



## CERTIFICATION OF KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2013

I hereby certify that the Key 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 2013.

KARL J O'CALLAGHAN APM  
Commissioner of Police

2 September 2013



# KEY PERFORMANCE INDICATORS

## INTRODUCTION

Under the provisions of the *Financial Management Act 2006*, 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.

The WA Police utilises an Outcome Based Management (OBM) framework to facilitate, monitor and evaluate the best use of resources for policing. This framework includes key effectiveness and efficiency indicators that show how services contributed to the achievement of outcomes. Evaluation of these performance indicators ensures that they provide performance information to assist in management decision-making as well as meeting accountability and disclosure requirements.

## OUTCOME FRAMEWORK

Policing priorities are structured around three outcomes: Lawful behaviour and community safety; Offenders apprehended and dealt with in accordance with the law; and Lawful road-user behaviour. These outcomes contribute to meeting the high level government goal of “Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians”. There are seven policing services provided to the community under the outcomes.

### Government Goal

Outcomes Based Service Delivery:  
Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians

### What we sought to achieve (Outcomes)

- 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

### The services we provided in 2012-13

- 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

## PERFORMANCE FRAMEWORK

The performance of the WA Police is measured through Key Performance Indicators (KPIs) comprised of effectiveness 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 WA Police are assessed through five KPIs. As some outcomes may overlap, certain KPIs may be 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 outcome. For reporting purposes, each outcome has at least one primary KPI that has been highlighted in bold, with secondary KPIs shown in italics.

### Key Effectiveness Indicators

#### Outcome 1: Lawful behaviour and community safety

**KPI 1 Community satisfaction with police services**

**KPI 2 Community perception of level of crime**

*KPI 3 Response to offences*

*KPI 4 Sanction rate for offences*

*KPI 5 Traffic law enforcement*

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

*KPI 1 Community satisfaction with police services*

*KPI 2 Community perception of level of crime*

**KPI 3 Response to offences**

**KPI 4 Sanction rate for offences**

#### Outcome 3: Lawful road-user behaviour

*KPI 1 Community satisfaction with police services*

**KPI 5 Traffic law enforcement**

The efficiency of the seven services delivered by the WA Police is assessed through a range of cost efficiency indicators as shown in the table below.

### Key Efficiency Indicators

**Service 1:  
Intelligence and  
protective services**

Average cost per hour  
of providing service(s)

**Service 2:  
Crime prevention  
and public order**

Average cost per hour  
of providing service(s)

**Service 3:  
Community support  
(non-offence incidents)**

Average cost per hour  
of providing service(s)

**Service 4:  
Emergency  
management  
and coordination**

Average cost per hour  
of providing service(s)

**Service 5:  
Response to and  
investigation of  
offences**

Average cost per  
response/investigation

**Service 6:  
Services to the  
judicial process**

Average cost per hour  
of providing service(s)

**Service 7:  
Traffic law  
enforcement and  
management**

Average cost per hour  
of providing service(s)



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### OUTCOME 1: LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

This outcome relates to the WA Police 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 agencies and stakeholders to develop crime prevention strategies;
- identifying, assessing and managing risks to the community; and
- maintaining a high level of preparedness for emergencies including appropriate responses to terrorism.

The extent to which this outcome is being achieved is now assessed through two effectiveness indicators: Community satisfaction with police services and Community perception of the level of crime.

### KEY PERFORMANCE INDICATOR 1 – COMMUNITY SATISFACTION WITH POLICE SERVICES

**Indicator 1.1:** Percentage of the community who were ‘satisfied’ or ‘very satisfied’ with services provided by police.

**Indicator 1.2:** Percentage of the community who were ‘satisfied’ or ‘very satisfied’ with the service received during their most recent contact with police.

Customer satisfaction is a widely accepted measure of organisational performance. The community’s satisfaction with police services, which reflects the perceived level of lawful behaviour, safety, security and public order, is measured by the National Survey of Community Satisfaction with Policing.

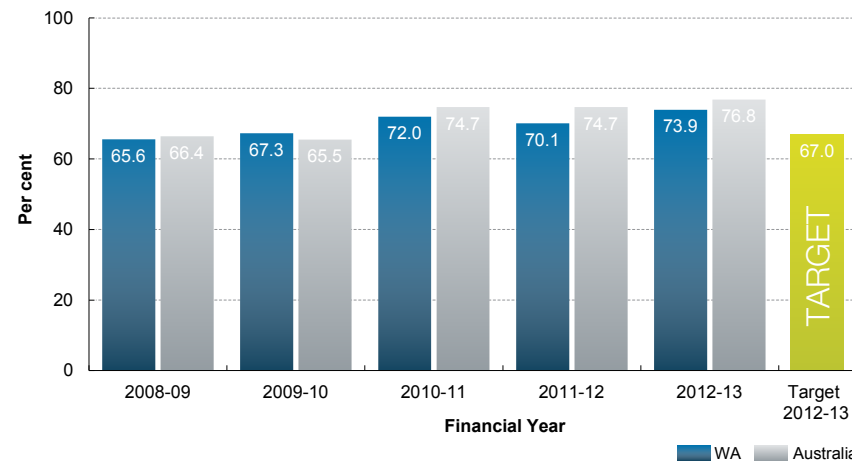
This survey measures two aspects of satisfaction with police services — general satisfaction overall and satisfaction with services received during the most recent contact with police. Together, these provide a relevant primary indicator of how effectively the WA Police is achieving Outcome 1: Lawful behaviour and community safety.

Indicators 1.1 and 1.2 illustrate the WA community’s level of satisfaction over time and in comparison with the national result. The level of satisfaction is measured by the percentage of people who were either ‘satisfied’ or ‘very satisfied’ with police services.

It is important to note that public perceptions may not reflect actual levels of police performance, because many factors — including individual experiences, hearsay and media reporting — can influence community satisfaction with police services.



**Indicator 1.1:** Percentage of the community who were 'satisfied' or 'very satisfied' with services provided by police, 2008-09 to 2012-13 (a)(b)(c)



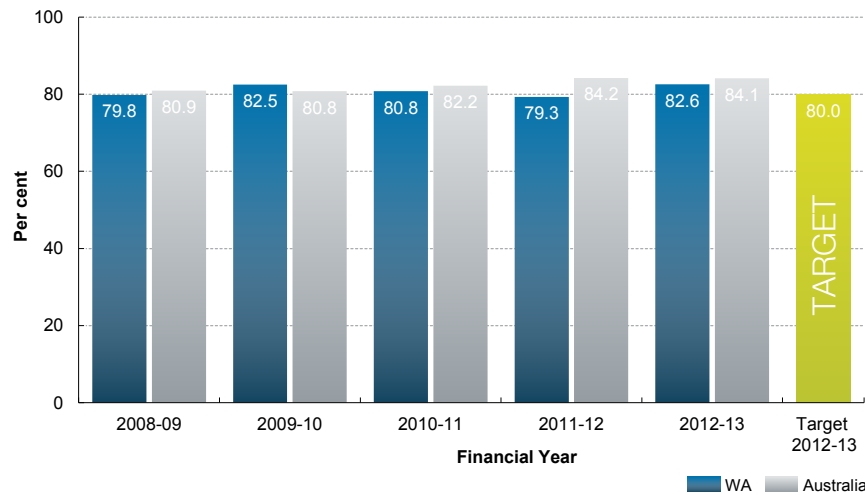
### ANALYSIS

- In 2012-13, the level of satisfaction with police services in WA (73.9 per cent) was the highest result for five years. However, the WA level was lower than the national level of satisfaction (76.8 per cent).
- The WA Police achieved the 2012-13 target of greater than or equal to 67 per cent.

# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

**Indicator 1.2:** Percentage of the community who were 'satisfied or 'very satisfied' with the service received during their most recent contact with police, 2008-09 to 2012-13 (a)(b)(c)



**Notes:**

- (a) This indicator is derived from the National Survey of Community Satisfaction with Policing that commenced in July 2001. The survey is conducted by telephone using the service provider's Computer Assisted Telephone Interviewing facilities. Interviewing is conducted each month. Eligible respondents are required to be aged 15 years or over. Respondents are chosen from each contacted household by the next birthday method. People who work for the police, or who live in a household with someone who works for the police, are excluded from the survey. A random sample of telephone numbers is generated for each police district within Western Australia using the Random Digit Dialling (RDD) method. The random sampling method used allows both listed and unlisted numbers in all active telephone exchanges to be included in the sample. The overall sample is stratified by police district to ensure a sufficient sample is collected for each police district each quarter. Each police district has a monthly quota of interviews to ensure interviewing is spread evenly across the full year. During 2012-13, over 28,500 people were surveyed nationally (including about 2,800 in WA).
- (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 the sample estimates used in compiling the charts for Indicators 1.1 and 1.2 is equal to or lower than 1.5 per cent.
- (c) A national result for a given year can be significantly different to the national result for the previous year, but may not be significantly different to the WA result while a similar result for WA for a given year may not be significantly different to the previous year. This is due to the much larger national sample size compared to WA. A larger sample size leads to a lower standard error, which directly affects significance tests.

**Source:** National Survey of Community Satisfaction with Policing (unpublished data).

**ANALYSIS**

- In 2012-13, 57.5 per cent of the WA community had contact with police in the last 12 months. The most common reasons for the most recent contact with police were to conduct a random breath/drug test and to report a crime or other incident.
- The percentage of the WA community who were satisfied with the services received during their most recent contact with police in 2012-13 (82.6 per cent) was not significantly different to 2011-12 (79.3 per cent). The WA level was not significantly different to the national level of satisfaction (84.1 per cent).
- The WA Police achieved the 2012-13 target of greater than or equal to 80 per cent.
- In 2012-13, the main reasons for community satisfaction with the services received during their most recent contact with police related to the police being professional/fair, prompt, courteous, and they took appropriate action or did their job. The main reasons for dissatisfaction were that police didn't do enough or took no action, were slow to arrive/ kept caller waiting, and were unprofessional/unfair.

### KEY PERFORMANCE INDICATOR 2 - COMMUNITY PERCEPTION OF LEVEL OF CRIME

**Indicator 2.1:** Percentage of the community who were 'somewhat concerned' or 'very concerned' about becoming a victim of physical assault in a public place in the next 12 months.

**Indicator 2.2:** Percentage of the community who were 'somewhat concerned' or 'very concerned' about becoming a victim of housebreaking in the next 12 months.

**Indicator 2.3:** Percentage of the community who were 'somewhat concerned' or 'very concerned' about becoming a victim of motor vehicle theft in the next 12 months.

**Indicator 2.4:** Percentage of the community who thought the use of illegal drugs was 'somewhat of a problem' or a 'major problem' in their own neighbourhood.

**Indicator 2.5:** Percentage of the community who thought louts or gangs were 'somewhat of a problem' or a 'major problem' in their own neighbourhood.

**Indicator 2.6:** Percentage of the community who thought drunken and disorderly behaviour was 'somewhat of a problem' or a 'major problem' in their own neighbourhood.

**Indicator 2.7:** Percentage of the community who thought speeding cars, dangerous or noisy driving was 'somewhat of a problem' or a 'major problem' in their own neighbourhood.

Community perception of the level of crime is an indicator of the extent to which the WA Police influences lawful behaviour, safety, security and public order. The National Survey of Community Satisfaction with Policing measures the extent to which the community was concerned about becoming a victim of: physical assault in a public place, housebreaking and motor vehicle theft; also the extent to which the community thought that crime and antisocial behaviour were a problem in their own neighbourhood. These include: use of 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 incidents including preventing and reducing their incidence. It is important to note that the perceived level of crime may not reflect the reported levels of crime because factors such as media coverage of crime and personal experiences can influence community perceptions. The Police Services Chapter in 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.*

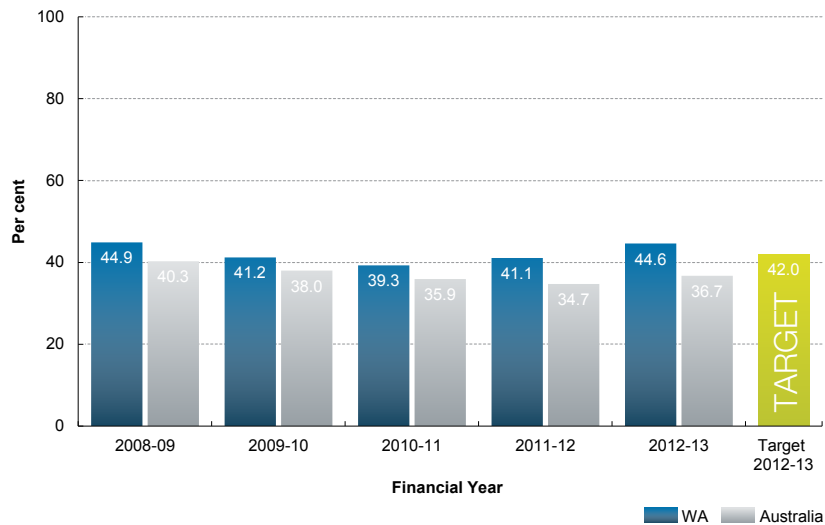
Indicators 2.1 to 2.3 illustrate the WA community's perception of concern about becoming a victim of a crime in the next 12 months over time and in comparison with the national result. Indicators 2.4 to 2.7 illustrate the WA community's perception of the extent to which crime and antisocial behaviour is a problem in their own neighbourhood over time and in comparison with Australia.

Community perception of the level of crime provides a relevant primary indicator of how effectively the WA Police is achieving Outcome 1: Lawful behaviour and community safety.



# KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 2.1:** Percentage of the community who were 'somewhat concerned' or 'very concerned' about becoming a victim of physical assault in a public place in the next 12 months, 2008-09 to 2012-13 <sup>(a)(b)(c)</sup>

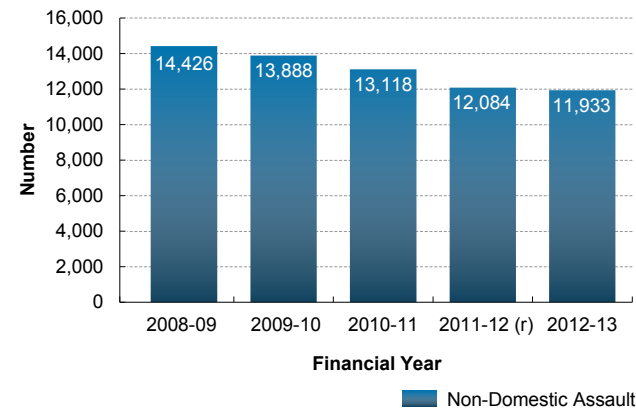


**Note:** A low or decreasing percentage of people who were concerned about becoming a victim of this crime is desirable.

## ANALYSIS

- The percentage of the WA community who were concerned about becoming a victim of physical assault in a public place increased from 39.3 per cent in 2010-11 to 44.6 per cent in 2012-13.
- The WA result for 2012-13 was higher than 2011-12 (41.1 per cent) and the national result (36.7 per cent).
- The WA Police did not achieve the 2012-13 target of less than or equal to 42 per cent.
- The number of verified non-domestic assault offences has actually decreased by 17.3 per cent (2,493) since 2008-09 (see below chart).

Number of verified non-domestic assault offences, 2008-09 to 2012-13

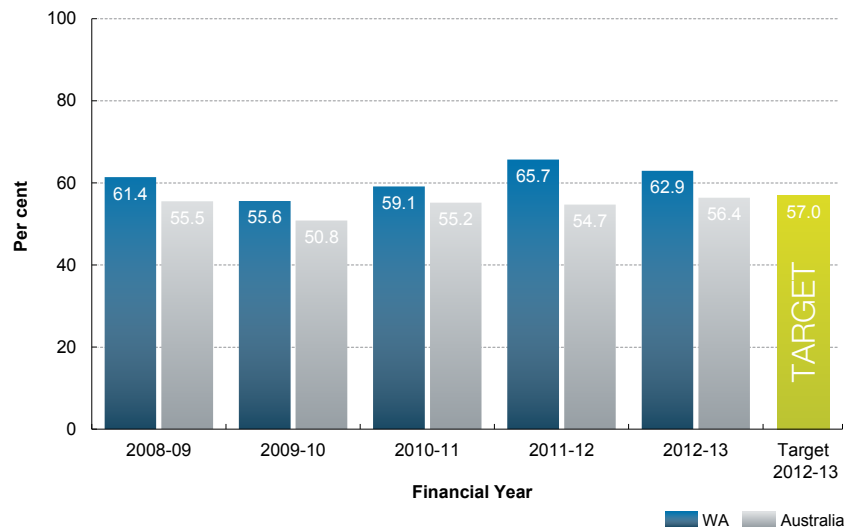


Source: WA Police, FrontLine Incident Management System.





**Indicator 2.2:** Percentage of the community who were 'somewhat concerned' or 'very concerned' about becoming a victim of housebreaking in the next 12 months, 2008-09 to 2012-13 (a)(b)(c)

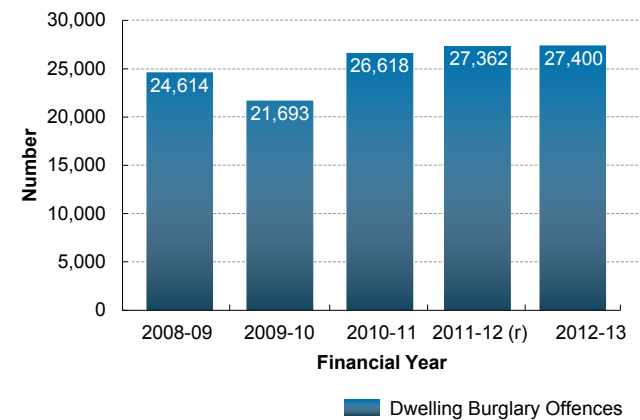


**Note:** A low or decreasing percentage of people who were concerned about becoming a victim of this crime is desirable.

### ANALYSIS

- In 2012-13, the percentage of the WA community who were concerned about becoming a victim of housebreaking (62.9 per cent) was not significantly different to 2011-12 (65.7 per cent). WA was higher than the national result of 56.4 per cent.
- The WA Police did not achieve the 2012-13 target of less than or equal to 57 per cent.
- The continued level of concern may reflect the fact that the number of verified dwelling burglary offences has remained at a relatively high level for the past three years (see below chart).

Number of verified dwelling burglary offences, 2008-09 to 2012-13

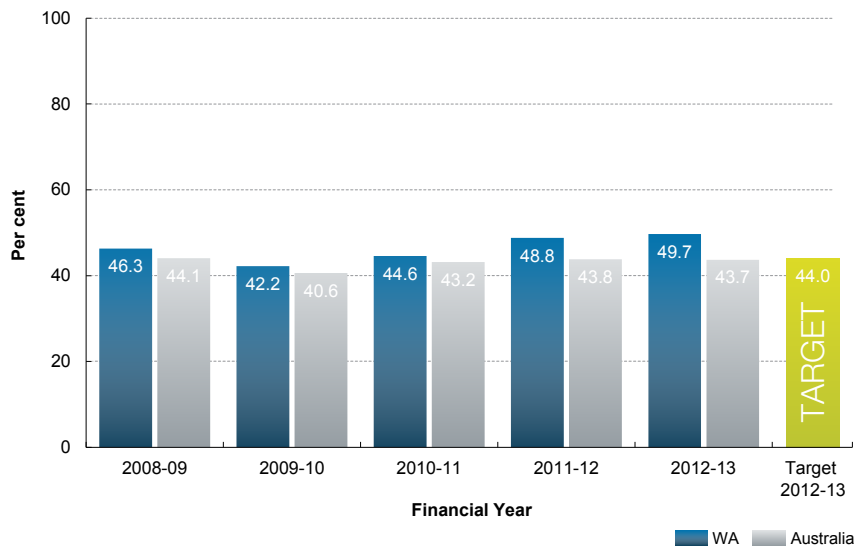


**Source:** WA Police, FrontLine Incident Management System.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 2.3:** Percentage of the community who were 'somewhat concerned' or 'very concerned' about becoming a victim of motor vehicle theft in the next 12 months, 2008-09 to 2012-13 (a)(b)(c)

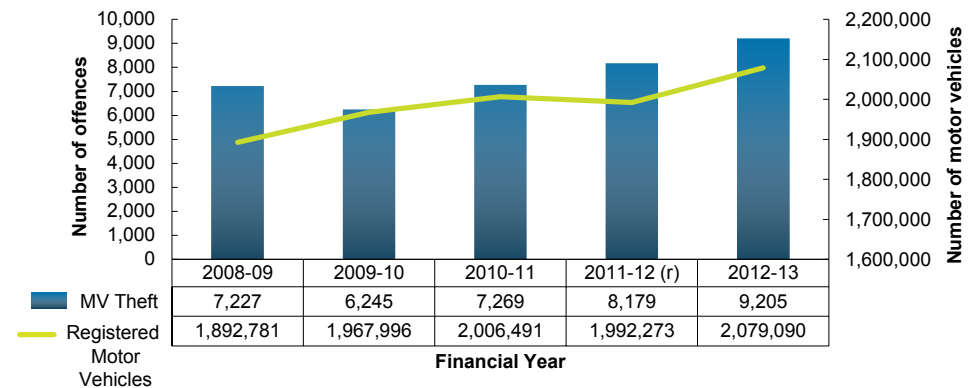


**Note:** A low or decreasing percentage of people who were concerned about becoming a victim of this crime is desirable.

### ANALYSIS

- In 2012-13, the percentage of the WA community who were concerned about becoming a victim of motor vehicle theft (49.7 per cent) was not significantly different to 2011-12 (48.8 per cent). WA was higher than the national result of 43.7 per cent.
- The WA Police did not achieve the 2012-13 target of less than or equal to 44 per cent.
- The continued level of concern may reflect a 12.5% increase (1,026) in the number of verified motor vehicle theft offences in 2012-13 to 9,205 compared with 8,179 in 2011-12. Motor vehicle theft offences have increased by 47.4 per cent (2,960) since 2009-10. During the same period, there has been a 5.6 per cent (111,094) increase in registered motor vehicles (see below chart).

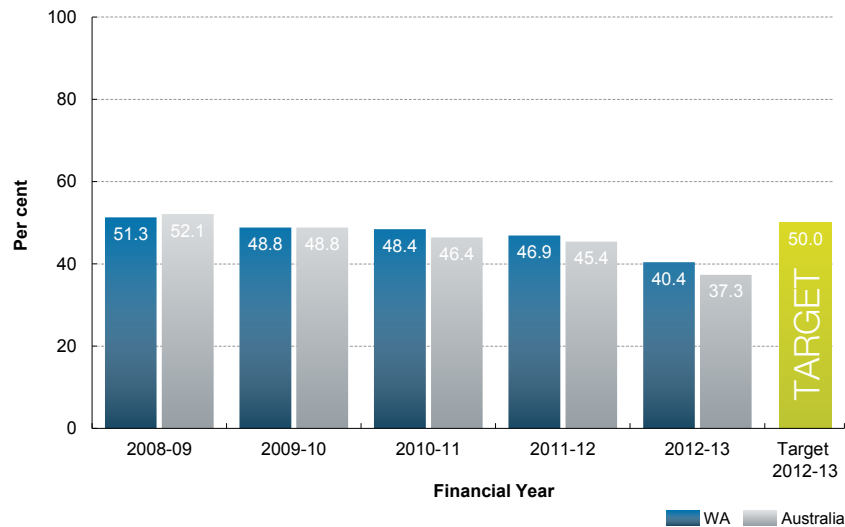
### Number of verified motor vehicle theft offences, 2008-09 to 2012-13



**Sources:**  
WA Police, FrontLine Incident Management System.  
Department of Transport, Registered Motor Vehicles as at 30 June.



**Indicator 2.4:** Percentage of the community who thought the use of illegal drugs was 'somewhat of a problem' or a 'major problem' in their own neighbourhood, 2008-09 to 2012-13 (a)(b)(c)

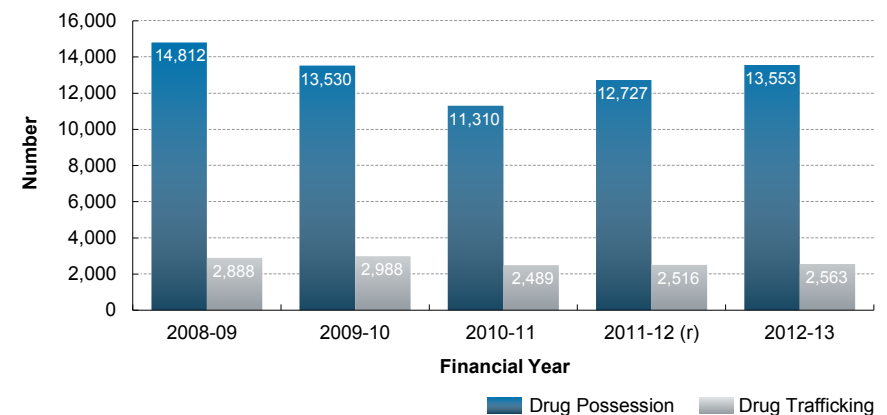


**Note:** A low or decreasing percentage of people who thought the use of illegal drugs was a problem is desirable.

### ANALYSIS

- The percentage of the community who thought the use of illegal drugs was a problem in their own neighbourhood decreased both in WA and nationally since 2008-09.
- In 2012-13, the WA result of 40.4 per cent was the lowest result in five years, but was higher than the national result of 37.3 per cent.
- The WA Police achieved the 2012-13 target of less than or equal to 50 per cent.
- The following chart shows the trend in detected drug offences. Most drug offences are detected by police rather than reported to police and therefore an increase in offences is considered a positive outcome.

Number of detected drug offences, 2008-09 to 2012-13

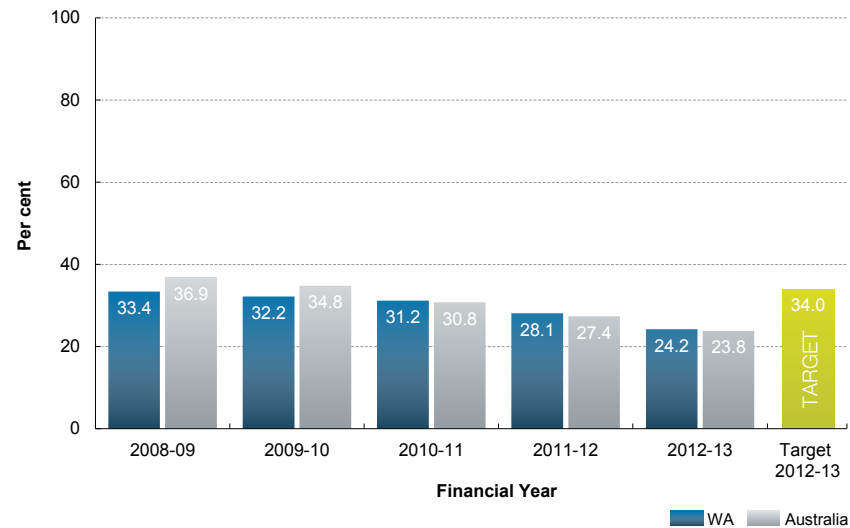


Source: WA Police, FrontLine Incident Management System.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 2.5:** Percentage of the community who thought louts or gangs were 'somewhat of a problem' or a 'major problem' in their own neighbourhood, 2008-09 to 2012-13 (a)(b)(c)



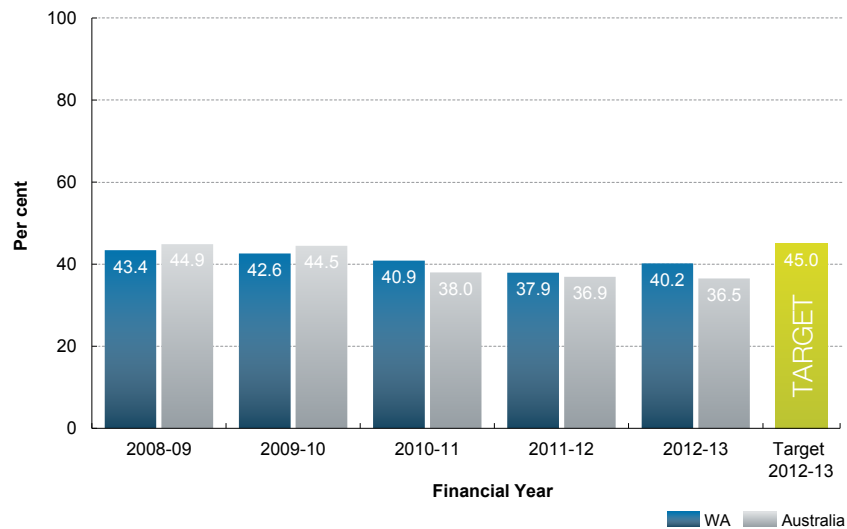
**Note:** A low or decreasing percentage of people who thought louts or gangs were a problem is desirable.

### ANALYSIS

- The percentage of the community who thought louts or gangs were a problem in their own neighbourhood decreased both in WA and nationally since 2008-09.
- In 2012-13, the WA result of 24.2 per cent was the lowest recorded in five years and not significantly different to the national result (23.8 per cent).
- The WA Police achieved the 2012-13 target of less than or equal to 34 per cent.



**Indicator 2.6:** Percentage of the community who thought drunken and disorderly behaviour was 'somewhat of a problem' or a 'major problem' in their own neighbourhood, 2008-09 to 2012-13 (a)(b)(c)



**Note:** A low or decreasing percentage of people who thought drunken and disorderly behaviour was a problem is desirable.

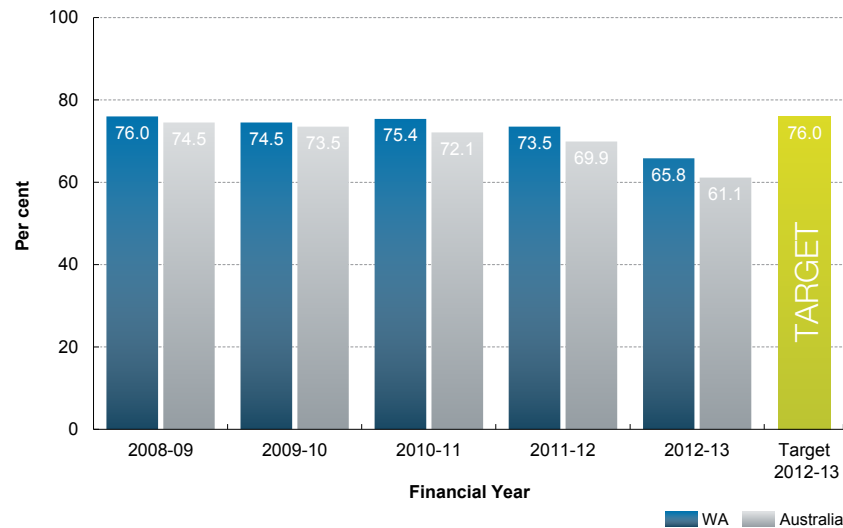
### ANALYSIS

- The percentage of the community who thought drunken and disorderly behaviour was a problem in their own neighbourhood generally decreased both in WA and nationally since 2008-09.
- In 2012-13, the WA result of 40.2 per cent was not significantly different to the 2011-12 result (37.9 per cent). The WA result was higher than the national result of 36.5 per cent.
- The WA Police achieved the 2012-13 target of less than or equal to 45 per cent.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 2.7:** Percentage of the community who thought speeding cars, dangerous or noisy driving was 'somewhat of a problem' or a 'major problem' in their own neighbourhood, 2008-09 to 2012-13 (a)(b)(c)



**Note:** A low or decreasing percentage of people who thought speeding cars, dangerous or noisy driving was a problem is desirable.

**Notes:**

- (a) This indicator is derived from the National Survey of Community Satisfaction with Policing that commenced in July 2001. The survey is conducted by telephone using the service provider's Computer Assisted Telephone Interviewing facilities. Interviewing is conducted each month. Eligible respondents are required to be aged 15 years or over. Respondents are chosen from each contacted household by the next birthday method. People who work for the police, or who live in a household with someone who works for the police, are excluded from the survey. A random sample of telephone numbers is generated for each police district within Western Australia using the Random Digit Dialling (RDD) method. The random sampling method used allows both listed and unlisted numbers in all active telephone exchanges to be included in the sample. The overall sample is stratified by police district to ensure a sufficient sample is collected for each police district each quarter. Each police district has a monthly quota of interviews to ensure interviewing is spread evenly across the full year. During 2012-13, over 28,500 people were surveyed nationally (including about 2,800 in WA).
- (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 the sample estimates used in compiling the charts for Indicators 2.1 to 2.7 is equal to or lower than 4.2 per cent.
- (c) A national result for a given year can be significantly different to the national result for the previous year or to the WA result while a similar result for WA for a given year may not be significantly different to the previous year. This is due to the much larger national sample size compared to WA. A larger sample size leads to a lower standard error, which directly affects significance tests.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

**Source:** National Survey of Community Satisfaction with Policing (unpublished data).

**ANALYSIS**

- The percentage of the community who thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood generally decreased both in WA and nationally since 2008-09.
- The introduction of vehicle impoundment legislation in 2004 which was enhanced by successive amendments in 2008, 2009 and 2010, is believed to have had a strong deterrent effect on hoon driving.
- In 2012-13, the WA result of 65.8 per cent was the lowest recorded for five years. This was lower than 2011-12 (73.5 per cent) but higher than the national result of 61.1 per cent.
- The WA Police achieved the 2012-13 target of less than or equal to 76 per cent.

### OUTCOME 2: OFFENDERS APPREHENDED AND DEALT WITH IN ACCORDANCE WITH THE LAW

The process of achieving this outcome usually starts with an incident or offence being reported to police through a call to 000 or 131444.

Calls to 000 are made in an emergency or life-threatening situation, when urgent police assistance or attendance is needed, for example:

- a serious crime is in progress, being witnessed or just committed;
- any situation where life or serious injury is threatened;
- a car accident where people are trapped or seriously injured;
- a serious air, rail or water incident;
- any incident which poses an immediate threat of danger to people or property; or
- an explosion, bomb incident or threat.

Calls to 131444 are made for police assistance or attendance when it is not an emergency, for example:

- reporting a disturbance or breach of the peace (antisocial behaviour);
- reporting something which has happened in the past such as a burglary;
- reporting a property related incident for insurance purposes; or
- making a complaint against another individual.

Incidents that require the dispatch of a police vehicle or resource are allocated a priority of 1, 2, 3 or 4. The incident is recorded in the FrontLine Incident Management System and, where it relates to a criminal incident, an investigation is conducted.

The WA Police Investigation Doctrine provides investigating officers and supervisors with practical guidance on conducting and managing investigations in a professional manner. The Doctrine is based on the CRIME Model (Contact, Respond, Investigate, Manage, Evaluate) and encompasses five key investigative strategies: physical material, witnesses, intelligence, public awareness, and suspects/persons of interest.

These strategies are a practical means for identifying investigative actions and ensuring a thorough investigation in a structured framework.

Quality forensic services provide value to the investigation process and justice system outcomes. These services are enhanced by the continued application of technology and techniques such as DNA testing and digital capture of fingerprint images (Livescan). Investigations are also supported by the FrontLine Incident Management System, legislative changes and increased police powers.

Achievement of this outcome will also positively impact on the Lawful behaviour and community safety and Lawful road-user behaviour outcomes. This outcome has two indicators of effectiveness. One is 'Response to offences' that relates to answering 000 and 131444 calls, and responding to urgent calls for police assistance. The other is the 'Sanction rate for offences' that relates to the finalisation of investigations.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### KEY PERFORMANCE INDICATOR 3 – RESPONSE TO OFFENCES

**Indicator 3.1:** Percentage of emergency '000' calls for urgent police assistance or attendance answered within 20 seconds.

**Indicator 3.2:** Percentage of '000' emergency calls answered on first presentation.

**Indicator 3.3:** Percentage of 131444 calls for police assistance or attendance answered within 20 seconds.

**Indicator 3.4:** Percentage of 131444 calls abandoned.

**Indicator 3.5:** Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene.

The apprehension of offenders usually requires an offence to be reported to the police in a timely manner in order to record information about the offence, victim and the offender(s). Time is an important component of responding to incidents in order to ensure welfare of the victim, preserve evidence at the scene or possibly apprehend the offender if the crime is still in progress. The information recorded about the incident and evidence collected is used to conduct an investigation which, if successful, will lead to the apprehension and processing of the offender(s).



**Indicator 3.1:** Percentage of emergency '000' calls for urgent police assistance or attendance answered within 20 seconds <sup>(a)(b)(c)</sup>

	2010-11	2011-12	2012-13	Target 2012-13
Percentage	92.5%	91.9%	96.4%	<b>90%</b>
Number answered within 20 seconds	225,875	240,143	253,125	
Total number of calls answered	244,315	261,280	262,676	
Total number of Telstra presented calls	245,654	262,163	270,364	

#### ANALYSIS

- The number of '000' emergency calls increased by 10.1 per cent (24,710) from 245,654 in 2010-11 to 270,364 in 2012-13.
- Despite the increase in '000' calls, the 2012-13 result of 96.4 per cent exceeded the target of 90 per cent and improved on the performance of the previous two years. Triple Zero is always fully resourced to ensure appropriate support to the public for critical and life threatening events.
- Data prior to 2010-11 are not comparable due to a change in counting rules.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 3.2:** Percentage of '000' emergency calls answered on first presentation <sup>(a)(c)(d)</sup>

	2010-11	2011-12	2012-13	Target 2012-13
Percentage	95.5%	95.5%	95.1%	>90%
Number of calls answered on first presentation	234,697	250,264	257,151	
Total number of Telstra presented calls	245,654	262,163	270,364	

### ANALYSIS

- In 2012-13, the percentage of '000' emergency calls answered on first presentation was 95.1 per cent. This was higher than the target of >90 per cent. The WA Police therefore achieved the 2012-13 target.
- Data prior to 2010-11 are not comparable due to a change in counting rules.

**Indicator 3.3:** Percentage of 131444 calls for police assistance or attendance answered within 20 seconds <sup>(a)(e)(f)</sup>

2012-13	Target 2012-13
78.2%	85%

**Number and percentage of 131444 calls to the Police Assistance Centre in 2012-2013** <sup>(a)(e)(f)</sup>

PAC 131444 Queue Group	Number of calls presented <sup>(g)</sup>	Number of calls answered <sup>(g)</sup>	Number answered within 20 seconds	Percentage answered within 20 seconds
Tasking Queues	214,737	198,714	155,428	78.2%
Non-Tasking Queues	214,692	178,691	92,822	51.9%
General Queues	141,402	95,914	55,575	57.9%
Total 131444	775,944	634,963	378,614	59.6%

### ANALYSIS

- In November 2012, to ensure a more prompt response to callers requiring police attendance, changes to the Police Assistance Centre (PAC) queue were implemented to split calls to 131444 into three categories. This enabled callers to direct their own call into the appropriate response category. The three categories are:
  1. Tasking – calls for an incident that requires immediate police attendance.
  2. Non Tasking – calls for incidents that do not require immediate police attendance.
  3. General – where the caller is seeking general information or has some other enquiry.

The 131444 tasking call queue is given a higher priority for answering calls than the other two queues.
- It is important to note that due to this initiative, the result for 2012-13 is based on calls to the 131444 tasking call queue only and as a consequence is not comparable with previous years.
- In 2012-13, the percentage of calls to the 131444 tasking call queue for police assistance or attendance answered within 20 seconds was 78.2 per cent. The WA Police did not achieve the 2012-13 target of 85 per cent.
- PAC 131444 call volumes increased by 12.9% (88,772 calls) from 687,172 calls in 2011-12 to 775,944 calls in 2012-13. Triple Zero is always fully resourced to ensure appropriate support to the public for critical and life threatening events which in turn impacts on performance in non-urgent activity (i.e.131444, general calls and data entry capability).



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 3.4:** Percentage of 131444 calls abandoned <sup>(a)(f)(g)</sup>

2012-13	Target 2012-13
7.5%	<5%

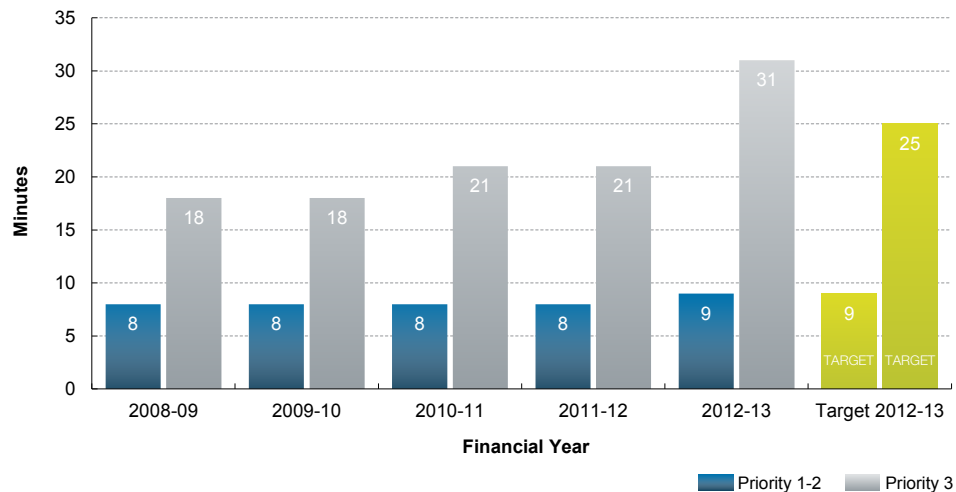
**Number and percentage of 131444 calls abandoned in 2012-2013** <sup>(a)(f)(g)(h)</sup>

PAC 131444 Queue Group	Number of calls presented	Number of calls abandoned	Number of calls abandoned within 20 seconds	Percentage abandoned
Tasking Queues	214,737	16,023	5,687	7.5%
Non-Tasking Queues	214,692	36,001	11,004	16.8%
General Queues	141,402	45,488	5,112	32.2%
Total 131444	775,944	140,955	29,794	18.2%

### ANALYSIS

- The first two dot points in the analysis of the previous indicator also apply to this indicator.
- In 2012-13, 7.5 per cent of calls to the 131444 tasking call queue were abandoned by the caller before operators could answer them. The WA Police did not achieve the 2012-13 target of <5 per cent.
- PAC 131444 call volumes increased by 12.9% (88,772 calls) from 687,172 calls in 2011-12 to 775,944 calls in 2012-13. Triple Zero is always fully resourced to ensure appropriate support to the public for critical and life threatening events which in turn impacts on performance in non-urgent activity (i.e. 131444, general calls and data entry capability).

**Indicator 3.5:** Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene, 2008-09 to 2012-13 (i)(j)(k)(l)(m)(n)(o)



### ANALYSIS

- The average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene was 9 minutes for priority 1–2 calls and 31 minutes for priority 3 calls. Although the WA Police achieved the 2012-13 priority 1-2 target of 9 minutes, it did not achieve the priority 3 target of 25 minutes.
- The priority 3 target was not achieved due to a number of factors, including:
  - an increase in the number of calls;
  - an increase in the average time at scene mainly in the key risk situations of domestic violence incidents and persons at risk;
  - a greater focus on attending to priority 1 and 2 calls; and
  - the continued growth and spread of the population in the metropolitan area.

In 2012-13 there were:

- 9,099 priority 1-2 calls of which 64 per cent\* were responded to within the target time of 9 minutes.
- 131,150 priority 3 calls of which 65 per cent\* were responded to within the target time of 25 minutes.
- 62,154 non urgent priority 4 calls of which 62 per cent\* were responded to within 60 minutes (non-KPI). In 29 per cent of priority 4 tasks that exceeded a response time of 60 minutes, the caller was advised of a “delay in response”.

The following charts illustrate the percentage\* of priority 1-2, 3 and 4 tasks achieved by response time.

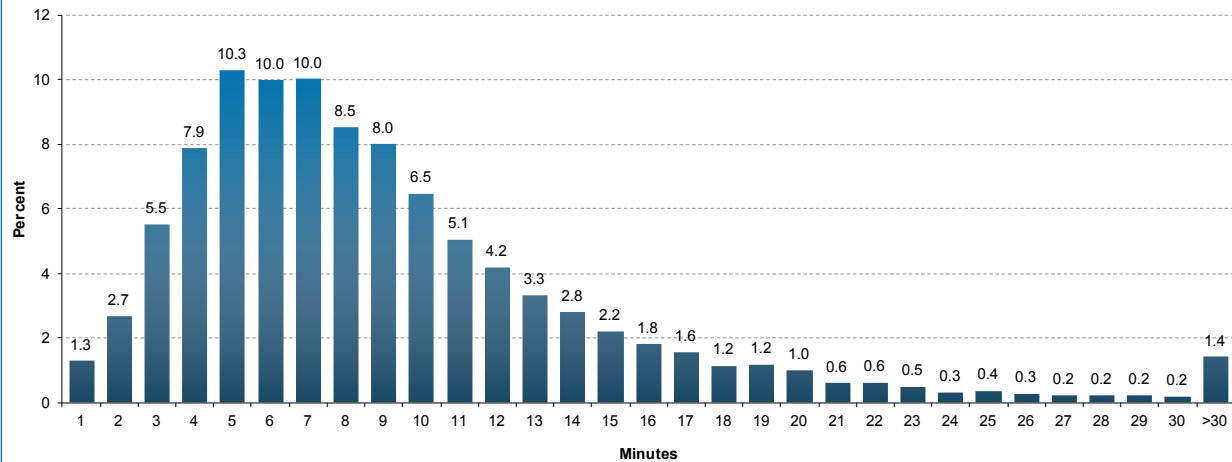
\*Note: The percentage of calls responded to within the target time and in the time intervals shown in the following charts are not comparable with similar figures published in the 2011-12 Annual Report due to a difference in the data extraction methodology.



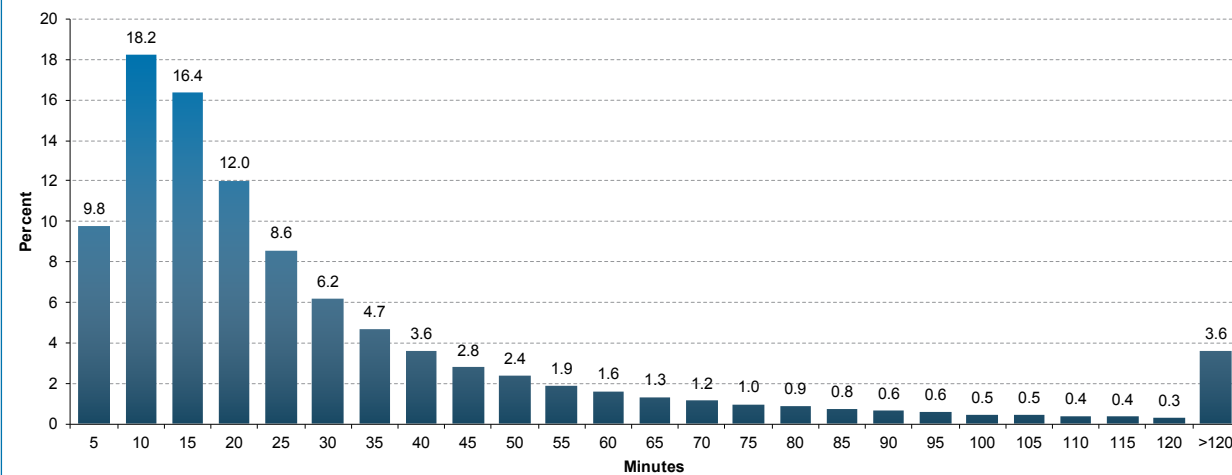
# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

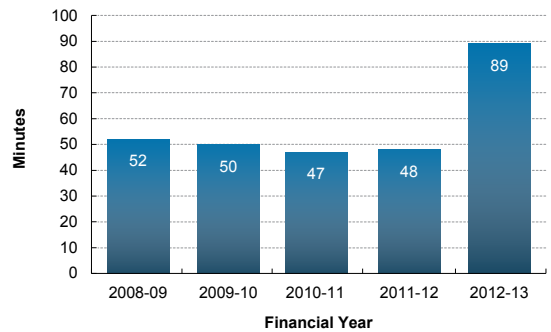
Metropolitan Region - Percentage\* of Priority 1 and 2 Tasks by Response Time, 2012-13



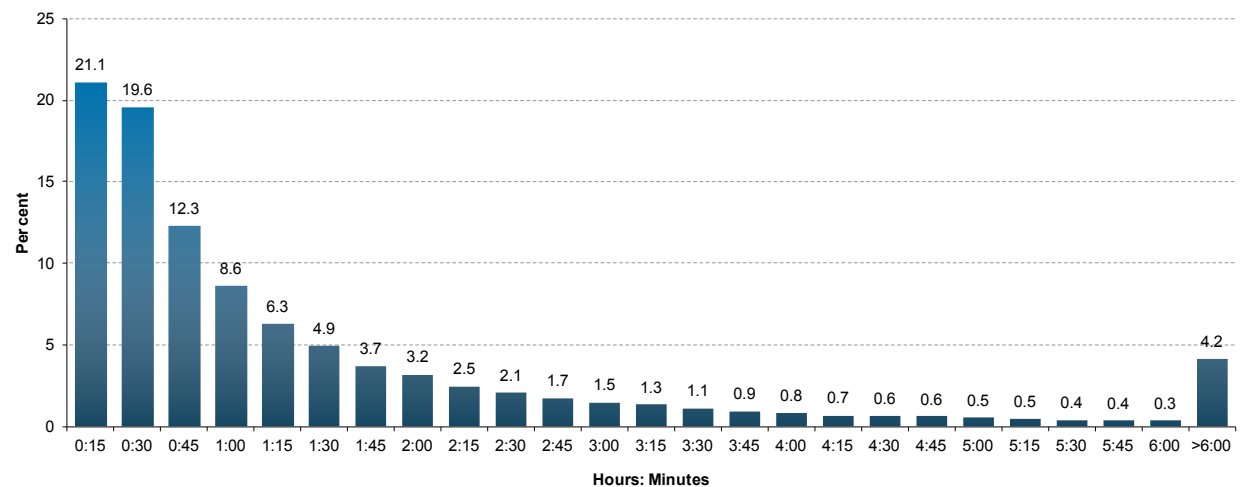
Metropolitan Region - Percentage\* of Priority 3 Tasks by Response Time, 2012-13



Average time taken to respond to Non-Urgent (Priority 4) calls for police assistance in the metropolitan area from call received (entered) to arrival at scene, 2008-09 to 2012-13



Metropolitan Region - Percentage\* of Non-Urgent (Priority 4) Tasks by Response Time, 2012-13



### Notes:

- Excludes calls from other government agencies or third party commercial service providers.
- Based on the number of emergency '000' calls answered within 20 seconds on their first presentation by Telstra as a percentage of the total number of 000 calls answered on their first or subsequent presentations.
- The difference between the total number of '000' calls presented and the total number of '000' calls answered reflects the number of calls abandoned by the caller or made to '000' in error.
- Based on the number of emergency '000' calls answered on their first presentation by Telstra as a percentage of the total number of 000 calls answered on their first or subsequent presentations.
- Based on the number of 131444 calls answered within 20 seconds as a percentage of the total number of 131444 calls answered.
- The 2012-13 figure for these indicators is based on calls directed to the PAC 131444 Tasking queue.
- The difference between the total number of calls presented and the total number of calls answered reflects the number of calls abandoned by the caller.
- Based on the number of 131444 calls where the caller opts to abandon the call before operators can answer them as a percentage of the total number of 131444 calls presented. Calls are abandoned for a number of reasons including change of mind, wrong agency, recorded message, solved issue or changed situation.
- Urgent calls for police assistance are defined as priority 1, 2 and 3 incidents.
- 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.
- 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.
- EXCEPTIONS. To provide an accurate indication of response times, the following incident types have been excluded from calculations as they do not contribute to measuring service delivery and/or have the potential to skew results:
  - Scheduled Events – are incidents created for attendance at a later time or date, e.g. Royal Flying Doctor Service escorts;
  - Field Initiated Incidents – are deemed 'arrived' at the time of initiating the Computer Aided Dispatch system (CAD) incident, e.g. pursuits or any incident created directly by a unit from their Tasking and Dispatch Information System (TADIS) device;
  - 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 – which may occur due to a number of circumstances; and
  - Incidents where there is no police attendance – matter dealt with other than by police attending the location.
- The response time has been formulated from the time the incident was entered 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.
- 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.
- 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 are situated on the periphery of the metropolitan area. Whilst patrolling of 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.

### Sources:

WA Police, Police Assistance Centre. WA Police, Computer Aided Dispatch system.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### KEY PERFORMANCE INDICATOR 4 – SANCTION RATE FOR OFFENCES

**Indicator 4.1:** Sanction rate for offences against the person.

**Indicator 4.2:** Sanction rate for offences against property.

**Indicator 4.3:** Sanction rate for drug trafficking offences.

In 2010-11, the WA Police adopted the 'sanction rate' as a measure of the effectiveness of investigation outcomes instead of the clearance rate. The sanction rate is based on the number of verified offences where an investigation outcome has been recorded of an offender(s) being apprehended or processed (such as arrest, summons, caution or referral to a Juvenile Justice Team), or where, for some substantial reason, police investigations cannot be continued (such as withdrawn complaint; a statute bar to proceedings where an offender is under age or claims diplomatic immunity or other statute of limitations matters; circumstances where the incident was found to be a matter for civil action by the complainant; the offender has died; the offender is in another jurisdiction and extradition is not desired or available; and where the offender

has been admitted to a psychiatric facility). The number of these 'sanctioned' offences within the relevant time period is expressed as a percentage of the number of verified offences reported during the same period. Verified offences are all offences reported to police within the relevant time period that have not been determined to be falsely or mistakenly reported.

Indicator 4.1 shows the sanction rate for offences against the person which include homicide, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.

Indicator 4.2 is the sanction rate for offences against property which include burglary, motor vehicle theft, theft, arson and property damage. This indicator excludes 'fraud', 'graffiti' and 'receiving/ illegal use' offences due to reporting, recording and other issues significant enough to artificially effect the number of offences and the sanction rate, 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.

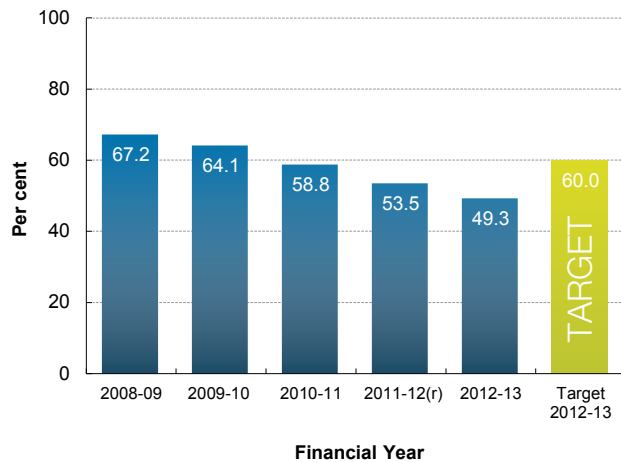
- 'Graffiti' due to recording issues and reporting practices by some Government agencies, local government authorities and private enterprise that have impacted on the number of offences recorded.
- 'Receiving/illegal use' offences are usually detected by, rather than reported to, police and therefore the number of offences reflects police activity or initiatives.

Indicator 4.3 illustrates the sanction rate for drug trafficking offences which reflects the WA Police focus on detecting and investigating drug trafficking offences.

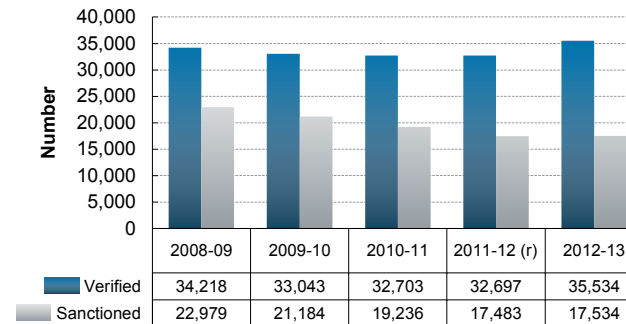




**Indicator 4.1:** Sanction rate for offences against the person, 2008-09 to 2012-13 (a)(b)(c)(d)(e)(f)(g)



Number of verified and sanctioned offences against the person, 2008-09 to 2012-13



### ANALYSIS

- The sanction rate decreased from 53.5 per cent in 2011-12 to 49.3 per cent in 2012-13.
- This was the result of a 0.3 per cent (51) increase in the number of sanctioned offences (from 17,483 in 2011-12 to 17,534 in 2012-13) and an 8.7 per cent increase (2,837) in the number of verified offences (from 32,697 in 2011-12 to 35,534 in 2012-13).
- The WA Police did not achieve the 2012-13 target of greater than or equal to 60 per cent.
- Changes to the Evidence Act, Criminal Investigation Act, Criminal Procedures Act and other legislation enhancing transparency and accountability have meant that the time required for police to complete investigations has increased, ultimately resulting in a lower sanction rate.
- Changes to domestic violence reporting and recording requirements also resulted in a significant increase in the number of offences being recorded which also adversely affects the sanction rate. Domestic assault offences increased by 25.7 per cent (2,796) in 2012-13 to 13,655 compared with 2011-12 (10,859).



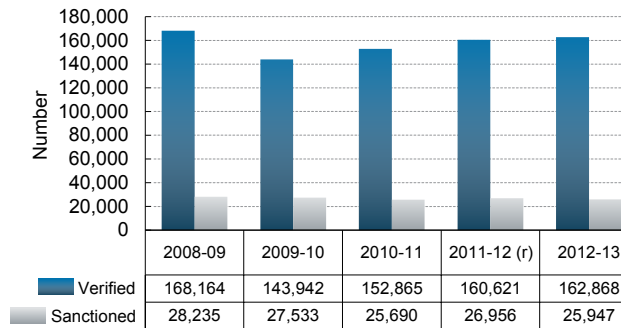
# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

**Indicator 4.2:** Sanction rate for offences against property, 2008-09 to 2012-13 (a)(b)(c)(d)(e)(f)(h)



Number of verified and sanctioned offences against property, 2008-09 to 2012-13

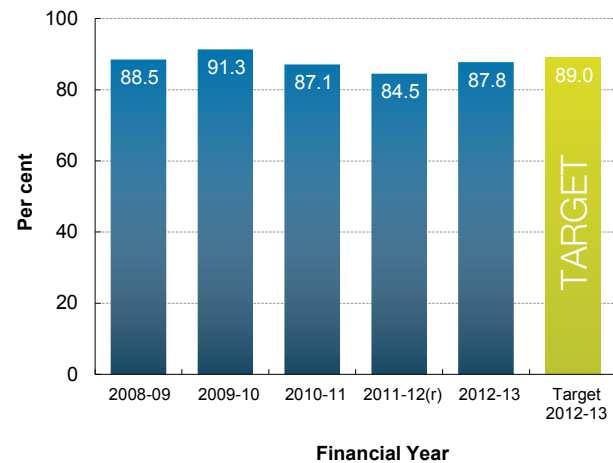


### ANALYSIS

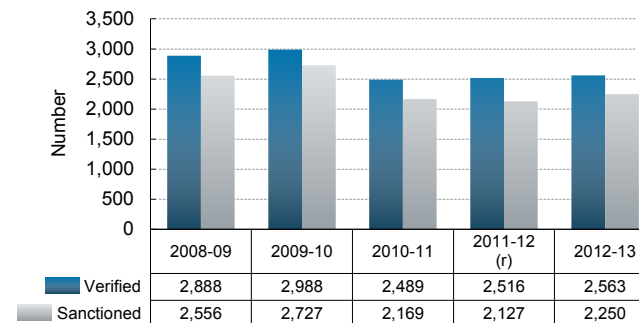
- The sanction rate decreased from 16.8 per cent in 2011-12 to 15.9 per cent in 2012-13.
- This was the result of a 3.7 per cent (1,009) decrease in sanctioned offences (from 26,956 in 2011-12 to 25,947 in 2012-13) and a 1.4 per cent (2,247) increase in verified offences (from 160,621 in 2011-12 to 162,868 in 2012-13).
- The WA Police did not achieve the 2012-13 target of greater than or equal to 16 per cent.
- Changes to the Evidence Act, Criminal Investigations Act, Criminal Procedures Act and other legislation enhancing transparency and accountability have meant the time required for police to complete investigations has increased.



**Indicator 4.3:** Sanction rate for drug trafficking offences, 2008-09 to 2012-13 (a)(b)(c)(d)(e)(f)(i)



Number of verified and sanctioned drug trafficking offences, 2008-09 to 2012-13



### ANALYSIS

- The sanction rate improved from 84.5 per cent in 2011-12 to 87.8 per cent in 2012-13.
- This was the result of a 5.8 per cent (123) increase in the number of sanctioned offences (from 2,127 in 2011-12 to 2,250 in 2012-13) and a 1.9 per cent (47) increase in the number of verified offences (from 2,516 in 2011-12 to 2,563 in 2012-13).
- The WA Police did not achieve the 2012-13 target of greater than or equal to 89 per cent.
- Changes to the Evidence Act, Criminal Investigations Act, Criminal Procedures Act and other legislation enhancing transparency and accountability have meant the time required for police to complete investigations has increased.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### Notes:

- (a) This indicator is based on selected verified offences reported to, or becoming known to police and resulting in the submission of an incident report in the 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 verified offences for a period (e.g. financial year) comprises all verified offences recorded during that period and may include verified 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 verified offences recorded for a given period. However, a decrease in the number of verified offences recorded for a targeted offence may occur in subsequent periods if the targeting has been successful or a different offence becomes a replacement target.
- (f) Due to the nature and length of investigations, the number of sanctioned offences recorded during a period may include verified offences reported prior to that period.
- (g) 'Offences against the person' include: homicide, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.
- (h) 'Offences against property' include: burglary, motor vehicle theft, theft, arson and property damage.
- (i) Drug trafficking is the unlawful sale, supply, cultivation or manufacture of a prohibited drug or plant.
- (j) For the number of sanctioned offences and the sanction rate by offence category, please refer to the WA Police Internet website.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

**Source:** WA Police, FrontLine Incident Management System.

### OUTCOME 3: LAWFUL ROAD-USER BEHAVIOUR

The WA Police in conjunction with the community and relevant state and national organisations aim 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 WA Police 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, failing to wear restraints and unlawful usage of mobile phones. The extent to which this outcome is being achieved is assessed through the effectiveness indicator of traffic law enforcement.

### KEY PERFORMANCE INDICATOR 5 – TRAFFIC LAW ENFORCEMENT

**Indicator 5.1:** Percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit.

**Indicator 5.2:** Percentage of vehicles monitored for speeding by speed cameras that were found to exceed the lawful speed limit.

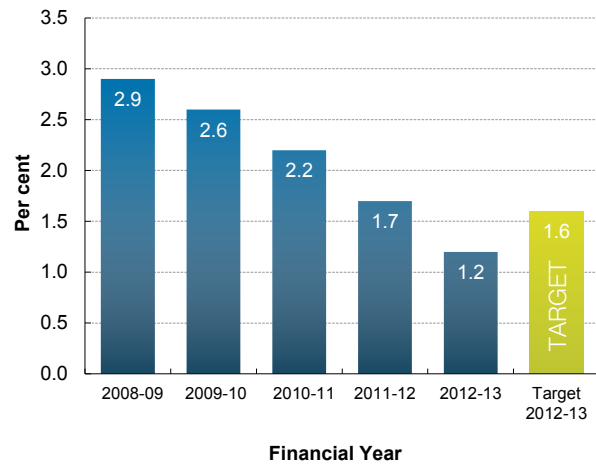
The aim of traffic enforcement is to both detect and deter unlawful road-user behaviour. Indicators 5.1 and 5.2 reflect the WA Police focus on drink-driving and speeding enforcement as the primary strategy for achieving this outcome. The effectiveness of traffic enforcement can be improved through proactive targeting of locations and at times when there is a greater potential for offending. This may result in an increase in the percentage of drivers who were found to exceed the lawful alcohol or speed limits.

While such an increase is considered to be a positive indication of more effective road policing, it may also reflect an overall increase in unlawful behaviour due to population growth and/or cultural changes. Similarly, a decrease in the percentage of offending drivers may indicate that enforcement is having a positive impact on driver behaviour.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 5.1:** Percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit, 2008-09 to 2012-13 <sup>(a)</sup>



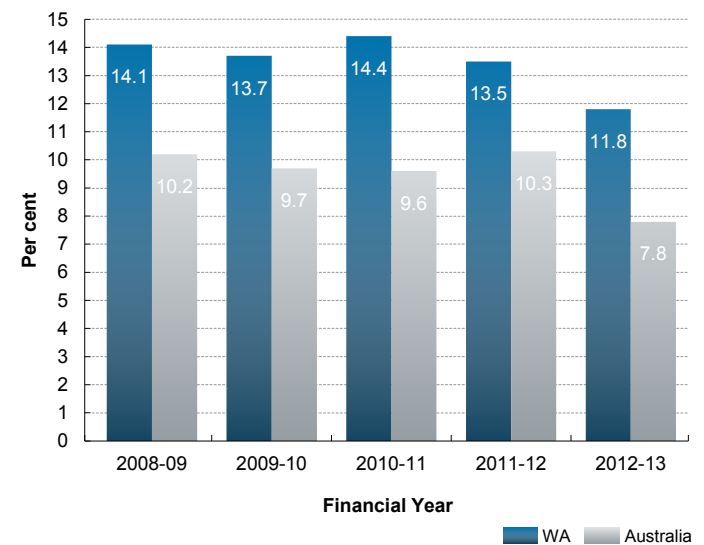
### ANALYSIS

- The percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit decreased from 2.9 per cent in 2008-09 to 1.2 per cent in 2012-13. This decrease is attributed to a change in strategy that balances targeted enforcement with a greater focus on random breath testing in order to raise the public perception of the chances of being stopped 'anywhere, anytime'.
- Since 2008-09, the number of drivers who were found to exceed the lawful alcohol limit decreased by 8,485 or 38.8 per cent (see following table). This has occurred despite a 9.8 per cent (186,309) increase in the number of registered motor vehicles during the same period.
- The number of breath tests increased by 25.1 per cent (223,176) in 2012-13 compared with 2011-12 (see following table).
- The WA Police did not achieve the 2012-13 target of greater than or equal to 1.6 per cent.
- The percentage of drivers in WA who admitted to driving when possibly over the alcohol limit 'rarely' or more often in the previous six months decreased since 2010-11. But it has remained higher than the national result (see following chart).

### Number of breath tests and drivers who were found to exceed the lawful alcohol limit, 2008-09 to 2012-13

	2008-09	2009-10	2010-11	2011-12 <sup>(r)</sup>	2012-13
Breath tests	759,886	753,532	767,226	888,795	1,111,971
Drivers who exceeded the lawful alcohol limit	21,856	19,339	17,117	15,217	13,371

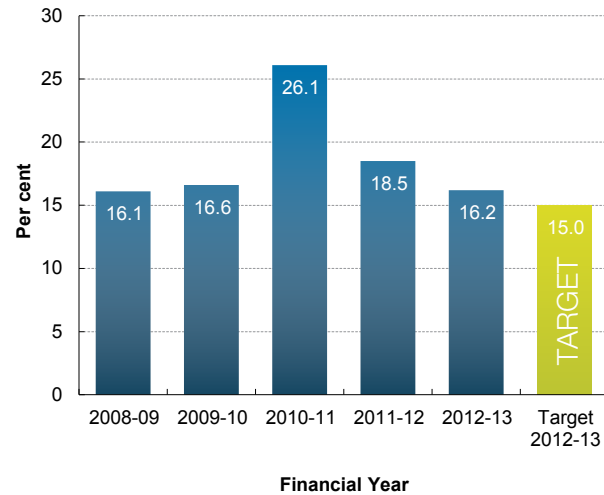
Percentage of drivers who admitted to driving when possibly over the alcohol limit 'rarely' or more often in the previous six months, 2008-09 to 2012-13 <sup>(b)</sup>





## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 5.2:** Percentage of vehicles monitored for speeding by speed cameras that were found to exceed the lawful speed limit, 2008-09 to 2012-13 <sup>(c)</sup>



### ANALYSIS

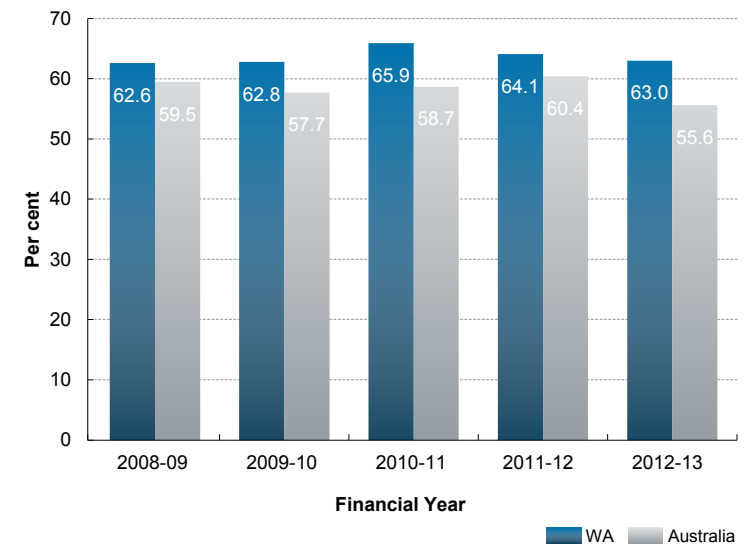
- The percentage of vehicles monitored for speeding that were found to exceed the lawful speed limit decreased from 18.5 per cent in 2011-12 to 16.2 per cent in 2012-13.
- The increase in detection of speeding vehicles in 2010-11 and subsequent reduction in speeding behaviour is attributed to the roll-out of Vitronic PoliScan digital speed cameras.
- The number of vehicles monitored for speeding increased by 17.7 per cent (4,082,765) in 2012-13 compared with 2011-12 (see following table).
- The WA Police achieved the 2012-13 target of greater than or equal to 15 per cent.
- The percentage of drivers in WA who admitted to driving more than 10 kilometres per hour above the speed limit 'rarely' or more often in the previous six months has decreased since 2010-11, but has consistently been higher than the national result (see following chart).



**Number of vehicles monitored for speeding by speed cameras and the number of those found to exceed the lawful speed limit, 2008-09 to 2012-13 <sup>(c)</sup>**

	2008-09	2009-10	2010-11	2011-12 <sup>(r)</sup>	2012-13
Vehicles monitored	11,232,024	11,272,701	13,756,096	23,076,759	27,159,524
Vehicles exceeding lawful speed limit	1,806,617	1,867,478	3,593,065	4,266,048	4,411,019

Percentage of drivers who admitted to driving over the speed limit by 10 kilometres per hour or more 'rarely' or more often in the previous six months, 2008-09 to 2012-13 <sup>(b)</sup>

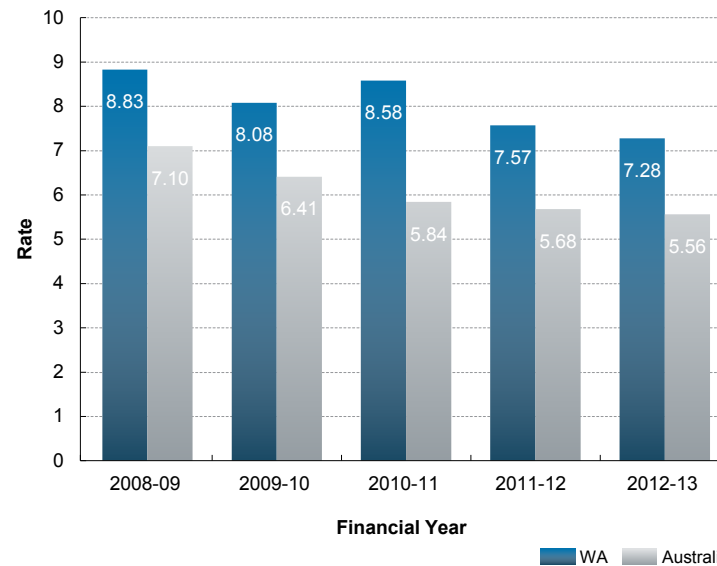




## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

To reduce road trauma in WA, the WA Police contribute to the 'safe road use' and 'safe speeds' cornerstones of the whole-of-government Towards Zero Road Safety Strategy 2008-2020. Ultimately, the outcome of lawful road-user behaviour should contribute to a reduction in road fatalities and serious injuries. The Police Services chapter of the *Report on Government Services* includes a section on road safety and uses road fatalities per 100,000 registered vehicles as a performance indicator of the contribution of policing to a reduction in road crashes and related road deaths and hospitalisations. A similar indicator is the rate of road fatalities per 100,000 people which shows that the rate has generally decreased in WA. However, it has been consistently higher than the national rate (see following chart).

Rate of road fatalities per 100,000 people, 2008-09 to 2012-13



**Notes:**

- (a) Based on the number of drink-driving charges expressed as a percentage of the total number of preliminary breath tests which includes all preliminary breath tests conducted during Random Breath Testing (RBT) operations or as a consequence of stopping a vehicle for a reason other than an RBT, and breath tests performed at crashes. The number of preliminary breath tests and drink-driving 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.
- (b) The response categories for this survey question are: 'never', 'rarely', 'sometimes', 'most of the time', and 'always'.
- (c) The lawful speed limit is defined as the posted speed limit shown on road signage. The calculation of the percentage from 2010-11 excludes vehicles monitored for speeding by the new fixed speed and red light cameras and digital hand-held speed cameras.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

**Sources:**

WA Police, Infringement Imaging Processing System (IIPS).  
WA Police, Traffic Enforcement and Crash Executive Information System (TEACEIS).  
National Survey of Community Satisfaction with Policing (unpublished data).  
Road Deaths Australia June 2013, Department of Infrastructure and Transport.



Key efficiency indicators provide information about the relationship between the service delivered and the resources used to produce the service. The efficiency with which the WA Police delivers each of its seven services is measured in terms of the unit cost of the service.

It is important to note that the nature of policing is highly reactive and with demand for services changing each year, the average cost per hour of providing policing services can vary significantly. Policing activities include dealing with criminal

activities, traffic policing, emergency management and other important activities. Operational focus will affect the annual internal activity surveys (which are used to calculate the cost and hours of services) and the Full-Time Equivalent (FTE) mix which can be influential on the results. Generally the hourly rate will increase in line with employee pay rate movements and other cost increases, but changes in work practices such as civilianisation of functions or streamlining of processes can also impact.

The Key Efficiency Indicators for each service are presented in the following charts and show comparative performance over the period 2008-09 to 2012-13 (where available) and the target for 2012-13.



## KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

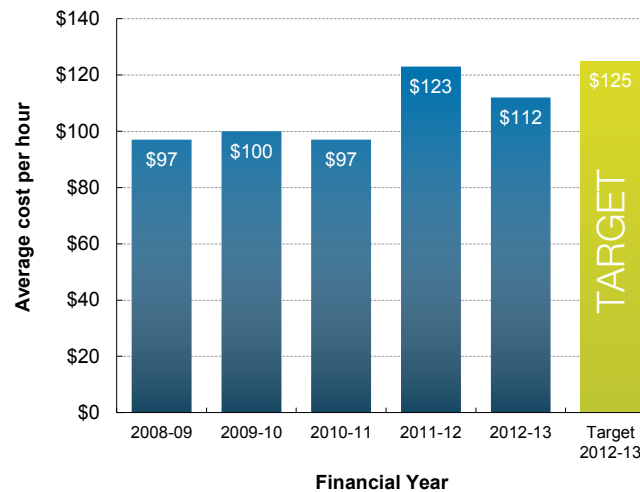
### OUTCOME 1: LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

#### SERVICE 1: INTELLIGENCE AND PROTECTIVE SERVICES

Incorporating a range of specialist criminal intelligence analysis techniques and partnerships to target offenders and crime hot spots in order to ensure safety in the community, prevent and reduce crime. Activities undertaken include:

- using criminal intelligence analysis techniques to develop effective policing strategies;
- providing specialist protective and security services to international and other protected persons, assets and infrastructure, airport security and witness protection; and
- participating in crisis situations.

Average cost per hour of providing intelligence and protective services, 2008-09 to 2012-13 (a)



Note:

(a) Calculated from internal police activity surveys.

#### ANALYSIS

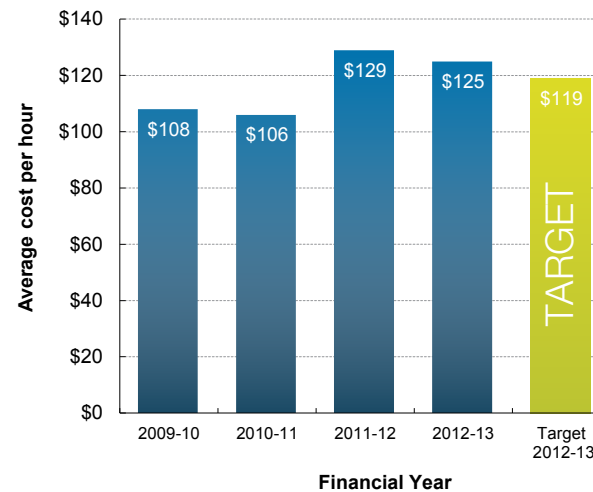
- In 2012-13, the average cost per hour of providing intelligence and protective services was \$112. The 2012-13 target of \$125 was achieved.
- The increase in average cost in 2011-12 was due to the impact of CHOGM 2011.

### SERVICE 2: CRIME PREVENTION AND PUBLIC ORDER

Providing general support to the community including a visible police presence and crime prevention activities. Maintaining an adequate service and timely response to the needs of local communities at all times is a critical factor in achieving broader outcomes. The provision of this service includes:

- liaising with the community, engaging in community education and raising awareness on crime prevention, and providing regulatory services;
- policing public events including planning and debriefings;
- engaging in programs/initiatives aimed at fostering partnerships or improving liaison between WA Police and the community such as the media, schools, local government, community and business groups and government and non-government groups; and
- crime prevention project delivery, policy, research and evaluation.

Average cost per hour of providing crime prevention and public order services, 2009-10 to 2012-13 <sup>(a)</sup>



**Note:**

(a) Calculated from internal police activity surveys.

#### ANALYSIS

- In 2012-13, the average cost per hour of providing crime prevention and public order services was \$125. The 2012-13 target of \$119 was not achieved.
- The increase in average cost in 2011-12 was due to the impact of CHOGM 2011.
- Data prior to 2009-10 are not comparable due to the reallocation of costs and hours associated with the discontinuation of Service 8: Implementation of the State Crime Prevention Strategy to Service 2: Crime Prevention and Public Order.



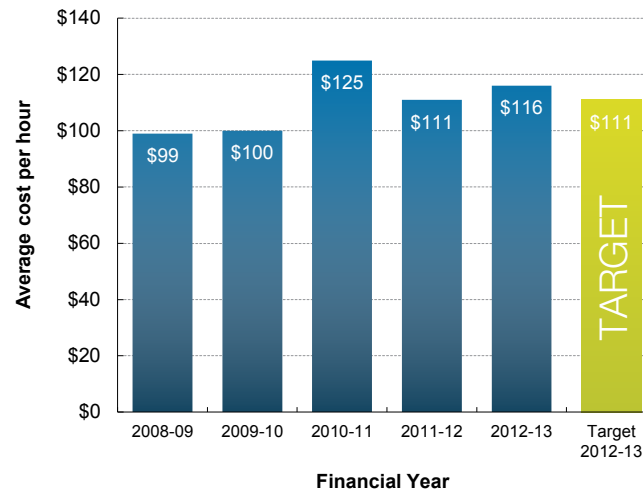
## KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

### SERVICE 3: COMMUNITY SUPPORT (NON-OFFENCE INCIDENTS)

Providing support to the community, which involves provision of general information over the telephone, counter or in person, responding to public inquiries, handling non-offence related matters and incidents to enhance the quality of life of all people in the community. Activities associated with this service include:

- assisting members of the community with personal issues such as restraint order enquiries;
- clarifying laws and witnessing official documents;
- compiling missing persons reports; and
- handling Crime Stoppers enquiries.

Average cost per hour of providing community support (non-offence incidents) services, 2008-09 to 2012-13 <sup>(a)</sup>



Note:

(a) Calculated from internal police activity surveys.

#### ANALYSIS

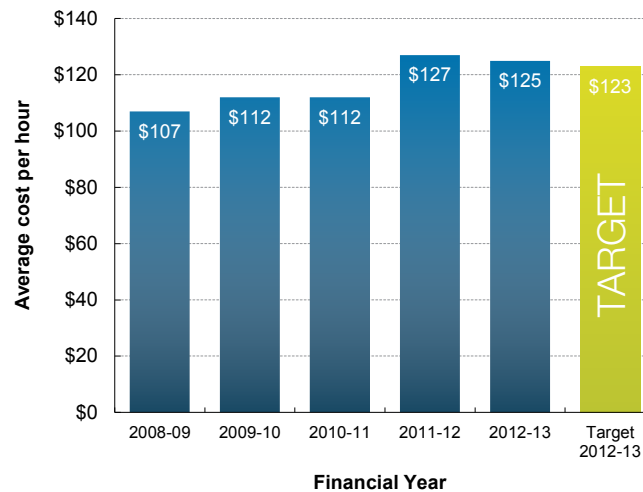
- In 2012-13, the average cost per hour of providing community support (non-offence incidents) services was \$116. The 2012-13 target of \$111 was not achieved.

### SERVICE 4: EMERGENCY MANAGEMENT AND COORDINATION

Responding in a timely and effective manner to a range of emergencies and disasters to increase public feelings of safety and security. A key role of the agency is to plan, coordinate and provide support programs to ensure readiness for major emergencies and disasters including terrorist incidents, natural disasters, search and rescue. Activities associated with this service include:

- training officers and volunteers in emergency management and conducting training exercises involving other authorities;
- coordinating and controlling searches; and
- coordinating all combat authorities during major emergencies and disasters.

Average cost per hour of emergency management and coordination, 2008-09 to 2012-13 <sup>(a)</sup>



**Note:**  
 (a) Calculated from internal police activity surveys.

#### ANALYSIS

- In 2012-13, the average cost per hour of providing emergency management and coordination services was \$125. The 2012-13 target of \$123 was not achieved.
- The increase in average cost in 2011-12 was due to the impact of CHOGM 2011.



## KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

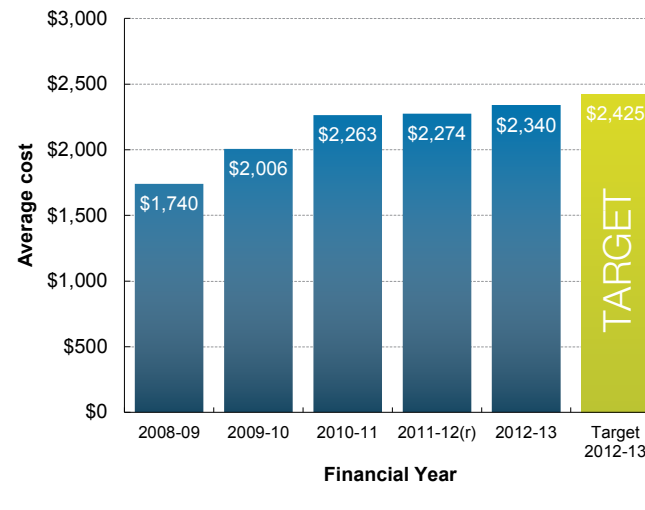
### OUTCOME 2: OFFENDERS APPREHENDED AND DEALT WITH IN ACCORDANCE WITH THE LAW

#### SERVICE 5: RESPONSE TO AND INVESTIGATION OF OFFENCES

Providing a timely response and effectively investigating offences to bring individuals who commit offences before the justice system. Activities associated with the response to and investigation of offences include:

- coordinating an initial response;
- gathering and securing evidence, collating and analysing intelligence;
- providing quality investigations, apprehending offenders; and
- preparing evidence and prosecution files and briefs.

Average cost per response/ investigation, 2008-09 to 2012-13 (a)(b)



**Notes:**

- (a) Calculated from internal police activity surveys.  
(b) The number of responses/investigations is based on the total number of verified offences against the person, property and drug offences.  
(r) Revised figure from that shown in the previous Annual Report due to updated data sources.

#### ANALYSIS

- In 2012-13, the average cost per response/ investigation was \$2,340. The 2012-13 target of \$2,425 was achieved.

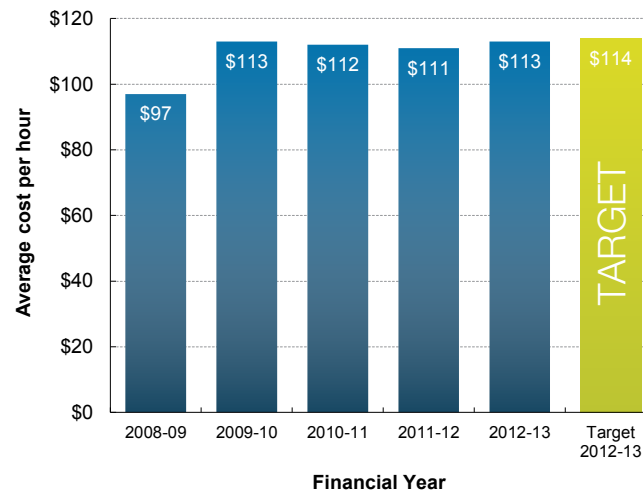


### SERVICE 6: SERVICES TO THE JUDICIAL PROCESS

Providing effective services to the judicial process is essential in bringing offenders before the criminal justice system. The successful prosecution of offenders is dependent upon the quality of investigations and the standard and presentation of evidence to courts. Activities associated with this service include:

- presenting evidence, brief handling, prosecution role, justice systems processes;
- providing custodial services;
- monitoring the quality of and timeliness of brief presentation to the relevant court; and
- providing custodial care of prisoners, administering bail and reporting processes and providing all types of escorts.

Average cost per hour of services to the judicial process, 2008-09 to 2012-13 <sup>(a)</sup>



Note:

(a) Calculated from internal police activity surveys.

#### ANALYSIS

- In 2012-13, the average cost per hour of services to the judicial process was \$113. The 2012-13 target of \$114 was achieved.



## KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

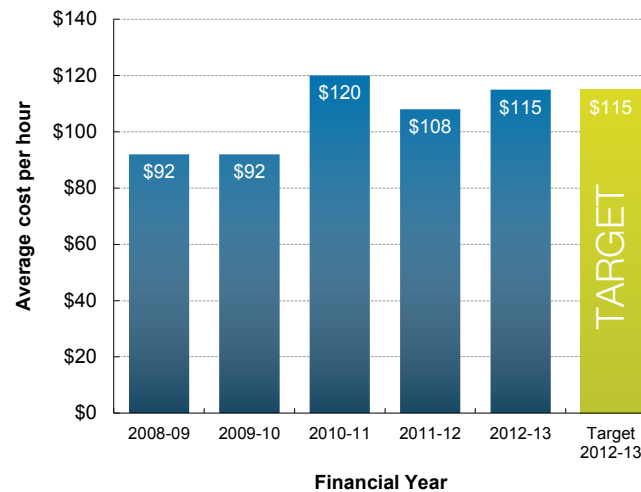
### OUTCOME 3: LAWFUL ROAD-USER BEHAVIOUR

#### SERVICE 7: TRAFFIC LAW ENFORCEMENT AND MANAGEMENT

Traffic law enforcement and management strategies contribute to the whole-of-government initiative of improving road-user behaviour and minimising road fatalities and injuries. The achievement of this outcome is dependent on the integrated approach to road safety involving partnerships with other government agencies and stakeholders. The strategies that assist in targeting behaviours identified as major contributors to road fatalities include:

- deterring and detecting alcohol and drug-related driving offences;
- conducting stationary speed operations involving speed cameras and hand-held radar and laser units;
- conducting targeted traffic law enforcement operations such as random breath and drug tests;
- attending road crashes and conducting investigations and follow up inquiries; and
- providing community education and raising awareness on road safety issues.

Average cost per hour of traffic law enforcement and management, 2008-09 to 2012-13 <sup>(a)</sup>



**Note:**

(a) Calculated from internal police activity surveys.

**Sources:**

Total cost of Service from Schedule of Income and Expenses by Services for the years ending 30 June 2012 and 30 June 2013, respectively.

Operational hours are obtained from the Resource Management Information System and are distributed according to percentages from internal police activity surveys.

#### ANALYSIS

- In 2012-13, the average cost per hour of providing traffic law enforcement and management services was \$115. The 2012-13 target of \$115 was achieved.



# OTHER DISCLOSURES AND LEGAL COMPLIANCE

## OTHER FINANCIAL DISCLOSURES

### MAJOR CAPITAL WORKS

Requirement under *Treasurer's Instruction 903, s13 (ii (a), (b))*

#### Major Capital Works - where Project Estimated Total Cost (ETC) exceeds \$10.0M

Project	Proposed Year of Completion	Revised ETC May 2012 \$'000	Revised ETC May 2013 \$'000	Variations \$'000	Variation %	Reasons for Variations
<b>Completed Works</b>						
Counter-Terrorism Initiatives						
- CT: Multi Agency Response - Capability / Capacity - NorWest Deployment - Bomb Squad - Safety / Security	2012-13	14,649	14,649	0	0.0%	
Fleet and Equipment Purchases - New and Replacement						
- Major Aircraft New and Replacement Program - Helicopter	2012-13	22,030	22,030	0	0.0%	
Police Facilities						
- Fitzroy Crossing Police Station	2012-13	11,174	10,674	(500)	-4.5%	Estimated surplus returned to Consolidated Account
- Kimberley District Police Complex	2012-13	12,195	12,195	0	0.0%	
- Pilbara District Police Complex	2012-13	17,500	17,500	0	0.0%	
- South Hedland Police Station	2012-13	17,719	17,719	0	0.0%	
- Police Station Upgrade Program 2010 to 2011	2012-13	9,225	10,386	1,161	12.6%	Funding transferred from Police Station Upgrade Program 2012 to 2015
Information Technology Infrastructure						
- PMRN Expansion and Regional Radio Planning	2012-13	31,272	31,272	0	0.0%	
- ICT - Infrastructure Replacement and Continuity 2010 to 2012	2012-13	13,187	13,187	0	0.0%	

## MAJOR CAPITAL WORKS (CONTINUED)

Project	Proposed Year of Completion	Revised ETC May 2012 \$'000	Revised ETC May 2013 \$'000	Variations \$'000	Variation %	Reasons for Variations
<b>Works in Progress</b>						
Fleet and Equipment Purchases - New and Replacement						
- Fleet and Equipment Replacement Program 2012 to 2015	2014-15	28,500	30,724	2,224	7.8%	Funding transferred from SERP and Non-Leased Non Standard Vehicle projects completed in 2011-12
- Speed and Red Light Camera Upgrades	2013-14	24,500	24,500	0	0.0%	
Information Technology Infrastructure						
- Community Safety Network : Regional Radio Network Replacement Program	2016-17	71,086	71,086	0	0.0%	
- ICT - Core Business Systems - Development 2011 to 2015	2014-15	60,000	60,000	0	0.0%	
- ICT - Infrastructure Replacement and Continuity 2011 to 2015	2014-15	37,400	25,900	(11,500)	-30.7%	Funding transferred to ICT Infrastructure Replacement and Continuity 2013-2015
Police Facilities						
- Cockburn Central Police Station (District Hub)	2016-17	20,493	20,493	0	0.0%	
- Perth Police Complex	2013-14	93,270	93,270	0	0.0%	
- Police Facilities Major Refurbishment Program	2014-15	16,392	16,392	0	0.0%	
- Police Station Upgrade Program 2012 to 2015	2014-15	10,200	9,058	(1,142)	-11.2%	Funding transferred to Police Station Upgrade Program 2010 to 2011
- West Metropolitan District Accommodation Upgrade	2014-15	11,750	11,750	0	0.0%	
- Western Suburbs Police Station (District Hub)	2018-19	27,408	27,408	0	0.0%	
- Custodial Facilities Upgrade Program 2012 to 2015	2014-15	10,200	10,200	0	0.0%	

## OTHER FINANCIAL DISCLOSURES

### MAJOR CAPITAL WORKS (CONTINUED)

Project	Proposed Year of Completion	Revised ETC May 2012 \$'000	Revised ETC May 2013 \$'000	Variations \$'000	Variation %	Reasons for Variations
<b>New Works</b>						
Fleet and Equipment Purchases - New and Replacement						
- Fleet and Equipment Replacement Program 2015 to 2018	2017-18	39,040	39,040	0	0.0%	
Information Technology Infrastructure						
- ICT - Infrastructure Replacement and Continuity - 2013 to 2015	2014-15	42,508	54,008	11,500	27.1%	Funding transferred from ICT Infrastructure Replacement and Continuity 2011-2015
Police Facilities						
- Police Station Upgrade Program 2015 to 2018	2018-19	16,400	16,400	0	0.0%	
- Custodial Facilities Upgrade Program 2015 to 2018	2018-19	16,400	16,400	0	0.0%	

### PRICING POLICIES ON SERVICES

Requirement under *Treasurer's Instruction 903, s13 (i)*

WA Police charges for goods and services are rendered on a full or partial cost-recovery basis. These fees and charges were determined in accordance with the 'Costing and Pricing of Government Services – Guidelines for use by agencies in the Western Australian Public Sector' published by the Department of Treasury and the annual instructions to agencies for the preparation of the budget.

The list of fees and charges that applied from 1 July 2012 for service provided during 2012-13 was published in the Government Gazette on 15 June 2012 for Police Fees, Security and Related Activities, Pawnbrokers and Second-hand Dealers and Firearms Fees.

### ACT OF GRACE PAYMENTS

Requirement under *Treasurer's Instruction 319 s5*

In 2012-13, five Act of Grace applications were received by WA Police. Of those, two were approved, two were denied and one is pending. In total \$44,204.60 was expended for Act of Grace Payments.

## PAWNBROKERS AND SECOND-HAND DEALERS

Requirement under *Auditor General Act 2006*, the *Financial Management Act 2006 s92*, and in accordance with the *Pawnbrokers and Second-hand Dealers Act 1994*

The number, nature and outcomes of investigations and inquiries:

- There were 162 audits conducted on licensed second-hand dealers and pawnbrokers during the 2012-2013 financial year
- These audits identified 65 breaches of licence requirements from 26 premises
- Of the 65 breaches, there were 19 infringements under the Pawnbrokers and Second-hand Dealers Act 1994 and 46 verbal cautions issued
- Training was delivered to frontline officers, particularly in Regional WA, to enhance their ability in undertaking inspections of second-hand dealers and pawnbrokers
- Compliance audits are an ongoing matter.

Trends or special problems that have emerged:

- With the licence fee increase from 1 July 2012, there has been a large increase in the number of licenses that have terminated or lapsed. These include six combined pawnbroker and second-hand dealer licences and 102 second-hand dealers licences
- The small business operators who have terminated or let their respective licences lapse now only deal in second-hand goods that are exempt under the Act, e.g. furniture, white goods and household bric-a-brac
- A major pawnbroking franchise continues to buy out existing franchise holders and place the stores under its corporate structure with company appointed staff as designated store managers. This franchise is conducting similar business re-engineering processes in other states and territories of Australia
- The total number of licensed dealers as of 30 June 2013 is 54 second-hand dealers and 53 pawnbrokers (that is pawnbroker and second-hand dealers licenses combined)

- The introduction of the new tiered licence fee system as at 1 July 2013 should alleviate the cost burden on the smaller operator and slow the amount of dealers terminating or letting their licences lapse.

## WORKERS' COMPENSATION CLAIMS (POLICE STAFF) 2007-08 TO 2012-13

Requirement under *Treasurer's Instruction 903 s13 (iii (c))*

Year	Number of Claims
2007-08	34
2008-09	66
2008-10	74
2010-11	61
2011-12	63
2012-13	76

# GOVERNANCE DISCLOSURES

## INTEREST IN OR BENEFITS FROM CONTRACTS

Requirement under Treasurer's Instruction 903 s14 (iii (a)(b)(c))(iv)

WA Police currently operate a system that requires senior officers to declare confidentiality and interest in respect to any existing or proposed contracts. There are no known cases of any conflict of interest for the 2012-13 reporting period.

## ADVERTISING

Requirement under the *Electoral Act 1907, s175ZE*

Organisation	Purpose	Amount
Adcorp Australia	Commissioner's Community Forums	\$4,057.34
Adcorp Australia	Graffiti Strategy	\$2,851.39
Adcorp Australia	Human Resources - Job Advertisements	\$33,657.77
Adcorp Australia	Licensing Enforcement	\$4,923.37
Adcorp Australia	Neighbourhood Watch	\$3,313.48
Adcorp Australia	Pipe Band Concert - Live at the Quarry	\$4,026.46
Adcorp Australia	Vehicle Impoundment	\$100,810.64
Albany Advertiser	Blue Light Disco Notice	\$136.36
Albany Advertiser	NHW Advertisement	\$136.36
Media Decisions	Graffiti Strategy	\$3,570.17
Mitchell & Partners Australia	Recruitment Campaign	\$770,962.12
Rural Press Regional Media WA	Human Resources - Job Advertisements	\$1,440.00
Shire of Bridgetown/Greenbushes	Fire Evacuation Safety - Green Bag Project	\$2,341.84
South West Printing	Remembrance Day Notice for the South West	\$78.18
Town of Port Hedland	Communication Infrastructure Additions	\$643.00
WA Local Government	Graffiti Strategy	\$1,318.18
<b>Total</b>		<b>\$934,266.66</b>



## DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

Requirement under the *Disability Services Act 1993*, s29

### Outcome 1

Throughout 2012-13, WA Police continued to provide people with a disability the opportunity to engage with the agency on matters concerning access and inclusion policies and the provision of equitable services. The WA Police Strategic Plan focuses on community engagement activities as a means of promoting information and services. A number of targeted workshops were conducted, developing positive relationships with various disability service providers and their service users. In particular, young people who utilise the services of Therapy Focus attended workshops aimed at informing them about the role of WA Police in assisting them in their transition from high school to adult life.

### Outcome 2

The new Perth Police Complex is a significant improvement on the previous premises in terms of disability access to the building and amenities. The complex incorporates a Watch House that features:

- Full audio intercoms installed in every cell so detainees can communicate with staff
- CCTV in all cells monitored by staff 24 hours per day to ensure detainee safety
- Full glass window and door frontage to cells giving staff complete visual access to detainees
- Universally accessible toilet/shower facility
- Wide corridors and cells entries to allow for wheelchair access
- Built on one level with no steps for detainees
- Water fountains in all cells hands-free activated
- Detainee lift from the basement to the Watch House.

### Outcome 3

All public documents produced by WA Police are available in alternative formats on request. In 2012-13 this agency continued to expand the use of social networking to engage with the community. This allows people with disability to have an alternative means of accessing up-to-date information as well as the capacity to seek further information if required. Additionally, this agency activated the checkmycrime website that enables victims of stealing and damage offences

to seek the status of their offence investigations, add further information to their list of items stolen or damaged, and print a condensed version of the report relating to the offence.

Plans are underway for the WA Police website to incorporate improved access for people with disability and comply with Web Content Accessibility Guidelines (WCAG) version 2.0 Level A, and where possible WCAG 2.0 Level AA conformance will be sought.

### Outcome 4

WA Police participated in the Disability Services Commission's Count Me In campaign in November 2012. Promotional material obtained for Disability Awareness Week was displayed at Police Headquarters and distributed to all staff. This provided valuable awareness and skills building opportunities for employees.

Amendments to Workplace Relations Branch's Equal Opportunity – Bullying Awareness Training Manual were made to include an in-depth explanation of Disability Access and Inclusion Plans (DAIP). This ensures every WA Police employee is made aware of the DAIP and its application within the agency.



# GOVERNANCE DISCLOSURES

## Outcome 5

Updates to the online Customer Feedback Form were completed to reflect contemporary language. This is an important tool used to monitor and maintain continuous improvement activities for people with disability accessing the agency's services.

## Outcome 6

WA Police acknowledges its commitment to the importance of ongoing implementation and monitoring of the DAIP and is in the process of developing the 2013- 2017 DAIP with a number of new strategies proposed for consideration.

## RECORDKEEPING PLANS

Requirement under *State Records Act 2000 s61*, and State Records Commission Standards, Standard 2, Principle 6

### **Whether the efficiency and effectiveness of the agency's recordkeeping systems has been evaluated or alternatively when such an evaluation is proposed**

The principal provider recently upgraded the WA Police Records Management System (EDRMS-OBJECTIVE) to version 8.1.6. This upgrade enables police to pilot proof-of-concept projects concerning digital information management

and provides extended capability for EDRMS-OBJECTIVE to integrate with other agency systems through application program interfaces.

EDRMS-OBJECTIVE also aligns with the WA Police Record Keeping Plan (2010) and the amended Retention and Disposal Schedule (submitted for State Records Office approval). As a result, stakeholders have been engaged to modernise the agency's information assets, and ensure traction and effort is delivered through a common agency plan.

Integration of information assets with records management systems is a priority for WA Police as it seeks new synergies with the agency's Digital Asset Management requirements. Nevertheless, the agency continues to monitor the validity of the existing systems to ensure compliance with contemporary records management protocols. This monitoring was recently tested in an Office of the Auditor General (OAG) audit that supported the agency's endeavours to integrate frontline case management with backend record management systems such as Objective.

### **The nature and extent of the recordkeeping training program conducted by or for the agency**

Dedicated record management trainers continued to deliver Record System training throughout the agency, and particularly records management awareness for frontline police officers. This training includes classroom sessions and policy and guidelines availability through the WA Police intranet site.

In addition, logistical support services was provided for medium to large corporate archival efforts. The WA Police Business Area Management Review (BAMR) Audit Test Plan requires all business units to conduct regular archiving and disposal of records, in accordance with endorsed methods and practices. BAMR is utilised to monitor compliance with the Records Keeping Plan and to enhance records management awareness and effort throughout the agency.



**Whether the efficiency and effectiveness of the recordkeeping training program has been reviewed or alternatively when this is planned to be done**

Acting on the findings from the OAG audit, the second half of 2013 will see the WA Police Records Management Centre re-engage with a back to basics records management training program, as well as renewing records management procedures on the agency's intranet site. A recent training needs analysis gave support to a three tiered training framework consisting of basic (entry), intermediate (working), and advanced (administration) levels of training. Upgrades to the training regime include competency assessment of individuals to assist with evaluation of local area performance framework.

WA Police is also in the process of establishing corporate risk mitigation strategies, including creation of local records disaster recovery plans. Furthermore, regular quality and compliance checks are performed on system content, user compliance and user activity to ensure recordkeeping standards and protocols are met.

**Assurance that the agency's induction program addresses employee roles and responsibilities in regard to their compliance with the agency's recordkeeping plan**

Recordkeeping awareness is compulsory under WA Police staff induction programs, with compliance assessed through the agency's risk mitigation framework. Additionally, contemporary approaches to business specific refresher courses in recordkeeping are also conducted. Real time ability to update training curriculum and advisory material through the agency's intranet site also enhances a response to client needs.

A quarterly newsletter is published detailing current information management affairs, new record partnerships, staff profiles, innovative initiatives, historical articles and significant record management events. The purpose of this publication is to raise and maintain staff awareness of their roles and responsibilities relating to contemporary recordkeeping in accordance with the WA Police Recordkeeping Plan 2010 and *State Records Act 2000*.

**COVERT SEARCH WARRANTS**

*Requirement under the Terrorism (Extraordinary Powers) Act 2005*

**Section 21 - Report to Minister and Attorney General about warrants:**

Commissioner of WA Police is to report as soon as practicable, or no later than 30 days to the Minister and the Attorney General relating to a Commissioners Warrant – Nil return.

**Section 30 - Annual report about covert search warrants:**

Commissioner of WA Police must report by 31 August in each year and give the Minister a report containing information for the previous financial year relating to covert warrants – Nil return.

***Terrorism (Preventative Detention) Act 2006***

**Section 54 - Quarterly report about preventative detention orders:**

The Minister for Police must report by 31 January, 30 April, 31 July and 31 October each year – Nil return.



## GOVERNANCE DISCLOSURES

### COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

Requirement under *Public Sector Management Act 1994* s31(1)

In the administration of the WA Police I have complied with the Public Sector Standards in Human Resource Management, the Western Australia Public Sector Code of Ethics and Code of Conduct for the WA Police.

I have put in place procedures designed to ensure such compliance and conducted appropriate internal assessments to satisfy myself that the above statement is correct.

Information about the Standards is contained in the WA Police intranet site and provided during staff induction. Awareness of the Standards is maintained through articles in the weekly electronic newsletter from police holders.

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

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

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

#### **Breach of Standard Applications 2012-2013**

Number lodged	2
Number of breaches found	0
Number still under review	0

#### **Complaints Regarding Compliance with the Code of Ethics and Agency Code of Conduct 2012-2013**

Number lodged	44
Number of breaches found	25
Number still under review	11

KARL J O'CALLAGHAN APM  
Commissioner of Police  
26 September 2013

## OCCUPATIONAL SAFETY AND HEALTH

Requirement under Public Sector Commissioner's Circular 2012-05: Code of Practice: Occupational, Safety and Health in the Western Australian Public Sector

### **A statement of the agency's commitment to OSH and injury management with an emphasis on Executive commitment**

The WA Police is dedicated to meeting its Occupational Safety and Health (OSH) Commitments. The OSH Policy statement is "To enhance the quality of life and well-being of our workforce and contractors, through minimising the risk of injury and illness and the promotion of health initiatives". The agency integrates safety and health into all business activities. Resources are allocated to measure and continuously improve safety and health performance. All employees are encouraged to comply with their legal and agency safety, health and injury management requirements. There is continual engagement with internal and external stakeholders to improve the existing safety and health performance and work collaboratively to implement continuous improvement strategies through facilitating safe work practices.

The commitment to OSH is demonstrated through ongoing participation in the OSH Corporate Executive Team chaired by the Executive Director with participation from the Assistant Commissioners, Senior Executives and a contingent from the elected Safety and Health Representatives, other police personnel and unions.

Executive commitment to safety and health in WA Police is further demonstrated through District Office Safety Meetings, approved changes in policies and procedures, introduction and acceptance of new policies, championing of new safety initiatives by the Executive and ongoing funding and budgetary support. The implementation of new training programs and the acquisition of new or improved equipment/resources has enhanced the agency's safety culture and confirmed a commitment to employee safety by providing a safer working environment.

### **A description of the formal mechanism for consultation with employees on safety and health matters**

The OSH Corporate Executive Team meets bi-monthly and includes Safety and Health Representatives, union representation and senior management in both policing and staff roles.

The committee's role is to monitor and review the organisation's OSH Management System. In addition, districts and directorates hold regular Safety and Health Committee meetings with their safety representatives.

Identified hazards and work related incidents/injuries are reported in the OSH incident reporting system. This system electronically records the type and nature of the incident, and through an automated email system, provides advice to the Safety and Health Representative, managers, OSH Branch and Health and Welfare Branch. The system also allows the recording of the Safety and Health Representative's investigation, and the manager's control measures and resolution, monitoring and reviewing of the incident. Throughout this process, the employee is kept informed of the status of their report through automated emails and through personal interaction as required by relevant policy.

The reporting system is supported by the WA Police OSH issue resolution framework and policy. The OSH resolution framework is a diagram articulating the processes and the pathway by which all incidents are managed. The framework supports those incidents which can be readily resolved by the business area management team



## GOVERNMENT POLICY REQUIREMENTS

through to an issue which requires a change in corporate strategies, procedures and/or has financial considerations.

**A statement of compliance with injury management requirements of the *Workers' Compensation and Injury Management Act 1981* including the development of Return to work plans**

WA Police Health and Welfare Services Vocational Rehabilitation Unit is an accredited in-house Workplace Rehabilitation Provider with WorkCover WA, committed to delivering a quality service as governed by workers' compensation legislation. Accountability is measured by the expediency of dealing with referred claims (early interventions), online reporting on the WorkCover site, with the aim of returning injured workers to work with the same employer, along with other criteria.

WA Police supports and promotes the psychological and spiritual health, safety and wellbeing of all WA Police employees through the provision of professional advice, services and programs. Consultation and case management is provided for work-related injuries and illnesses according to the principles set out under the Act and its Workers' Compensation Code of Practice (Injury Management) 2005 (the Code).

**A statement confirming that an assessment of the OSH management system has been completed (within the past five years or sooner depending on the risk profile of the agency) using a recognised assessment tool and reporting the percentage of agreed actions completed**

In 2011, a WorkSafe Occupational Safety and Health Management System audit was commissioned by WA Police. The audit of the OSH Management System was finalised early in 2012 and, of the recommendations made, 13 were agreed. To date, 40 per cent of the recommendations have been completed. In June 2013, WA Police commissioned an external audit of the existing Safety Management System against AS/4801 and ISO1800 certification.



## Report against performance targets

	Target	2010-11	2011-12	2012-13	Performance against targets 2012-13
Number of fatalities	0	0	0	0	Achieved
Lost time injury/disease incident rate	10% reduction on previous 3 years	1.86	1.78	1.50	Achieved
Lost time injury/disease severity rate	10% reduction on previous 3 years	4.0	4.86	5.6	Not Achieved
Percentage of injured workers returned to work:					
(i) within 13 weeks	Greater than or equal to 80%	83%	89%	79%	Not Achieved
(ii) within 26 weeks	Greater than or equal to 80%	90%	92%	97%	Achieved
Percentage of managers trained in occupational safety, health and injury management responsibilities	80% or greater in the last 3 years	59%	72%	75%	Not Achieved



## GOVERNMENT POLICY REQUIREMENTS

### SUBSTANTIVE EQUALITY

Requirement under Public Sector Commissioner's Circular 2009-23: Implementation of the Policy Framework for Substantive Equality

The following progress has been made in relation to Substantive Equality in 2012-13:

- The Corporate Governance Group for Diversity Management (CGGDM) met and commenced its role in the implementation of Substantive Equality within WA Police
- Comprehensive review and enhancement of the Substantive Equality policy was undertaken and integrated into corporate planning and reporting frameworks
- The screening process for new policies and initiatives was tested and formal implementation commenced
- Commitment to develop and implement effective and sustainable training programs to support the implementation of Substantive Equality for the long term
- A Needs Impact Assessment for Recruitment and Retention is being addressed to ensure Substantive Equality is given the required focus.

The CGGDM provides strategic direction on Substantive Equality and diversity matters. The membership represents senior management within the agency providing the impetus for implementation.

The Substantive Equality policy has been revised and includes procedures and guidelines on implementing the program within corporate business processes, new policies and initiatives, current service area assessments as well as employment, training and service delivery.

Substantive Equality continues to be integrated into existing and new business processes. Strategies and outcomes are included in the Strategic Plan, the District Management Action Plans and the Risk Management Framework. An intranet site is being maintained to assist in informing and providing practical guidance to implement substantive equality.

The WA Police role in the Equal Opportunity Commission's pilot for all new policies was completed. Progress has been made to permanently implement the use of an Equity Impact Assessment Guideline and Checklist process across the agency to ensure all policy, project or program development work is considered within the framework of Substantive Equality.

The Needs Impact Assessment on Employment (Recruitment and Retention) was progressed. This supports significant reform taking place on all recruitment and retention policies and procedures and will continue to be progressed into 2013-14.