in the metropolitan area, and to record incidents from the community or from police officers. The centre consists of two parts - a Police Assistance Call Centre and an Incident Recording Facility.

- Police officers in the field will be able to submit incident information to a central Incident Recording Facility for data entry rather than enter it personally. The facility is targeted to eventually handle up to 90 per cent of incidents entered in the metropolitan area.
- A pilot Incident Recording Facility commenced in July 2004, with the rollout expected to be completed by the end of 2004. This will deliver a key Royal Commission recommendation of freeing up frontline officer time by providing appropriate civilian support.



## MANAGING AND SUPPORTING OUR PEOPLE

The Police Service has made a significant commitment to performance management of staff through the Developing People for Success approach. Since its implementation, approximately 1,000 managers and supervisors have been trained across the State and courses continue to be provided to support the ongoing demand for training.

The Royal Commission has acknowledged that the Developing People for Success approach has many commendable features. Suggested enhancements are currently being developed to address the recommendations for greater accountability and to further embed performance management across the agency.

### Management of Stress in the Workplace

The Police Service has been through a period of continuous reform and external scrutiny brought about by the Royal Commission. Various strategies were put in place to ensure that employees received the appropriate level of support throughout the period of the Royal Commission and thereafter. Two main strategies were used to provide psychological support and welfare services to employees.

The first strategy was to implement the Peer Support Program in all districts. The second was to implement a stress-management program to

be delivered as a preventative mechanism, with a focus on self-responsibility. A number of information sessions were also held on services available to employees.

### Workers' Compensation Prevention and Injury Management

The agency aims to lower workers' compensation premiums and reduce workers' compensation claims in the workplace, by educating and enabling managers to recognise potential issues and hazards.

There has been increased liaison with injured employees, their doctors, managers and supervisors and relevant parties, to facilitate and seek-out opportunities for employees to return or remain at work. Assistance to managers and supervisors through consultative meetings and discussions on preventative-action strategies on Occupational Safety and Health issues were provided.

For the period 2003-04, there were 19 new claims from unsworn officers and 531 new claims from sworn officers.

The Police Service workers' compensation premiums for unsworn officer's work injuries was reduced and there was a saving of seven per cent in the premium for 2003-04.

### In-house Grievances Lodged 1999-00 to 2003-04

Source of Grievance	1999-00	2000-01	2001-02	2002-03	2003-04
ADVANCE process (now known as Sworn Promotion System)	4	8	24	13	2
Transfers/Redeployment	5	8	6	7	7
Administrative Decisions	4	2	26	13	7
Relief/Secondment	3	0	8	11	0
Other	17	12	7	11	11
<b>Total</b>	<b>33</b>	<b>30</b>	<b>71</b>	<b>55</b>	<b>27</b>

Source: Western Australia Police Service, In-house Grievance Database

# GOAL 5: Governance

## Flexible Work Options

The Flexible Work Options Coordination Service and the electronic Flexible Work Options Kit are ongoing initiatives to assist managers and staff to examine options on workplace flexibility. These take into account recent changes to policy and industrial agreements, for example, the inclusion of new or amended leave arrangements for carers and people with ceremonial or religious commitments. A project is currently underway to examine internal staff secondment and transfer processes to identify any potential areas of equal employment opportunity risk, as well as highlighting best-practice in accommodating the needs of staff who require flexible work options.

The number of part-time staff increased for both Sworn and Unsworn Officers

### Part-time officers

	June 2001	June 2004
Sworn Male	14	41
Sworn Female	76	130
Unsworn Male	12	19
Unsworn Female	224	239

## Equal Employment Opportunity

Equal Employment Opportunity training remains a priority for the Police Service. During the year training packages were reviewed and modified to ensure they remained contemporary. A new focus of the training was the Police Service's Equity Complaint Resolution Process, with a particular emphasis on assisting managers and supervisors to understand their role in resolving Equal Employment Opportunity complaints.

Projects completed during the year include: the development of a pregnancy information kit; the enhancement of equity data collection; the consideration of implications for Gay and Lesbian law reform; the clarity of Equal Employment Opportunity data collected from staff for corporate reporting; backfilling positions for staff proceeding on parental leave; and the development of an Equal Employment Opportunity poster and pamphlet.

Other projects currently being progressed include: an incorporation of equal opportunity in integrity checking, accountabilities for equity and diversity and an evaluation of the application of equal opportunity in selection systems.

## SENIOR MANAGEMENT COMMITTEES

A number of senior management committees contribute to the corporate governance of the Police Service by assisting in policy development and decision-making in line with State Government strategic outcomes.

These committees ensure that the future direction and activities of the Police Service take into account whole-of-government approaches to planning, decision-making and resource allocation. Corporate resources and Output Based Management matters are managed with regard to

the external budget process requirements of government and to optimise business outcomes.

Internal audit services and products ensure activities are carried out effectively and efficiently and in accordance with sound business practices, legislative and regulatory requirements.

Risk-management practices identify performance gaps and recommend possible solutions including developing a corporate, risk-management framework for implementation in 2004-05.

## 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 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.

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

### BREACH OF STANDARD APPLICATIONS 2003-04

Number lodged	6
Number of breaches found	1
Number still under review	0

### COMPLAINTS REGARDING COMPLIANCE WITH THE CODE OF ETHICS AND AGENCY CODE OF CONDUCT 2003-04

Number lodged	3
Number of breaches found	0
Number still under review	0



**KARL J O'CALLAGHAN**  
COMMISSIONER OF POLICE

31 August 2004

# GOAL 5: Governance

## MANAGING INFORMATION

### Establishment of the Office of Information Management

The Office of Information Management was established in February 2004, and is responsible for ensuring a consistent and equitable approach for information requests in line with community expectations, privacy considerations, Freedom of Information and other legislative requirements. In response to suggestions by the Royal Commission on external organisations accessing Police Service information, the office is developing and implementing procedures for providing information that is publicly available within the law.

The office is also developing a holistic and proactive approach to meet conflicting demands for knowledge management and information security, and privacy considerations that need to be balanced in a contemporary policing environment. It also plays a lead role in re-engineering the extraction and analysis of information that can be used as intelligence for frontline policing.

### Freedom of Information

Requirement under *Freedom of Information Act 1992 (the Act)*, Sections 94-97

During 2003-04, a total of 1,209 applications were received and dealt with under the Act, an increase of around 27 per cent from the previous year. This year a total of \$35,576 was collected in fees and charges. Similar to the previous year's trends, around 90 per cent of all requested documents were provided to applicants in good faith, either in full or edited format. This was achieved while protecting the privacy of individuals and safeguarding police operational sensitivities. Additionally, this approach is in line with a range of accountability-related issues recommended by the Royal Commission.

### Reporting on Record-keeping Plans

The Police Service has met its obligations under the *State Records Act 2000* by lodging a draft Record-keeping Plan in October 2003. A comprehensive whole-of-agency program of records-management reform and training has been in place since 1997.

### Public Interest Disclosures

*Public Interest Disclosure Act 2003, S23 (1) (f)*

The *Public Interest Disclosure Act 2003* came into existence on 1 July 2003 and is intended to facilitate and encourage the disclosure of public interest information, to provide protection for those who make disclosures and for those about whom disclosures are made.

The Act places a statutory obligation upon the Commissioner of Police to receive disclosures, undertake investigations, take appropriate action and report. This is in addition to the requirements of the *Corruption and Crime Commission Act 2003*.

The Police Service has two Public Interest Disclosure officers: the Commissioner of Police and an officer within the Police Complaint Administration Centre. The alignment of the Public Interest Disclosure officer within the centre is consistent with the role of the officer assessing all incoming complaints.

In the reporting period, the Public Interest Disclosure officer has developed the protocols relating to the receipt, recording and reporting of disclosures made pursuant to the Act.

## ADVERTISING AND SPONSORSHIP

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

### Advertising

Organisation	Purpose	Amount
Acorn Design	Production of brochure relating to the Police Academy	\$3,830
Marketforce Productions	Road safety campaigns	\$2,575
Marketforce Productions	Advertising for the Police Pipe Band	\$6,656
Marketforce Productions	Advertising for a recruitment campaign	\$70,009
Radiowest Network	Advertising for a police operation	\$2,621

**Source:** Western Australia Police Service, Finance Division

### Sponsorship

Allfast Torque Converters	Holden Australia Ltd
Ancap Distribution Centre	K & D Chrome
Anthony Large	Kwinana Industries Council
Australian National Drag Racing Association	Main Roads Western Australia
Autobahn, Cannington	Malaga Springs and Suspension
Autobahn, Malaga	North City Holden
Autobahn, Osborne Park	Novotel Langley Hotel, Perth
Bayswater Tyres	Police and Nurses Credit Society
Brendon Long	Quit Motorplex Kwinana
Burswood Resort	RAC Insurance
Channel 10	Rotary Club of East Perth
Chris Mills Performance	SGIO Insurance
Constable Care	Shire of Williams
Couplers, Malaga	S.S.T. Performance
Daniel Mudge	Swan TAFE
Detention Screens Australia	The Bicycle Entrepreneur
Fleet Decal Service	The Re Store
Gavin Mackay (Police Service employee)	The Sign Post
Genie Auto Electrics	Western QBE
Genie Exhausts, Myaree	WIN TV

