



ANNUAL REPORT 2006

Western Australia Police

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Principal Offices

Local Police Stations

Police Assistance **131 444**
General Enquiries **131 444**

Crime Stoppers

Free call **1800 333 000**

Specialist Crime Portfolio

Curtin House, 60 Beaufort Street
Perth 6000
Telephone **08 9223 3002**
Facsimile **08 9223 3664**

Traffic and Operations

Police Headquarters
2 Adelaide Terrace
East Perth 6004
Telephone **08 9222 1444**
Facsimile **08 9222 1736**

Corporate Risk Management

26 St Georges Terrace
Perth 6000
Telephone **08 9223 1005**
Facsimile **08 9223 1076**

Police Headquarters

2 Adelaide Terrace
East Perth 6004
Telephone **08 9222 1111**

Police Academy

81 Lakeside Drive
Joondalup 6027
Telephone **08 9301 9500**
Facsimile **08 9301 9555**

Media and Public Affairs

Police Headquarters
2 Adelaide Terrace
East Perth 6004
Telephone **08 9222 1529**
Facsimile **08 9222 1060**

Website

Western Australia Police
www.police.wa.gov.au

Associated Websites

Crime Stoppers
www.wa.crimestoppers.com.au

PCYC
www.wapcyc.com.au

Blue Light Association
www.bluelight.com.au



ANNUAL REPORT 2006

Western Australia Police

Core Values

- Honesty:** to ourselves, our jobs, our colleagues and the community
- Respect:** based on human dignity; respect for individual needs and differences; respect in our communications to individuals and groups in the community and each other
- Fairness:** consistency and equity in our decisions and processes, in dealing with the community and with each other
- Empathy:** for victims and vulnerable groups in the community
- Openness:** we will be open with the community and each other, the only exception being where there is organisational risk
- Accountability:** for ourselves, our team and our agency

Our Mission:

To enhance the quality of life and well-being of all people in Western Australia by contributing to making our State a safe and secure place

Welcome to the Annual Report 2006

Western Australia Police

Hon. John Kobelke MLA

**Minister for Police and Emergency Services;
Community Safety; Water Resources; Sport
and Recreation**

In accordance with section 62 of the *Financial Administration and Audit Act 1985*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Western Australia Police Service for the year ending 30 June 2006.

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



Karl J O'Callaghan APM

Commissioner of Police

26 September 2006



Commissioner's Foreword

I continually receive positive feedback from the community about the changing face of policing in WA. As a result of the Frontline First reform program within the Western Australia Police Service (WA Police) police officers are seen to be more visible than in past years, and that visibility is producing encouraging results. The combination of Frontline First strategies contributing to this higher visibility include:

- more police in operational areas;
- dedicated central units such as the Regional Operations Group and the Traffic Enforcement Group; and
- more focus on demand-led rostering and prioritising resources to the frontline.

Our increased presence on the streets has had an impact on crime and anti-social behaviour and is resulting in increased feelings of safety and security for the community. Whilst there have been some excellent results throughout the year, we understand that we still have a way to go. We will continue to focus our efforts to address those issues that cause the most concern for the community, such as volume crime, errant driver behaviour and anti-social behaviour.

In relation to anti-social behaviour, the Anti-social Behaviour Reduction Strategy was launched during the year. This Strategy provides a framework for reducing the incidence of anti-social behaviour within the community, with a commitment to preventing this behaviour and adopting a no-tolerance approach to apprehending offenders. Evidence of this strategy in practice was this year's Skyworks. I was on the ground for much of the event and both witnessed and was involved in operations first hand. The decisive, methodical and committed action by police officers leading to a higher number of arrests highlighted that we mean what we say about not tolerating anti-social behaviour.

Another aspect of the reform agenda is a more contemporary, unified and professional image. Two significant changes occurred throughout the year as steps towards achieving this goal:

- The first was the unfurling of the new Police Flag in September. After more than 30 years with the previous flag, which was a derivation of the State Flag, the WA Police now has colours that reflect its identity and can truly be considered unique. The flag design was the result of a competition held among high school art students; the winning design is both contemporary and retains some traditional elements. The swan has long been a motif on police uniforms and other emblems. On the new flag, the swan is in a fighting stance, symbolising all police officers' obligations to protect the community.
- The second was the final rollout of the new uniforms in April, which saw police officers throughout the State wearing the same colour and style of uniform.

The arrests in New South Wales and Victoria throughout the year of a number of people believed to be plotting a terrorist incident in Australia were reminders that policing is becoming increasingly more challenging and complex. The fact that police and intelligence agencies were able to respond quickly is evidence that building a counter-terrorism capacity in policing is essential and is occurring.

The WA Police works closely with other Federal and State Government agencies to ensure that we have the capacity to respond to emergencies if required. There is also an increased commitment by this agency to training, procurement of equipment and reviewing policies and standard operating procedures. Additionally, our response capabilities are tested on a regular basis through the conduct of counter-terrorist and emergency management exercises – four exercises were conducted during the year.

Expanding policing capacity is something we are doing as part of the Government commitment to increasing the number of police officers by 350 and police staff by 160 before June 2009. The net result of this increase in numbers will be 500 more police officers deployed to frontline duties.

If current rates of attrition continue, increasing the number of police officers by 350 will require us to recruit and train approximately 1,400 officers. Due to the competitive employment market, the increasing demand for policing skills in police-related industries and the current low unemployment rate in Australia, we are facing some significant challenges in meeting the increase. To meet these challenges, we have developed a number of recruitment strategies to ensure that targets are met. These strategies included overseas recruitment and the accelerated training of police officers who already possess police experience.

One of the most difficult jobs that a Commissioner has to do is to consider Loss of Confidence proceedings against serving police officers. Since becoming Commissioner, I have had to deal with 40 of these proceedings where officers have resigned or were dismissed as a result of the Loss of Confidence process. I have made it clear to all my officers, that those who engage in this type of behaviour have very little chance of retaining their job as a police officer. However, I have also constantly reminded officers that if they make an error of judgement when acting in good faith, then I will defend and support them. I have made it clear that we must constantly remind ourselves of what it takes to be police officers and for us both individually and collectively to retain the trust of the community.

A number of assaults on police officers in the year again highlighted how dangerous policing can be. I believe police officers should be provided a high level of protection in the role they perform.



‘There is no doubt that our increased presence and visibility on the streets has had an impact on crime and anti-social behaviour and is resulting in increased feelings of safety and security for the community.’

To reinforce this commitment to officer welfare, I have worked with the Government to implement strategies to ensure that those who assault either on- or off-duty police or other public officers are dealt with appropriately.

On a related subject, to enhance officer welfare and overall wellbeing, the WA Police Corporate Health Strategy ‘Fit for Life’ was launched in April. The strategy is based on a comprehensive, integrated workplace health-promotion model to address employee health, fitness and wellbeing, in conjunction with improving the work environment. Essentially, the long-term goal of ‘Fit for Life’ is to enable WA Police employees to meet the demands of work and life outside of work. Apart from the duty of care to employees that I have as Commissioner, a key driver for implementing this strategy is the numerous studies that have shown that a healthy workforce is a productive workforce.

Finally, this report contains some positive movements in crime statistics. The number of reported offences for robbery, burglary and motor vehicle theft have fallen. In addition, the clearance rates for burglary and motor vehicle theft have improved. This shows that the style of policing we are adopting and our commitment to getting officers to the frontline is starting to pay dividends. As I stated previously, while these results are encouraging, we will continue to examine ways to improve our performance and ultimately the safety and security of the Western Australian community.

Karl J O'Callaghan APM

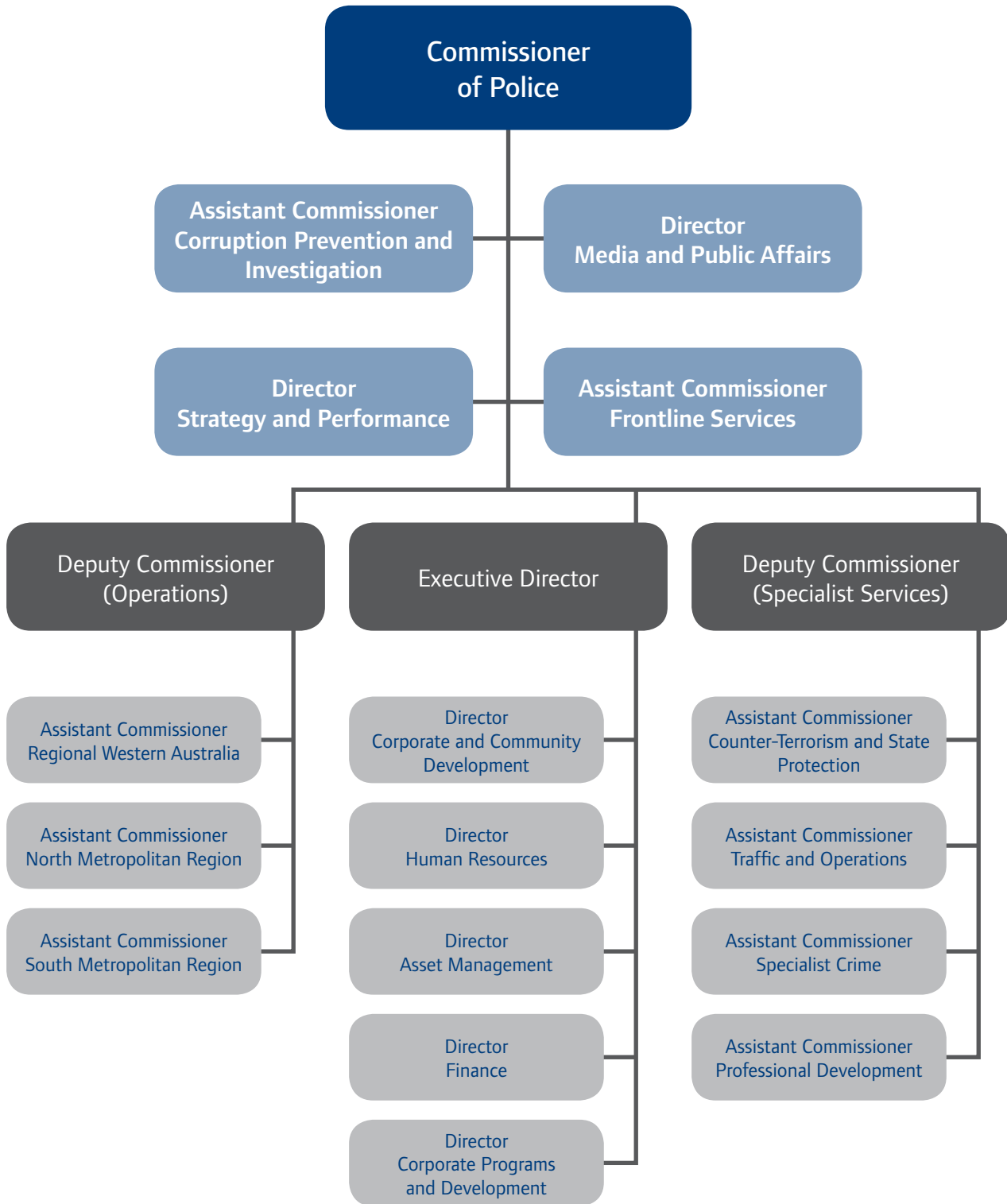
Commissioner of Police

26 September 2006



Senior Management Structure

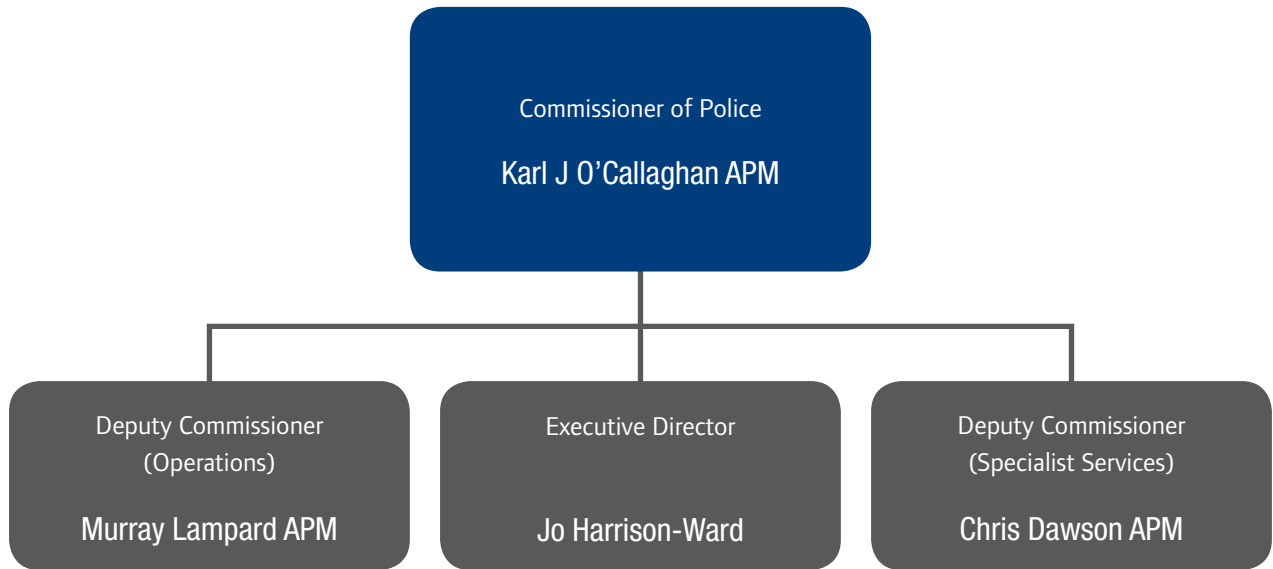
(as at 30 June 2006)



Note 1: The Commissioner of Police is appointed by the Executive Council for a three-year term.

Note 2: The Assistant Commissioner Frontline Services was created on 1 June 2006. It is a temporary position for a period of 12 months, with the role of coordinating and integrating the range of projects relating to providing a better quality frontline policing service.

Corporate Executive Team (as at 30 June 2006)



The Corporate Executive Team (CET) maintains a focus on both the external and internal policing environment to make decisions on the strategic direction of the agency. The CET meets on a regular basis to discuss and action high level issues such as: corporate policy; corporate performance; annual budgets and financial performance; compliance with internal and external requirements; and strategic resource requests.



From left to right: Deputy Commissioner Murray Lampard, Commissioner Karl O'Callaghan, Deputy Commissioner Chris Dawson, Ms Jo Harrison-Ward



Corporate Executive Team Biographies

Karl J O'Callaghan APM

Commissioner of Police

Commissioner O'Callaghan commenced employment with WA Police as a police cadet in 1974 and graduated from the Police Academy in January 1976 as Dux of Course. His policing career has included work at Police Communications, Port Hedland, Manjimup Traffic, Community Education and the Police Academy. In 1996, Karl was promoted to Superintendent, Professional Standards and in 1998 he worked as the District Superintendent at Northam and Cannington. In 2001, he was appointed to the position of Assistant Commissioner, Strategic and Corporate Development. Karl's qualifications include a Bachelor of Education, Bachelor of Arts, and a PhD. He is also an Adjunct Associate Professor at the Sellenger Centre for Police Research, Edith Cowan University. In 1997, he was awarded a Churchill Fellowship and completed an international study of the development of ethics and professional standards education in police services.

Chris Dawson APM

Deputy Commissioner (Specialist Services)

Deputy Commissioner Dawson joined the WA Police in 1976 as a police cadet and graduated from the Police Academy in 1978. His first 10 years saw him policing in metropolitan and country locations. In subsequent years, Chris took on the roles of instructor at the Detective Training School, investigator at the Commercial Crime Division and manager of Legal Services Branch. He was promoted to Superintendent in 1999 to become the first Principal of the new Police Academy in Joondalup. After four years at the Academy, Chris took on the role of District Superintendent, Central Metropolitan and from October 2003 acted as the Assistant Commissioner, Corporate Programs and Development until being promoted to his current rank. Chris has a Diploma of Policing and a Graduate Certificate in Police Management.

Murray Lampard APM

Deputy Commissioner (Operations)

Deputy Commissioner Lampard joined the WA Police in 1976. He has been an operational detective for the majority of his career and has investigated major crimes in both country and metropolitan districts. From 1996 to 2005, Murray has held positions of Executive Detective Superintendent in the Crime Investigation and Intelligence Services Portfolio, District Superintendent, South East Metropolitan, Commander of the then North-Eastern Region, and Assistant Commissioner Regional WA. Murray has a Master of Business Administration, and a number of Graduate Diplomas in Business, Management, Policing, Applied Management, Criminal Investigations and Executive Leadership. Murray is an Adjunct Associate Professor to the School of Law and Justice at Edith Cowan University.

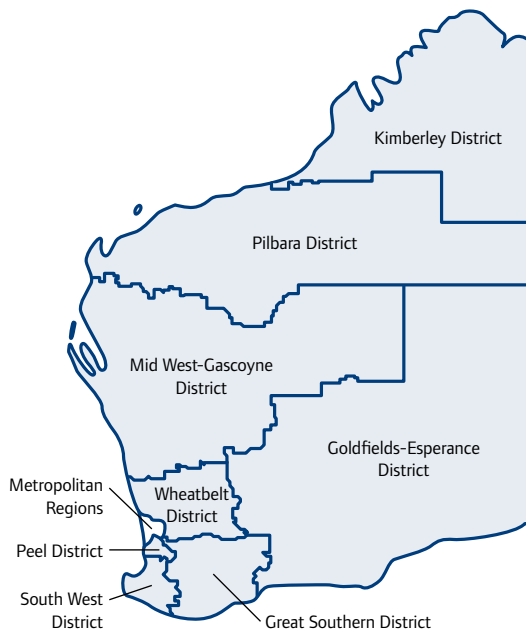
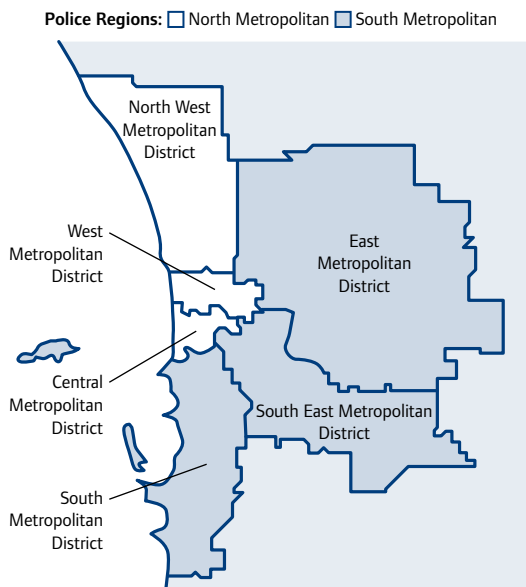
Jo Harrison-Ward

Executive Director

Ms Jo Harrison-Ward was the first woman appointed to the position of Executive Director in January 2005. She joined the public service in 1993 as senior advisor on emergency services to the Minister for Emergency Services over a five-year period. In 1998, she was appointed Manager of Policy and Strategic Planning at the Fire and Emergency Services Authority of WA (FESA) and also held the position of Manager of Media and Public Affairs at FESA. In 2001, Jo was appointed to the position of Director, Machinery of Government Implementation at the Department of Local Government and Regional Development, and then undertook the position of Executive Director, Emergency Management Services at FESA. Jo holds a Graduate Certificate in Management and Master of Leadership and Management. She was awarded a Churchill Fellowship in 2004 to study Engaging the Community in Emergency Management.

Region/Portfolio Structure (as at 30 June 2006)

The WA Police provides policing services through a regional structure comprising three regions, 14 districts and 163 police stations. This structure is complemented by two specialist operational support portfolios – Specialist Crime, and Traffic and Operations.



* The number of police stations includes the Kintore Multi-jurisdictional Police Facility in the Northern Territory that commenced operation in April 2004, and the Warakurna Multi-function Police Facility that is expected to be fully operational in September 2006.

Source: Area and preliminary Estimated Resident Population as at 30 June 2005, obtained from the Australian Bureau of Statistics publication Regional Population Growth 2004-05 (ABS Cat. No. 3218.0).

North Metropolitan Region

Districts:	No. of police stations
Central Metropolitan	7
North West Metropolitan	6
West Metropolitan	6
Total	19
Area in square kilometres	1,009
Population as at 30 June 2005	631,517
Number of police officers	970
Number of police staff	88
Ratio of police officers to population	1:651

South Metropolitan Region

Districts:	No. of police stations
East Metropolitan	6
South East Metropolitan	5
South Metropolitan	8
Total	19
Area in square kilometres	3,472
Population as at 30 June 2005	833,411
Number of police officers	1,055
Number of police staff	103
Ratio of police officers to population	1:790

Regional Western Australia

Districts:	No. of police stations
Goldfields-Esperance	15
Great Southern	21
Kimberley	10
Mid West-Gascoyne	19
Peel	6
Pilbara	14
South West	15
Wheatbelt	25
Total	125*
Area in square kilometres	2,527,943
Population as at 30 June 2005	545,185
Number of police officers	1,391
Number of police staff	136
Ratio of police officers to population	1:392

Specialist Crime

Number of police officers	483
Number of police staff	102

Traffic and Operations

Number of police officers	504
Number of police staff	352

Introduction

Over the past few years, the WA Police has been implementing a significant reform program. Some of the impetus for this reform was the Kennedy Royal Commission (KRC), and many of the significant projects being implemented relate to recommendations within the Final Report of the KRC. However, under the banner of Frontline First, the WA Police Executive has taken a more holistic view in relation to reform and changing the culture of the agency.

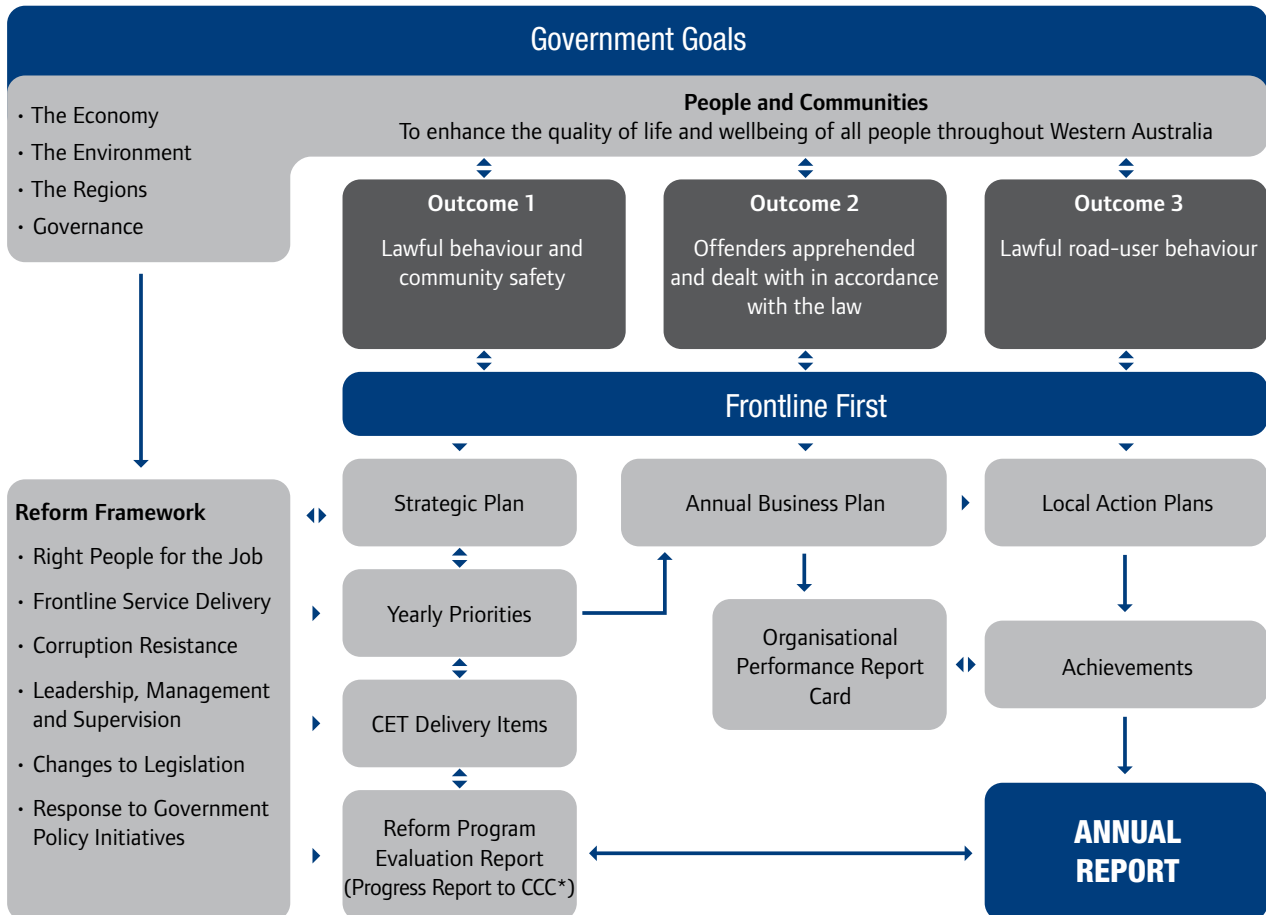
Frontline First is about increasing WA Police's capacity to provide better policing services to the community through:

- increasing police presence and visibility;
- increasing the number of police officers on the frontline;
- reducing administrative duties for frontline officers;
- increasing the quality of police response to calls for assistance;
- improving supervision and management;
- focusing management and reform activities on achieving frontline results; and
- reporting progress to the community in relation to service delivery outcomes and professional standards.

Frontline First is driving improved operational performance. Its successful implementation has a direct impact on the WA Police achieving its three outcomes which are lawful behaviour and community safety, offenders apprehended and dealt with in accordance with the law, and lawful road-user behaviour. Frontline First primarily contributes to the overall government goal of **enhancing the quality of life and wellbeing of all people throughout Western Australia**. Additionally, WA Police contributes to the other four government goals relating to the economy, the environment, the regions and governance through initiatives being implemented as part of the reform program, and also as addressed through the relevant obligatory reporting areas.

The WA Police has implemented a governance framework to ensure that all aspects of the reform program are successfully progressed and that there is improved performance against the three primary outcomes. The framework includes project management, planning, monitoring and reporting processes. The links between these processes are represented in Figure 1.

Figure 1: Planning and Reporting Linkages



* Corruption and Crime Commission

As shown in Figure 1, the agency's annual priorities are established with two factors in mind: key deliverables that need to be addressed as part of the reform program; and key issues that need to be focused on to ensure that the long-term goals detailed in the Strategic Plan are achieved.

In the majority of cases, key deliverables under the reform program are addressed through the initiation of major projects titled CET Delivery Items. The progress of CET Delivery Items is monitored by the CET on a regular basis to ensure delivery on time and on budget. Progress on CET Delivery Items is also reported annually to the Corruption and Crime Commission (along with other reform achievements).

Annual priorities are specified in the WA Police Annual Business Plan. Both operational and administrative areas within the agency develop Action Plans that link to the relevant priorities detailed in the Annual Business Plan. Results and achievements relating to Action Plans are monitored through the Organisational Performance Report Card on a quarterly basis.

These Action Plans ensure that the agency is collectively working towards progressing priorities detailed in the Annual Business Plan. The following achievements show the progress in 2005-06:

- Introduction of the Anti-Social Behaviour Reduction Strategy to provide a framework for reducing anti-social behaviour, underpinned by a no-tolerance approach to apprehending offenders and preventing anti-social behaviour.
- Four major counter-terrorism/emergency management exercises conducted in both the metropolitan and regional areas to test preparedness. These exercises involved the coordination and cooperation of significant resources from a number of government and non-government agencies.
- Continued the implementation of the recommendations from the Gordon Inquiry into family violence and child abuse in Aboriginal communities, by placing a full-time policing presence in remote communities.
- Improved safety for police officers, with the trial and/or deployment of a range of new operational equipment, including new vests designed to carry police accoutrements, new protective gear for motorcycle officers and needle-resistant gloves for all officers.
- Optimum staffing arrangements have been trialled to improve response times and the level of backup for tasking officers. Improved rostering practices have been implemented to provide sufficient tasking vehicles to match predicted community demand.
- Progressed the Police Metropolitan Radio Network (PMRN) to provide a secure digital voice radio network, a limited mobile data facility to enable officers to make enquiries from vehicles, and an automatic vehicle location capability to assist with officer safety and officer tasking.
- Continued use of the Police Assistance Centre (PAC) to free-up officers from telephony and data-entry responsibilities, allowing them to focus on frontline duties. The PAC is now handling some 43,000 calls per month with 86 per cent of those calls being answered within 20 seconds.
- Conducted a review of the WA Police intelligence function aimed at bringing profound change to the way intelligence management practices occur in the agency.
- Reviewed forensic science operations and functions, with a focus on enhancements to the coordination, examination and management of forensic analysis and exhibits.
- Applied intelligence and forensic crime investigation methods to the targeting of volume crime, with the Linked Crime Desk (LCD), District Intelligence Support Centres (DISC) and State Intelligence Division (SID) working together with district police to detect, deter and apprehend offenders.
- Conducted Operation Clearance to target recidivist volume crime offenders. The Operation resulted in 557 charges being preferred, including 115 for burglary, 45 for stealing, 29 for assaults and 17 for motor vehicle theft.
- Worked in partnership with PathWest to streamline DNA analysis processes. This included the purchase of contemporary DNA analysis equipment, including a DNA Extraction Robot and a genetic analyser. These purchases will result in an improved ability to handle major crime samples, improved quality and reliability of DNA tests, more time for staff to perform other DNA analysis, and improved crime clearance rates.
- Commenced the Livescan project to allow the electronic capture of fingerprints in a digital format and provide for the immediate capture of fingerprint images. Once fully implemented, Livescan units will provide WA Police with:
 - a cleaner and more efficient method of taking fingerprints;
 - substantially reduced time for capturing a digital image of fingerprints;
 - real-time identification of offenders (including nationwide identification); and
 - improved quality of fingerprint records to enable a greater rate of solving previously unsolved crimes.
- Initiated the Arrest to Brief Improvement Project to identify potential process improvements to further reduce the time taken by police officers to process offenders and allow officers to return to tasking sooner.
- Progressed the Repeat Drink-Driving Strategy (RDDS), which, in conjunction with the Office of Road Safety and key interest groups, aimed to enhance the prosecution of recidivist drink-driving offenders. Elements of the RDDS include:
 - introduction of new penalties for driving without a valid motor driver's licence;
 - compulsory blood analysis for all drivers/riders involved in fatal and serious crashes;
 - vehicle sanctions including roadside impoundment;
 - installation of alcohol interlocks in vehicle(s) of convicted repeat drink-drivers; and
 - compulsory education and rehabilitation of repeat drink-drivers.



- Progressed Owner Onus Legislation to place responsibility for identifying the driver of a vehicle at the time of an offence with the vehicle's owner. This ensures that drivers who break traffic laws receive the appropriate penalties.
- Developed a new Infringement and Image Processing System (IIPS) to enhance speed detection and provide better information for targeting road safety operations.
- Commenced an integrated Traffic Service Delivery Model in country areas to ensure a cohesive and coordinated approach to reducing road trauma.
- Continued to enhance the use of Automatic Number Plate Recognition (ANPR) units, which are proving an effective tool for both traffic enforcement activities and targeting criminal offences. Some 50 operations have been conducted with a total of 51,950 vehicles scanned, resulting in 3,936 requiring further investigation.
- Recruited 80 additional police officers and civilianised 70 positions to further free-up officers for operational policing duties. The released officers will be distributed to operational policing roles in regional and metropolitan locations.
- Initiated a number of proactive recruiting strategies to meet recruiting targets, including accessing alternative sources of police candidates by recruiting existing officers from other policing jurisdictions.
- Implemented a transition program to provide a pathway for serving Aboriginal Police Liaison Officers (APLOs) to make the conversion to police constables. Approximately 90 of the 144 APLOs have nominated for transition.
- Established an Occupational Safety and Health (OSH) Unit to implement policies and procedures aligned with legislative changes which have brought police officers under the *Occupational Safety and Health Act 1984*.
- Introduced the Corporate Health Strategy with the long-term goal of creating and maintaining a healthy and fit workforce that is physically and mentally prepared for the demands of policing.

- Reviewed and streamlined the way in which complaints against police are managed. As a result, the number of complaint files on hand has reduced from 181 in June 2005 to 128 in June 2006. Quality assurance data indicates there has been improvement and a continuing commitment to enhancing the quality and timeliness of internal investigations.
- Implemented a new managerial approach (Managerial Discipline Model) to the way in which complaints against police officers are dealt with.

While these achievements are encouraging, the WA Police understand that there is still work to be done in relation to providing an excellent quality frontline service. In this regard, the 2006-07 Annual Business Plan highlights the following key priorities and challenges for the coming year:

- setting standards in service delivery;
- continuing emphasis on reducing anti-social behaviour;
- building a performance-based culture;
- developing innovative strategies in retention and recruitment;
- increasing the competitiveness of the WA Police in the labour market;
- examining flexibility of and innovation in staff deployment and vacancy control;
- developing and implementing a Human Resource Allocation Model;
- implementing district-based optimum staffing levels;
- increasing counter-terrorism capacity;
- applying new intelligence, forensic and property management practices;
- complying with the State Indigenous Strategy; and
- enhancing discipline processes and individual performance management.

