



### Certification of Performance Indicators for the Year Ended 30 June 2006

I hereby certify that the Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess the Police Service's performance, and fairly represent the performance of the Police Service for the financial year ended 30 June 2006.

**Karl J O'Callaghan APM**

**Commissioner of Police**

26 September 2006

# Key Performance Indicators and Financial Statements



## INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

### **POLICE SERVICE FINANCIAL STATEMENTS AND PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2006**

#### Audit Opinion

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Police Service at 30 June 2006 and its financial performance and cash flows for the year ended on that date. They are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the Treasurer's Instructions;
- (ii) the controls exercised by the Police Service provide reasonable assurance that the receipt and expenditure of moneys, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (iii) the key effectiveness and efficiency performance indicators of the Police Service are relevant and appropriate to help users assess the Police Service's performance and fairly represent the indicated performance for the year ended 30 June 2006.

#### Scope

The Commissioner of Police is responsible for keeping proper accounts and maintaining adequate systems of internal control, for preparing the financial statements and performance indicators, and complying with the Financial Administration and Audit Act 1985 (the Act) and other relevant written law.

The financial statements consist of the Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, Schedule of Expenses and Revenues by Service, Summary of Consolidated Fund Appropriations and Income Estimates, and the Notes to the Financial Statements.

The performance indicators consist of key indicators of effectiveness and efficiency.

#### *Summary of my Role*

As required by the Act, I have independently audited the accounts, financial statements and performance indicators to express an opinion on the financial statements, controls and performance indicators. This was done by testing selected samples of the evidence. Further information on my audit approach is provided in my audit practice statement. Refer "<http://www.audit.wa.gov.au/pubs/Audit-Practice-Statement.pdf>".

An audit does not guarantee that every amount and disclosure in the financial statements and performance indicators is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements and performance indicators.

A handwritten signature in black ink, appearing to read 'John Doyle'.

JOHN DOYLE  
ACTING AUDITOR GENERAL  
4 September 2006



# Key Performance Indicators Introduction

Under the provisions of the *Financial Administration and Audit Act 1985* and Treasurer's Instruction 904, agencies are required to disclose in their annual report key effectiveness and efficiency indicators that provide information on the extent to which agency level government desired outcomes have been achieved, or contributed to, through the delivery of services and the allocation of resources.

In 2004-05, the Police Service adopted a new Outcome Based Management (OBM) framework to facilitate, monitor and evaluate the best use of resources for policing. Continual evaluation of its performance measures ensures it provides performance information to assist in management decision-making as well as meeting accountability and disclosure requirements.

Through this framework, the Police Service uses key effectiveness and efficiency indicators showing how services contributed to the achievement of outcomes and explaining how key performance indicators show this relationship.

## Outcome Framework

The policing priorities are structured around three primary outcomes: Lawful behaviour and community safety; Offenders apprehended and dealt with in accordance with the law; and Lawful road-user behaviour. These primary outcomes contribute towards Goal 1 (People and Communities) in Better Planning: Better Services – State Strategic Planning Framework “To enhance the quality of life and wellbeing of all people throughout Western Australia”.

There are five services that relate to the three outcomes and these describe the policing services provided to the community. As part of continuous improvement, the services were reviewed to better reflect the Police Service's strategic focus and achievement of primary outcomes. As a result of this review, seven services instead of five will be reported against in 2006-07. In this revised structure, Service 1: Services to maintain lawful behaviour and prevent crime will be replaced by the following three new services:

- Service 1: Intelligence and protective services.
- Service 2: Crime prevention and public order.
- Service 3: Community support (non-offence incidents).

Government Goal(s)	What we sought to achieve (Outcomes)	The services we provided in 2005-06
Goal 1 (People and Communities)  To enhance the quality of life and wellbeing of all people throughout Western Australia	Lawful behaviour and community safety	<b>Service 1:</b> Services to maintain lawful behaviour and prevent crime  <b>Service 2:</b> Emergency management and coordination
	Offenders apprehended and dealt with in accordance with the law	<b>Service 3:</b> Response to and investigation of offences  <b>Service 4:</b> Services to the judicial process
	Lawful road-user behaviour	<b>Service 5:</b> Traffic law enforcement and management

## Performance Framework

The performance of the Police Service is measured through Key Performance Indicators (KPIs) comprised of effectiveness indicators and efficiency indicators. Effectiveness indicators provide information about the extent to which the agency is achieving its outcomes, while efficiency indicators monitor the efficiency with which a service is delivered.

The three outcomes of the Police Service are assessed through seven key effectiveness indicators. As there are not necessarily clear-cut boundaries between each outcome, which can overlap, some of these KPIs are relevant to more than one outcome. For example, KPI 1 – Community satisfaction with police services is the main performance indicator for Outcome 1 – Lawful behaviour and community safety,

but is also a secondary KPI for Outcomes 2 and 3. The following table shows the KPIs for each of the outcomes. For reporting purposes, each outcome has at least one KPI that has been highlighted in bold, with secondary KPIs shown in italics.

## Key Effectiveness Indicators

Outcome 1: Lawful behaviour and community safety		Outcome 2: Offenders apprehended and dealt with in accordance with the law		Outcome 3: Lawful road-user behaviour	
KPI 1	Community satisfaction with police services	KPI 1	<i>Community satisfaction with police services</i>	KPI 1	<i>Community satisfaction with police services</i>
KPI 2	Community perception of level of crime	KPI 2	<i>Community perception of level of crime</i>		
KPI 3	Emergency management preparedness				
KPI 4	<i>Selected offences cleared</i>	KPI 4	<b>Selected offences cleared</b>		
KPI 5	<i>Support to judicial processes resulting in successful prosecutions</i>	KPI 5	<b>Support to judicial processes resulting in successful prosecutions</b>		
KPI 6	<i>Road-user behaviour</i>			KPI 6	<b>Road-user behaviour</b>
KPI 7	<i>Community perception of road behaviour</i>			KPI 7	<b>Community perception of road behaviour</b>

Each effectiveness indicator contains a statement about whether this agency achieved the 2005-06 target set in the 2005-06 Budget Statements. In addition, a long-term target has been set for each indicator that is to be achieved over a period of several years. These long-term targets are shown in bold italics under their respective KPI. A number of factors impact on our progress towards achieving these targets such as: media representation, legislative changes and the implementation of new processes and systems within the agency.

The efficiency of the five services delivered by the Police Service is assessed through a range of cost and timeliness key efficiency indicators as shown in the table below.

## Key Efficiency Indicators

Service 1: Services to maintain lawful behaviour and prevent crime	Service 2: Emergency management and coordination	Service 3: Response to and investigation of offences	Service 4: Services to the judicial process	Service 5: Traffic law enforcement and management
<b>Cost</b>				
Cost of service (\$)	Cost of service (\$)	Cost of service (\$)	Cost of service (\$)	Cost of service (\$)
Average cost (\$) per hour for providing service(s)	Average cost (\$) per hour for providing service(s)	Average cost (\$) per hour for providing service(s) Average cost (\$) per response/ investigation	Average cost (\$) per hour for providing service(s) Average cost (\$) per guilty plea Average cost (\$) per non-guilty plea	Average cost (\$) per hour for providing service(s)
<b>Timeliness</b>				
General calls for police assistance (not including '000' calls) answered within 20 seconds		Emergency calls (000) for police assistance answered within 20 seconds Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene for Priority 1-2 and 3 calls		



## Effectiveness Indicators

### Outcome 1: Lawful behaviour and community safety

This outcome relates to the Police Service influencing lawful behaviour, safety, security and public order by providing services and delivering programs that are responsive to the needs of a diverse community. This is achieved through:

- Working together with the community.
- Visible and targeted policing.
- Establishing and maintaining partnerships with other relevant agencies to develop crime prevention strategies.
- Identifying, assessing and managing risks to the community.
- Maintaining a high level of preparedness for emergencies including appropriate responses to terrorism.

The extent to which this outcome is being achieved is assessed through three effectiveness indicators: community satisfaction with police services, community perception of level of crime, and emergency management preparedness.



#### Key Performance Indicator 1 – Community satisfaction with police services

##### Indicator 1.1: The community's level of satisfaction with services provided by police

**Target: To return to the level of satisfaction achieved in WA during 2001-02 (pre-Royal Commission) by 2005-06.**

##### Indicator 1.2: The community's level of satisfaction with services received during their most recent contact with police

**Target: To achieve a level of satisfaction with services that more closely aligns with or exceeds, the 2001-02 national level by 2005-06.**

Customer satisfaction is a widely accepted measure of organisational performance. The WA community are the customers of the services provided by the Police Service. The community's satisfaction with police services, which reflects the perceived level of lawful behaviour, safety, security and public order, is measured by a national survey coordinated by the Australasian Centre for Policing Research. This survey measures two aspects of satisfaction with police services – general satisfaction overall and satisfaction with services received during their most recent contact with police. Together, these provide a relevant primary indicator of how effectively the Police Service is achieving Outcome 1 – Lawful behaviour and community safety and are a secondary indicator of community perceptions for Outcomes 2 and 3.

The results of the survey have been analysed using the following two methods:

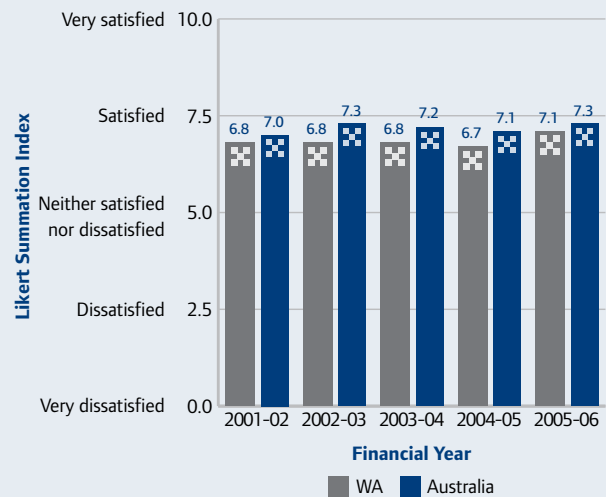
- A Likert Summation Index – a scaling technique that is widely used across the social sciences to effectively measure shifts in attitudes and opinions. For more information about the index, please refer to the notes accompanying the indicators.
- A response frequency basis – expressed as the proportion (percentage) of responses by category, for example, the proportion of the community who were 'satisfied' or 'very satisfied' with police services.

It is important to note that a number of issues impact on the community's level of satisfaction with police services, including the extent of crime reporting in the media, personal experiences or indirect contacts with police. Consequently, community satisfaction can alter over time.

### Indicator 1.1: The community's level of satisfaction with services provided by police, 2001-02 to 2005-06 <sup>(a)(b)(c)</sup>

#### Analysis

- In 2005-06, the level of satisfaction with police services in WA of 7.1 was the highest level achieved since 2001-02. However, the WA level of satisfaction was lower than the national level of satisfaction which increased from 7.1 in 2004-05 to 7.3 in 2005-06.
- The Police Service achieved the 2005-06 target of equal to or greater than 6.6 (see 2005-06 Budget Statements), and exceeded the long-term target of returning to the level of satisfaction achieved in WA during 2001-02 (pre-Royal Commission) by 2005-06. As a consequence of this achievement, the long-term target will be reassessed for the 2006-07 Annual Report.
- In 2005-06, the proportion of the WA community that were 'satisfied' or 'very satisfied' with services provided by the police was 73.8 per cent. The equivalent figure nationally was 74.6 per cent.



### Indicator 1.2: The community's level of satisfaction with services received during their most recent contact with police, 2001-02 to 2005-06 <sup>(a)(b)(c)</sup>

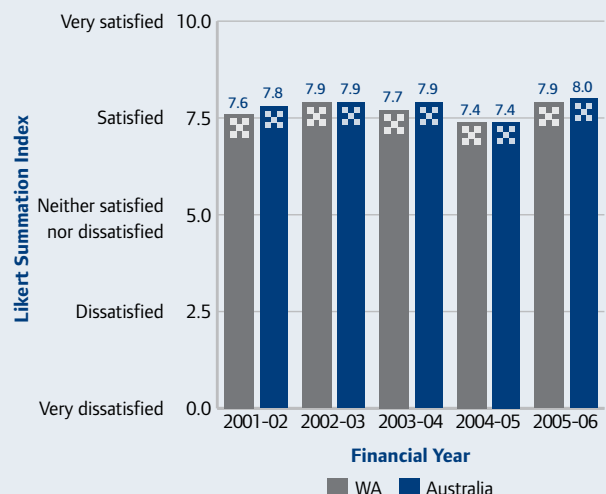
#### Analysis

The WA community's level of satisfaction with the services received during their most recent contact with police in 2005-06 was 7.9. This result was not significantly different to the national level of satisfaction (8.0). Both the WA and national results for 2005-06 were significantly higher than 2004-05.

The Police Service achieved the 2005-06 target of equal to or greater than 7.6 (see 2005-06 Budget Statements). The Police Service also met its long-term target of "achieving a level of satisfaction that more closely aligns with the 2001-02 national level by 2005-06." Though higher than the 2001-02 national level of 7.8, the WA community's level of satisfaction of 7.9 for 2005-06 was not significantly different. As a consequence of this achievement, the long-term target will be reassessed for the 2006-07 Annual Report.

In 2005-06:

- The proportion of the WA community that were 'satisfied' or 'very satisfied' with the services received during their most recent contact with police, within the last twelve months, was 81.3 per cent. The equivalent figure nationally was 82.6 per cent.
- 60.2 per cent of the WA community had contact with police in the last twelve months.
- The most common reason for the most recent contact with police was to conduct a random breath test (29.5 per cent) followed by the reporting of a crime (12.9 per cent), and recording a traffic violation (7.2 per cent).





#### Notes on Key Performance Indicator 1:

- (a) Data are based on an ongoing survey of people aged 15 years and over. The survey is coordinated by the Australasian Centre for Policing Research and commenced in July 2001. Nationally, about 22,000 people are surveyed over a twelve-month period with about 1,800 being in WA. Although persons aged 15–17 were not surveyed in 2001–02, the inclusion of this age group in 2002–03 made no significant difference to the key survey results.
- (b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with each of the sample estimates used in compiling the charts for Indicators 1.1 to 1.2 is lower than 1.4 per cent.
- (c) This indicator uses as a unit of measurement the Likert Summation Index. This is a method for aggregating responses to obtain one measure of the overall (or 'average') level of attitude/opinion.

This method converts the data collected using a Likert scale into an interval scale, and then derives a measure of centrality.

The Likert scale is converted into an interval scale by assigning equal-distant 'scores' to each category in the scale. For example, where the indicator relates to satisfaction with police services, the five response categories are assigned scores as follows:

- 'very satisfied' (10);
- 'satisfied' (7.5);
- 'neither satisfied nor dissatisfied' (5);
- 'dissatisfied' (2.5); and
- 'very dissatisfied' (0).

The summation index measure is obtained by multiplying the number of responses in each category by their respective score, summing these results and dividing this total by the total number of responses.

Source: National Survey of Community Satisfaction with Policing coordinated by the Australasian Centre for Policing Research (unpublished data).



## Key Performance Indicator 2 – Community perception of level of crime

Indicator 2.1: Extent to which the community thought physical assault in a public place was a problem in their own neighbourhood

**Target:** To lower or maintain the perception that physical assault in a public place is a problem.

Indicator 2.2: Extent to which the community thought housebreaking was a problem in their own neighbourhood

**Target:** To lower or maintain the perception that housebreaking is a problem.

Indicator 2.3: Extent to which the community thought motor vehicle theft was a problem in their own neighbourhood

**Target:** To lower or maintain the perception that motor vehicle theft is a problem.

Indicator 2.4: Extent to which the community thought illegal drugs were a problem in their own neighbourhood

**Target:** To lower or maintain the perception that illegal drugs are a problem.

Indicator 2.5: Extent to which the community thought louts or gangs were a problem in their own neighbourhood

**Target:** To lower or maintain the perception that louts or gangs are a problem.

Indicator 2.6: Extent to which the community thought drunken and disorderly behaviour was a problem in their own neighbourhood

**Target:** To lower or maintain the perception that drunken and disorderly behaviour is a problem.

Indicator 2.7: Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood

**Target:** To lower or maintain the perception that speeding cars, dangerous or noisy driving is a problem.

Community perception of the level of crime is an indicator of the extent to which the Police Service influences lawful behaviour, safety, security and public order. A national survey coordinated by the Australasian Centre for Policing Research measures the extent to which the community thought that a range of issues were a problem in their own neighbourhood. These include: physical assault in a public place, housebreaking, motor vehicle theft, illegal drugs, louts or gangs, drunken and disorderly behaviour, and speeding cars, dangerous or noisy driving. The police can influence factors that affect the perceived level of these crimes including preventing and reducing the actual incidence of offences. Media coverage of crime and personal experiences also significantly impact on community perceptions. The same survey found that for the WA community, personal views on the level of crime were influenced mainly by television (50 per cent) whereas 24 per cent were influenced by state, national and local newspapers and 11 per cent by personal experience. Consequently, the perceived level of crime can alter over time.

The national Report on Government Services also uses perceptions of crime as a performance indicator, but states that:

*Care needs to be taken in interpreting data on perceptions of crime. Reducing people's concerns about crime and reducing the actual level of crime are two separate, but related challenges for police. Comparisons between perceptions of crime problems and the level of crime raise questions about the factors that affect perceptions. More generally, such comparisons highlight the importance of considering the full suite of performance indicators rather than assessing performance on the basis of specific measures in isolation.*

The results of the survey have been analysed using the following two methods:

- A Likert Summation Index – a scaling technique that is widely used across the social sciences to effectively measure shifts in attitudes and opinions. For more information about the index, please refer to the notes accompanying the indicators.
- A response frequency basis – expressed as the proportion (percentage) of responses by category, for example, the proportion of the community who thought housebreaking was a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

Indicators 2.1 to 2.7 illustrate the WA community's perception of the level of crime in their neighbourhood over time and in comparison with Australia. This provides a relevant primary indicator of how effectively the Police Service is achieving Outcome 1 – Lawful behaviour and community safety, and a secondary indicator of Outcome 2.



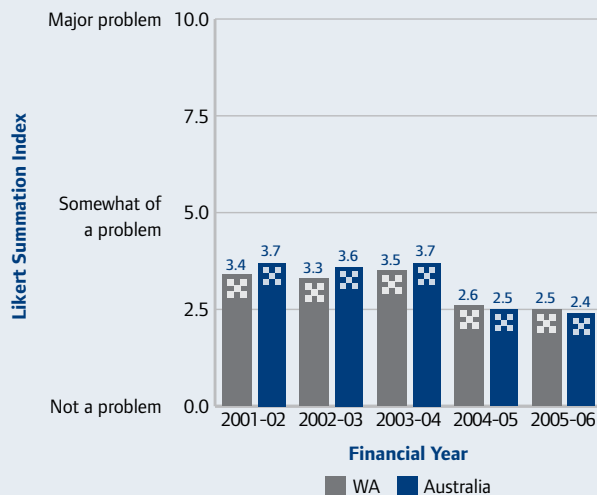




**Indicator 2.1: Extent to which the community thought physical assault in a public place was a problem in their own neighbourhood, 2001-02 to 2005-06 (a)(b)(c)(d)**

**Analysis**

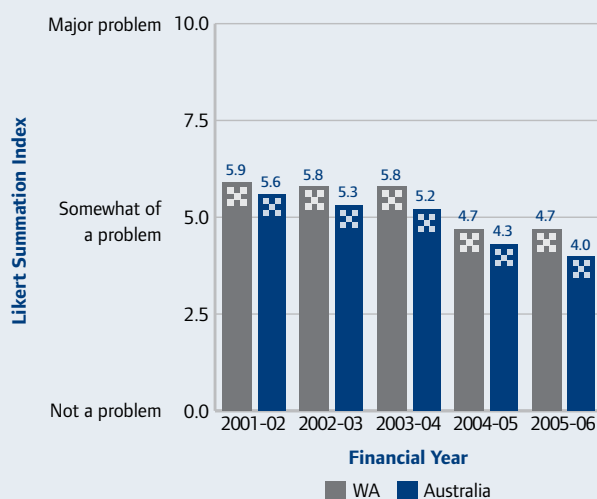
- In 2005-06, the extent to which the WA community thought physical assault in a public place was a problem in their own neighbourhood (2.5) was not significantly different compared with 2004-05 or the national result. The national result of 2.4 for 2005-06 was significantly lower compared with 2004-05 (2.5). In July 2004, the wording of this category in the survey changed from 'physical assault – excluding sexual assault' to 'physical assault in a public place' which may have affected data comparability with previous periods.
- The Police Service achieved the 2005-06 target of equal to or less than 2.9 (see 2005-06 Budget Statements) and is on track to achieve the long-term target of lowering or maintaining the perception that physical assault in a public place is a problem.
- In 2005-06, 39.0 per cent of the WA community thought physical assault in a public place was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.



**Indicator 2.2: Extent to which the community thought housebreaking was a problem in their own neighbourhood, 2001-02 to 2005-06 (a)(b)(c)(d)**

**Analysis**

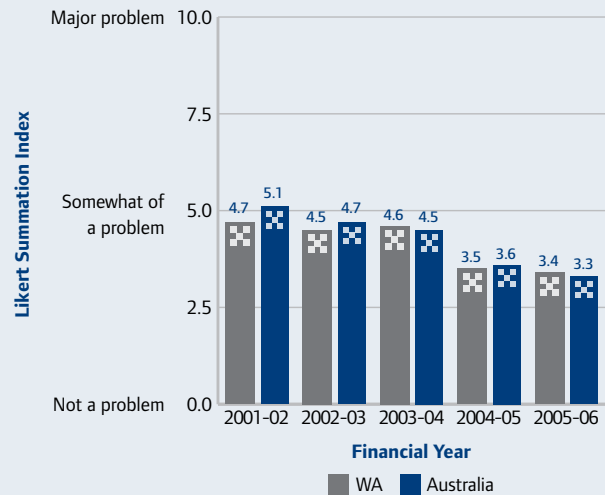
- In 2005-06, the extent to which the WA community thought housebreaking was a problem in their own neighbourhood (4.7) remained the same as 2004-05, but was significantly higher than the national result (4.0). The national result of 4.0 for 2005-06 was significantly lower compared with 2004-05 (4.3).
- The Police Service achieved the 2005-06 target of equal to or less than 5.4 (see 2005-06 Budget Statements) and is on track to achieve the long-term target of lowering or maintaining the perception that housebreaking is a problem.
- In 2005-06, 67.3 per cent of the WA community thought housebreaking was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood. The equivalent figure nationally was 60.7 per cent.



**Indicator 2.3: Extent to which the community thought motor vehicle theft was a problem in their own neighbourhood, 2001-02 to 2005-06** <sup>(a)(b)(c)(d)</sup>

**Analysis**

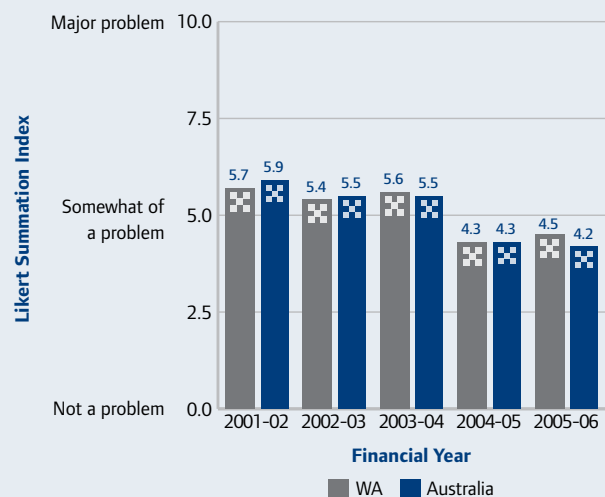
- In 2005-06, the extent to which the WA community thought motor vehicle theft was a problem in their own neighbourhood (3.4) was not significantly different compared with 2004-05 or the national result. The national result of 3.3 for 2005-06 was significantly lower compared with 2004-05 (3.6).
- The Police Service achieved the 2005-06 target of equal to or less than 4.0 (see 2005-06 Budget Statements) and is on track to achieve the long-term target of lowering or maintaining the perception that motor vehicle theft is a problem.
- In 2005-06, 52.5 per cent of the WA community thought motor vehicle theft was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.



**Indicator 2.4: Extent to which the community thought illegal drugs were a problem in their own neighbourhood, 2001-02 to 2005-06** <sup>(a)(b)(c)(d)</sup>

**Analysis**

- In 2005-06, the extent to which the WA community thought illegal drugs were a problem in their own neighbourhood was not significantly different compared with 2004-05. The WA result for 2005-06 of 4.5 was significantly higher than Australia (4.2) which had decreased compared with 2004-05.
- The Police Service achieved the 2005-06 target of equal to or less than 5.1 (see 2005-06 Budget Statements) and is working towards achieving the long-term target of lowering or maintaining the perception that illegal drugs are a problem.
- In 2005-06, 60.8 per cent of the WA community thought illegal drugs were either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

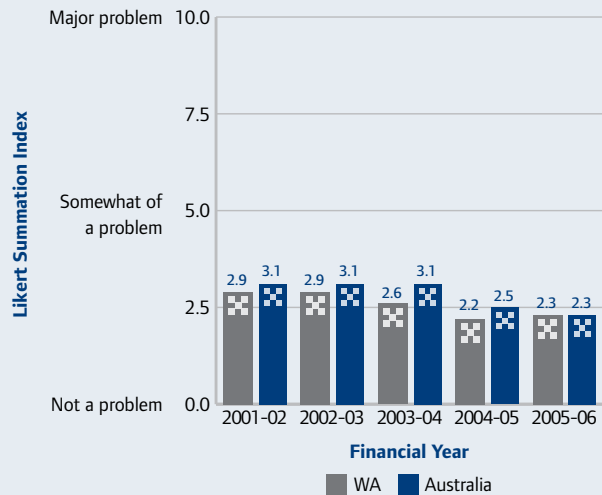




**Indicator 2.5: Extent to which the community thought louts or gangs were a problem in their own neighbourhood, 2001-02 to 2005-06 (a)(b)(c)(d)**

**Analysis**

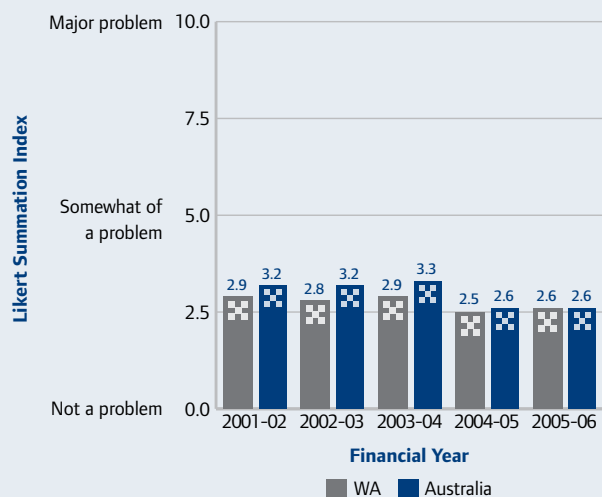
- In 2005-06, the extent to which the WA community thought louts or gangs were a problem in their own neighbourhood (2.3) was not significantly different compared with 2004-05 or the national result. The national result of 2.3 for 2005-06 was significantly lower compared with 2004-05 (2.5).
- The Police Service achieved the 2005-06 target of equal to or less than 2.3 (see 2005-06 Budget Statements) and is on track to achieve the long-term target of lowering or maintaining the perception that louts and gangs are a problem.
- In 2005-06, 36.3 per cent of the WA community thought louts or gangs were either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.



**Indicator 2.6: Extent to which the community thought drunken and disorderly behaviour was a problem in their own neighbourhood, 2001-02 to 2005-06 (a)(b)(c)(d)**

**Analysis**

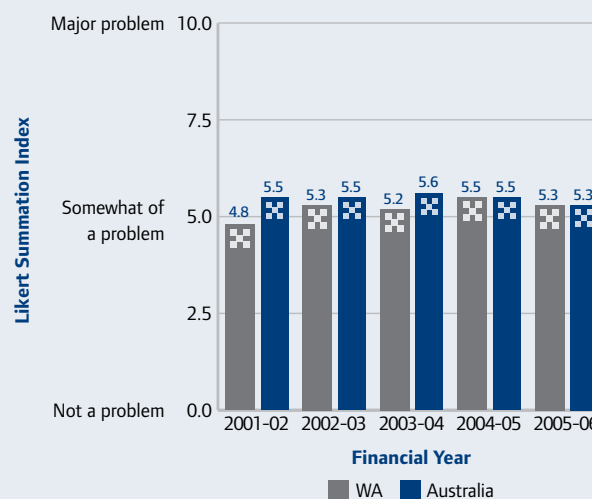
- In 2005-06, the extent to which the WA community thought drunken and disorderly behaviour was a problem in their own neighbourhood (2.6) was not significantly different compared with 2004-05 or the national result.
- The Police Service achieved the 2005-06 target of equal to or less than 2.7 (see 2005-06 Budget Statements) and is on track to achieve the long-term target of lowering or maintaining the perception that drunken and disorderly behaviour is a problem.
- In 2005-06, 40.6 per cent of the WA community thought drunken and disorderly behaviour was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.



## Indicator 2.7: Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood, 2001-02 to 2005-06 <sup>(a)(b)(c)(d)</sup>

### Analysis

- In 2005-06, the extent to which the WA community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood (5.3) was not significantly different compared with 2004-05 or the national result. The national result of 5.3 for 2005-06 was significantly lower compared with 2004-05 (5.5).
- The Police Service achieved the 2005-06 target of equal to or less than 5.5 (see 2005-06 Budget Statements) and is on track to achieve the long-term target of lowering or maintaining the perception that speeding cars, dangerous or noisy driving is a problem.
- In 2005-06, 72.2 per cent of the WA community thought speeding cars, dangerous or noisy driving was either a 'major problem' or 'somewhat of a problem' in their neighbourhood.



### Notes on Key Performance Indicator 2:

- (a) Data are based on an ongoing survey of people aged 15 years and over. The survey is coordinated by the Australasian Centre for Policing Research and commenced in July 2001. Nationally, about 22,000 people are surveyed over a twelve-month period with about 1,800 being in WA. Although persons aged 15-17 were not surveyed in 2001-02, the inclusion of this age group in 2002-03 made no significant difference to the key survey results.
- (b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with each of the sample estimates used in compiling the charts for Indicators 2.1, 2.2, 2.3, 2.4, 2.5, 2.6 and 2.7 is lower than 4.3 per cent.
- (c) This indicator uses as a unit of measurement the Likert Summation Index. This is a method for aggregating responses to obtain one measure of the overall (or 'average') level of attitude/opinion.

This method converts the data collected using a Likert scale into an interval scale, and then derives a measure of centrality.

The Likert scale is converted into an interval scale by assigning equal-distant 'scores' to each category in the scale. For example, where the indicator relates to problems in the neighbourhood, the three response categories are assigned scores as follows:

- 'major problem' (10);
- 'somewhat of a problem' (5); and
- 'not a problem' (0).

The summation index measure is obtained by multiplying the number of responses in each category by their respective score, summing these results and dividing this total by the total number of responses.

- (d) The term 'neighbourhood' replaced the term 'local area' in July 2004 which may have affected data comparability with previous periods.

Source: National Survey of Community Satisfaction with Policing coordinated by the Australasian Centre for Policing Research (unpublished data).





### Key Performance Indicator 3 – Emergency management preparedness

**Indicator 3.1: State emergency management plans in place and current, and resources committed, where the Police Service is the designated Hazard Management Agency, to prevent and minimise risk**

**Target: The six state emergency management plans are in place and current.**

**Indicator 3.2: Percentage of police districts that met or exceeded the required number of police officers who have a key emergency-related qualification**

**Target: Increase the number of police officers who have a key emergency-related qualification.**

Emergency management preparedness is an indicator of the capability of the Police Service to effectively respond to emergency situations, terrorist incidents and disasters that directly impact on community safety and security. This indicator encompasses two aspects of emergency management preparedness – emergency management plans and emergency management-related training.

The Police Service is the Hazard Management Agency (HMA) responsible for six State Emergency Management Plans, known as Westplans: air transport emergencies; land search and rescue; marine search and rescue; nuclear-powered warships; space re-entry debris; and road transport emergencies.

The Police Service is also the HMA responsible for the hazard of “terrorist act” that has been included in the *Emergency Management Act 2005*. Emergency management planning for terrorism is not covered by a specific State emergency management plan, but rather through a series of plans, policies, strategies and arrangements. These include the Police Service’s Counter-Terrorism Strategy and call-out plan, the National Counter-Terrorism Plan, the National Counter-Terrorism Handbook and the National Counter-Terrorism Committee. Indicator 3.1 provides a five-year summary of the number of State Emergency Management Plans in place and current, and resources committed, where the Police Service is the designated HMA, to prevent and minimise risk.

Emergency management-related training develops the skills police officers require to enable them to respond appropriately to and manage an emergency situation in compliance with the *Emergency Management Act 2005*, regulations and related policies. In order for the Police Service to maintain a high level of emergency management preparedness statewide, a sufficient number of police officers in each police district are required to have a key emergency-related qualification. Indicator 3.2 outlines the number and percentage of police districts that met or exceeded the required number of police officers who have a key emergency-related qualification. This indicator is based on the number and percentage of districts that met or exceeded their respective targets for each key emergency-related qualification. Additionally, the target and actual number of police officers at a State level that have a key emergency-related qualification is included.

#### Indicator 3.1: State emergency management plans in place and current, and resources committed, where the Police Service is the designated Hazard Management Agency, to prevent and minimise risk <sup>(a)</sup>

2001-02	2002-03	2003-04	2004-05	2005-06
6	6	6	6	6

#### Analysis

The Police Service achieved the 2005-06 target (see 2005-06 Budget Statements) and the long-term target of six state emergency management plans in place and current.

### Indicator 3.2: Percentage of police districts that met or exceeded the required number of police officers who have a key emergency-related qualification <sup>(b)(c)</sup>

Key emergency-related qualification	Districts 2004-05		Districts 2005-06		State (number of qualified officers) <sup>(d)</sup>		
	Number	%	Number	%	Target	Actual (as at 30 June 2005)	Actual (as at 30 June 2006)
Land Search and Rescue	7	50	7	50	421	408	440
Marine Search and Rescue	12	86	12	86	160	248	347
Strategic Emergency Management	8	57	9	64	192	230	253
Chemical, Biological and Radiological Familiarisation	12	86	14	100	129	306	346
<b>All key emergency-related qualifications</b>	<b>2</b>	<b>14</b>	<b>3</b>	<b>21</b>			

#### Analysis

- The Police Service did not achieve its 2005-06 target of 93 per cent of 14 police districts that met or exceeded the required number of police officers trained in all key emergency-related qualifications (see 2005-06 Budget Statements). However, with respect to each specific key emergency-related qualification, the percentage of districts that met or exceeded the required number of police officers trained is much higher and in the case of Strategic Emergency Management and Chemical, Biological and Radiological Familiarisation has increased in 2005-06 compared with 2004-05. The Police Service did achieve the long-term target of increasing the number of police officers who have a key emergency-related qualification.
- The Police Service is in a transitional phase of adopting a more focused and competency-based approach to emergency management training. This is aimed at ensuring sufficiently qualified key personnel are available within districts to respond to emergency situations and that their skills remain contemporary. As a consequence, certain training courses, such as Chemical, Biological and Radiological Familiarisation, will be delivered less generally and more specifically to key personnel, resulting in a reduction of the number of officers trained. It is envisaged that in the future, the competency levels of a proportion of qualified officers in frontline operational roles will be tested each year through the conducting of regular emergency training drills and/or utilising interactive computer-based training programs that contain realistic emergency scenarios. This approach is expected to further enhance the Police Service's emergency management preparedness.

#### Notes on Key Performance Indicator 3:

- (a) Current means that emergency management plans have been reviewed and, where possible, exercised in the previous twelve-month period.
- (b) In the event that a district does not have a sufficient number of suitably qualified police officers, the Police Service has the ability to deploy police officers who do have the required key emergency-related qualification from other districts or organisational units to manage any emergency incident if required. The current requirements for the number of police officers in a district who have a key emergency-related qualification (Land Search and Rescue; Marine Search and Rescue; Strategic Emergency Management; and Chemical, Biological and Radiological Familiarisation), are subject to revision. The percentage of police districts that met or exceeded the required number of police officers who have a key emergency-related qualification is based on a quarterly average during the period and is subject to variation due to the transfer of police officers with these qualifications from one district to other locations within the

Police Service; provision of emergency management training; and resignation or retirement of qualified police officers. The impact of this variation was not adequately considered in the development of this indicator and has resulted in the setting of an unrealistic 2005-06 target of 93 per cent. As a consequence, this indicator will be replaced in 2006-07 by an amended indicator that reflects the number of police officers who have a key emergency-related qualification at a State level which more appropriately shows how well prepared the Police Service is to meet its emergency management responsibilities.

- (c) The number of police officers who are qualified in each of the key emergency-related courses is not mutually exclusive as a police officer may be qualified in more than one key emergency-related course.
- (d) The State target and actual number of police officers who have a key emergency-related qualification is based on the aggregation of district figures and does not take into account specialist/support areas.

Source: Police Service, Emergency Management Coordination Unit.





## Effectiveness Indicators

### Outcome 2: Offenders apprehended and dealt with in accordance with the law

The Police Service's primary responsibility for this outcome is to ensure an effective response to crime and that offenders are brought before the justice system. This is achieved through the successful investigation of offences and providing support to the judicial system. Achievements in this outcome will also positively impact on the Lawful behaviour and community safety and Lawful road-user behaviour outcomes.

These achievements do not occur in isolation and rely on partnerships with other government, local government and private agencies working on crime and justice issues.

The Police Service has introduced a number of strategies to enhance the quality of investigations and apprehension of offenders. The continued application of technology, including DNA testing, enhanced fingerprinting technology,

and using the Incident Management System (IMS) as a system for capturing information and intelligence are key strategies for investigating offences. The efforts of the Police Service in this area have been supported by legislative changes and increased police powers.

The two indicators of effectiveness for this outcome are selected offences cleared, and support to the judicial system resulting in successful prosecutions.

#### Key Performance Indicator 4 – Selected offences cleared

##### Indicator 4.1: Number and percentage of selected recorded offences against the person cleared

**Target: Improve on the 2001-02 clearance rate by 2005-06.**

##### Indicator 4.2: Number and percentage of selected recorded property offences cleared

**Target: Improve on the 2001-02 clearance rate by 2005-06.**

##### Indicator 4.3: Number and percentage of recorded drug trafficking offences cleared

**Target: Improve on the 2001-02 clearance rate for drug trafficking offences by 2005-06.**

A measure of the quality of investigations is the number of offences that are cleared or the clearance rate. An offence is deemed to be cleared where a satisfactory result has been achieved or where, for some substantial reason, police investigations cannot be continued<sup>(f)</sup>. A proportion of offences investigated are not finalised by the end of the financial year when figures for these performance indicators are extracted. The investigation of these offences may either be actively continued into the next financial year or are pending/suspended until a decision has been made to finalise the case.

The number of reported 'offences against the person' has increased due to a significant increase in the number of 'assault', 'sexual assault' and 'threatening behaviour' offences recorded. These increases do not reflect an actual increase in crime trends, but are due to the following reporting and recording factors:

- The sustained increase in 'assault' offences when comparing 2004-05 and 2005-06 to prior years is attributable to improved recording capabilities of the FrontLine Incident Management System (IMS) in relation to domestic assaults and enhancements to family and domestic violence legislation and ongoing Government and police strategies to encourage the reporting of offences.
- The increase in 'sexual assault' offences is attributed to increased quality of investigations which is leading to additional offences being recorded following the completion of the investigation, and increased encouragement of the reporting of 'sexual assault' offences, especially in regional communities.

The increase in reported 'sexual assault' offences is also attributed to an enhancement to the IMS in February 2005 that enables multiple offences of the same type on the same incident report to be recorded more easily for reporting purposes.

- 'Threatening behaviour' offences have increased due to improvements to the IMS in 2004-05 that now enable the recording of all threatening behaviour offences in the Police Act and Criminal Code.

As a consequence of this increase in the number of 'offences against the person' recorded, the number of these offences cleared has also increased in 2005-06 and is reflected in Indicator 4.1: Number and percentage of selected recorded offences against the person cleared.

The data for Indicator 4.2: Number and percentage of selected recorded property offences cleared, excludes 'fraud', 'graffiti' and 'receiving/ illegal use' offences due to reporting, recording and other issues significant enough to warrant their exclusion from the broad offence category:

- 'Fraud' due to policy changes in some sectors of the finance industry and recording issues associated with the recording of multiple offences.
- 'Graffiti' due to recording issues and reporting practices by some Government agencies, local government authorities and private enterprise that have impacted on the number of offences recorded.
- The offence category of 'receiving/illegal use' has been excluded as offences are usually detected by police rather than reported to police, and therefore the number of offences reflects police activity or initiatives such as the burglary reduction strategy.

Including these offence types would artificially inflate the number of property offences and the number and percentage cleared.

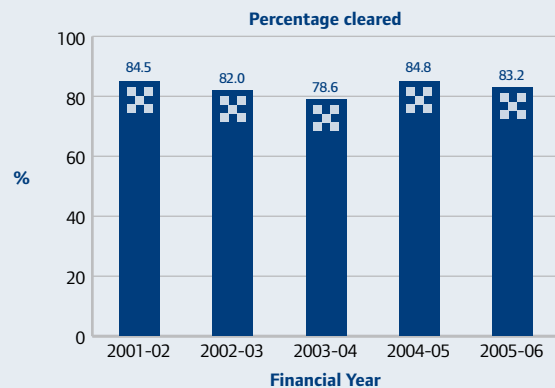
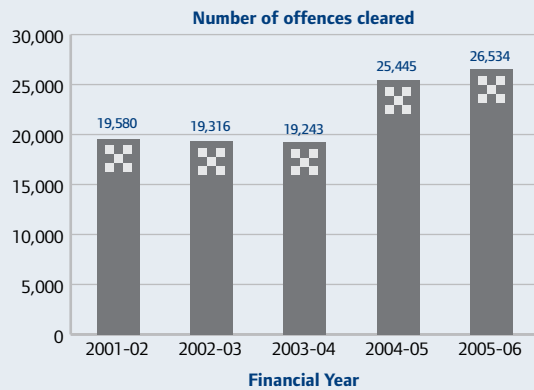
The number of 'offences against property' has increased largely due to a substantial increase in 'property damage' offences. This is attributed to an enhancement to the IMS in February 2005 that enables multiple offences of the same type on the same incident report to be recorded more easily for reporting purposes.

Indicator 4.3 illustrates the number and percentage of recorded drug trafficking offences cleared which reflects the Police Service's focus on detecting and investigating drug trafficking offences.

**Indicator 4.1: Number and percentage of selected recorded offences against the person cleared, 2001-02 to 2005-06** (a)(b)(c)(d)(e)(f)(g)(h)(i)(l)

**Analysis**

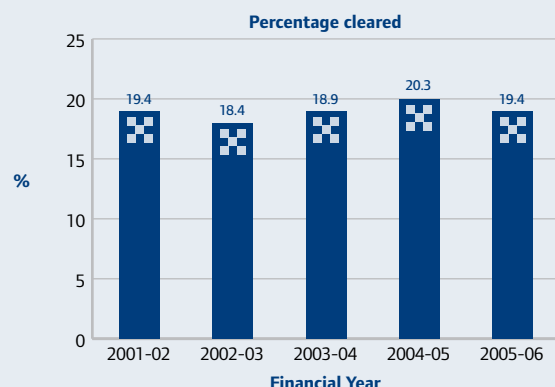
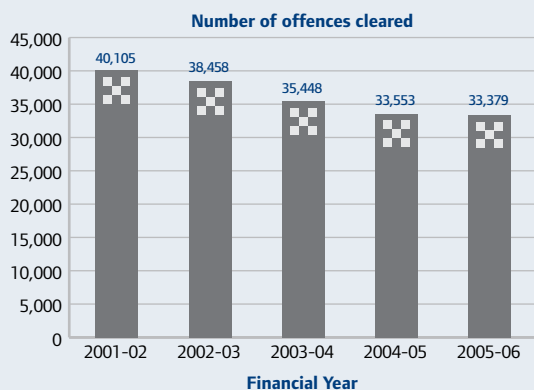
- The clearance rate has decreased from 84.8 per cent in 2004-05 to 83.2 per cent in 2005-06. This was the result of a 4.3 per cent (1,089) increase in the number of offences cleared (from 25,445 in 2004-05 to 26,534 in 2005-06) and a 6.3 per cent increase (1,890) in reported offences (from 30,007 in 2004-05 to 31,897 in 2005-06). The Police Service achieved the 2005-06 target of clearing more than 24,000 offences, but did not achieve the 2005-06 target of a clearance rate of equal to or greater than 87 per cent (see 2005-06 Budget Statements).
- The Police Service did not achieve the long-term target of improving on the 2001-02 clearance rate by 2005-06. The clearance rate was higher in 2001-02 (84.5 per cent) than in 2005-06 (83.2 per cent). This was the result of a 35.5 per cent (6,954) increase in the number of offences cleared (from 19,580 in 2001-02 to 26,534 in 2005-06) and a 37.7 per cent increase (8,739) in reported offences (from 23,158 in 2001-02 to 31,897 in 2005-06). As a consequence of this, the long-term target will be reassessed for the 2006-07 Annual Report.
- The investigation of 'offences against the person' is given the highest priority. This is reflected in the relatively high clearance rate for such offences.



**Indicator 4.2: Number and percentage of selected recorded property offences cleared, 2000-01 to 2005-06** (a)(b)(c)(d)(e)(f)(g)(h)(i)(l)

**Analysis**

- The clearance rate has decreased from 20.3 per cent in 2004-05 to 19.4 per cent in 2005-06. This occurred due to a 0.5 per cent (-174) decrease in offences cleared (from 33,553 in 2004-05 to 33,379 in 2005-06) and a 4.1 per cent (6,735) increase in reported offences (from 164,885 in 2004-05 to 171,620 in 2005-06). The Police Service did not achieve the 2005-06 targets of a clearance rate of equal to or greater than 21 per cent, or clearing equal to or more than 35,000 offences (see 2005-06 Budget Statements).
- The Police Service did achieve the long-term target of improving on the 2001-02 clearance rate by 2005-06. Whilst the clearance rate appears not to have changed in comparison with 2001-02, it has actually improved 0.09 percentage points (from 19.36 per cent in 2001-02 to 19.45 per cent in 2005-06). This improvement in the clearance rate occurred as there was a 16.8 per cent (-6,726) decrease in the number of offences cleared (from 40,105 in 2001-02 to 33,379 in 2005-06), and the number of reported offences decreased by 17.2 per cent (-35,548) (from 207,168 in 2001-02 to 171,620 in 2005-06). As a consequence of this achievement, the long-term target will be reassessed for the 2006-07 Annual Report.



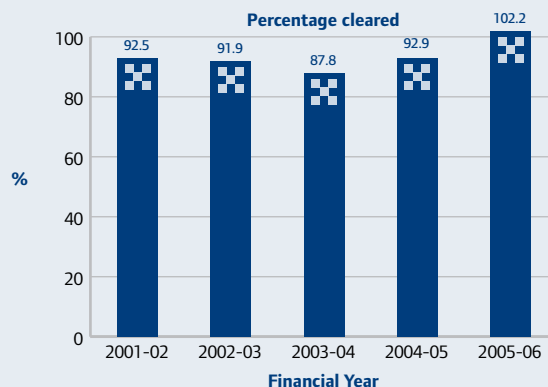
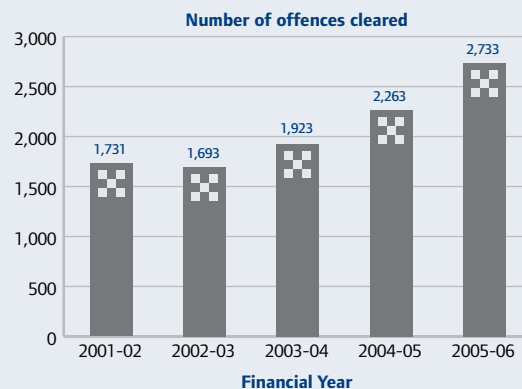




### Indicator 4.3: Number and percentage of recorded drug trafficking offences cleared, 2000-01 to 2005-06 (a)(b)(c)(d)(e)(f)(g)(h)(k)(l)

#### Analysis

- The clearance rate for 'drug trafficking' offences increased from 92.9 per cent in 2004-05 to 102.2<sup>(h)</sup> per cent in 2005-06. This was the result of a 20.8 per cent (470) increase in the number of offences cleared (from 2,263 in 2004-05 to 2,733 in 2005-06) and a 9.8 per cent (239) increase in the number of detected offences (from 2,436 in 2004-05 to 2,675 in 2005-06). The Police Service achieved the 2005-06 targets of clearing more than 2,000 offences and a clearance rate of equal to or greater than 98 per cent (see 2005-06 Budget Statements).
- The Police Service achieved the long-term target of improving on the 2001-02 clearance rate by 2005-06. The clearance rate for 'drug trafficking' offences increased from 92.5 per cent in 2001-02 to 102.2<sup>(h)</sup> per cent in 2005-06. This was the result of a 57.9 per cent (1,002) increase in the number of offences cleared (from 1,731 in 2001-02 to 2,733 in 2005-06) and a 43.0 per cent (804) increase in the number of detected offences (from 1,871 in 2001-02 to 2,675 in 2005-06). As a consequence of this achievement, the long-term target will be reassessed for the 2006-07 Annual Report.
- The majority of 'drug trafficking' offences are detected by police rather than reported to police. As a result, the clearance rate for 'drug trafficking' offences has been consistently high.



#### Notes on Key Performance Indicator 4:

- (a) This document contains statistical information on selected offences reported to, or becoming known to police and resulting in the submission of an offence/incident report in either the Offence Information System (OIS) or FrontLine Incident Management System (IMS). Excludes offences against public order, such as disorderly conduct and offences against the *Firearms Act 1973*, *Liquor Licensing Act 1988* and a number of other offences against the statute laws of this State and the Commonwealth.
- (b) The number of reported offences is not within the direct control of the police.
- (c) The statistics are preliminary and subject to revision.
- (d) The number of reported offences for a period (e.g. financial year) comprises all selected offences reported during that period and may include offences committed during earlier periods.
- (e) Pro-active policing strategies undertaken by the police to encourage the reporting of certain offences, such as domestic violence and sexual assault, and the proactive targeting by the police of certain offences will increase the number of offences reported or detected for a given period. However, a decrease in the number of reports for a targeted offence may occur in subsequent periods if the targeting has been successful or a different offence becomes a replacement target.
- (f) An offence is cleared (clearance) where an offender(s) is apprehended or processed (such as by arrest, summons, Juvenile Justice Team referral, juvenile caution, drug caution or infringement) or where, for some substantial reason, police investigations cannot be continued.

These reasons include: the offender has died; the offender is in another jurisdiction and extradition is not desired or available; insufficient evidence exists to proceed against a suspect; there is a statute bar to proceedings where an offender is under age or claims diplomatic immunity; admittance to a psychiatric facility; false or mistaken reports; withdrawn complaint; civil action recommended.

- (g) The number of offences cleared (clearances) for a period (e.g. financial year) comprises all offences for which a clearance was recorded during that period. Due to the nature and length of investigations, the number of offences cleared during a period may include offences reported prior to that period.
- (h) The clearance rate is based on the number of offences cleared during a period expressed as a percentage of the number of offences reported during the same period. The clearance rate may exceed 100 per cent due to more offences being cleared than were reported during a reporting period.
- (i) 'Offences against the person' include: homicide, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.
- (j) In Indicator 4.2, 'property offences' include: burglary, steal motor vehicle, theft, arson and property damage.
- (k) Drug trafficking is the unlawful sale, supply, cultivation or manufacture of a prohibited drug or plant.
- (l) For the number of offences cleared and the clearance rate by offence category, please refer to the Statistical Appendix.

Source: Police Service, Offence Information System (OIS) and FrontLine Incident Management System (IMS).

## Key Performance Indicator 5 – Support to judicial processes resulting in successful prosecutions

### Indicator 5.1: Percentage of guilty pleas before trial

*Target: Greater than 90 per cent.*

### Indicator 5.2: Percentage of convictions for matters listed for trial

*Target: Greater than 60 per cent.*

### Indicator 5.3: Number of deaths in custody for which the Police Service is culpable

*Target: Nil deaths in custody for which the Police Service is culpable.*

### Indicator 5.4: Number of escapes from police custody

*Target: Nil escapes from police custody.*

Police activities supporting the judicial process include police prosecutions, presenting of evidence, processing and serving of court documents, and managing the bail and court reporting process. Achieving successful prosecutions through the court system is the culmination of all the activities involved in the investigation process and is an indicator of the effectiveness of these processes.

A successful prosecution can be achieved in two ways. An accused person may enter a plea of guilty to a charge(s). This is usually a reflection of the evidence disclosed to the defence by police prosecutors in accordance with legislation introduced in 2005 which created a statutorily imposed disclosure obligation for all matters. If the accused person chooses to defend the charge, the matter is listed for trial where a successful prosecution will be achieved if they are subsequently found guilty.

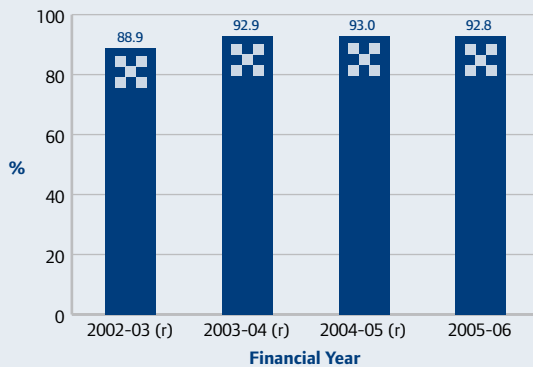
Indicators 5.1 and 5.2 encompass two aspects of effectiveness: the percentage of guilty pleas before trial and the percentage of convictions for matters listed for trial.

A significant amount of police effort is also spent on custodial services such as prisoner security and care, escorts and bail processes. Indicators 5.3 and 5.4 show the effectiveness of the Police Service in relation to its duty of care and security of persons in police custody.

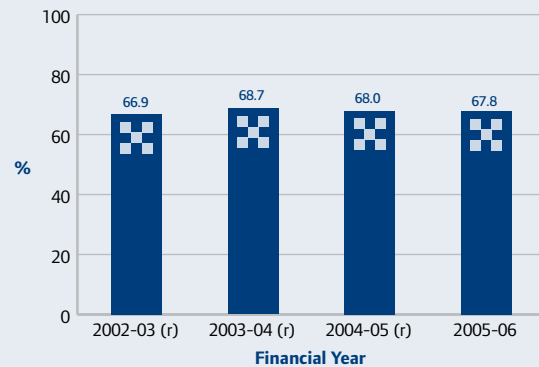




**Indicator 5.1: Percentage of guilty pleas before trial, 2002-03 to 2005-06 <sup>(a)(b)</sup>**



**Indicator 5.2: Percentage of convictions for matters listed for trial, 2002-03 to 2005-06 <sup>(a)(b)</sup>**



### Analysis

- The percentage of guilty pleas before trial decreased slightly from 93.0 per cent in 2004-05 to 92.8 per cent in 2005-06. The Police Service achieved its 2005-06 target of greater than 90 per cent (see 2005-06 Budget Statements), and has achieved the long-term target of greater than 90 per cent. As a consequence of the revised performance figures, the long-term target will be reassessed for the 2006-07 Annual Report.
- The percentage of convictions for matters listed for trial decreased from 68.0 per cent in 2004-05 to 67.8 per cent in 2005-06 (only 7.2 per cent of total matters <sup>(c)</sup> were listed for trial in 2005-06). The Police Service achieved the 2005-06 target of greater than 60 per cent (see 2005-06 Budget Statements), and has achieved the long-term target of greater than 60 per cent. As a consequence of the revised performance figures, the long-term target will be reassessed for the 2006-07 Annual Report.
- It is envisaged that with the introduction of the Trial Allocation Day that replaced the Direction Hearings, there will be some flow on effect that will continue to facilitate early pleas of guilty. In addition, the legislative requirement of full disclosure as identified in the *Criminal Procedure Act 2004* will continue to assist in early identification of matters prior to trial. The impact of the *Criminal Code Amendment Act, No. 4, 2004* (this Act created the concept “Either Way” offences) continues to filter its effects on the Magisterial jurisdiction with regard to a greater number of complex and lengthy trial matters. The Criminal Investigation Bill (2005) is expected to be introduced sometime in the 2006-07 period and may impact on police prosecutions.

### Notes on Key Performance Indicators 5.1 and 5.2:

- (a) For the purpose of this indicator, matters represent charges. This indicator includes matters that have been placed before the Magistrates Court and Children’s Court throughout the State by the police and may also include a small number of matters placed before the Keeling Islands (Christmas Island and Cocos Island) Court by the Australian Federal Police. Criminal matters placed before the District and Supreme Courts are not included.
- (b) The percentage of guilty pleas before trial is based on the number of guilty pleas expressed as a percentage of the sum of the number of guilty pleas and matters listed for trial. The percentage of convictions for matters listed for trial is based on the number of convictions expressed as a percentage of the number of matters listed for trial. Matters listed for trial may not actually proceed to trial, but a guilty or not guilty finding can still be recorded.
- (c) Total matters comprise the sum of guilty pleas and matters listed for trial.
- (r) Revised figure from that shown in the previous Annual Report. The figures for 2002-03, 2003-04 and 2004-05 have been revised due to the Department of the Attorney General conducting a review of data in their information system that has resulted in improved data quality.

**Source:**

Department of the Attorney General (Magistrates Court), CHIPS (Criminal) information system. This is a computerised case management system in which Magistrates Court and Children’s Court matters are recorded.

### Indicator 5.3: Number of deaths in custody for which the Police Service is culpable <sup>(a)(b)</sup>

2001-02	2002-03	2003-04	2004-05	2005-06	2005-06 Target
Nil	Nil	Nil	Nil	Nil	Nil

#### Analysis

- During the period 2001-02 to 2005-06, there were no deaths in custody for which the Police Service was culpable. Subject to the completion of all coronial inquiries, the Police Service has achieved both the 2005-06 target (see 2005-06 Budget Statements) and the long-term target of nil deaths in custody for which the Police Service is culpable.

#### Notes on Key Performance Indicator 5.3:

(a) The State Coroner is responsible for determining the culpability of the Police Service in the death of a person in custody.

(b) The number of deaths in custody is preliminary pending the completion of all coronial inquiries.

Source:

Police Service, Police Complaint Administration Centre Information System.

### Indicator 5.4: Number of escapes from police custody <sup>(a)</sup>

2001-02 <sup>(b)</sup>	2002-03 <sup>(c)</sup>	2003-04 <sup>(d)</sup>	2004-05 <sup>(e)</sup>	2005-06	2005-06 Target
2	1	5	3	2	Nil

#### Analysis

- In 2005-06, two persons escaped from police lock-ups compared with three in 2004-05. One person escaped from the Bunbury Lock-up and one person escaped from the Geraldton Lock-up. Both were recaptured. The Police Service did not achieve the 2005-06 target of nil escapes (see 2005-06 Budget Statements), but continues to work towards improving the security of persons in police custody in order to achieve the long-term target of nil escapes from police custody.
- The number of persons that have escaped from police lock-ups has decreased every year since 2003-04.
- The number of escapes from police lock-ups is relatively small given that over 40,000 persons pass through lock-ups each year.

#### Notes on Key Performance Indicator 5.4:

(a) Comprises persons escaping from police lock-ups only. The legal status of offenders passing through police lock-ups includes: arrested; fine defaulters; persons on remand; sentenced prisoners; and persons held on warrants.

(b) One person escaped from Broome Lock-up and one person escaped from East Perth Lock-up. Both were recaptured.

(c) One person escaped from Laverton Lock-up and was recaptured.

(d) Three persons escaped from the Carnarvon Lock-up and two escaped from the Kalgoorlie Lock-up. All were recaptured.

(e) One person escaped from the Onslow Lock-up and two persons escaped from the Fitzroy Crossing Lock-up. All were recaptured.

Sources:

Police Service, Prison Squad.

Crime Research Centre, The University of Western Australia, Crime and Justice Statistics for Western Australia, Adult Imprisonment and Community Corrections (number of receivals in police lock-ups).





## Effectiveness Indicators

### Outcome 3: Lawful road-user behaviour

The Police Service in conjunction with the community, relevant statewide and national organisations aims to improve road-user behaviour by contributing to whole-of-government road safety programs. A coordinated approach to road safety is critical to developing and implementing strategies to influence safe

road-user behaviour. This agency works in close partnership with the Road Safety Council to promote a range of education programs and awareness campaigns.

The Police Service focuses on influencing lawful road-user behaviour through proactive and intelligence-led

enforcement activities that detect and deter unsafe road-user behaviours such as drink-driving, speeding and failing to wear seatbelts.

The two indicators of effectiveness for this outcome are road-user behaviour, and the community perception of road behaviour.

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#### Key Performance Indicator 6 – Road-user behaviour

##### Indicator 6.1: Percentage of drivers tested for drink-driving who are found to exceed the lawful alcohol limit

*Aim: To target more specifically the locations where and at times when unlawful road-user behaviour is more likely.*

##### Indicator 6.2: Percentage of vehicles monitored for speeding by speed cameras that are found to exceed the lawful speed limit

*Aim: To target more specifically the locations where and at times when unlawful road-user behaviour is more likely.*

##### Indicator 6.3: Percentage of drivers who have never driven when they felt they might be over the 0.05 alcohol limit in the last six months

*Target: To improve or maintain the perceived level of lawful road-user behaviour.*

##### Indicator 6.4: Percentage of drivers who have never exceeded the speed limit by 10 km/h or more in the last six months

*Target: To improve or maintain the perceived level of lawful road-user behaviour.*

##### Indicator 6.5: Percentage of people who have never driven without wearing a seatbelt in the last six months

*Target: To improve or maintain the perceived level of lawful road-user behaviour.*

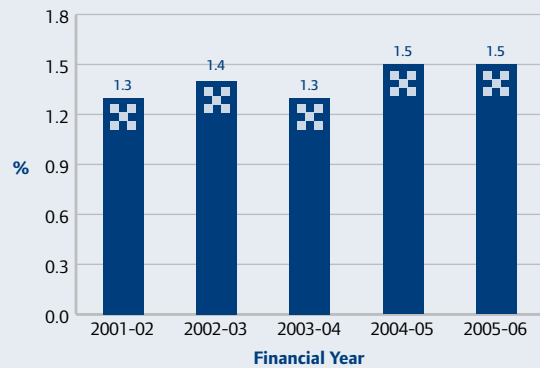
KPI 6 comprises several indicators of effectiveness. Indicators 6.1 and 6.2 reflect the Police Service's focus on enforcement as the primary strategy for influencing lawful road-user behaviour in relation to drink-driving and speeding. The aim of traffic enforcement is to both detect and deter unlawful road-user behaviour. Improving the effectiveness of traffic enforcement through, for example, intelligence-led proactive targeting of locations where and at times when there is likely to be a greater incidence of offending drivers may result in an increase in the percentage of drivers tested or monitored who are found to exceed the lawful alcohol or speed limit. However, such an increase does not necessarily mean that, overall, more people are drink-driving or speeding, but rather it indicates that the Police Service has been more effective in their detection of these unlawful road-user behaviours. This in turn has a significant deterrence value that influences the outcome of lawful road-user behaviour.

Indicators 6.3, 6.4 and 6.5 illustrate the level of lawful road-user behaviour in relation to drink-driving, excessive speed and seatbelt usage based on a driver's perception of their own behaviour in the last six months. These indicators are derived from a national survey coordinated by the Australasian Centre for Policing Research. It is important to note that road-user behaviour is not only influenced by police enforcement, but also through road safety advertising campaigns and education, commercial advertising and social factors. Consequently, the level of lawful road-user behaviour can alter over time.

**Indicator 6.1: Percentage of drivers tested for drink-driving who are found to exceed the lawful alcohol limit, 2001-02 to 2005-06 <sup>(a)(b)</sup>**

**Analysis**

- The outcome of lawful road-user behaviour is strongly influenced by the effectiveness of police traffic enforcement activities that detect and deter unlawful road-user behaviour such as drink-driving. An increase in the percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit reflects more effective detection.
- Police drink-driving enforcement initiatives in the Road Safety Strategy for Western Australia 2003-2007 produced by the Road Safety Council include: boosting the charge rate by improving strategic deployment of Random Breath Testing; fine-tuning operations to detect and deter recidivist drink-drivers (e.g. by targeting drink-driving locations); and analysing crash data to deploy resources where and when drink-driving is most common.

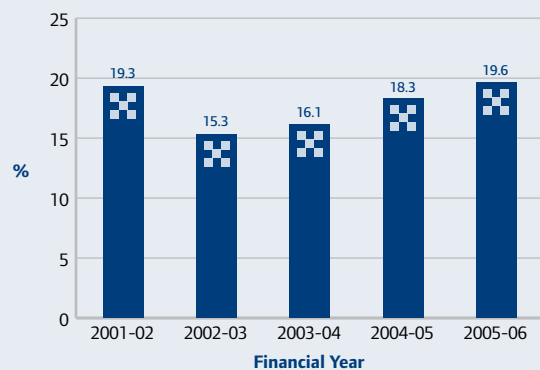


- In 2005-06, the percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit was 1.5 per cent. This was the same as 2004-05 and reflects a sustained focus on enforcement utilising an intelligence-led policing strategy that targets high volume alcohol locations and times.
- There was a 7.5 per cent (67,744) increase in the number of drivers tested for drink-driving from 908,042 <sup>(r)</sup> in 2004-05 to 975,786 in 2005-06.

**Indicator 6.2: Percentage of vehicles monitored for speeding by speed cameras that are found to exceed the lawful speed limit, 2001-02 to 2005-06 <sup>(c)(d)</sup>**

**Analysis**

- The outcome of lawful road-user behaviour is strongly influenced by the effectiveness of police traffic enforcement activities that detect and deter unlawful road-user behaviour such as speeding. An increase in the percentage of vehicles monitored by speed cameras for speeding that were found to exceed the lawful speed limit reflects more effective detection.
- Police speed enforcement initiatives in the Road Safety Strategy for Western Australia 2003-2007 produced by the Road Safety Council include: increase police visibility and unpredictability of enforcement; increase speed camera locations and supplement current camera use with a more unpredictable approach; determine optimal enforcement strategies for the use of speed and red-light cameras and radar/laser equipment; increase use of radar/laser equipment in rural areas; and analyse data for more strategic deployment.



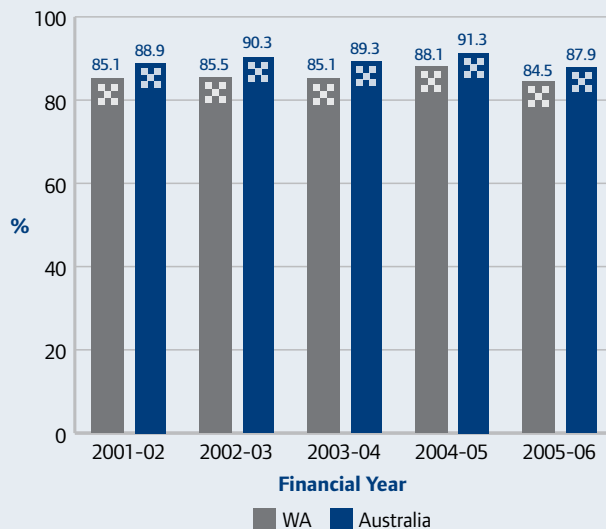
- The percentage of vehicles monitored for speeding that were found to exceed the lawful speed limit increased from 18.3 per cent in 2004-05 to 19.6 per cent in 2005-06. This increase is attributed to changes in the operational deployment of speed cameras that impacted on both the number of vehicles monitored and the proportion of vehicles detected exceeding the lawful speed limit.
- There was a 14.3 per cent (-2,819,588) decrease in the number of vehicles monitored by speed cameras from 19,686,795 in 2004-05 to 16,867,207 in 2005-06. This decrease is attributed to both the use of speed cameras in the testing of the Infringement Image and Processing System as part of the CAP Speed Project in the final quarter of the financial year, and changes in the operational deployment of speed cameras that impacted on the volume of traffic monitored.



**Indicator 6.3: Percentage of drivers who have never driven when they felt they might be over the 0.05 alcohol limit in the last six months, 2001-02 to 2005-06 <sup>(e)(f)(g)</sup>**

**Analysis**

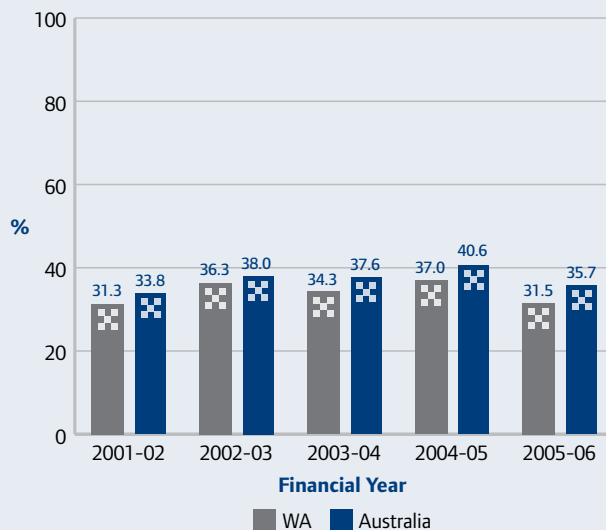
- In 2005-06, 84.5 per cent of WA drivers perceived that they had never driven when they felt they might be over the 0.05 alcohol limit in the last six months. This percentage had a 95 per cent confidence interval of between 78.7 per cent and 90.3 per cent. Statistically, this result was not significantly different compared with 2004-05 (88.1 per cent) or the national figure of 87.9 per cent.
- The apparent decrease in the percentage results between 2004-05 and 2005-06 is attributed to a change to the response categories for this survey question that was implemented in July 2005.
- The Police Service achieved the 2005-06 target of equal to or greater than 85 per cent (see 2005-06 Budget Statements) as the target was within the 95 per cent confidence interval. The Police Service is also on track to achieve the long-term target of improving or maintaining the perceived level of road-user behaviour.



**Indicator 6.4: Percentage of drivers who have never exceeded the speed limit by 10 km/h or more in the last six months, 2001-02 to 2005-06 <sup>(e)(f)(g)</sup>**

**Analysis**

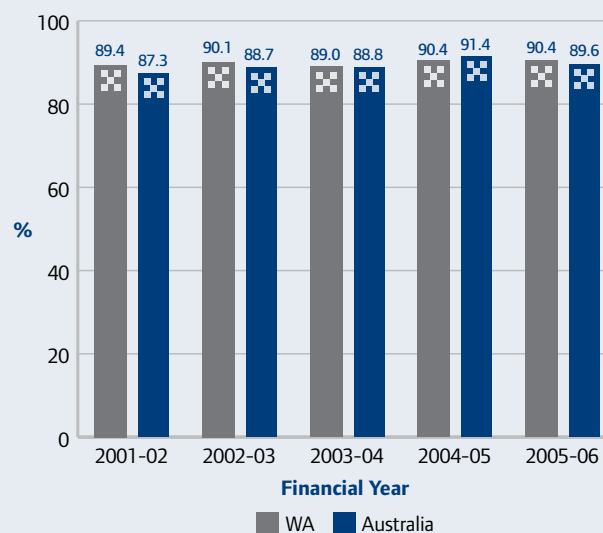
- In 2005-06, 31.5 per cent of WA drivers perceived that they had never exceeded the speed limit by 10 km/h or more in the last six months. This percentage had a 95 per cent confidence interval of between 27.7 per cent and 35.3 per cent. Statistically, this result was not significantly different to the previous year, but was significantly different to the national figure of 35.7 per cent.
- The apparent decrease in the percentage results between 2004-05 and 2005-06 is attributed to a change to the response categories for this survey question that was implemented in July 2005.
- The 2005-06 target of equal to or greater than 34 per cent (see 2005-06 Budget Statements) was based on survey data prior to July 2005 and therefore reflects the previous response categories for this survey question. As a consequence, the 2005-06 result of 31.5 per cent is not strictly comparable with that target. However, as the target was within the 95 per cent confidence interval of the 2005-06 result, the Police Service is considered to have achieved the 2005-06 target. The Police Service is working towards the long-term target of improving or maintaining the perceived level of road-user behaviour.



## Indicator 6.5: Percentage of people who have never driven without wearing a seatbelt in the last six months, 2001-02 to 2005-06 <sup>(e)(f)(g)</sup>

### Analysis

- In 2005-06, 90.4 per cent of WA drivers perceived that they had not driven without wearing a seatbelt in the last six months. This percentage had a 95 per cent confidence interval of between 84.5 per cent and 96.3 per cent. Statistically, this result was not significantly different compared with 2004-05 or the national figure of 89.6 per cent.
- The Police Service achieved the 2005-06 target of equal to or greater than 89 per cent (see 2005-06 Budget Statements) and is on track to achieve the long-term target of improving or maintaining the perceived level of road-user behaviour.



### Notes on Key Performance Indicator 6:

- (a) Achieved through the use of strategies that focus RBT (Random Breath Test) and MBT (Mobile Breath Test) enforcement activities at high alcohol consumption times and locations.
- (b) Based on the number of evidentiary charges expressed as a percentage of the total number of preliminary breath tests. The number of preliminary breath tests and evidentiary charges are derived from the Daily Traffic Returns. These statistics therefore reflect the returns that have been submitted and the accuracy of the data in those returns.
- (c) The lawful speed limit is defined as the posted speed limit shown on road signage.
- (d) Achieved through the targeted use of speed measuring equipment, both camera and officer operated, in known black-spot areas, areas of complaint or those identified as having low-speed limit compliance.
- (e) Data are based on an ongoing survey of people aged 15 years and over. The survey is coordinated by the Australasian Centre for Policing Research and commenced in July 2001. Nationally, about 22,000 people are surveyed over a twelve-month period with about 1,800 being in WA. Although persons aged 15-17 were not surveyed in 2001-02, the inclusion of this age group in 2002-03 made no significant difference to the key survey results.
- (f) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with each of the sample estimates reported in the indicators is lower than 6.1 per cent.
- (g) In July 2005, the response categories for this survey question were changed from 'Never', 'Sometimes', 'Half the time', 'Most of the time' and 'Always' to 'Never', 'Rarely', 'Sometimes', 'Most of the time' and 'Always'. This change has resulted in a lower percentage of drivers responding 'Never' in relation to drink-driving and speeding behaviour during 2005-06. This has affected comparability with previous periods.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

#### Sources:

Police Service, Traffic Enforcement and Crash Executive Information System (TEACEIS). Data extracted on 10 July 2006.

National Survey of Community Satisfaction with Policing coordinated by the Australasian Centre for Policing Research (unpublished data).







## Key Performance Indicator 7 – Community perception of road behaviour

**Indicator 7.1: Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood.**

**Target: To lower or maintain the perception that speeding cars, dangerous or noisy driving is a problem.**

Unlike Indicators 6.3, 6.4 and 6.5 that are based on the driver's own perceived level of lawful road-user behaviour, Indicator 7.1 reflects the broader community's perception of the incidence of adverse road-user behaviours in their own neighbourhood. The extent to which speeding cars, dangerous or noisy driving is perceived as a problem can be influenced by the police and therefore it is considered a relevant effectiveness indicator for Outcome 3 – Lawful road-user behaviour. The data for this indicator are also obtained from the national survey coordinated by the Australasian Centre for Policing Research.

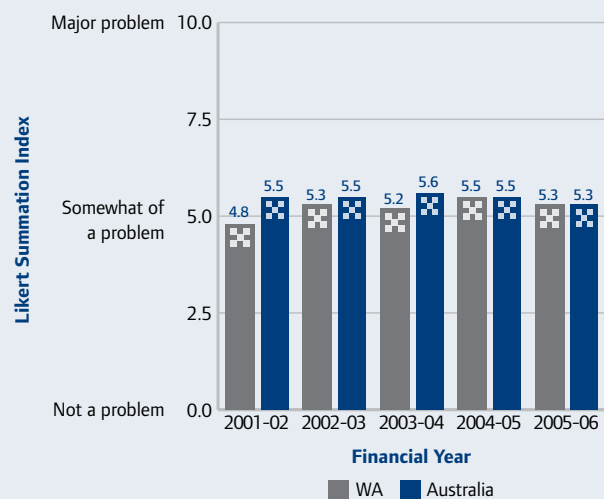
The results of the survey have been analysed using the following two methods:

- A Likert Summation Index – a scaling technique that is widely used across the social sciences to effectively measure shifts in attitudes and opinions. For more information about the index, please refer to the notes accompanying the indicator.
- A response frequency basis – expressed as the proportion (percentage) of responses by category, for example, the proportion of the community who thought speeding cars, dangerous or noisy driving was a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

**Indicator 7.1: Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood, 2001-02 to 2005-06** (a)(b)(c)(d)

### Analysis

- In 2005-06, the extent to which the WA community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood (5.3) was not significantly different compared with 2004-05 or the national result. The national result of 5.3 for 2005-06 was significantly lower compared with 2004-05 (5.5).
- The Police Service achieved the 2005-06 target of equal to or less than 5.5 (see 2005-06 Budget Statements) and is on track to achieve the long-term target of lowering or maintaining the perception that speeding cars, dangerous or noisy driving is a problem.
- In 2005-06, 72.2 per cent of the WA community thought speeding cars, dangerous or noisy driving was either a 'major problem' or 'somewhat of a problem' in their neighbourhood.



#### Notes on Key Performance Indicator 7:

- (a) Data are based on an ongoing survey of people aged 15 years and over. The survey is coordinated by the Australasian Centre for Policing Research and commenced in July 2001. Nationally about 22,000 people are surveyed over a twelve-month period with about 1,800 being in WA. Although persons aged 15–17 were not surveyed in 2001-02, the inclusion of this age group in 2002-03 made no significant difference to the key survey results.
- (b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with each of the sample estimates used in compiling the chart for Indicator 7.1 is lower than 2.2 per cent.
- (c) This indicator uses as a unit of measurement the Likert Summation Index. This is a method for aggregating responses to obtain one measure of the overall (or 'average') level of attitude/opinion. This method converts the data collected using a Likert scale into an interval scale, and then derives a measure of centrality.

The Likert scale is converted into an interval scale by assigning equal-distant 'scores' to each category in the scale. For example, where the indicator relates to problems in the neighbourhood, the three response categories are assigned scores as follows:

- 'major problem' (10);
- 'somewhat of a problem' (5); and
- 'not a problem' (0).

The summation index measure is obtained by multiplying the number of responses in each category by their respective score, summing these results and dividing this total by the total number of responses.

- (d) The term 'neighbourhood' replaced the term 'local area' in July 2004 which may have affected data comparability with previous periods.

Source: National Survey of Community Satisfaction with Policing coordinated by the Australasian Centre for Policing Research (unpublished data).



## Efficiency Indicators

Key efficiency indicators demonstrate the efficiency with which the Police Service allocates its resources to the appropriate services to create a safer and more secure community. Efficiency can be measured in terms of both cost and timeliness. Table 1 shows the cost and timeliness efficiency indicators and the service(s) to which they apply together with the comparative performance for the 2004-05 and 2005-06 financial years. In 2006-07, the number of services will increase from five to seven. The efficiency indicators and targets that apply to each of these seven services in 2006-07 are presented in Table 2.

Table 1: Key Efficiency Indicators – Cost and timeliness of police services

EFFICIENCY INDICATORS	Outcomes / Services												
	Lawful behaviour and community safety				Offenders apprehended and dealt with in accordance with the law				Lawful road-user behaviour				TOTALS
	Service 1: Services to maintain lawful behaviour and prevent crime		Service 2: Emergency management and coordination		Service 3: Response to and investigation of offences		Service 4: Services to the judicial process		Service 5: Traffic law enforcement and management				
Cost	2004-05	2005-06	2004-05	2005-06	2004-05	2005-06	2004-05	2005-06	2004-05	2005-06	2004-05	2005-06	
Cost of service (\$ million)	246.774 <sup>(r)</sup>	268.415	11.226 <sup>(r)</sup>	11.886	226.462 <sup>(r)</sup>	255.899	59.878 <sup>(r)</sup>	53.843	105.921 <sup>(r)</sup>	102.624	650.261 <sup>(r)</sup>	692.667	
Average cost (\$) per hour for providing services <sup>(a)(b)</sup>	77	81	88	93	76	na	80 <sup>(r)</sup>	83	71	76	76	81	
Average cost (\$) per person per service <sup>(c)</sup>	124	132	6	6	114	126	30	27	53	51	326 <sup>(r)</sup>	341	
Average cost (\$) per response/investigation <sup>(d)</sup>					1,058 <sup>(r)</sup>	1,133							
Average cost (\$) per guilty plea <sup>(e)</sup>							36 <sup>(r)</sup>	28					
Average cost (\$) per non-guilty plea <sup>(e)</sup>							289 <sup>(r)</sup>	227					
Timeliness													
General calls for police assistance (not including '000' calls) answered within 20 seconds <sup>(f)(g)</sup>	79%	86%											
Emergency calls (000) for police assistance answered within 20 seconds <sup>(h)</sup>					78%	96%							
Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene <sup>(i)(j)(k)(l)(m)(n)</sup>													
Priority 1-2 calls					8 mins	8 mins							
Priority 3 calls					20 mins	20 mins							

Table 2: Key Efficiency Indicators – Cost and timeliness targets for 2006-07

EFFICIENCY INDICATORS	Outcomes / Services						
	Lawful behaviour and community safety				Offenders apprehended and dealt with in accordance with the law		Lawful road-user behaviour
	Service 1: Intelligence and protective services	Service 2: Crime prevention and public order	Service 3: Community support (non-offence incidents)	Service 4: Emergency management and coordination	Service 5: Response to and investigation of offences	Service 6: Services to the judicial process	Service 7: Traffic law enforcement and management
Cost	2006-07 Target	2006-07 Target	2006-07 Target	2006-07 Target	2006-07 Target	2006-07 Target	2006-07 Target
Cost of service (\$ million)	66.754	107.420	89.005	16.589	268.926	77.258	129.172
Average cost (\$) per hour for providing services <sup>(o)(p)</sup>	86	86	86	98		90	79
Average cost (\$) per person per service <sup>(q)</sup>	32	52	43	8	130	37	62
Average cost (\$) per response/investigation					1,230		
Average cost (\$) per guilty plea <sup>(e)</sup>						50	
Average cost (\$) per non-guilty plea <sup>(e)</sup>						397	
Timeliness							
General calls for police assistance (not including '000' calls) answered within 20 seconds <sup>(f)(g)</sup>			85%				
Emergency calls (000) for police assistance answered within 20 seconds <sup>(h)</sup>					90%		
Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene <sup>(i)(k)(l)(m)(n)</sup>							
Priority 1–2 calls					9 minutes		
Priority 3 calls					20 minutes		



## Analysis

### Cost Efficiency Indicators

- The total cost of all police services increased by seven per cent in 2005-06 to \$692,667,000. This increase is mainly attributable to funding increases relating to salaries and employee-related costs (additional Police Officer recruiting programs, EBA flow-on increases and provision for salary increases), Delta Communication and Technology and CADCOM projects, counter-terrorism, depreciation, general cost escalation, Capital User Charge, building maintenance, and a number of other initiatives including Canine expansion, additional Gordon Inquiry funding, smarter policing (DNA), Frontline Initiative, etc.
- There were variations in the cost of each service for 2005-06 compared with 2004-05. These variations reflect each service's portion of the increase in funding and the internal allocation and application of resources according to operational needs due to the reactive nature of policing. In 2005-06, the cost of services increased 13 per cent for 'Response to and investigation of offences', nine per cent for 'Services to maintain lawful behaviour and prevent crime', and six per cent for 'Emergency management and coordination'. The cost of services decreased by 10 per cent for 'Services to the judicial process' and three per cent for 'Traffic law enforcement and management'.
- 'Services to maintain lawful behaviour and prevent crime' and 'Response to and investigation of offences' represented the largest resource commitments in both 2004-05 and 2005-06. The cost of these two services combined was 76 per cent of the total cost of all police services in 2005-06. 'Traffic law enforcement and management' (15 per cent) was also a major commitment.

### In 2005-06:

- The total average cost per hour for providing police services increased by six per cent to \$81. The average cost per hour for providing police services increased for all applicable services. For 'Services to maintain lawful behaviour and prevent crime' and 'Emergency management and coordination', this increase reflects a moderate increase in appropriation while the increase for 'Services to the judicial process' and 'Traffic law enforcement and management' reflects a decrease in the number of hours allocated to these services.
- The average cost per hour for providing police services was lower than the 2005-06 target for 'Services to maintain lawful behaviour and prevent crime' and 'Services to the judicial process', but higher for 'Emergency management and coordination' and 'Traffic law enforcement and management' (see 2005-06 Budget Statements).
- The average cost per person increased for 'Services to maintain lawful behaviour and prevent crime' and 'Response to and investigation of offences' compared with 2004-05, but decreased or remained unchanged for the other services.
- The average cost per response/investigation was \$1,133 which was lower than the 2005-06 target of \$1,148 (see 2005-06 Budget Statements).
- The average cost per guilty plea was \$28, a 22 per cent decrease compared with 2004-05 (\$36). Similarly, the average cost per non-guilty plea decreased by 21 per cent to \$227 compared with \$289 in 2004-05. This decrease reflects an increase in the number of guilty and non-guilty pleas and a reduction in the cost of 'prosecution' activities. The average cost per guilty plea and non-guilty plea were lower than the 2005-06 targets of \$45 and \$361, respectively (see 2005-06 Budget Statements).

### Timeliness Efficiency Indicators

#### In 2005-06:

- The percentage of general calls for police assistance answered within 20 seconds was 86 per cent. This was an improvement in performance compared with 2004-05 (79 per cent). The Police Service achieved the 2005-06 target of 80 per cent (see 2005-06 Budget Statements).
- The percentage of emergency calls (000) for police assistance answered within 20 seconds was 96 per cent. This was a significant improvement in performance compared with 2004-05 (78 per cent). The Police Service achieved the 2005-06 target of 90 per cent (see 2005-06 Budget Statements).
- The average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene for priority 1-2 calls was 8 minutes and 20 minutes for priority 3 calls. The Police Service achieved the 2005-06 targets of 9 minutes for priority 1-2 calls and 20 minutes for priority 3 calls (see 2005-06 Budget Statements).

### Notes on Efficiency Indicators:

- (a) Calculated by dividing the Actual Total Cost for each Service by the actual operational hours for each Service.
- (b) Allocation of cost and hours based on Police Service Activity Surveys for the period.
- (c) Calculated by dividing the Actual Total Cost for each Service by the Estimated Resident Population for Western Australia as at December 2004 and December 2005, respectively.
- (d) The number of responses/investigations is based on the total number of selected reported offences excluding receiving/illegal use, fraud and graffiti offences.
- (e) For the purpose of this indicator, matters represent charges. This indicator includes matters that have been placed before the Magistrates Court and Children's Court throughout the State by the police, and may also include a small number of matters placed before the Keeling Islands (Christmas Island and Cocos Island) Court by the Australian Federal Police. Criminal matters placed before the District and Supreme Courts are not included.
- (f) General calls to the Police Assistance Centre (131 444) not including emergency '000' calls or calls from security firms, education security, St John Ambulance, Fire and Emergency Services, Cab Alert and Western Power.
- (g) On 2 May 2005, the Police Service introduced 131 444 as the general telephone number for the Police Assistance Centre. The catchment area for 131 444 includes the general telephone calls previously made to 9222 1111 and the majority of calls previously directed to police sub-districts. Prior to 2 May 2005, telephone calls directed to police sub-districts were not counted in this Key Efficiency Indicator as there was no record of the volume of calls or the time taken to answer these calls.
- (h) Emergency calls to the Police Operations Centre ('000') not including general (131 444) calls or calls from security firms, education security, St John Ambulance, Fire and Emergency Services, Cab Alert, and Western Power.
- (i) Priority 1 tasks cover offences such as: an armed hold-up in progress; armed offender incident in progress; and other life-threatening incidents. Priority 2 tasks cover incidents where life or property is, or may be, in a state of threat or imminent danger. Due to the extremely small number of Priority 1 incidents (which are statistically insignificant), these are included with Priority 2 incidents to calculate a combined response time.
- (j) Priority 3 tasks cover incidents requiring immediate attention, but are not life-threatening at that time. Priority 3 incidents may involve the welfare of a person, the possible apprehension of offenders or the preservation of evidence. This requires the dispatch of the first available local/district or other resource.
- (k) EXCEPTIONS
- In order to provide an accurate indication of response times, the following types of incidents have been excluded from the response time calculations as they do not contribute to measuring service delivery and have the potential to skew results:
- Scheduled Events – are incidents created for attendance at a later time (e.g. Royal Flying Doctor Service escorts).
  - Pursuits – are deemed 'arrived' at the time of creating the CAD incident.
  - Change of Incident Response Priority – where incidents are subject to a priority upgrade (e.g. priority 4 to priority 2), the applicable response target time becomes that of the new priority group, however the Target response time for that Priority may already have expired.
  - Incidents with no recorded 'At Scene' time – due to a number of circumstances these do not have an 'At Scene' time recorded.
- (l) The response time has been formulated from the time the incident was initiated in the CAD system to arrival of the first resource at the scene. The response times of other resources that may also attend the same incident are excluded.
- (m) The paramount considerations in responding to all incidents are the safety of the community and police officers, and the quality of the response. Response times are therefore considered to be indicative and only one aspect of police performance when responding to incidents. Response times are affected by many factors including the number of available police, existing job demands and priorities, road and weather conditions.
- (n) Population growth and the development of new housing estates in the metropolitan area have a significant impact on existing policing districts. Several of the metropolitan districts have police sub-districts that lie on the periphery of the metropolitan area. Whilst patrolling these outlying sub-districts is contained within a district's service delivery model, it is not necessarily true that an operational unit will be in the area when a high priority task arises. It is reasonable to assume that responding to Priority 1, 2 or 3 tasks in these marginal metropolitan areas may experience delays beyond the target response times.
- (o) Calculated by dividing the 2006-07 Budget Total Cost for each Service by the 2006-07 Budget operational hours for each Service.
- (p) Allocation of cost and hours estimated using Police Service Activity Surveys.
- (q) Calculated by dividing the 2006-07 Budget Total Cost for each Service by the Series B Projected Estimated Resident Population for Western Australia as at June 2007. Series B Projected Estimated Resident Population assumes medium levels of fertility, life expectancy, overseas migration and interstate migration flows.
- (r) Revised figure from that shown in the previous Annual Report. The 2004-05 financial year 'Cost of Service' has been revised in accordance with the First-Time adoption of the Australian equivalents to International Financial Reporting Standards. The average cost per guilty and non-guilty plea has been revised due to updated data provided by the Department of the Attorney General.
- na Denotes not applicable.

### Sources:

Total cost of Service from Schedule of Income and Expenses by Services for the years ending 30 June 2005 and 30 June 2006, respectively.

Operating hours are obtained from the Resource Management Information System and are distributed according to percentages from Police Service Activity Surveys.

Australian Bureau of Statistics, Australian Demographic Statistics, December Quarter 2005 (ABS Cat. No. 3101.0) and Population Projections, Australia 2004 to 2101 (ABS Cat. No. 3222.0).

Department of the Attorney General (Magistrates Court), CHIPS (Criminal) information system. This is a computerised case management system in which Magistrates Court and Children's Court matters are recorded.

Police Service, Communications Division, Computer Aided Dispatch (CAD) system. This system is used for creating and managing tasks for police attendance within the metropolitan area.

