Lawful Behaviour and Community Safety
Outcome 1

Reducing anti-social behaviour

To further strengthen the agency's efforts towards reducing anti-social behaviour, an Anti-Social Behaviour Reduction Strategy was implemented in 2006. This strategy provides a framework for reducing anti-social behaviour within the community and is underpinned by a no-tolerance approach to apprehending offenders and preventing anti-social behaviour. The strategy highlights the importance of a shared understanding and acceptance of accountabilities and responsibilities across the agency. It also emphasises the significance of collaboration with other government and non-government agencies to reducing anti-social behaviour. There are three key themes specified for police and their partners – preventative, proactive and reactive. A number of strategies for deterring, detecting and prosecuting those responsible for this behaviour are also identified.

One example of the new strategy in action is Operation Frontline. This operation was intiated across the metropolitan area in December 2005 using local intelligence specifically to target anti-social behaviour.

The Operation was completed in mid–June 2006 with 1,871 charges preferred, 614 arrests, 772 summonses, 674 move-on notices and 707 liquor infringements issued.

Other situations where police have applied zero tolerance to anti-social behaviour have been New Year's Eve activities and Australia Day Celebrations.

A key aspect of the Anti-social Behaviour Reduction Strategy is the activities undertaken by the Regional Operations Group (ROG). The Group consists of police officers specially trained to deal with incidents of anti-social behaviour. The ROG assists metropolitan and, where possible, country districts with managing events that could involve incidents of anti-social behaviour.

Two specially designed mobile lock-up vehicles have also been purchased to provide safe and secure transport for police officers and detainees. The vehicles permit the rapid deployment of equipment and resources to incidents of anti-social behaviour, civil disorder and other major events.

Another WA Police resource concentrating on the reduction of anti-social behaviour is the Police Rail Unit. Officers from this unit patrol the lines from Perth to Clarkson, Armadale, Midland, Thornlie and Fremantle to provide rail passenger safety and assist in policing public transport infrastructure. WA Police has established partnerships with transport stakeholders such as the Public Transport Authority, the City of Perth and the City Safe Committee. These partnerships together with the use of a comprehensive Closed Circuit Television (CCTV) network, also assist in detecting offenders, gathering evidence and coordinating a holistic approach to public order on the rail transport system.

A project is currently underway to expand the Police Rail Unit to coincide with the opening of the Perth to Mandurah line. It is proposed that funding be allocated to expand the unit when the southern rail-line to Mandurah is completed. In addition, a proposal to construct a purpose-built Police Rail Unit facility on the Perth to Mandurah Railway line at Rockingham is also being considered. This unit would house additional staff to assist in providing improved safety and security for railway commuters.

Being Ready for Emergencies

With a global terrorism threat remaining, the WA Police has further enhanced its Counter-terrorism and Emergency Response capability. Some of the initiatives completed during the year include:

- the design and procurement of a Multi-agency Mobile Command Post vehicle;

- the establishment of a North West Water Police base along with the deployment of the Water Police vessel Delphinus, TRG personnel, vehicles and equipment to this region;

- modification of police aircraft to facilitate counter-terrorism and emergency management activities including the statewide rapid deployment of TRG personnel, emergency supplies and equipment;

- establishment of a specialist counter-terrorism tactical training facility, including the purchase of tactical equipment and vehicles, an armoured assault and rescue vehicle, and water operations equipment;

- enhancement of the WA Police bomb response capability and capacity, as well as an increase in Bomb Response Unit full-time staff numbers;

- the purchase of new bomb disposal robots along with safety equipment and x-ray machines;

- the expansion of training provided to bomb appraisal officers; and

- purchase of simulators used in specialist tactical command training.

In being prepared for the possibility of terrorist incidents, partnerships across agencies are of key importance. Developed in conjunction with other emergency response agencies, the proclamation of the *Emergency Management Act 2005* has enhanced the emergency management framework which applies to all organisations. For the first time in this State, emergency management arrangements are entrenched in legislation. Previously, emergency management was included within policy statements which were not enforceable. The regulations that will follow the emergency management legislation will enable a better service to the Western Australian community in times of emergency.

Another positive change enabling cross-agency partnerships occurred in January this year, when legislation was approved in WA to allow police in participating jurisdictions to conduct covert investigations in other participating jurisdictions. The Australasian Inter-service Incident Management System (AIIMS) has also been adopted.

By providing a common management framework, the AIIMS provides for the integration of activities and resources of multiple agencies when applied to the response to any incident. AIIMS is the preferred incident management system by the Fire and Emergency Services Authority of WA (FESA), State Emergency Service (SES) and other government agencies, providing enhanced interoperability in multi-agency management situations. Planning for a shared state coordination/crisis centre has also been undertaken in conjunction with FESA, the Department of the Premier and Cabinet and other key stakeholders.

As part of being well prepared for emergencies of any kind, four major counter-terrorism exercises within metropolitan and regional areas have been conducted during the year ('Regional Skies Kalgoorlie 05', 'Mercury 05', 'Raw Horizon' and 'ICMEX Western Explorer 06'). These exercises have involved the coordination and cooperation of significant resources from a number of government and non-government agencies.

The lessons learned during these exercises are very beneficial in refining the WA Police's preparedness for emergencies. The agency is also involved in reviewing and evaluating its organisational structures and systems so that they provide the best possible approach to emergency management.

A recent review of the Counter-terrorism and State Protection Portfolio identified the need to redefine the roles of the Emergency Management Coordination Unit. As a result, the unit has a new focus on identifying strategic issues of emergency management capability and capacity within the WA Police. The unit will provide strategic level emergency management advice at a State, district and local level on planning, exercises, targeted training and identifying evolving trends and issues. The unit will be the WA Police's interface with other key stakeholders in all aspects of emergency management.

Policing Remote Western Australia

Regional WA provides unique policing challenges. Western Australia is the largest police jurisdiction in the world. It covers more than two and a half million square kilometres and consists of an amazing variety of terrains and extremes of climate. Policing Regional WA requires a capacity to cope with the challenges of isolation in some areas, while in other areas, policing challenges result from rapidly expanding population growth.

The challenges associated with policing the great distances in Regional WA have been partially overcome by the WA Police's response to the findings of the Gordon Inquiry into family violence and child abuse in Indigenous communities. A program of constructing Multi-function Police Facilities (MFPF) and placing full-time police into nine remote communities has been undertaken.

To date, the WA Police has provided a permanent policing presence in six of the nine communities at Warburton, Kalumburu, Balgo, Bidyadanga,Warakurna and Kintore (which is located in the Northern Territory). People living within a 200 kilometre radius of each of the MFPFs are incorporated within the service delivery framework, which has resulted in a substantial increase in service to more than 40 remote communities.

The MFPFs have enabled the commencement of a whole-of-government approach to targeting child abuse and family violence by way of service delivery alignment by the WA Police, the Department for Community Development, Department of Corrective Services, Northern Territory Police and South Australia Police. While it is still too early in the project for reliable statistics, indications from Warburton, Balgo and Bidyadanga are that community members are more prepared to approach police to report offences.

Responsiveness to remote communities has also been improved by the delivery of two specially built PC12 aircraft. These PC12s provide a greater passenger capacity than previous aircraft, a greater flight range and a faster flying speed. These features will reduce officer deployment time, enable increased numbers of staff to be deployed and enhance search and rescue capabilities.

'Regional WA provides unique policing challenges. Western Australia is the largest police jurisdiction in the world.'

Enhancing our frontline

With a focus on frontline services, the safety and effectiveness of our officers is critical. As part of safety improvements for police officers, a range of new operational equipment has been trialled and/or purchased: new vests designed to carry police accoutrements have been designed and trialled by officers; motorcycle officers have been issued new protective gear; all police officers have been allocated needle-resistant gloves for use whilst conducting searches; new weapon unloading devices are being installed in police stations to provide improved safety for officers when loading and unloading firearms; and safer more reliable police vans will also soon be available.

To ensure that WA Police equipment continues to meet the operational and safety needs of officers, the agency has appointed a police officer responsible for researching and evaluating the acquisition of new equipment and vehicles.

Improvements in frontline efficiencies are also being facilitated by the introduction of new technology. For example, the Licensing and Permit Management System (LPMS) is a system which will enable firearm licensing to occur at the point of contact, removing the need for customers to obtain firearm licences centrally and allowing for more timely and efficient customer service. Implementation is scheduled for the third quarter of 2006.

Further efficiencies in policing processes have also been examined as part of improving frontline policing. For example, the Arrest to Brief Improvement Project was initiated in April 2006. The aim of this project is to identify potential process improvements to further reduce the time taken by police officers to process offenders, and enable officers to get back to tasking sooner.

Since July 2004 when Frontline First was initiated, 115 police officer positions have been moved from support positions to the frontline. As well as this increase in positions, the way in which officers are deployed is also being reviewed. In June 2006, the Corporate Executive Team endorsed the implementation of the Resource Allocation Model. This Model identifies a fair and equitable allocation of police numbers across the metropolitan area, taking into account a range of socioeconomic and demographic factors as well as current levels of police activity. The model provides a solid foundation for senior managers to make decisions relating to resource allocation within the metropolitan area and can also be used as a planning tool to determine appropriate location and capacity of police stations. It is intended that the model will be able to be applied statewide by early 2007.

Optimum staffing arrangements have been trialled this year within the West Metropolitan District. The aim of the trial is to improve response times and the level of backup for tasking officers. Additionally, police officers have been involved in identifying the best ways of rostering to provide sufficient response vehicles to match predicted community demand.

The Police Union is supportive of the project and the trial is currently the subject of a wide ranging revue. If sustainable and replicable, the strategies to achieve optimum staffing will be applied across the agency.

Traditionally, Aboriginal Police Liaison Officers (APLOs) perform a liaison function, and although they are appointed under the *Police Act 1892* have not held the same powers as constables. As part of boosting the numbers of frontline officers and in an effort to increase the numbers of Indigenous people in mainstream policing, a transition program has been developed. This model provides a pathway for serving APLOs to make the conversion to police constable positions. Approximately 90 of the 144 APLOs have nominated for transition and are undergoing skills audits to assess their suitability and training needs. The first group of nine officers commenced transition training in January 2006. Further intakes will occur in conjunction with the 'Direct Entry Accelerated Training' Program and planned recruit intakes scheduled by the WA Police Academy for 2006-07.

The Police Metropolitan Radio Network (PMRN) project has progressed further during the year. The $59-million project will 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. The project's operational pilot is due to commence in November 2006, with full rollout expected in the second quarter of 2007.

The Police Assistance Centre (PAC) is a modern communications facility based in Midland that is in its second year of operation. Around 43,000 calls per month are being managed through the Centre. The work carried out by staff at the PAC is helping to free-up police officers from telephony and data-entry responsibilities, allowing them to focus on frontline duties. 86 per cent of calls to the PAC's 131 444 number are answered within 20 seconds. In addition to freeing-up operational officers, marketing of the 131 444 number to the community has contributed to a decrease in the number of inappropriate calls made to 000 for non-life-threatening emergencies. The PAC also houses the Incident Recording Facility (IRF). IRF staff also assist police officers to focus on frontline tasks by completing the data-entry work for incidents. Approximately 30 per cent of all property-related incidents from metropolitan and remote policing locations are processed by staff at this facility.

Offenders Apprehended...
Outcome 2

Using technology for intelligence-led policing

One of the ways in which the WA Police will provide better frontline services to the community is by improving the quality of information and intelligence gathering, analysis and investigation. The importance the agency places on intelligence management has been reflected in the initiation of two major reviews on this issue; specifically, a review of intelligence management, and a review of forensic science operations and functions were conducted. Recommendations from the intelligence management review are aimed at bringing significant change to the way intelligence management practices occur in the agency. The review of forensic science operations and functions has identified recommendations with a focus on enhancements to the coordination, examination and management of forensic analysis and exhibits. The Corporate Executive Team is currently considering the findings from both reviews.

The Incident Management System (IMS) is the agency's core operational police system for capturing information and intelligence about incidents, people, locations, vehicles, property and organisations. Stage one of the IMS project was completed in early 2004, and replaced the mainframe systems for incident and property management. For the first time in this agency, IMS provides a single access point for a wide variety of operational information. The system also makes field reports available on-line and in most cases these intelligence reports are viewable by all officers. IMS enables officers to add attachments, scan documents or add photographs; information is then available to all police officers across the State. Over the past two years the agency has regularly surveyed the views of IMS users. The most recent survey revealed that 78 per cent of surveyed IMS users had found the system's information very helpful to their investigations. It is also notable that in June 2006, some 6,000 links were identified in IMS between intelligence reports and incidents that occurred.

The next stage of the IMS project focuses on facilitating the decommissioning of the entire Police Mainframe by incorporating its functionality into IMS. Approximately half of the 30 mainframe policing systems have now been replaced by IMS. The remaining systems are expected to be replaced by mid-2007.

The implementation of IMS has provided WA Police with significant improvements in the management of information and intelligence for use in apprehending offenders. To maximise the value of this information, the agency's Linked Crime Desk (LCD), District Intelligence Support Centres (DISC) and State Intelligence Division (SID) have adopted a joint approach to intelligence analysis. These areas work together with district police to detect, deter and apprehend offenders. The role of the LCD is to identify and link criminal activity, crime groups and individuals that operate within and across regional and district boundaries. Some of the activities in which DISCs are involved include applying analysis skills and techniques to identify crime hot spots for officer deployment, conducting second-hand dealer searches to match property and offenders, and conducting telephone record checks.

The application of DNA technology is a major contributor in fighting crime. PathWest conducts almost all the DNA analysis of samples collected by WA Police from volume crime and major crime scenes.

The two agencies also work in partnership to streamline analysis processes. As part of increasing DNA analysis capacity at PathWest, updated DNA analysis equipment has been purchased. This equipment includes a DNA Extraction Robot (which automates the DNA extraction process), and a genetic analyser (which provides a substantial increase in analysis capacity). The 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 is expected to improve crime clearance rates as a result of being able to test a greater number of DNA samples. The DNA analysis capacity has also increased with the recruitment of 12 additional PathWest staff and the establishment of a dedicated training officer. The appointment of the training officer allows more efficient training delivery to newly inducted scientists and technicians, permitting staff to become proficient in a shorter time. The dedicated training officer also reduces the hours that senior technicians spend on training, allowing them more time for analysis.

The number of persons recorded on the Western Australia DNA database continues to increase significantly. As the WA Police collects more DNA profiles, the likelihood of making a link against a previously unsolved case also increases. From July 2005 to June 2006, 9,851 persons of interest were added to the DNA database. During that time, the number of entries onto the DNA database increased from 50,469 to 63,753 entries. In 2005-06, 1,708 DNA matches to crime scenes were identified, with 1,432 matched to persons of interest from the DNA database.

In March 2006, forensic officers from across Australia and New Zealand attended an Advanced Bloodstain Pattern Analysis (BPA) course conducted at the Western Australia Police Academy. Guest presenters included internationally recognised leaders in the delivery of advanced bloodstain pattern analysis training from Canada and the United States. The course was the first of its kind to be held in the southern hemisphere and strengthens the position of the WA Police as a leader in the training and provision of BPA services in this region. The application of BPA expertise to the collection of forensic evidence at a crime scene provides a better understanding of how a crime was committed.

Technology will provide another enhancement to policing practices with the implementation of the Livescan project. This project was commenced during the year 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 interface with Crimtrac's National Automated Fingerprint Identification System (NAFIS) to enable images to be automatically registered and/or matched against existing fingerprints in the NAFIS database. Livescan units will provide the WA Police with the following benefits:

· 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.

Tenders are currently being evaluated by the WA Police. It is expected that the Livescan units will be implemented by the first half of 2006-07.

Enforcing the law

The continued application of technology, including DNA testing, enhanced fingerprinting technology, and use of the Incident Management System as a system for capturing information and intelligence are key strategies for investigating offences. The efforts of the WA Police in this area have also been supported by legislative changes and increased police powers.

Under new legislation, police now have the power to assume the identities of children on the Internet in order to target cyber predators. The new laws enhance the work of the Cyber Predator Unit which was formed to combat on-line child exploitation. Officers working as part of the new unit will be able to pose as children under the age of 16 years to try and identify users who are a threat to young people. In conjunction with State, Territory and Federal police, a booklet has been produced called "Who's chatting to your kids?". The document is a guide for parents of children with access to the Internet and provides information about Internet safety and ways to minimise potential risks for children.

The agency's support to the judicial system has been further enhanced this year with the completion of the Custody project. Custody is the name of the information system which assists in managing custodial care, lock-up and bail management to improve the accountability of officers dealing with offenders in custody. The system also supports detainee safety and complaint reduction through open and accountable information recording relating to custodial practices. The Custody system automatically links with BriefCase (the agency's brief preparation system) and has reduced the time taken by police officers from arrest to submission of a court brief from 31 to 19 minutes.

In addition to these features, opportunities for improvement are continuously being sought by the WA Police. To this end, the Arrest to Brief Improvement Project has been initiated. The aim of this project is to identify potential process improvements to further reduce the time taken by police to process offenders and allow police officers to return to tasking sooner. In preparing a business case submission, frontline police from across the agency have been consulted as part of identifying alternatives and opportunities to streamline the process.

The effectiveness of the WA Police in relation to Outcome 2 is assessed by the following Key Performance Indicators: Selected Offences Cleared; and Support to the Judicial System Resulting in Successful Prosecutions. The categories of selected recorded offences are:

· offences against the person;

· property offences; and

· drug-trafficking offences.

The clearance rate for offences against the person has decreased from 84.8 per cent in 2004-05, to 83.2 per cent in 2005-06.

The clearance rate for selected property offences has also decreased from 20.3 per cent last year to 19.4 per cent this year. These results are disappointing as the agency is consistently striving to maintain or improve its clearance rates. However, it is worth noting that while the clearance rate for offences against the person decreased, the number of offences cleared in 2005-06 increased.

The increase in the number of offences reported has contributed to a reduction in the clearance rates for offences against the person and property offences. In 2005-06, there were 31,897 reported offences against the person, which is an increase of 6.3 per cent since 2004-05 and 27.6 per cent greater than the five-year average. The offence categories that contributed most to this increase in reported offences against the person were sexual assault, assault, and threatening behaviour. The increase in these offences is largely attributed to the following factors:

· government legislation and police strategies that encourage the reporting of domestic violence incidents;

· enhancements made to IMS to support these initiatives;

· increased quality of investigations; and

· other enhancements to IMS that have enabled improved recording of some offences.

The number of reported property offences has also increased this year by 4.6 per cent since 2004-05, but was still 10.5 per cent lower than the five-year average. The offence categories of property damage, theft and fraud contributed most to this increase. The apparent increase in the number of fraud offences is mainly due to improved recording of these offences rather than an actual increase in the incidence of fraud.
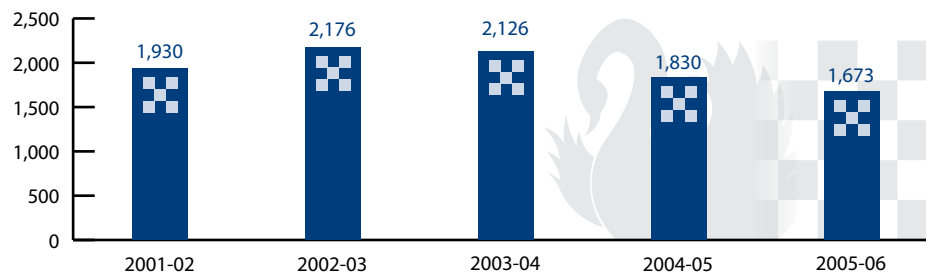
The clearance rate for drug-trafficking offences increased from 92.9 per cent in 2004-05 to 102.2 per cent in 2005-06 (note that the clearance rate may exceed 100 per cent due to more offences being cleared than were reported during the financial year). The detection of drug-trafficking offences has increased by almost 10 per cent in 2005-06 compared with 2004-05, and by 32.2 per cent in comparison with the five-year average. Detected drug-possession offences have also increased in 2005-06 by nearly 14 per cent. Drug offences are not normally reported to the police, but rather are uncovered through police operations. As a result, an increase in drug offences is viewed as a positive indication that the police are making a significant impact in the fight against drugs in the community.
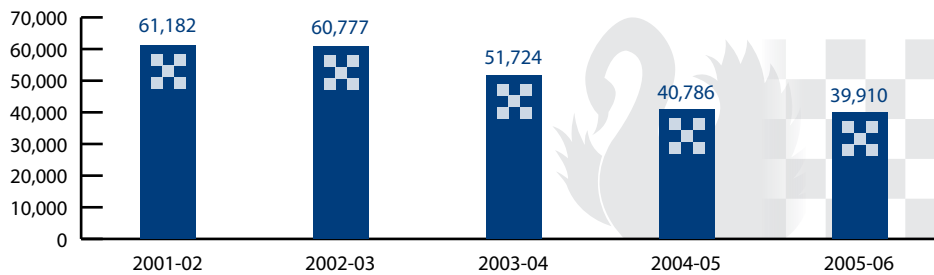
Despite the decreases in clearance rates, a notable improvement has occurred in the number of robbery offences which has reduced this year by 9 per cent when compared with the previous year, and was 18.2 per cent lower than the five-year average. Burglary offences and motor vehicle theft have also each decreased by two per cent in 2005-06. These results are shown in the following graphs:
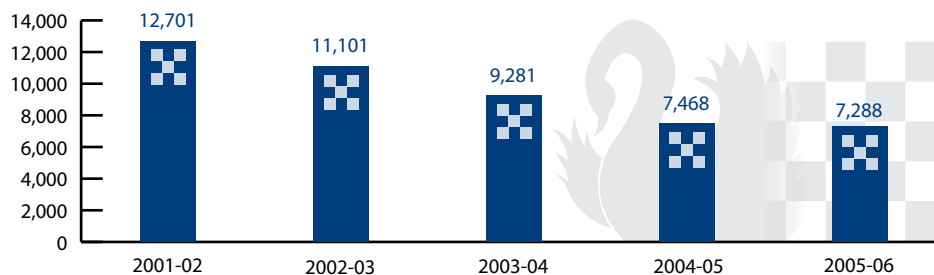
Number of Robbery Offences in WA, 2001-02 to 2005-06

Year	Offences
2001-02	1,930
2002-03	2,176
2003-04	2,126
2004-05	1,830
2005-06	1,673

Number of Burglary Offences in WA, 2001-02 to 2005-06

Year	Offences
2001-02	61,182
2002-03	60,777
2003-04	51,724
2004-05	40,786
2005-06	39,910

Number of Steal Motor Vehicle Offences in WA, 2001-02 to 2005-06

Year	Offences
2001-02	12,701
2002-03	11,101
2003-04	9,281
2004-05	7,468
2005-06	7,288

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

In addition to proactive policing initiatives aimed at reducing the occurrence of crime, the WA Police provides a response and enforcement service to the community. Even though there was an increase in the total number of reported offences during the year, the average response time for police to attend incidents remained the same for priority 1–2 incidents (8 minutes) and priority 3 incidents (20 minutes) in 2005-06, compared with 2004-05.

The percentage of general calls for police assistance (not including '000' calls) answered within 20 seconds increased from 79 per cent in 2004-05, to 86 per cent in 2005-06. Emergency calls (000) for police assistance answered within 20 seconds also increased from 78 per cent in 2004-05, to 96 per cent in 2005-06.

Police activities supporting the judicial process include police prosecutions, presenting evidence, processing and serving of court documents, and managing the bail and court reporting process. Achieving successful prosecutions through the court system is a 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) (which is usually a reflection of the evidence disclosed to the defence by police prosecutors); or

· if the accused person chooses to defend the charge, the matter is listed for trial where a successful prosecution is achieved if they are subsequently found guilty.

The percentage of guilty pleas before trial decreased slightly from 93 per cent in 2004-05, to 92.8 per cent in 2005-06. Despite the slight decrease, the WA Police achieved its 2005-06 target of greater than 90 per cent.

The percentage of convictions for matters listed for trial decreased from 68 per cent in 2004-05, to 67.8 per cent in 2005-06. However, the agency achieved the target set for 2005-06 of greater than 60 per cent.

While the WA Police is disappointed with the decrease in the clearance rate for offences against the person and property offences, the level of performance achieved in relation to drug-related offences, response times and prosecutions is heartening.

Customer satisfaction is widely accepted as a measure of organisational performance and the WA community is the customer of services provided by the WA Police. The community's satisfaction with police services 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 most recent contact with police.

In 2005-06, the level of satisfaction with police services in WA was the highest level achieved since 2001-02. In addition, the WA community's level of satisfaction with the services received during their most recent contact with police in 2005-06 was significantly higher than the result achieved for 2004-05.

The level of satisfaction with police services in WA is a positive indicator that the reform program strategies and Frontline First philosophy are assisting to provide a policing service that meets community expectations and need.

Lawful Road-User Behaviour
Outcome 3

Improving road-user behaviour

Over the past year, the WA Police has continued its focus on addressing the major factors which contribute to road crashes, such as speed, alcohol, drugs and fatigue.

While the agency has been maintaining its targeted approach to traffic law enforcement, it is also developing and implementing initiatives, strategies and legislative change to further promote lawful road-user behaviour.

For example, the prosecution of recidivist drink-driving offenders is being enhanced through the Repeat Drink-Driving Strategy (RDDS). This strategy has been developed in conjunction with the Office of Road Safety and key stakeholders. The RDDS provides for the 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 impounding; installation of alcohol interlocks in the vehicle(s) of all convicted repeat drink-drivers; and compulsory education and rehabilitation of repeat drink-drivers. It is anticipated that supporting legislation will be progressed through Parliament in the first half of 2007.

Another instance of legislation designed to promote lawful road-user behaviour is the Drug Impaired Driving Bill which was introduced into Parliament in 2005. Following its introduction, State Government road-safety agencies agreed it would be beneficial to expand the Bill to allow police to randomly test motor vehicle drivers using new oral testing methods and technology. This legislation is expected to provide police with a more effective means to address and reduce the incidents of drug-impaired driving. The agency is continuing to progress with legislative matters relating to this Bill.

It is envisaged that the combined Drug Impaired and Oral Fluid Testing Bill will be introduced into Parliament in 2007.

Amendments under the proposed Drug Impaired and Oral Fluid Testing Bill, will enable police to implement new drug enforcement initiatives through visual identification utilising technology to detect driving while impaired by drugs; and oral fluid testing through the purchase and deployment of a specially designed Breath and Drug Bus.

The Breath and Drug Bus will support and enhance the capability already available through Booze Buses, and will enable the random roadside collection of oral fluid samples.

Drivers will be required to undertake an initial identifying test, and where drugs are suspected, a second test will be administered to detect for a range of illegal drugs. The Breath and Drug Bus has been funded by government for deployment throughout the metropolitan area 80 per cent of its time and to regional areas for the remaining 20 per cent.

A full evaluation of the program will be conducted within the first year of operation.

Convictions for offences of drug-impaired driving will carry penalties that include motor driver's licence (MDL) disqualification, fines, and compulsory educational requirements aimed at the rehabilitation of offenders with drug-related problems.

Each year around 24,000 drivers break traffic laws and then avoid the allocation of demerit points. To address this problem, the WA Police has progressed the *Road Traffic Amendment Act 2004,* commonly known as Owner Onus Legislation.

Owner Onus Legislation places the responsibility for identifying the driver of a vehicle at the time of the offence with the vehicle's owner. The legislative enhancements have been in place since January 2006.

The new legislation requires that infringement notices include a photograph of the offending vehicle and driver.

The WA Police has met this requirement by developing a new Infringement and Image Processing System (IIPS). The IIPS is a digitally-based system that can provide email links to officers in the field for inquiries. All speed cameras will be connected to laptops that will store and download evidentiary data. Each time a photograph is taken, data such as time, date, location, and Global Positioning System (GPS) reference will be recorded. This data will provide better information and intelligence-led policing for targeted road safety operations.

It is anticipated that the IIPS will bring about considerable savings in the time police officers spend proving speeding offences. It is also expected that the system will expand the WA Police's capacity to target errant drivers and reduce road trauma. A benefits assessment of the IIPS will be undertaken after six months of operation.

The IIPS's increased processing capacity also allows enhanced traffic enforcement through the increased use of speed cameras. In this way, implementation of the IIPS has resulted in another initiative relating to traffic enforcement around schools. Analysis of the contacts in school zones when compared with the State average show that four times as many drivers exceed the speed limit in school zones.

The government has allocated funding to enable the WA Police to increase traffic enforcement of these zones by purchasing an additional four speed-cameras. These cameras will be deployed around school zones near children's crossings early in 2007.

A portion of funds collected from drivers speeding in school zones will contribute to expanding the number of Traffic Wardens at children's crossings. This initiative is expected to significantly improve driver behaviour, and increase the safety of children using children's crossings.

Number of Briefs, Infringements* and Cautions issued for Traffic Offences, 2001-02 to 2005-06

Year	Number
2001-02	370,854
2002-03	418,235
2003-04	434,177
2004-05	488,977
2005-06	553,697
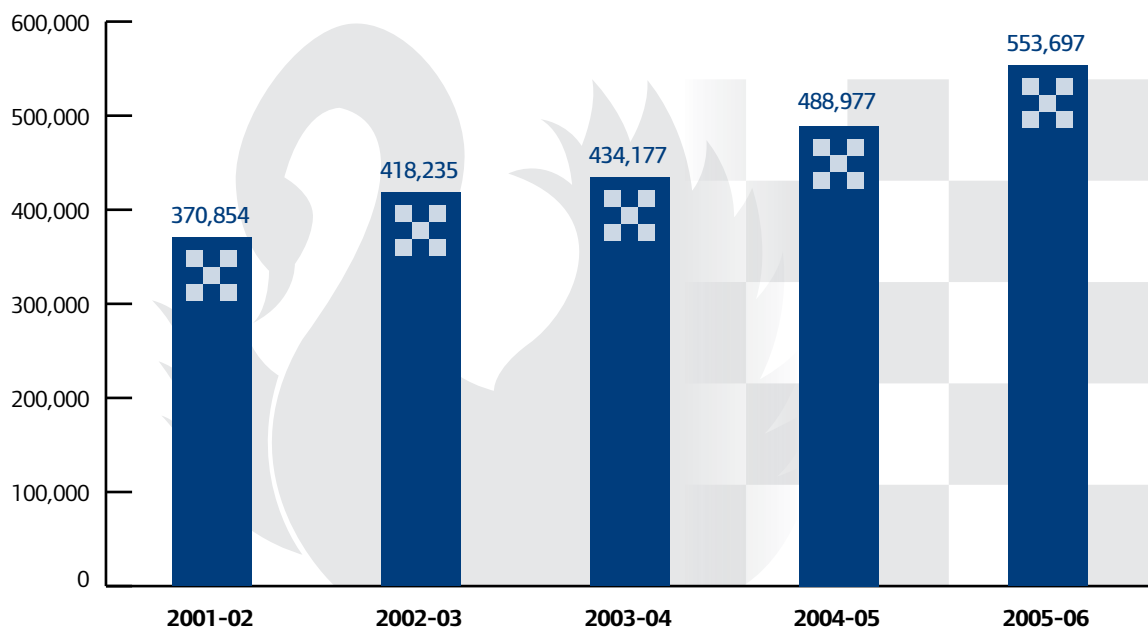
* Excludes infringements issued for speeding offences detected by Speed Cameras

Source: WA Police, Traffic Enforcement and Crash Executive Information System (TEACIS)

Intelligence-led policing and traffic management

The WA Police has continued to enhance the use of the Automatic Number Plate Recognition (ANPR) units known as Argus. These units are proving to be an effective tool for both traffic enforcement activities and targeting crime on our roads. Currently there are four Argus units being used for traffic and district operations. Results indicate that up to eight per cent of traffic volume requires some form of police intervention.

Fifty operations have been conducted since the purchase of these units, with a total of 51,950 vehicles being scanned and 3,936 requiring further investigation. As a result of these inquiries, 37 people have been charged with driving under suspension, 74 for driving under fines suspension, 84 had expired licences, 47 were driving unlicensed vehicles and 21 criminal infringements were issued for minor drug-related offences.

This type of offence detection is based on the video recording and Optical Character Recognition (OCR) of vehicle number plates, with results checked against an in-car laptop computer containing details of selected offence types. The offence types generally relate to stolen vehicles, outstanding warrants, persons and vehicles of interest and unlicensed vehicles and drivers.

Although still in its infancy, the use of Argus units provides a means of optimising resources by targeting motorists with current outstanding offence or warrant inquiries. It also provides a greater capacity for intelligence that leads to identifying areas where known offenders frequent.

Reducing road trauma in country areas

The State's diverse nature requires an ability to apply different policing initiatives to suit different community needs. The south-west of the State, for example, requires policing to be ahead of rapid population expansion trends. The Peel District has the fastest growing population in Western Australia. An average of 30,000 vehicles travel between Rockingham and Mandurah each day.[2]

The Peel District has undertaken a number of traffic programs aimed at minimising road trauma such as the Office of Road Safety-funded Strategic Traffic Enforcement Program (STEP) from which Operation Safe Roads was conducted. Run from September 2005 to March 2006, almost 1,800 vehicles were stopped. Some 17 per cent of these drivers were issued with an infringement for speeding and four per cent were charged with drink-driving. Since 2004-05, overall traffic patrols in the Peel District have increased by 31 per cent and there has been a 22 per cent increase in infringements issued.

The Peel and South West Districts have developed a joint approach to conducting highway patrols between police stations in these districts. This coordinated approach is aimed at providing maximum visibility and coverage of main arterial routes. The coverage is further enhanced with the strategic deployment of speed camera devices.

The agency has also commenced an integrated Traffic Service Delivery Model to provide a cohesive and coordinated approach to reducing road trauma. For instance, a corridor patrol strategy has been implemented by the Wheatbelt District which involves coordinating daily patrols of major highways. As a result, the time spent on traffic patrols in the Wheatbelt District has increased over the second quarter of 2006 by 65 per cent compared with the same quarter in 2005.

1   www.peel.wa.gov.au
2   www.mainroads.wa.gov.au

Community partnerships are very important to the effective implementation of strategies aimed at reducing road trauma. With the assistance of RoadWise, the Mid-West Gascoyne District has initiated the 'Lights On Saves Lives' program where local government and major trucking companies encourage staff to drive with their headlights on during the day.

Heavy vehicles and unroadworthy vehicles have also been targeted by a partnership approach initiated by the Peel District and the Department for Planning and Infrastructure. In addition, a joint operations policy in Kununurra and Northam between WorkSafe, Main Roads WA and the WA Police has been formulated to allow inter-agency operations to be conducted that comply with WorkSafe practices and which target fatigue in heavy vehicle drivers.

In May this year, the Pilbara District Road Safety Committee was established in Newman. This committee meets quarterly and is attended by stakeholders including the WA Police, RoadWise, Main Roads WA, Department for Planning and Infrastructure, the Combined Shires Association, Department of Health, Department of Tourism and the Office of Road Safety. These meetings allow for government and non-government agencies to work in partnership to coordinate road safety and traffic-management initiatives in the Pilbara region. Strong links have also been formed between the WA Police and major employers in the mining industry.

During the year, the SGIO Road Safety Award for Community Initiatives was awarded to Roebourne Police. This sub-district has worked in partnership with the Mawarnkarra Health Service to provide culturally appropriate eduction to promote road safety and improve road-user behaviour of Indigenous people in the local communities. This initiative included the production of television commercials aimed specifically at the Indigenous population.

Analysis of intelligence relating to errant driver behaviour is a key to the effective targeting of police traffic enforcement activities. For example, in the Christmas and Easter periods, Pilbara District police worked closely with Main Roads WA and local shires to enable vehicle classifiers to be placed on roads throughout the district. The classifiers recorded vehicle numbers, types and speed. The data were analysed and used to identify heavy traffic flow, offending times and dates, so that future traffic enforcement operations can target specific issues and locations.

In addition to the aim of reducing road trauma, quality vehicle stops provide a secondary function of detecting crime. For example, Operation Gauntlet was conducted in the South West District from May to June resulting in 732 vehicles stopped, 122 on-the-spot infringements being issued, 18 arrests, 11 summonses, 11 drink-driving charges and one vehicle seizure. The use of these quality vehicle stops also led to the arrest of a male offender in Tom Price. He was found to have a quantity of cannabis and amphetamines and a prohibited weapon in his possession. In December this year during vehicle stops conducted in the Peel District, a 24-year-old male was discovered to be carrying a large amount of cash. His suspicious behaviour led police to search his home where they found methylamphetamine, cannabis and smoking implements.

Automatic Number Plate Recognition units are also deployed in Regional WA. In May this year, a unit was deployed in Geraldton as part of Operation Wisdom. As a result, 1,387 vehicles were stopped and 151 were identified by the Argus unit as requiring further investigation.

Our People

Recruiting the right people

The WA Police's recruiting program focuses on selecting and training the best possible people for the job. The State Government has committed to funding 350 extra police officers over the term of their government. In the 2005-06 financial year, 80 additional police officers have been recruited and 70 positions have been civilianised to further free-up positions for operational policing duties. The additional positions will be distributed to operational policing roles in country and metropolitan locations.

A strong labour market has created special challenges for the WA Police's recruiting program. Competition from increased international demand for skilled law enforcement specialists (as a result of terrorism concerns), an aging police population, and the increasing trend for people to have a number of career changes, are all contributing to the challenge of maintaining the agency's minimum staff level. As an illustration, in order to increase police officer numbers by 80 in 2005-06, a total of 450 officers was required to be recruited.

The WA Police has initiated a number of proactive recruiting strategies to meet its recruiting targets. Some of these strategies include accessing alternative sources of police candidates by targeting existing officers from other national and international policing jurisdictions.

During the past year, the agency conducted a recruiting campaign in the United Kingdom and Ireland, from which 28 officers were selected and commenced training at the Police Academy in May 2006. In the next six months, the WA Police will have approximately 200 officers from overseas either in training or on their way to Perth.

As these recruits already have at least three years of operational policing experience, the Police Academy has implemented an accelerated training program for officers from other jurisdictions. The Direct Entry and Accelerated Training (DEAT) program enables officers with previous policing experience to undertake modified entry processes, training regimes and an accelerated transition and deployment program.

Other initiatives that have been implemented include offering in-training wages above recruit levels, and accelerating promotion and pay levels on the basis of prior learning and experience. This strategy has been initiated to increase the competitiveness of police employment in the labour market. Restrictions relating to the return to service of former WA Police members have also been relaxed by amending policy and procedures for their re-engagement.
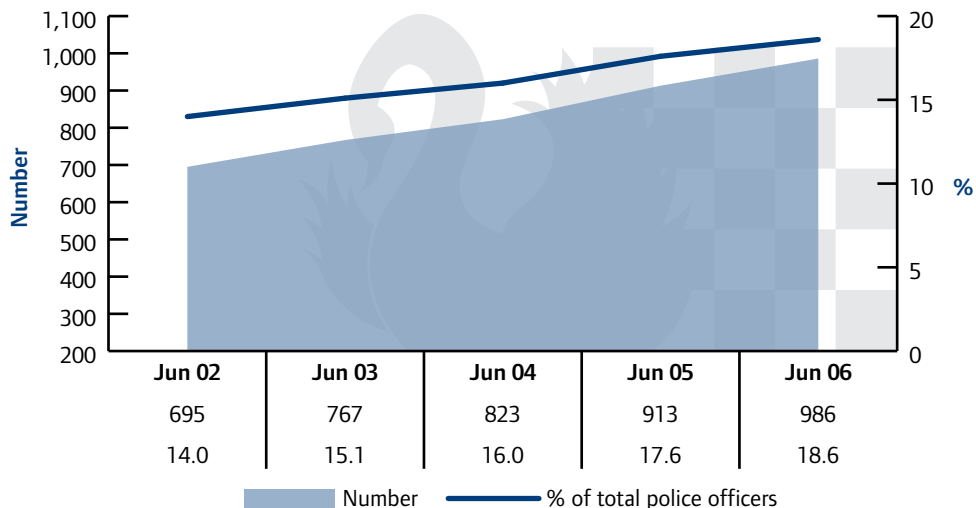
In addition, a transition program has been implemented to provide a pathway for serving Aboriginal Police Liaison Officers (APLOs) to make the conversion to police constable positions.

Approximately 90 of the 144 APLOs have nominated for transition. Other currently untapped sources of recruitment from compatible policing and/or security services locally, interstate and overseas are also being identified.

The WA Police is also continuing its work to further develop an organisational culture that values and actively promotes the contribution of women. The Women's Advisory Network (WAN) provides ongoing focus on women's representation in decision-making forums. A key aspect of the Network is the role played by 45 District and Portfolio Representatives (DPRs). The DPRs are provided with training and development in their roles which include participating in management meetings to give a women's perspective. DPRs also provide a conduit between women in their area and management. The issues and achievements of women are reported to the WAN Steering Committee which has a direct line of communication with the Corporate Executive Team (CET).

An indicator of the agency's progress in promoting the contribution of women is the increase in the number of women generally and women in senior management roles. Since June 2005, the number of female commissioned officers has increased from 7 to 12 (a 71 per cent increase). The number of female police officers overall has also been increasing as shown in the following graph.

Number and Percentage of Female Police Officers

	Jun 02	Jun 03	Jun 04	Jun 05	Jun 06
Number	695	767	823	913	986
%	14.0	15.1	16.0	17.6	18.6

Number   % of total police officers

Source: WA Police, HR Planning Equity and Policy

Number and Percentage of Part-time Police Officers

|	Jun 02	Jun 03	Jun 04	Jun 05	Jun 06
	113	145	171	185	204
	2.3	2.9	3.3	3.6	3.8

Number   % of total police officers
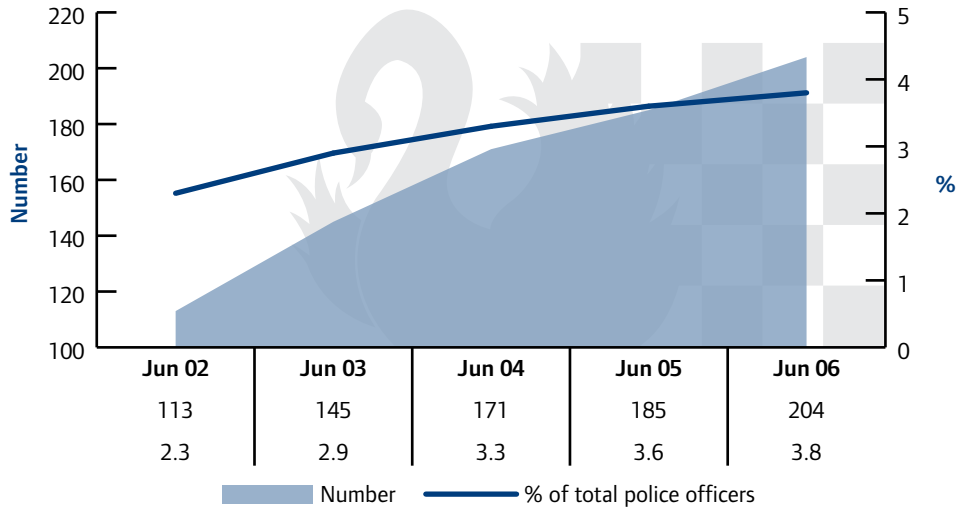
Source: WA Police, HR Planning Equity and Policy

The agency's Mentoring Program also continues to assist members of diverse groups including women, Indigenous Australians, culturally and linguistically diverse employees, youth, and employees with disabilities. In 2005-06, 35 mentees participated in the program, a 28 per cent increase in participants from the previous year. In 2005, the CET also endorsed a number of initiatives addressing flexible work options (FWO) including the development and implementation of a training package for all staff; the review of all policies, practices and procedures; and a feasibility study relating to initiatives undertaken in other states and internationally. The above graph is an example of flexible work practices increasing in the agency; it shows that the number of part-time police officers has increased over the past few years with 204 (four per cent of total) officers working part-time in June 2006.

In the past year, the Western Australia police engaged a consultant to review the management of diversity issues within the agency. As a consequence, implementation of the WA Police Diversity Steering Committee has been recommended for the purpose of setting overall strategic direction and objectives for diversity within the agency. The Steering Group would work to drive diversity initiatives across WA Police, provide a conduit between various representative groups, and initiate and coordinate policy development on diversity issues. The Steering Committee's inaugural meeting is set to occur in September 2006. The following graph shows the increase in the number and per cent of people from culturally diverse backgrounds in the agency since 2002.

Number and Percentage of WA Police Personnel from Culturally Diverse Backgrounds

	Jun 04	Jun 05	Jun 06
	591	606	747
	9.2	9.1	11.0

Number   %
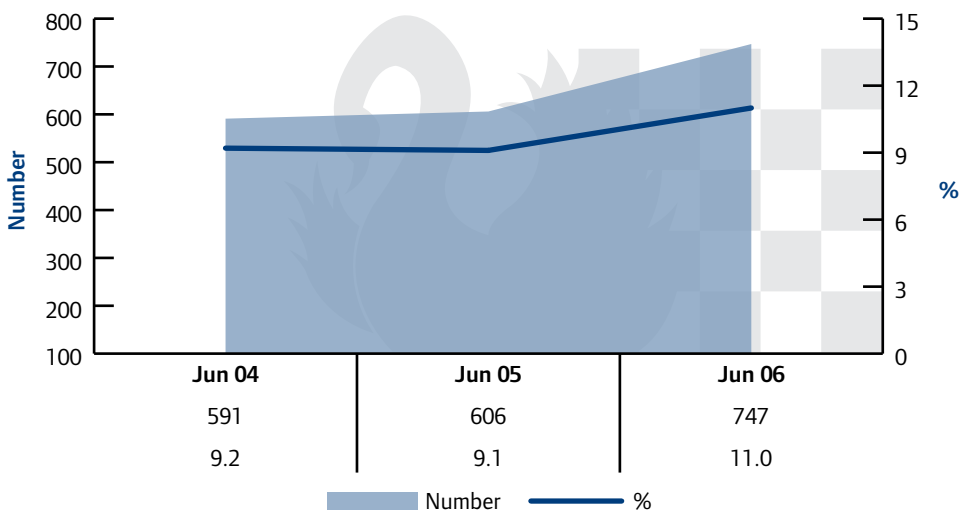
Source: WA Police, HR Planning Equity and Policy

Note: Information on Culturally Diverse Backgrounds collected prior to June 2004, is not comparable due to differences in data collection methodology.

The Commissioner has increased the emphasis on the development and succession management of the Corporate Executive Team. A significant aim of this program will be to facilitate access to developmental programs and special placements that are tailored to the specific needs of individuals and the agency. A recent example of these activities is the placement of 11 males and four females (police officers and police staff) into executive development programs. The agency will continue to place people into suitable learning environments at the Australian Institute of Police Management in Manly and locally based courses in partnership with Edith Cowan University.

In addition to recruiting and developing the right people, the health and wellbeing of all our employees have received a higher profile. As a result of legislative changes which have brought WA Police (and police officers) under the *Occupational Safety and Health Act 1984,* the agency has established an Occupational Safety and Health (OSH) Unit. The role of the OSH Unit is to implement policies and procedures to ensure that the agency complies with WorkSafe guidelines and legislative requirements by maintaining safe work environments. In 2004, a co-agency Agreement between WorkSafe WA and WA Police was developed. This Agreement established protocols for the enforcement of the OSH Act with respect to police officers. An online Accident/Incident Reporting and Monitoring system has been developed and implemented. The system provides for ease and timeliness of reporting and response to accidents or incidents by all staff. The OSH Unit has also established working groups to address OSH hazards and issues such as bullying, drug and alcohol use, fatigue, vehicle safety, operational equipment safety, and officer and family accommodation.

A Corporate Health Strategy has also been introduced as part of improving employee health and wellbeing. The long-term goal of the Corporate Health Strategy is to create and maintain a healthy and fit workforce that is physically and mentally prepared for the demands of policing. The WA Police is also participating in Edith Cowan University's (ECU) major study of policing, nursing and teaching. Called the 2005 Report on the Wellbeing of the Professions, the results of the first survey were published this year. Some of the key findings were that most people within the agency are strongly motivated and want to stay in the job. Many police officers reported finding it hard to cope with the continuous pressure of work, although more than 80 per cent felt teamwork and cooperation occurred well. The results will form the baseline for annual surveys, so that agencies involved in the ECU's research will be able to track trends in the wellbeing of staff. Survey results will help agencies better understand what needs to be done to improve employee wellbeing.

Improving Performance and Increasing Corruption Resistance

Implementing the corruption resistance recommendations from the Kennedy Royal Commission is well underway. With the goal of increasing the agency's professionalism, improving performance and accountability, and increasing corruption resistance, a number of changes have occurred to the way the agency conducts its business.
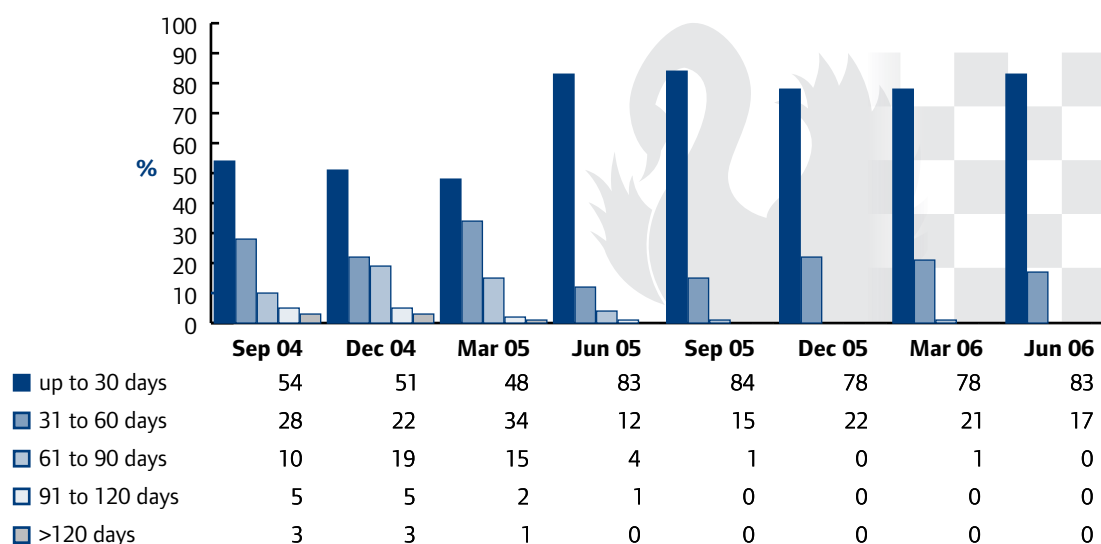
The establishment of the Police Complaint Administration Centre (PCAC) has led to major improvements to the way in which complaints against police are managed. The complaint investigation process has been reviewed and streamlined, and a new timeframe of 60 days for completion of complaint investigations has had a significant impact on the timely completion of complaint files. The number of complaint files on hand has reduced by 29 per cent (53 files) from 181 in June 2005, to 128 in June 2006. The time taken to complete inquiries has also reduced significantly. In the September 2004 quarter, only 11 per cent of inquiry files were completed within 30 days (and 58 per cent of files were taking more than 120 days to complete). However, by the June quarter 2006, more than half the files were completed within 30 days.

Significant improvements have also been made to the time taken to resolve local complaints. As shown in the following graph, in September 2004, only half the files were completed within 30 days. Two years later, in the June quarter 2006, 83 per cent of the files were completed within 30 days.

In addition to the 24-hour service to the public for lodging complaints (through the 131 444 number), PCAC has also implemented a dedicated 1800 number for the Indigenous community, particularly those in remote areas. Providing a dedicated toll free number to access the police complaint system provides members of the Indigenous community, who may not wish to attend their local police station, with an alternative means of contacting police to progress their complaint.

The way in which the outcome of complaints against police officers is dealt with has also been modified to reflect contemporary management practices. In the past, an adversarial approach to discipline was applied; if a police officer were required to be disciplined, the focus was previously on assigning a consequence to the officer concerned. Instead, the new managerial approach (Managerial Discipline Model, MDM) now places the responsibility on those in command to administer appropriate supervision so that there is a reduced risk of the behaviour occurring again. Managers and supervisors are accountable for monitoring, supervising and modifying the behaviour of their staff through this managerial approach. The onus is also on the individual to change behaviour when required. The primary reference point is the agency's values as described in the Western Australia Police Code of Conduct. The MDM is expected to improve individual and workplace performance. The approach has been in place for six months and feedback has been positive.

Percentage of Local Complaint Resolution (LCR) matters completed within set timeframes

	Sep 04	Dec 04	Mar 05	Jun 05	Sep 05	Dec 05	Mar 06	Jun 06
up to 30 days	54	51	48	83	84	78	78	83
31 to 60 days	28	22	34	12	15	22	21	17
61 to 90 days	10	19	15	4	1	0	1	0
91 to 120 days	5	5	2	1	0	0	0	0
>120 days	3	3	1	0	0	0	0	0

While most discipline issues will be dealt with through the MDM, the Commissioner still has the discretion to invoke section 23 of the *Police Act 1892* in matters of a serious nature. This section identifies disciplinary measures for officers who have committed an offence against the Police Regulations.

Much has been done by the agency to develop legislation for dealing with integrity testing and personnel vetting. Integrity testing provides a key strategy for detecting corruption and obtaining evidence to remove corrupt police officers. It includes measures such as providing for personnel working in critical areas to undergo personnel vetting, integrity testing programs and random and targeted alcohol and drug-testing programs. A partnership approach has been used in drafting the legislation with key internal and external stakeholders including the Police Union of Workers, the Community and Public Sector Union, the Corruption and Crime Commission (CCC) and the Public Sector Standards Commission being consulted. It is expected that the legislative provisions will be included in the proposed Police Administration Bill.

The Commissioner and all members of the Corporate Executive Team were the first to undergo the vetting process, which will extend to include police officers and police staff in identified high-risk areas.

Another initiative aimed at improving police performance and increasing corruption resistance is the agency's work with the CCC on property management. In April 2005, a multi-disciplinary team, consisting of members of the WA Police's Management Audit Unit and the CCC, commenced an inquiry into the WA Police's property management practices.

The Inquiry's terms of reference were: to assess the adequacy of the WA Police processes and procedures for managing property; and to make recommendations for improvements to processes and procedures to prevent corruption and other misconduct relating to property. The report acknowledged that property management is not a core function of policing. It placed a strong emphasis on the benefits of civilianisation or outsourcing property management, thereby allowing police officers to focus on frontline responsibilities. The report made 42 recommendations which have been endorsed by the Commissioner as a means of achieving reform in the way that property is managed by police. The report was laid before Parliament in December 2005. A team has now been convened to progress the recommendations of the Inquiry, the first of which is to establish a single Property Management Division with corporate responsibility for the management of all the agency's property holdings.

In addition to these reforms and strategies aimed at the corporate management of risk, two overarching corporate policies have been developed: a Corporate Risk Management Policy, and a Business Continuity Management Policy. The first policy is designed to assist the agency to manage risk which could threaten the quality of service delivery, safety and wellbeing of police officers and police staff, and the confidence and trust of the community. Business continuity is about maintaining a high level of business resilience, and adopting a systematic approach to disaster recovery to sustain frontline service delivery should an adverse event occur. The second policy has been drafted to ensure that business continuity management and planning become an essential part of overall risk management, corporate governance and quality management. It is expected that both policies will be finalised and become fully operational in the near future.