



## CERTIFICATION OF KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2015

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 2015.

KARL J O'CALLAGHAN APM  
Commissioner of Police

27 August 2015



## KEY PERFORMANCE INDICATORS

### INTRODUCTION

Key Performance Indicators (KPIs) enable performance to be measured, monitored, evaluated, reported and improved. They play a key role in managing performance at all levels in the WA Police – strategic and operational.

Under the provisions of the *Financial Management Act 2006*, agencies are required to disclose in their annual report key effectiveness and efficiency indicators.

Effectiveness indicators provide information that assists with assessment of the extent to which government desired outcomes have been achieved through the resourcing and delivery of services to the community.

Efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

KPIs form part of Western Australia's performance management framework, referred to as Outcome Based Management (OBM). Treasurer's Instruction 904 prescribes the mandatory requirements of OBM for government agencies.

During 2013-14, the WA Police reviewed its OBM framework. A new framework was developed and subsequently approved by the Minister for Police; Road Safety; Training and Workforce Development; Women's Interests, and the Department of Treasury.

The new OBM framework took effect from the 1 July 2014. The framework has one outcome 'Contribute to community safety and security' and three services that are aligned to the organisational structure. A new suite of KPIs reflect the recommendations of a review by the Office of the Auditor General, alignment with national police performance indicators, and the balanced scorecard concept that considers performance based on customer; internal process; organisational readiness and financial perspectives.

## OBM FRAMEWORK

### Government Goal

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

### Outcome (What we sought to achieve)

Outcome 1: Contribute to community safety and security

### Key Effectiveness Indicators

#### Customer Demand

KPI 1: Rate of offences against the person (excluding domestic violence incidents) per 100,000 people

KPI 2: Rate of offences against property per 100,000 people

#### Organisational Readiness

KPI 3: Percentage of sworn police officer hours available for frontline policing duties

#### Internal Process

KPI 4: Percentage of priority 1 & 2 incidents in the metropolitan area responded to within 12 minutes

KPI 5: Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes

KPI 6: Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days

KPI 7: Percentage of offences against the person investigations finalised within 60 days

KPI 8: Percentage of offences against property investigations finalised within 30 days

KPI 9: Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences <sup>(a)</sup>

#### Customer Satisfaction

KPI 10: Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police

KPI 11: Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police

### The services we provided

Service 1: Metropolitan policing services

Service 2: Regional and remote policing services

Service 3: Specialist policing services

### Key Efficiency Indicators (financial perspective)

Average cost of metropolitan policing services per person in the Perth metropolitan area

Average cost of regional and remote policing services per person in regional WA

Average cost of specialist policing services per person in WA

(a) 'Category A' offences include: driving under the influence of alcohol/drugs, careless/dangerous/reckless driving, non-speed camera speeding offences, no authority to drive/unlicensed vehicle, use of mobile phones whilst driving, and non-wearing of seatbelts/restraints/helmets.

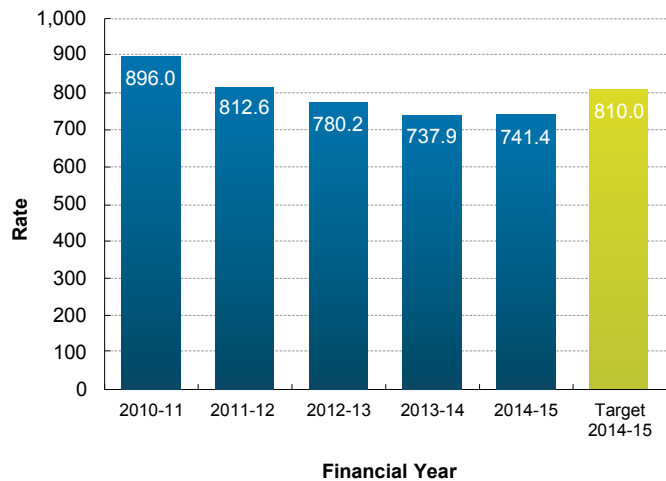


# KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

## OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

### CUSTOMER DEMAND

**KPI 1:** Rate of offences against the person (excluding domestic violence incidents) per 100,000 people, 2010-11 to 2014-15 <sup>(a)(b)(c)(d)(e)</sup>



**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). A verified offence is an offence that has been determined to not be falsely or mistakenly reported. Excluded are 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 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.
- (d) 'Offences against the person' include: homicide, assault, sexual assault, threatening behaviour, deprivation of liberty, and robbery. Offences against the person that are domestic violence-related are excluded.
- (e) This is a new Key Performance Indicator with effect from July 2014.

**Sources:**

WA Police, FrontLine Incident Management System.  
Australian Bureau of Statistics, Australian Demographic Statistics, December Quarter 2014 (Cat. No. 3101).

### WHY is this a key indicator of our performance?

In collaboration with other agencies, police contribute to addressing the causal effects of crime and disorder, and disrupting criminal behaviour. WA Police continue to monitor and work proactively to reduce the levels of crime thereby contributing to community safety and security. Police can influence crime rates by targeting causal factors (crime prevention) and by successfully investigating offences and apprehending offenders. This indicator excludes domestic violence incidents because while police respond to such incidents, they have very limited influence on the factors that contribute to their occurrence. A low or decreasing rate of offences is desirable.

### HOW is this indicator derived?

The rate of offences against the person (excluding domestic violence incidents) per 100,000 people is calculated by multiplying the number of offences by 100,000 and dividing this figure by the WA Estimated Resident Population as at 31 December (mid point of the financial year).

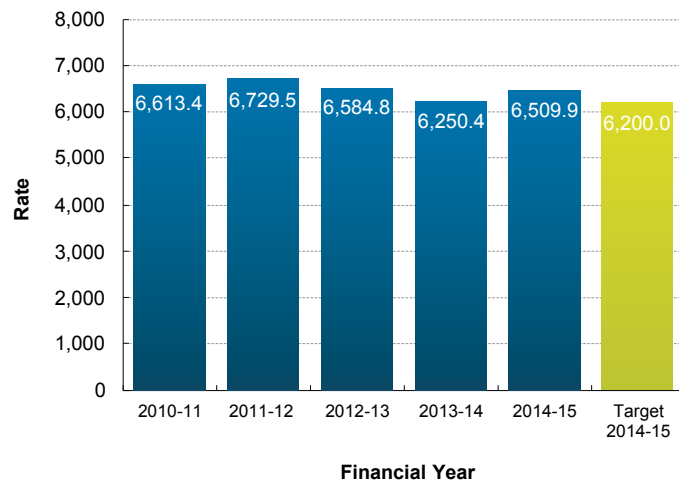
The use of a rate of offences per 100,000 people is an internationally/nationally recognised standard for comparing the prevalence of crime over time and between different geographical areas.

### WHAT does this indicator show?

The rate of offences against the person (excluding domestic violence incidents) per 100,000 people has decreased by 17.6 per cent between 2010-11 and 2013-14. The rate has since increased slightly by 0.5 per cent to 741.4 in 2014-15.



**KPI 2: Rate of offences against property per 100,000 people, 2010-11 to 2014-15** (a)(b)(c)(d)(e)



### WHY is this a key indicator of our performance?

In collaboration with other agencies, police contribute to addressing the causal effects of crime and disorder, and disrupting criminal behaviour. Although the number of reported offences is not within the direct control of the police, WA Police continue to monitor and work proactively to reduce the levels of crime thereby contributing to community safety and security. Police can influence crime rates by targeting causal factors (crime prevention) and by successfully investigating offences and apprehending offenders. A low or decreasing rate of offences is desirable.

### HOW is this indicator derived?

The rate of offences per 100,000 people is calculated by multiplying the number of offences against property by 100,000 and dividing this figure by the WA Estimated Resident Population as at 31 December (mid point of the financial year).

The use of a rate of offences per 100,000 people is an internationally/nationally recognised standard for comparing the prevalence of crime over time and between different geographical areas.

### WHAT does this indicator show?

The rate of offences against property per 100,000 people has decreased by 7.1 per cent between 2011-12 and 2013-14. However, the rate has since increased by 4.2 per cent in 2014-15.

#### 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). A verified offence is an offence that has been determined to not be falsely or mistakenly reported. Excluded are 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 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.
- (d) 'Offences against property' include: burglary, motor vehicle theft, theft, arson, and property damage.
- (e) This is a new Key Performance Indicator with effect from July 2014.

#### Sources:

WA Police, FrontLine Incident Management System.  
Australian Bureau of Statistics, Australian Demographic Statistics, December Quarter 2014 (Cat. No. 3101).

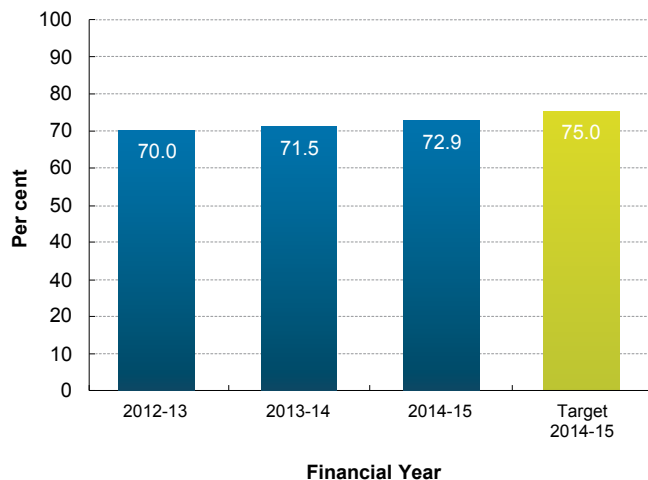


# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

### ORGANISATIONAL READINESS

**KPI 3:** Percentage of sworn police officer hours available for frontline policing duties, 2012-13 to 2014-15 <sup>(a)(b)(c)(d)</sup>



#### WHY is this a key indicator of our performance?

Approximately 75 per cent of WA Police expenditure relates to employee expenses. It therefore follows that the extent to which the agency is able to maximise utilisation of our available frontline police officer resources, in particular, will contribute significantly to achieving our outcome.

#### HOW is this indicator derived?

The number of sworn police officer hours available for frontline policing duties is based on the hours of police officers attached to organisational units that have been deemed to be 'frontline'. For the purpose of this indicator, an organisational unit is classified as 'frontline' if it satisfies the following criteria:

(a) The unit is comprised of operational police officers who:

- Are physically able (i.e. not temporarily or permanently injured);
- Are required to be critical skills trained;
- Are actively visible as a police officer;
- May exercise police powers; and
- Are expected to exercise such powers on a daily basis if required.

(b) The unit is delivering a police or police-related service:

- Keeping the peace
- Preventing crime
- Detecting crime
- Enforcing the law
- Apprehending offenders
- Emergency management

(c) The police or police-related service is delivered directly to members of the public predominantly face to face or by telephone.



Sworn police officers include Aboriginal Police Liaison Officers, but exclude Police Auxiliary Officers and the ranks of Superintendent and above. Frontline availability also excludes permanently or temporarily non-operational police officers.

The indicator is calculated by expressing the number of sworn police officer hours available for frontline policing duties (including overtime) as a percentage of the number of baseline hours worked (total police officer hours less annual leave and long service leave).

### **WHAT does this indicator show?**

The percentage of sworn police officer hours available for frontline policing duties has increased since 2012-13. The Frontline 2020 reform program has resulted in the redeployment of police officers to the frontline and has identified potential opportunities to release more police officers from non-frontline functions.

#### **Notes:**

- (a) Sworn police officers include Aboriginal Police Liaison Officers.
- (b) This indicator excludes: Police Auxiliary Officers, sworn police officers of the rank of Superintendent and above, sworn police officers who are permanently or temporarily non-operational, and sworn police officers working in non-operational/non-frontline areas i.e. Professional Standards, Asset Management, Business Strategy and Finance, Business Information Services, Judicial Services (including district prosecuting), Communications and Intelligence (including District Intelligence Unit and Traffic Intelligence), Professional Development (including district training officers), Media and Corporate Communications, and Executive Services.
- (c) This indicator does not currently take into account the impact of training on the hours available for frontline policing duties.
- (d) This is a new Key Performance Indicator with effect from July 2014.

#### **Source:**

WA Police Resource Management Information System (RMIS), payroll data.

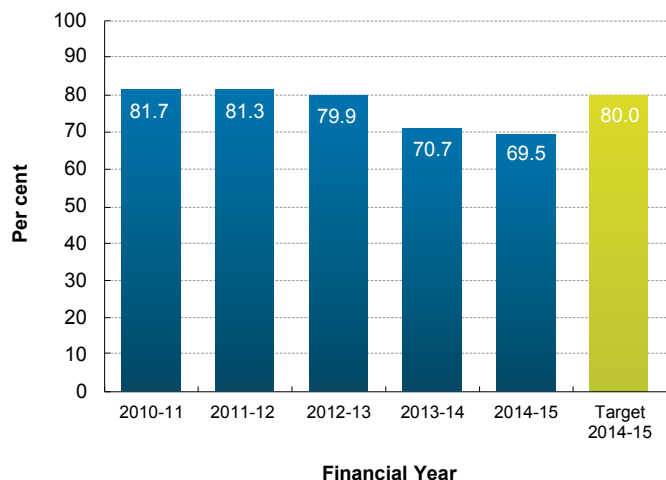


# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

### INTERNAL PROCESS

**KPI 4:** Percentage of priority 1 & 2 incidents in the metropolitan area responded to within 12 minutes, 2010-11 to 2014-15 <sup>(a)/(b)/(c)/(d)</sup>



### **WHY is this a key indicator of our performance?**

The WA community expect that the police will respond promptly to calls for police assistance. However, the main 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 only one aspect of police performance when responding to incidents. Response times are affected by many factors including the number of available police, existing tasking demands and priorities, road and weather conditions.

On receiving the call, police allocate a response priority according to its level of seriousness. Priority 1 incidents require urgent attendance and include an imminent threat to life, serious offence or incident in progress. Priority 2 incidents require immediate attendance and include a serious offence/incident in progress.

The ability of police to respond in a timely and appropriate manner to such incidents directly and indirectly contributes to community safety and security. The police recognise that not all incidents can be responded to within the specified timeframe, but aim to respond to 80 per cent of priority 1 and 2 incidents within 12 minutes in the Perth metropolitan area.

A high or increasing percentage of incidents that are responded to within 12 minutes is desirable.

### **HOW is this indicator derived?**

The indicator is calculated by expressing the number of priority 1 & 2 incidents that are responded to within 12 minutes as a percentage of the total number of priority 1 & 2 incidents in the Perth metropolitan area.



### WHAT does this indicator show?

The percentage of priority 1 & 2 incidents in the metropolitan area responded to within 12 minutes has decreased by 10.4 percentage points since 2012-13.

This was largely due to a state-wide increase in the number of incidents graded as priority 2. The increase in priority 2 incidents was mostly attributable to internal allocation practices, but also to a general increase in calls requiring an urgent response.

Changes to the Crash Management Policy in November 2013 also resulted in an increase in crashes attended as priority 2. This policy was revised in October 2014.

In 2014-15 there were 18,801 priority 1 & 2 incidents, an increase of 106.6 per cent (9,701) compared with 9,100 in 2012-13.

Furthermore, it is also likely that increasing traffic volume and congestion has impacted on WA Police capacity to respond to priority 2 incidents within the 12 minute target.

#### Notes:

- (a) 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 3 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.
- (b) 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.
- (c) 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 priority 1 or 2 task arises. It is reasonable to assume that responding to priority 1 or 2 incidents in these marginal metropolitan areas may experience delays beyond the target response time.
- (d) This is a new Key Performance Indicator with effect from July 2014.

#### Source:

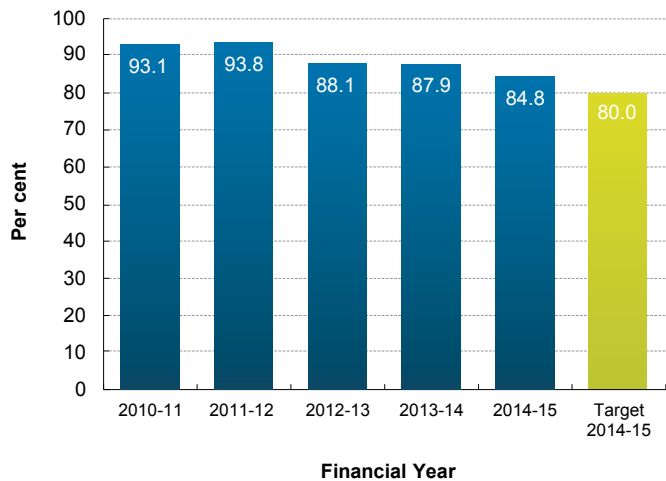
WA Police, Computer Aided Dispatch system.



# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

**KPI 5:** Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes, 2010-11 to 2014-15 (a)(b)(c)(d)



### WHY is this a key indicator of our performance?

The WA community expect that the police will respond promptly to calls for police assistance. However, the main 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 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.

On receiving the call, police allocate a response priority according to its level of seriousness. Priority 3 incidents require routine attendance and include an offence in progress/suspect at scene or the preservation of evidence.

The ability of police to respond in a timely and appropriate manner to such incidents directly and indirectly contributes to community safety and security. The police recognise that not all incidents can be responded to within the specified timeframe but aim to respond to 80 per cent of priority 3 incidents within 60 minutes in the Perth metropolitan area.

A high or increasing percentage of incidents that are responded to within 60 minutes is desirable.

### HOW is this indicator derived?

The indicator is calculated by expressing the number of priority 3 incidents that are responded to within 60 minutes as a percentage of the total number of priority 3 incidents in the Perth metropolitan area.

### WHAT does this indicator show?

Since 2011-12, there has been a decrease in the percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes. However, this percentage has remained above the target of 80 per cent.

In 2014-15 there were 136,679 priority 3 calls, an increase of 14.2 per cent (16,963) compared with 119,716 in 2011-12.

#### Notes:

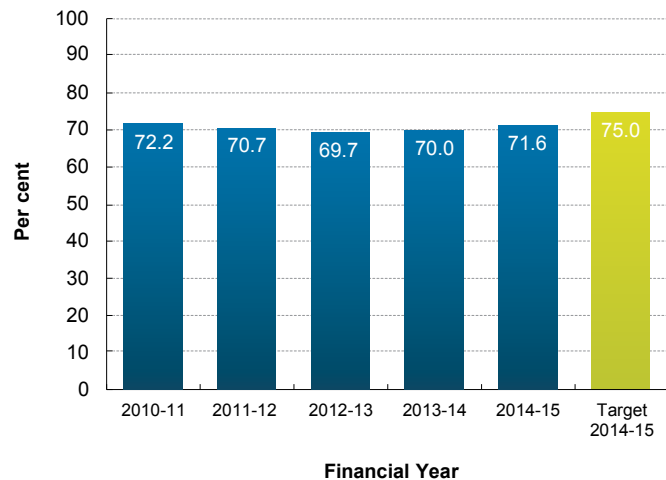
- (a) EXCEPTIONS. To provide an accurate indication of response times, the following incident types have been excluded from calculations as they do not contribute to measuring service delivery and/or have the potential to skew results:
  - Scheduled Events – are incidents created for attendance at a 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 3, 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.
- (b) 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.
- (c) 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 priority 3 task arises. It is reasonable to assume that responding to priority 3 incidents in these marginal metropolitan areas may experience delays beyond the target response time.
- (d) This is a new Key Performance Indicator with effect from July 2014.

#### Source:

WA Police, Computer Aided Dispatch system.



**KPI 6:** Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days, 2010-11 to 2014-15 <sup>(a)(b)(c)</sup>



### WHY is this a key indicator of our performance?

The police recognise that incidents involving family and domestic violence are serious crimes. Acts of family and domestic violence are a complex and challenging issue affecting the safety and security of our community. Such acts can take many forms and can often be endured by victims and their children over long periods of time before they seek help.

The WA Police take positive action to protect the victims and their children from further harm when acts of family and domestic violence occur. Through our collaborative approach with partner agencies, victims receive support and assistance and are able to make safe and informed choices. Violence Restraint Orders and Police Orders are used as additional safeguards and not as an alternative to the laying of appropriate charges.

Generally, police process offenders for domestic violence related offences within a short period of time as the offenders are often present and their identity is known. It is important that in the interests of protecting victims and community safety to process offenders promptly.

### HOW is this indicator derived?

This indicator relates to family and domestic-related incidents recorded in the WA Police FrontLine Information Management System where an offender has been processed (e.g. arrested, charged, summonsed or cautioned) for an offence against the person. Offences against the person include: homicide, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.

The indicator is calculated by expressing the number of family and domestic-related incidents where an offender was processed for one or more offences against the person within 7 days as a percentage of the total number of family and domestic-related incidents where an offender was processed for one or more offences against the person during the reporting period.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### WHAT does this indicator show?

The percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days has improved since 2012-13, despite an increase in the number of these incidents.

#### Notes:

(a) Notwithstanding the definition of 'A family and domestic relationship' in section 4 of the *Restraining Orders Act 1997*, WA Police define a family and domestic relationship as:

- Intimate partner means two persons who are or have been in a relationship with each other which has some degree of stability and continuity. It must reasonably be supposed to have, or have had a sexual aspect to the relationship. The partners do not have to be living together on a full time continuing basis and need not ever have done so.
- Immediate family member means two persons who are related whether directly, in-laws or step family including parent; grandparent; one of the persons involved is a child who ordinarily resides, resided or regularly stays with the other person; and guardian of an involved child.

(b) An 'act of family and domestic violence' is defined in section 6 of the *Restraining Orders Act 1997* and means one of the following acts that a person commits against another person with whom he or she is in a family and domestic relationship:

- assaulting or causing personal injury to the person;
- kidnapping or depriving the person of his or her liberty;
- damaging the person's property, including the injury or death of an animal that is the person's property;
- behaving in an ongoing manner that is intimidating, offensive or emotionally abusive towards the person;
- pursuing the person or a third person or causing the person or a third person to be pursued with intent to intimidate the person; or in a manner that could reasonably be expected to intimidate, and that does in fact intimidate, the person; and
- threatening to commit any act described above against the person.

'Offences against the person' include: homicide, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.

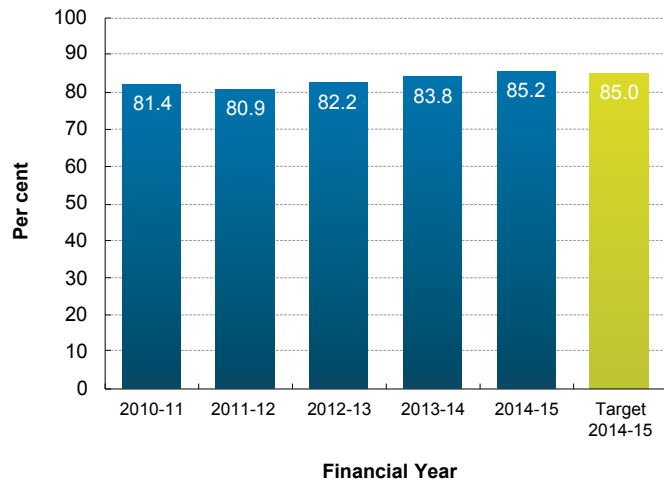
(c) This is a new Key Performance Indicator with effect from July 2014.

#### Source:

WA Police, FrontLine Incident Management System.



**KPI 7:** Percentage of offences against the person investigations finalised within 60 days, 2010-11 to 2014-15 <sup>(a)(b)(c)(d)</sup>



### WHY is this a key indicator of our performance?

Applying an appropriate response, practice or procedure early appears to affect the effectiveness of the investigation and the likelihood that it will be resolved (e.g. offender processed) within a relatively short period of time.

#### 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). A verified offence is an offence that has been determined to not be falsely or mistakenly reported. Excluded are 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) 'Offences against the person' include: homicide, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.
- (d) This is a new Key Performance Indicator with effect from July 2014.

#### Source:

WA Police, FrontLine Incident Management System.

The percentage of offences against the person investigated that are finalised within 60 days is a key indicator of investigative effectiveness as it reflects better processing, file management, investigation standards and attention to getting the investigation done. Investigations of offences against the person are more complex than offences against property and therefore can take longer to finalise, hence the period of 60 days compared with 30 days for offences against property. One of the purposes of police is to apprehend offenders and this is usually the result of a successful investigation. Apprehending offenders stops further offences being committed and may act as a deterrent to future criminal behaviour. As a consequence, this contributes to community safety and security.

### HOW is this indicator derived?

The 'percentage of offences against the person finalised' comprises all investigation outcomes i.e. offender processed, withdrawn, statute barred, civil/other, insufficient evidence and uncleared.

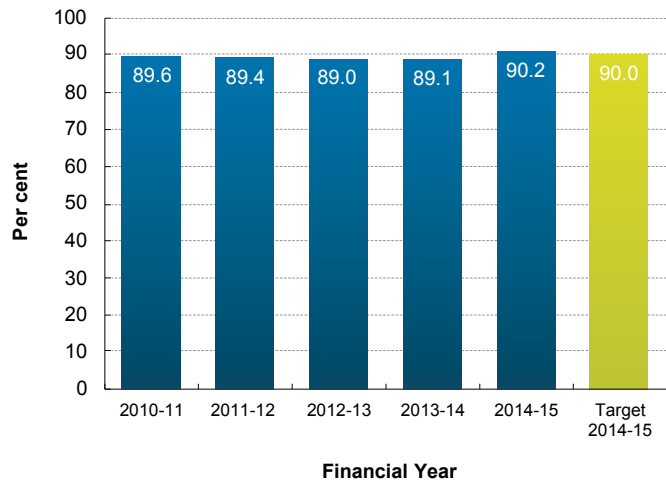
The number of verified offences against the person investigations finalised within 60 days of being reported is expressed as a percentage of the total number of verified offences against the person where investigations have been finalised during the reporting period and may include verified offences committed during earlier periods.

### WHAT does this indicator show?

The percentage of offences against the person investigations finalised within 60 days has improved since 2011-12.

## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**KPI 8:** Percentage of offences against property investigations finalised within 30 days, 2010-11 to 2014-15 <sup>(a)(b)(c)(d)</sup>



### WHY is this a key indicator of our performance?

There is a correlation between matters that are resolved and the time it takes to resolve them. Applying an appropriate response, practice or procedure early appears to affect the effectiveness of the investigation and the likelihood that it will be resolved (e.g. offender processed) within a relatively short period of time.

#### 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). A verified offence is an offence that has been determined to not be falsely or mistakenly reported. Excluded are 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) 'Offences against property' include: burglary, motor vehicle theft, theft, arson and property damage.
- (d) This is a new Key Performance Indicator with effect from July 2014.

#### Source:

WA Police, FrontLine Incident Management System.

The percentage of offences against property investigated that are finalised within 30 days is a key indicator of investigative effectiveness as it reflects better processing, file management, investigation standards and attention to getting the investigation done. Investigations of offences against property are generally less complex than offences against the person and therefore take less time to finalise, hence the period of 30 days compared with 60 days for offences against the person. One of the purposes of police is to apprehend offenders and this is usually the result of a successful investigation. Apprehending offenders stops further offences being committed and may act as a deterrent to future criminal behaviour. As a consequence, this contributes to community safety and security.

### HOW is this indicator derived?

The 'percentage of offences against property finalised' comprises all investigation outcomes i.e. offender processed, withdrawn, statute barred, civil/other, insufficient evidence and uncleared.

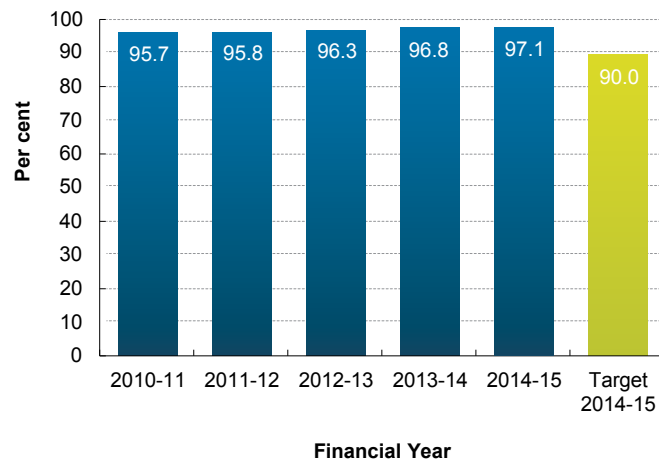
The number of verified offences against property investigations finalised within 30 days of being reported is expressed as a percentage of the total number of verified offences against property where investigations have been finalised during the reporting period and may include verified offences committed during earlier periods.

### WHAT does this indicator show?

Percentage of offences against property investigations finalised within 30 days has improved since 2012-13.



**KPI 9:** Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences, 2010-11 to 2014-15 <sup>(a)</sup>



### WHY is this a key indicator of our performance?

The predominance of road safety/traffic law enforcement effort conducted by police officers is directed to those issues that are deemed as behaviours most likely to cause crashes such as alcohol/drugs, dangerous/reckless driving, speeding, unauthorised driving, and use of mobile phones whilst driving, or contribute to the severity of injury i.e. not wearing seatbelts/restraints/helmets.

By maintaining a high proportion of enforcement effort on addressing these 'Category A' offences as opposed to other traffic offences, the police are being effective in conducting traffic law enforcement in order to contribute to the outcome of community safety.

### HOW is this indicator derived?

'Category A' offences include: driving under the influence of alcohol/drugs, careless/dangerous/reckless driving, non-speed camera speeding offences, no authority to drive/unlicensed vehicle, use of mobile phones whilst driving, and non-wearing of seatbelts/restraints/helmets.

For the purpose of this indicator, a traffic contact includes conducting a preliminary breath/drug test, charging a road user for a traffic offence(s) or issuing a traffic infringement. As a preliminary breath/drug test is a traffic contact, any drink/drug driving charge or infringement that may result from the breath test is not counted.

The number of traffic law enforcement contacts made by police officers that target 'Category A' offences is expressed as a percentage of the total number of traffic law enforcement contacts (excluding drink/drug driving charges/infringements) during the reporting period.

### WHAT does this indicator show?

The percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences has improved since 2010-11.

**Note:**

(a) This is a new Key Performance Indicator with effect from July 2014.

**Sources:**

WA Police, BriefCase system.

WA Police, Image and Infringement Processing System (IIPS)

WA Police, Traffic and Crash Executive Information System (TEACEIS)

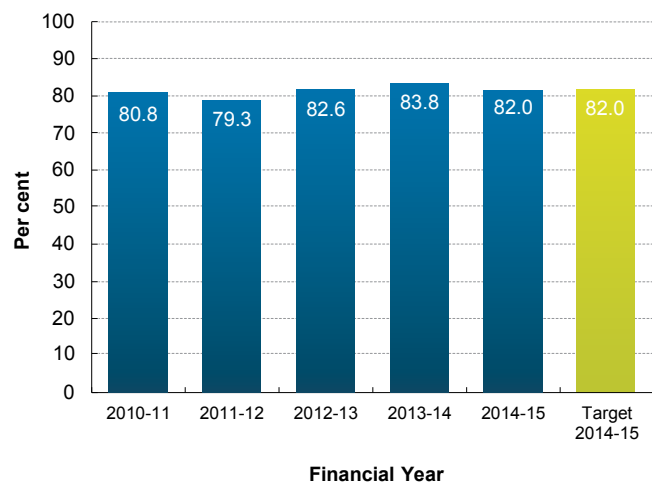


# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

### CUSTOMER SATISFACTION

**KPI 10:** Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police, 2010-11 to 2014-15 <sup>(a)(b)</sup>



#### WHY is this a key indicator of our performance?

Customer satisfaction is a widely accepted measure of organisational performance. Indicators based on community perception provide useful information about service delivery and acknowledge the importance of community engagement. The WA community are the customers of the services provided by the WA Police. The extent to which those members of the community who have had contact with the police during the last 12 months are satisfied with the service received during their most recent contact with the police is based on personal experience. As a consequence, the police through their attitude, behaviour and actions can directly influence the level of satisfaction members of the community perceive resulting from this interaction with police. The extent to which the community is satisfied with the service received during their most recent contact with police provides an indication of how well these services meet customer needs and expectations; and therefore the effectiveness of the police in contributing to community safety and security.

#### HOW is this indicator derived?

The data for this indicator is sourced from the National Survey of Community Satisfaction with Policing. The data is weighted to a quarter of the population of people aged 15 or over for Perth and the rest of WA each quarter. In this way, the combined weighted estimates for four consecutive quarters are approximately equal to the total population. The data is also weighted by police district by age by sex.

The indicator is based on those people who did have contact with police in the last 12 months and their response to the question: How satisfied were you with the service you received during your most recent contact with police? The response categories are: 'very satisfied', 'satisfied', 'neither satisfied nor dissatisfied', 'dissatisfied', and 'very dissatisfied'.

The percentage of the WA Community who responded 'satisfied' or 'very satisfied' are combined to show the overall level of satisfaction with the service received during their contact with police.





### WHAT does this indicator show?

- In 2014-15, 49.0 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 2014-15 (82.0 per cent) was not statistically significantly different to 2013-14 (83.8 per cent).

#### 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 WA 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. More than 28,500 people aged 15 years and over are surveyed nationally via telephone over a twelve-month period with about 2,800 being surveyed 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 chart for this indicator is equal to or less than 3.0 per cent.

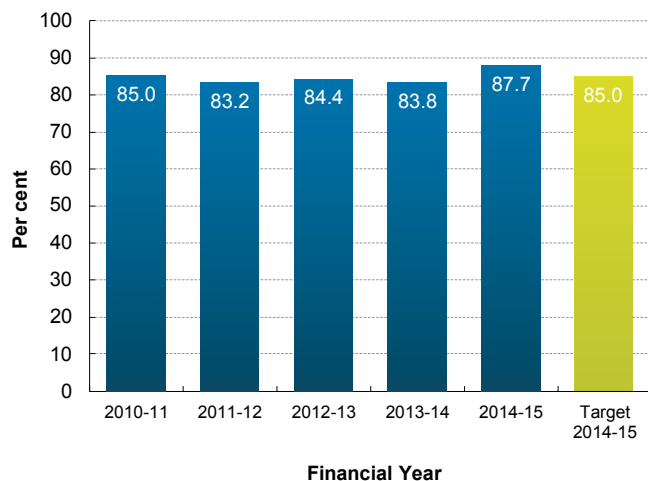
#### Source:

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



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**KPI 11:** Percentage of the community who ‘agreed’ or ‘strongly agreed’ that they have confidence in police, 2010-11 to 2014-15 <sup>(a)(b)(c)</sup>



### WHY is this a key indicator of our performance?

In 2013, the Commissioner of Police stated that:

“In my introductory narrative for the Frontline First initiative some years ago, I commented that public confidence in police relies upon community members feeling police are making a positive difference in their everyday lives. I made that comment because I believe that no matter what other performance measures are put in place, or how many complex issues we resolve, community confidence is the ultimate measure of our success.”

The community’s confidence in police reflects police professionalism, honesty, and treating people fairly and equally. By maintaining a high level of community confidence in police, the police are empowered to contribute to community safety and security.

### HOW is this indicator derived?

The data for this indicator is sourced from the National Survey of Community Satisfaction with Policing. The data is weighted to a quarter of the population of people aged 15 or over for Perth and the rest of WA each quarter. In this way, the combined weighted estimates for four consecutive quarters are approximately equal to the total population. The data is also weighted by police district by age by sex.

The indicator is based on those people who responded to the question: To what extent do you agree or disagree with the following statement about police in WA: I do have confidence in the police? The response categories are: ‘strongly agree’, ‘agree’, ‘neither agree nor disagree’, ‘disagree’, and ‘strongly disagree’.

The percentage of the WA Community who responded ‘agree’ or ‘strongly agree’ are combined to show the overall level of agreement with the statement: I do have confidence in the police.



### WHAT does this indicator show?

- The percentage of the WA community who agreed that they had confidence in the police increased in 2014-15 to 87.7 per cent. However, this was not statistically significantly different to 2013-14 (83.8 per cent).

#### 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 WA 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. More than 28,500 people aged 15 years and over are surveyed nationally via telephone over a twelve-month period with about 2,800 being surveyed 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 chart for this indicator is equal to or less than 1.8 per cent.
- (c) This is a new Key Performance Indicator with effect from July 2014.

#### Source:

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



## KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

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 three services is measured in terms of the average cost of the service per person.

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 person of providing policing services can vary significantly. Policing activities include keeping the peace, enforcing the law, preventing and detecting crime, apprehending offenders and emergency management. The average cost per person can be affected by such factors as employee pay rate movements and other cost increases, changes in work practices or streamlining of processes.

If real expenditure is kept constant, an increase in population will result in a lower cost per person which represents an improvement in efficiency i.e. the police are expending the same amount of resources to service a larger population, potentially more crime and other incidents. The level of efficiency can be maintained if real expenditure does not exceed the rate of population growth. Expenditure that exceeds the rate of population growth indicates inefficiency.

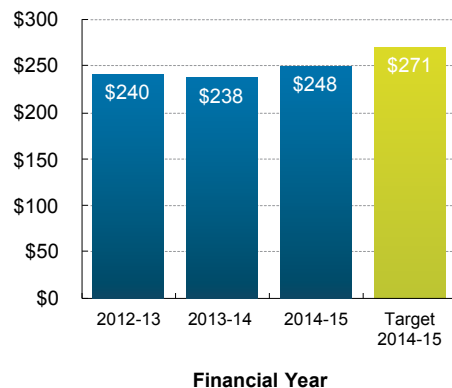
The key efficiency indicators for each service are presented in the following charts and show comparative performance over the period 2012-13 to 2014-15 and the target for 2014-15.

### OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

#### SERVICE 1: METROPOLITAN POLICING SERVICES

General policing services provided by districts within the Metropolitan Region including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.

Average cost of metropolitan policing services per person in the Perth metropolitan area, 2012-13 to 2014-15<sup>(a)</sup>



**Note:**

(a) This is a new Key Performance Indicator with effect from July 2014.

**Source:**

Total cost of Service from Schedule of Income and Expenses by Services for the years ending 30 June 2014 and 30 June 2015, respectively.

#### WHY is this a key indicator of our performance?

The Metropolitan Region is one of two policing regions in WA. In 2014-15, the total cost of providing metropolitan policing services was \$500,598 million. This represented 39.3 per cent of the total cost of services. These policing services are provided to the community of the Perth metropolitan area. By showing the relationship between the cost of services and the population receiving these services, the cost efficiency of delivering these services can be measured.

#### HOW is this indicator derived?

The total cost of metropolitan policing services is based on the Metropolitan Police Region (including 'specialist services' within districts such as detectives, crime intelligence, forensics, traffic and prosecuting and the following areas within Judicial Services: Prosecuting Services Division and Custodial Services that directly relate to metropolitan policing), plus the apportionment of Corporate Services and Support Overhead.

The total cost of metropolitan policing services is divided by the Estimated Resident Population (ERP) of the Metropolitan Police Region as at the beginning of the financial year i.e. the ERP as at 30 June 2014 is used for the 2014-15 financial year.

#### WHAT does this indicator show?

The average cost of metropolitan policing services per person in the Perth metropolitan area increased in 2014-15 to \$248.

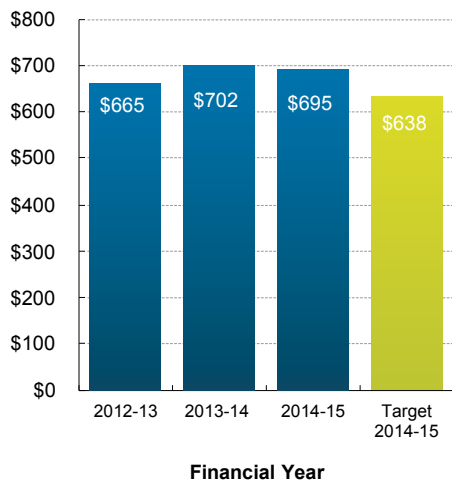


# KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

## SERVICE 2: REGIONAL AND REMOTE POLICING SERVICES

General policing services provided by districts within the Regional WA Region including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.

Average cost of regional and remote policing services per person in regional WA, 2012-13 to 2014-15<sup>(a)</sup>



**Note:**

(a) This is a new Key Performance Indicator with effect from July 2014.

**Source:**

Total cost of Service from Schedule of Income and Expenses by Services for the years ending 30 June 2014 and 30 June 2015, respectively.

### WHY is this a key indicator of our performance?

The Regional WA Region is one of two policing regions in WA. In 2014-15, the total cost of providing regional and remote policing services was \$378,461 million. This represented 29.7 per cent of the total cost of services. These policing services are provided to the community of regional WA. By showing the relationship between the cost of services and the population receiving these services, the cost efficiency of delivering these services can be measured.

### HOW is this indicator derived?

The total cost of regional and remote policing services is based on the Regional WA Police Region (including 'specialist services' within districts such as detectives, crime intelligence, forensics, traffic and prosecuting), plus the apportionment of Corporate Services and Support Overhead.

The total cost of regional and remote policing services is divided by the Estimated Resident Population (ERP) of the Regional WA Police Region as at the beginning of the financial year i.e. the ERP as at 30 June 2014 is used for the 2014-15 financial year.

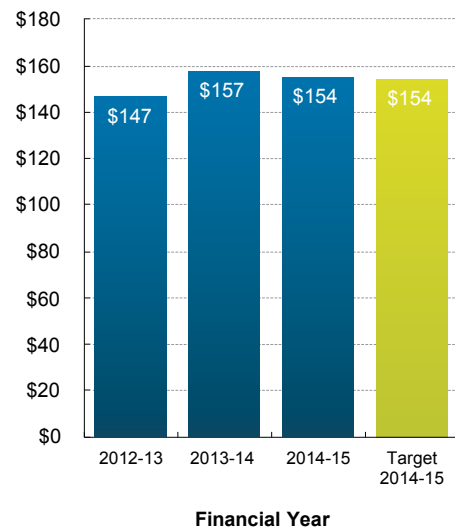
### WHAT does this indicator show?

The average cost of regional and remote policing services per person in regional WA decreased in 2014-15 to \$695.

### SERVICE 3: SPECIALIST POLICING SERVICES

Specialist policing services include: major crime, serious and organised crime, sex crime, commercial crime, licensing enforcement, forensic, intelligence, traffic enforcement, and counter terrorism and emergency response.

Average cost of specialist policing services per person in WA, 2012-13 to 2014-15<sup>(a)</sup>



**Note:**

(a) This is a new Key Performance Indicator with effect from July 2014.

**Source:**

Total cost of Service from Schedule of Income and Expenses by Services for the years ending 30 June 2014 and 30 June 2015, respectively.

#### WHY is this a key indicator of our performance?

Specialist policing services provide support to the police regions. In 2014-15, the total cost of providing specialist policing services was \$394,794 million. This represented 31.0 per cent of the total cost of services. These policing services are provided to the community of WA. By showing the relationship between the cost of services and the population receiving these services, the cost efficiency of delivering these services can be measured.

#### HOW is this indicator derived?

The total cost of specialist policing services is based on the specialist portfolios (i.e. State Crime, Traffic and Emergency Response, and the business area of Intelligence), plus the apportionment of Corporate Services and Support Overhead.

The total cost of specialist policing services is divided by the Estimated Resident Population (ERP) of WA (as these services are provided across the state) as at the beginning of the financial year i.e. the ERP as at 30 June 2014 is used for the 2014-15 financial year.

#### WHAT does this indicator show?

The average cost of specialist policing services per person in WA decreased to \$154 in 2014-15.

## OTHER FINANCIAL DISCLOSURES

### ACT OF GRACE PAYMENTS

Requirement under Treasurer's Instruction 319(5)

In 2014-15 there were two Act of Grace applications received by WA Police, one which was approved and one is still under consideration. The total amount expended was \$2,000.

### CAPITAL WORKS

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

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

Project	Proposed Year of Completion	Revised ETC May 2014 \$'000	Revised ETC May 2015 \$'000	Variations \$'000	Variation %	Reasons for Variations
<b>Completed Works</b>						
Fleet and Equipment Purchases - New and Replacement						
- Fleet and Equipment Replacement Program 2012 to 2015	2014-15	30,724	30,724	0	0.0%	
- Major Aircraft New and Replacement Program - Helicopter	2014-15	22,030	22,030	0	0.0%	
- Speed and Red Light Camera Upgrades	2014-15	24,500	24,500	0	0.0%	
Police Facilities						
- Custodial Facilities Upgrade Program 2012 to 2015	2014-15	10,200	10,200	0	0.0%	
- Perth Police Complex	2014-15	93,270	85,706	(7,564)	(8.1%)	Corrective measure applied
- Police Facilities Major Refurbishment Program	2014-15	16,392	16,392	0	0.0%	
- West Metropolitan District Accommodation Upgrade	2014-15	11,750	11,750	0	0.0%	
Information Technology Infrastructure						
- ICT - Infrastructure Replacement and Continuity 2010 to 2012	2013-14	13,187	13,182	(5)	0.0%	2010-12 program adjustment applied to the 2013-15 program
- ICT - Infrastructure Replacement and Continuity 2011 to 2015	2014-15	25,900	25,900	0	0.0%	



## MAJOR CAPITAL WORKS (CONTINUED)

Project	Proposed Year of Completion	Revised ETC May 2013 \$'000	Revised ETC May 2014 \$'000	Variations \$'000	Variation %	Reasons for Variations
<b>Works in Progress</b>						
Fleet and Equipment Purchases - New and Replacement						
- Fleet and Equipment Replacement Program 2015 to 2018	2017-18	33,300	32,360	(940)	(2.8%)	Corrective measure applied
Information Technology Infrastructure						
- Computer Aided Dispatch System Replacement	2016-17	20,700	20,700	0	0.0%	
- 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	2015-16	60,000	59,165	(835)	(1.4%)	Corrective measure applied
- ICT - Infrastructure Replacement & Continuity 2013 to 2015	2016-17	54,008	54,013	5	0.0%	2010-12 program adjustment applied to the 2013-15 program
Police Facilities						
- Boost to Police Resources - Accommodation Infrastructure	2018-19	56,011	56,011	0	0.0%	
- Boost to Police Resources - Ballajura Police Station	2016-17	10,989	10,989	0	0.0%	
- Cockburn Central Police Station	2016-17	20,493	20,493	0	0.0%	
- Custodial Facilities Upgrade Program 2015 to 2018	2017-18	12,000	11,600	(400)	(3.3%)	Corrective measure applied
- Police Station Upgrade Program 2015 to 2018	2017-18	12,000	11,460	(540)	(4.5%)	Corrective measure applied
- Western Suburbs Police Station	2020-21	27,408	27,408	0	0.0%	
<b>New Works</b>						
Fleet and Equipment Purchases - New & Replacement						
- Fleet and Equipment Replacement Program 2018 to 2021	2020-21	0	12,300	12,300	0.0%	Budget approved in 2015-16 budget process
Police Facilities						
- Police Facilities Major Refurbishment Program 2015 to 2019	2018-19	0	16,780	16,780	0.0%	Budget approved in 2015-16 budget process

## OTHER FINANCIAL DISCLOSURES

### EMPLOYMENT AND INDUSTRIAL RELATIONS

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

#### Profile of Police Officers by Gender (Headcount) <sup>(a)</sup>

As at 30 June each year	2011	2012	2013	2014	2015
<b>Senior Police <sup>(b)</sup></b>					
Male	11	11	11	9	8
Female	0	0	2	2	2
<b>Police Officers</b>					
Male	4,658	4,612	4,686	4,658	4,770
Female	1,208	1,209	1,251	1,264	1,321
<b>Police Auxiliary Officers</b>					
Male	60	90	80	147	167
Female	35	62	65	98	117
<b>Aboriginal Police Liaison Officers</b>					
Male	12	11	10	9	8
Female	4	4	4	2	2
<b>Total Males</b>	<b>4,741</b>	<b>4,724</b>	<b>4,787</b>	<b>4,823</b>	<b>4,953</b>
<b>Total Females</b>	<b>1,247</b>	<b>1,275</b>	<b>1,322</b>	<b>1,366</b>	<b>1,442</b>
<b>TOTAL</b>	<b>5,988</b>	<b>5,999</b>	<b>6,109</b>	<b>6,189</b>	<b>6,395</b>

**Notes:**

(a) Personnel figures are based on headcount, which includes employees on leave without pay, as at 30 June (not full-time equivalent (FTE) staff).

(b) Senior Police comprises the Commissioner, Deputy Commissioners and Assistant Commissioners.

#### Profile of Police Staff by Gender and Classification (Headcount) <sup>(a) (b)</sup>

Level	As at 30 June 2014			As at 30 June 2015		
	Male	Female	Total	Male	Female	Total
Group 2	1	0	1	1	0	1
Class 1	3	0	3	3	0	3
Level 9	2	0	2	0	0	0
Specified Calling 8	1	0	1	1	0	1
Specified Calling 5	1	0	1	1	0	1
Level 8	21	11	32	18	11	29
Solicitor 4	4	0	4	3	0	3
Specified Calling 4	2	0	2	2	0	2
Level 7	52	32	84	52	25	77
Specified Calling 3	0	7	7	0	7	7
Level 6/7	0	1	1	0	1	1
Level 6	82	56	138	78	59	137
Specified Calling 2	1	1	2	1	1	2
Level 5	98	117	215	81	101	182
Level 4	102	128	230	93	118	211
Solicitor 1	0	1	1	0	0	0
Level 3 (includes Band Officers)	88	139	227	90	141	231
Level 2	205	538	743	217	540	757
Level 1	43	157	200	33	142	175
Chaplain	2	0	2	2	0	2
Cadets	11	3	14	0	0	0
Wages	38	76	114	27	80	107
<b>TOTAL</b>	<b>757</b>	<b>1,267</b>	<b>2,024</b>	<b>703</b>	<b>1,226</b>	<b>1,929</b>

Children's Crossing Guards employed by the WA Police

**536**

**547**

**Notes:**

(a) Statistics based on full-time equivalent (FTE) staff.

(b) The number of Children's Crossing Guard positions to operate Type A children's crossings in Western Australia as at 30 June.

## WORKFORCE PLANNING

The 2014-2017 WA Police Workforce Plan complements Frontline 2020, a program that aims to make extensive reforms to the agency, its structure and service delivery. The Workforce Plan has three main themes of Workforce Reform, Attraction and Diversity and Engagement, and Development and Leadership.

Workforce initiatives undertaken in 2014-15 include:

- Continuation of the Workforce Optimisation Project
- Progression of structural changes based on Frontline 2020 reform initiatives
- Roll-out of the new Metropolitan Operating Model
- Development of a Corporate Services Model
- Implementation of a new performance management process
- Growth in Police Officer and Police Auxiliary Officer FTE to meet Growth Program requirements

- Targeted management of Indigenous and Culturally and Linguistically Diverse police officer and police cadet applicants
- Continual review and update of workforce management policies, processes and practices.

## WORKERS' COMPENSATION CLAIMS (POLICE STAFF) 2013-14 TO 2014-15

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

	2013-14	2014-15
Number of Claims	69	82

## PRICING POLICIES ON SERVICES

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

WA Police charges for goods and services 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 WA 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 2014 for services provided during 2014-15 was published in the Government Gazette on 17 June 2014 for Police Fees, Security and Related Activities, Pawnbrokers and Second-hand Dealers and Firearms Fees.

## GOVERNANCE DISCLOSURES

### INTEREST IN OR BENEFITS FROM CONTRACTS

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

WA Police operates 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 conflicts of interest in 2014-15.

### MINISTERIAL DIRECTIVES

Requirement under Treasurer's Instruction 903, s12

No Ministerial directives were received during 2014-15.

### BOARD AND COMMITTEE REMUNERATION

Requirement under Premier's Circular 2010/02

No remunerations were paid during 2014-15.

### ADVERTISING

Requirement under the *Electoral Act 1907, s175ZE*

Organisation	Purpose	Amount
	<b>Advertising, Marketing and Creative Media Provider</b>	
Adcorp Australia	Human Resources - Recruitment	\$20,716.31
	Vehicle Impoundment/Disposals	\$164,760.90
The Brand Agency	Bigger Picture Policing Frontline 2020	\$188,475.51
	Community Forums	\$898.44
	Recruitment Campaign (Recruits, Auxiliaries, Cadets)	\$78,265.21
Other	Bigger Picture Policing Frontline 2020 - voice over and uniforms	\$1,183.25
	<b>Media Services Suppliers</b>	
Adcorp Australia	Community Forums	\$10,414.21
	Recruitment Campaign (recruits, auxiliaries, cadets) – cadet advertising only	\$4,225.51
The Brand Agency	Bigger Picture Policing Frontline 2020	\$12,114.60
	Community Forums	\$720.00
	Recruitment Campaign (recruits, auxiliaries, cadets)	\$235,569.15
Carat	Bigger Picture Policing Frontline 2020	\$387,517.90
	Recruitment Campaign (recruits, auxiliaries, cadets)	\$1,046,502.22
	<b>Websites</b>	
The Brand Agency	Bigger Picture Policing Frontline 2020	\$33,951.61
	Recruitment Campaign (recruits, auxiliaries, cadets) – Step Forward	\$43,399.61
<b>TOTAL</b>		<b>\$2,228,714.43</b>

## COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

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

In the administration of the Western Australia 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.

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 2014-15

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

### Complaints Regarding Compliance with the Code of Ethics and Agency Code of Conduct 2014-15

Number lodged	96
Number of breaches found	28
Number still under review	26



KARL J O'CALLAGHAN APM  
Commissioner of Police  
24 September 2015



## OTHER LEGAL REQUIREMENTS

### DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

Requirement under the *Disability Services Act 1993*, s29 and Schedule 3 of the *Disability Services Regulations 2004*

Since 2013, WA Police has been progressing 20 strategies that contribute towards the seven outcomes outlined in the Disability Access and Inclusion Plan (DAIP) 2013-17. Of these, the following are considered priorities:

- Re-educating agency employees about the DAIP
- Ensuring AAA Web Content Accessibility compliance on the WA Police disability internet page
- Increasing awareness of the WA Police DAIP amongst contracted service providers.

The following outlines progress of strategies for 2014-15.

**Outcome 1:** People with disability have the same opportunities as other people to access the services of, and any events organised by, the WA Police

The WA Police complaints database has been upgraded with an additional category that enables complaints related to the inability to access police services due to a disability to be identified. This

will improve WA Police reporting capabilities, and as a result, its responsiveness to service provision.

**Outcome 2:** People with disability have the same opportunities as other people to access the buildings and other facilities of the WA Police

In 2014-15, three new police stations were built in Carnarvon, Three Springs and Eucla. All stations have been designed and built in accordance with WA Police Standards/Guidelines and the Australian Building Code Standards, including Universal Access requirements.

Also, a number of police stations have had front counter upgrades in compliance with universal access requirements. This is part of an ongoing schedule of works to ensure all police stations are compliant with Australian Standards.

**Outcome 3:** People with disability receive information from WA Police in a format that will enable them to access the information as readily as other people are able to access it

Signage has been developed in consultation with the WA Deaf Society and displayed in WA Police buildings where face to face contact occurs with members of the community. Posters were designed to advise people from the deaf and hard of hearing community that Australian Sign

Language (Auslan) interpreters are available if required. These posters also include a reminder for WA Police employees of their responsibilities to engage an Auslan Interpreter when requested.

**Outcome 4:** People with disability receive the same level and quality of service from the staff of WA Police as other people receive from the staff of WA Police

To enable this, relevant initiatives includes:

- Training Needs Analysis on Recruit Training completed by an external contractor which has recommended that Diversity and Public Mental Health Training packages require reviewing
- Reference to DAIP and agency requirements has been added to the WA Police Equal Opportunity Awareness and Bullying Prevention training. This training is compulsory for all police officers and police staff and is to be completed every three years
- A review was conducted of the Standard Operating Procedures for the Perth Watch House. This resulted in a number of changes that consider the needs of people with disabilities, including the provision of a nurse on a 24/7 basis, trained to assist persons with mental health issues

- The Induction Policy has been reviewed and amended to articulate manager and supervisor requirements when accommodating people with a disability.

**Outcome 5:** People with disability have the same opportunities as other people to make complaints to the WA Police

All complaints assessors are now required to undertake a two day mental health first aid course. This provides assessors with the appropriate levels of training to appropriately recognise and identify callers displaying mental health symptoms when they receive complaints. This has resulted in improved staff knowledge concerning the special needs of people with disability, including substantive equality expectations, so they can facilitate timely and professional receipt and resolution of complaints.

**Outcome 6:** People with disability have the same opportunities as other people to participate in public consultation conducted by WA Police

WA Police consulted with the WA Deaf Society for the provision of signage promoting the use of Auslan interpreters in all customer service areas.

**Outcome 7:** People with disability have the same opportunities as other people to obtain and maintain employment at WA Police

WA Police has procured services from an Australian Disability Enterprise by using the exemption for the competitive requirements of the State Supply Commission's Open and Effective Competition policy in the following areas:

- Cleaning – engaged the services of Interwork Inc. to clean major sites such as Police Headquarters and the Joondalup Police Academy
- Gardening – WA Police has engaged the services of ACTIV, a disability services and employment provider, to carry out gardening maintenance and minor works at numerous police sites. The service provided by ACTIV has been excellent and pricing very competitive when compared to past providers
- Engineering – WA Police has been working with Goodwill Engineering in the design of police equipment prototypes and are likely to progress this relationship with ongoing contracts to provide equipment for police stations.

### PAWNBROKERS AND SECOND-HAND DEALERS

Requirement under the *Pawnbrokers and Second-hand Dealers Act 1994 s92 [2(a-e)]*

The number, nature and outcomes of investigations and inquiries for *Pawnbrokers and Second-Hand Dealers Act 1994* are:

- There were 147 audits conducted on licensed second-hand dealers and pawnbrokers during 2014-15
- These audits identified 50 breaches of licence requirements from 39 premises
- Of the 50 breaches, there were no summons, 10 infringements issued and 40 verbal cautions issued for minor breaches
- Compliance audits are ongoing.

The emerging trends, patterns and changes relating to pawnbroker and second-hand dealer licensing are as follows:

- The current number of licensed Pawnbrokers and second-hand dealers in WA is 95
- There has been an increase in applications for second-hand dealer licences where the licensee is specialising in the purchase of jewellery items

## OTHER LEGAL REQUIREMENTS

- In the 2014 WA Police Annual Report, it was reported that national retail organisations were obtaining second-hand dealers licences to facilitate the exchange of second-hand goods. One retailer obtained licences for 12 stores. This trend has since reversed, with the retailer relinquishing the second-hand dealer licences and reverting to a trade-in policy which is exempt from the requirements of the second-hand dealers licence
- A major gold buying company restructured operations in WA which resulted in 12 second-hand dealer licences being relinquished by the company. A newly established gold buying company has since licensed 7 stores as gold buying second-hand dealers
- Two second hand dealers charged in 2013-14 were fined (in August and September 2014) a total of \$7,000 after being convicted of 38 licence breaches. Both licences have either been relinquished or disallowed.

The compliance audit test plan indicates 140 audits will be conducted on pawnbrokers and second-hand dealers in the 2015-16 financial year.

A review of the *Pawnbrokers and Second-hand Dealers Act 1994* is under 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 agency continues to ensure it meets contemporary records management practices by monitoring the validity of existing systems and ensuring systems are upgraded as required. The ongoing upgrade to the agency's recordkeeping systems continued during 2014-15 by implementing the initiatives from the 2014 Information Management Strategy and the agency's Service Definition and Resource Model. Further analysis, development and engagement will follow the implementation of these initiatives and the outcomes will further shape the ongoing agency roll out of the Electronic Document Records Management System (EDRMS). In preparation for this, the agency has committed to purchase an additional 2000 Objective (EDRMS) licenses.

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

- The Customer Service Officer First Contact course continues to provide an avenue for recordkeeping awareness and information sessions. Recordkeeping training includes Introduction to Records Management in WA Police, Objective (EDRMS) and Introduction to Archiving in WA Police
- Online policy and guidelines are available on the WA Police Intranet site, including links to the State Records Office and associated sites
- A recordkeeping training program, mandatory for all WA Police employees, is in development that will educate employees on the agency's legislative requirements
- Further training for intermediate (working) and advanced (administration) roles are being developed as well as specialised training packages for business units using custom workflows.





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

The current recordkeeping training program provides a solid foundation to expand the awareness sessions and EDRMS training to include more comprehensive and intensive training. The training program in development will include both intermediate and administrative roles as well as expanded records/information management and archives training.

**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 a compulsory item in WA Police staff induction programs. The induction refers employees to agency policy which details recordkeeping roles and responsibilities and is the primary source of guidance and instruction about records and information management. Compliance with this induction process is assessed through the agency's risk mitigation framework.

## GOVERNMENT POLICY REQUIREMENTS

### 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**

WA Police is dedicated to 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".

Safety and health is integrated into all business activities. Resources are allocated to the measurement of and continuous improvement in safety and health performance. All employees are encouraged to comply with their legal and agency safety, health and injury management requirements through the provision of information and training. There is continual engagement by the Corporate OSH Steering Committee and Safety Branch with internal and external stakeholders to improve safety and health performance.

There is an ongoing commitment to OSH through participation in the Corporate OSH Steering Committee chaired by the Executive Director with participation from the Assistant Commissioners, Senior Executives, elected Safety and Health Representatives and from the relevant unions.

Executive commitment to safety and health is further demonstrated through district/division/directorate safety meetings, annual policy reviews, introduction of new policies, championing of new safety initiatives 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 Corporate OSH Steering Committee meets quarterly and includes; Safety Representatives, union representation and senior management from operational and non-operational areas. The committee's role is to monitor and review the agency's OSH Safety Management System (SMS) including a conduit to the district/division/

directorate safety meetings that in turn represent the employees at a local level.

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 the automated e-mail system, notifies the Safety Representative, Manager and the Safety Branch to the existence of an incident.

The flexibility of the system allows the recording of the Safety Representative's investigation and the Manager's control measures, resolution and permits the monitoring and reviewing of the incident. Throughout the process, the employee is kept informed of the status of their report through the automated email process and through personal interaction.

The reporting system is supported by the OSH Issue Resolution Framework and supporting policies. The Framework is a pictorial diagram articulating the processes and the pathway by which all incidents are managed.

## 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

The WA Police 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), on-line reporting on the WorkCover site and aims of returning injured officers back into the workplace.

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.

WA Police commissioned an external audit of the existing SMS against AS4801 and ISO 18000 and was advised that certification has been granted.

## Report against performance targets

Requirement under Public Sector Commissioner's Circular 2012-05: Code of Practice

	Target	2012-13	2013-14	2014-15	Performance against 2014-15 targets
Number of Fatalities	0	0	0	0	Achieved
Lost time injury/disease incidence rate	10% reduction on previous 3 years	2.23 <sup>(a)</sup>	2.54 <sup>(a)</sup>	2.71 <sup>(b)</sup>	Not Achieved
Lost time injury/disease severity rate	10% reduction on previous 3 years	8.42 <sup>(a)</sup>	8.18 <sup>(a)</sup>	2.11 <sup>(b)</sup>	Achieved
Percentage of injured workers returned to work:					
(i) within 13 weeks	Greater than or equal to 80%	79%	97%	98%	Achieved
(ii) within 26 weeks	Greater than or equal to 80%	97%	98%	98%	Achieved
Percentage of managers and supervisors trained in occupational safety, health and injury management responsibilities.	Greater than or equal to 80%	75%	48%	74% <sup>(c)</sup>	Not Achieved <sup>(d)</sup>

### Notes:

(a) These figures note changes to previous annual reporting data. This change is reflective of upgrades in the reporting system and now provides accurate claim data for those periods.

(b) This data is correct as at 1 July 2015. It does not reflect all LTI incidence and severity rates for the 2014- 2015 period. Delays are due to the ongoing confirmation of incidents as an LTI and the days sick leave accrued against the incidents.

(c) Statistics include all employees who hold the rank of sergeant and above, or level 6 and above irrespective if their position is that of a supervisor or OIC/manager. It also includes employees who (at any rank/level) hold a position of supervisor.

(d) WA Police has trained in excess of 91% of OIC/managers and supervisors in OSH and Injury Management since 2009.



## GOVERNMENT POLICY REQUIREMENTS

### SUBSTANTIVE EQUALITY

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

WA Police continues to demonstrate a commitment to the state government's policy framework for substantive equality. This has been achieved through a screening process for new policies and initiatives utilising an equity impact assessment, guidelines and checklist. These tools offer practical guidance to ensure all policy, project or program development work is considered within the framework of substantive equality and are available on the internal police intranet.

In addition, WA Police has identified a number of gaps to be addressed, including: the monitoring of, and reporting through enhanced data collection methods, developing strategies to evaluate policy and increasing input and feedback from the community.