



Western Australia Police Service

# 2004 Annual Report





## Mission

In partnership with the community, create a safer and more secure Western Australia by providing quality police services.

## Vision

To be a policing service of excellence, protecting and serving the people of Western Australia.

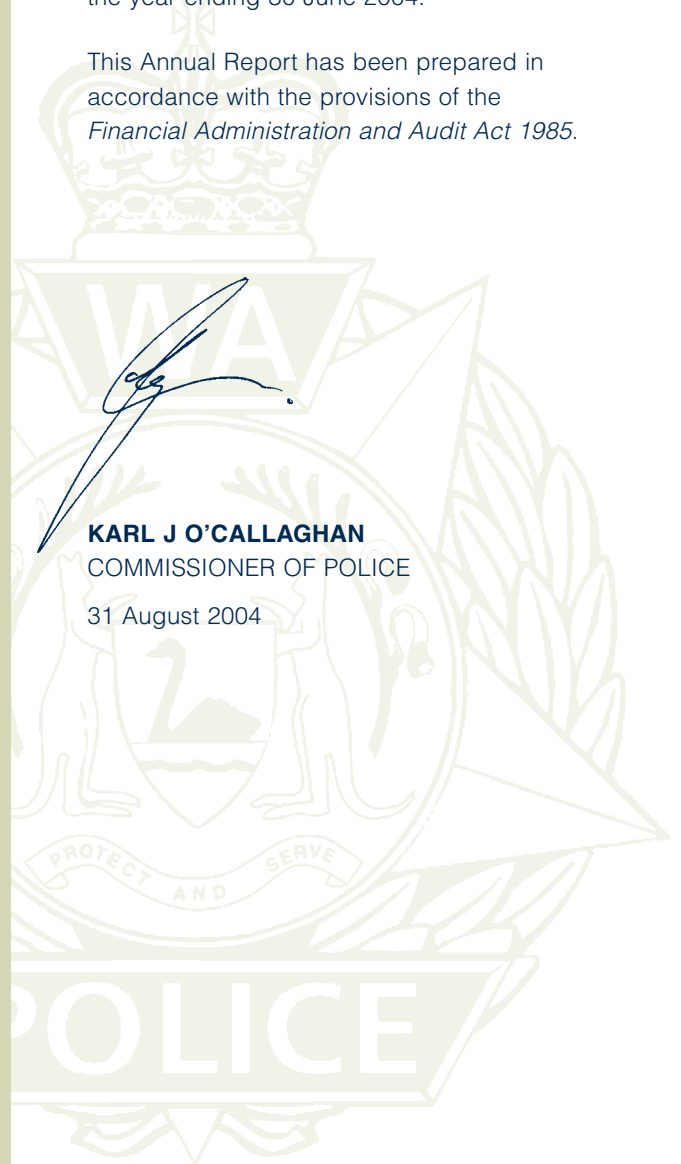
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Hon Michelle Roberts MLA  
Minister for Police and  
Emergency Services

In accordance with section 62 of the *Financial Administration and Audit Act 1985*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Western Australia Police Service for the year ending 30 June 2004.

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



**KARL J O'CALLAGHAN**  
COMMISSIONER OF POLICE  
31 August 2004

# Commissioner's Foreword

*For the coming year, my immediate priority is to implement strategies to stress the importance of Frontline First Community First in providing improved core policing services to the community of Western Australia.*



As the new Commissioner of Police, I would like to take this opportunity to acknowledge the work of the previous Commissioner, Mr Barry Matthews and his contribution to policing in Western Australia over the past five years. Mr Matthews was appointed Commissioner in August 1999 and continued to progress the reform of the Western Australia Police Service (Police Service) commenced under the Delta Program. He will particularly be remembered for driving a more strategic view in policing and introducing the Strategic Plan in 2001.

Mr Matthews is also acknowledged for his outstanding contribution to police-Indigenous relations in this State, a relationship that continues to be nurtured through the implementation of the Gordon Inquiry reforms. He was a Commissioner committed to fairness and equality for all, championing diversity, openness and fairer human resource practices.

As a member of the Executive Team for much of his tenure, I found him to be thoughtful, insightful and considerate, with great empathy and compassion for police officers and their families. The Royal Commission into Whether There Has Been Any Corrupt Or Criminal Conduct By Western Australian Police Officers (Royal Commission) presented Mr Matthews with a number of very difficult challenges to which he responded with his considered and measured approach. In doing so he steered the Police Service through the most extensive inquiry the agency has had in its 150-year history.

The past year has seen the Police Service implement a number of new and successful initiatives, build on past successes, and finalise a number of projects that were commenced in previous years:

- The Royal Commission examined the operation of the Police Service and the actions of some police officers. The Police Service has always viewed the Royal Commission as an opportunity for further improvement. The findings will build on the significant

progress made in recent years and we will continue towards building a corruption-resistant organisation.

- Our commitment to addressing family and domestic violence was enhanced during the year, in line with a whole-of-government approach prompted by the Gordon Inquiry, which identified a lack of adequate services to members of remote Aboriginal communities. Child abuse and family violence were two areas highlighted in the final report as needing a stronger focus.

In December, our first group of Child Protection and Family Violence specialists completed training. Sixteen of these specialists will be placed in the country (eight in remote locations). In conjunction with this, we are progressing the establishment of nine police facilities in remote areas. The first, at Kintore on the Northern Territory and Western Australian border, is already operational and providing an excellent model of inter-jurisdictional co-operation.

We have also enhanced our monitoring of perpetrators of family and domestic violence with the implementation of the Victim and Offender Management System. This system will ensure that we have critical up-to-date intelligence to act upon.

- The new Regional Operations Group (ROG) began operation in January. The group was created to provide frontline operational support to all metropolitan districts. Primarily, their role is to undertake tasking, but also to support traffic operations and respond to outbreaks of public disorder.
- The DNA Backcapture taskforce completed its work well inside the expected timeframe. In the past year 18,052 DNA samples were collected, bringing the total number collected to 39,137 since the introduction of the DNA legislation. There were 1,009 DNA database matches during the year, an increase of 94 per cent over the previous year. DNA database matches

for burglary offences have increased by around 180 per cent. DNA sampling is seen as a vital tool in solving crime and as a powerful deterrent against criminal activity.

- The number of recorded offences decreased in several categories compared with the previous year. These included: sexual assault, threatening behaviour, non-aggravated robbery, burglary, motor vehicle theft, theft, arson, property damage and possession of drugs. Intelligence-led policing, the targeting of recidivist offenders and the use of improved investigative technology, such as DNA sampling, have contributed to these reductions.
- Our burglary reduction strategy has achieved good results. Burglary offences decreased by around 15 per cent from 60,777 in 2002-03 to 51,724 in 2003-04. The clearance rate has also improved to the highest rate in five years at 16 per cent. Both these good results can be attributed to an increase in the arrests of repeat offenders in a number of districts throughout the State.
- The Outlaw Motor Cycle Gang Response Group and the Street Gang Taskforce (Operation Atone) were merged to form the Gang Response Unit, to consolidate resources and intelligence relating to these groups. The previous groups were both very effective in gathering intelligence and solving violent incidents, however, the formation of the Gang Response Unit better prepares the Police Service to combat any increase in criminal activity.
- The endeavour to increase female numbers throughout the Police Service and to achieve greater gender equality in higher ranks was apparent through the success of the Mentoring Program pilot phase. This builds on initiatives previously implemented. The program was not only implemented to encourage greater participation by women, it was also designed to assist other under-represented groups. These include Indigenous members, members who have culturally and/or linguistically diverse backgrounds, and those with disabilities. The program will continue to develop service-wide, for the benefit of not only those taking part in the scheme, but also the Police Service as a whole.

For the coming year, my immediate priority is to implement strategies to stress the importance of *Frontline First Community First* in providing improved core policing services to the community of Western Australia. It is my intention to ensure that there is adequate resourcing in the frontline to be able to cope with the demand for policing services.

Furthermore, the Police Service has commenced a significant reform program as a result of the Royal Commission recommendations. Police Service management is committed to the implementation of those reforms, and their successful implementation will make the Police Service a far better place to work, and will ultimately enable us to provide better and more professional services to the community.

The following are examples of initiatives commenced most recently to progress *Frontline First Community First* and the reform program.

- The Incident Recording Facility (IRF) has been established to take on the responsibility of relieving our frontline officers from data entry duties.
- A project team has been established to investigate ways to rapidly increase frontline police numbers.
- A "Red Tape" Committee has been established to reduce the impact of bureaucratic requirements on frontline officers.
- The Reform Coordination Team has been formed to implement Royal Commission recommendations and other initiatives.

In the immediate future a number of important projects and initiatives will be commenced. The initial focus will be on the development of a new Strategic Plan which will lead to a corruption-resistant culture, identification of the appropriate number and mix of police and public service officers to meet frontline requirements, and enhancement of our supervisory, management and leadership capabilities. All reform initiatives will be integrated within *Frontline First Community First*.

I feel it is a privilege to have the opportunity to lead the Police Service through another exciting transitional period. I am confident that all personnel within the Police Service will support me in embracing the reform program and we will continue to improve our performance to deliver an effective frontline service to the community.

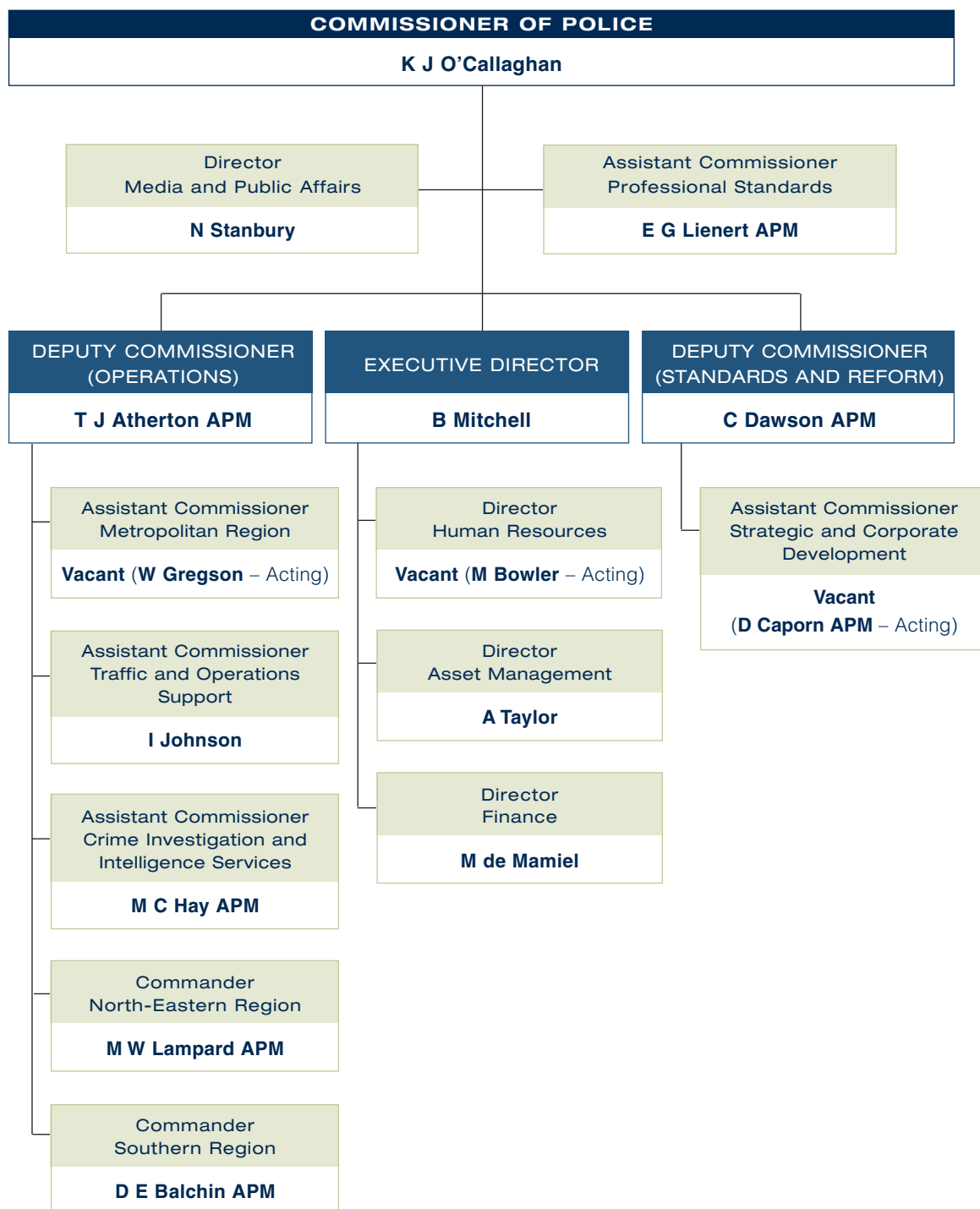


**KARL J O'CALLAGHAN**  
COMMISSIONER OF POLICE

31 August 2004

# Senior Management Structure

(as at 30 June 2004) (a) (b)



**Notes:**

- (a) Mr Karl O'Callaghan replaced Mr Barry Matthews as Commissioner of Police.
- (b) The appointments of Mr Tim Atherton to Deputy Commissioner (Operations) and Mr Chris Dawson to Deputy Commissioner (Standards and Reform) were announced on 28 June 2004, and ratified by His Excellency, The Governor on 7 July 2004.

# Region/Portfolio Structure

(as at 30 June 2004)

The Police Service provides policing services to the community through a regional structure comprising three regions, 14 districts and 156 police stations. This regional structure is complemented by two specialist operational support portfolios - Crime Investigation and Intelligence Services, and Traffic and Operations Support.



## North-Eastern Region

### Commander Murray Lampard APM

Districts:	Goldfields-Esperance	Kimberley
	Mid West-Gascoyne	Pilbara
Area in square kilometres:	2,334,775	
Population:	190,930	
Number of sworn officers:	698	
Number of unsworn personnel:	61	
Ratio of police to population:	1:274	
Number of Police Stations:	51	

## Southern Region

### Commander Daryl Balchin APM

Districts:	Great Southern	Peel
	South West	Wheatbelt
Area in square kilometres:	193,227	
Population:	340,325	
Number of sworn officers:	647	
Number of unsworn personnel:	85	
Ratio of police to population:	1:526	
Number of Police Stations:	65	

## Metropolitan Region

### Acting Assistant Commissioner Wayne Gregson

Districts:	Central	East
	North West	South
	South East	West
Area in square kilometres:	4,481	
Population:	1,421,025	
Number of sworn officers:	2,207	
Number of unsworn personnel:	181	
Ratio of police to population:	1:644	
Number of Police Stations:	40	

## Traffic and Operations Support

### Assistant Commissioner Ian Johnson

Number of sworn officers:	540
Number of unsworn personnel:	244

## Crime Investigation and Intelligence Services

### Assistant Commissioner Mel Hay APM

Number of sworn officers:	530
Number of unsworn personnel:	134

#### Note:

The number of police stations excludes the Kintore multi-jurisdictional police facility in the Northern Territory that commenced operation in April 2004. The construction of the Warburton multi-function police facility is expected to be completed in October 2004.

#### Source:

Area and preliminary Estimated Resident Population as at 30 June 2003, obtained from the Australian Bureau of Statistics publication Regional Population Growth 2002-03 (ABS Cat. No. 3218.0).

# Enabling Legislation

The Police Service administers the following legislation:

- *Criminal Investigation (Identifying People) Act 2002*
- *Firearms Act 1973*
- *Misuse of Drugs Act 1981*
- *National Crime Authority (State Provisions) Act 1985*
- *Pawnbrokers and Second-hand Dealers Act 1994*
- *Police Act 1892*
- *Police Assistance Compensation Act 1964*
- *Prostitution Act 2000*
- *Protective Custody Act 2000*
- *Public Meetings and Processions Act 1984*
- *Security and Related Activities (Control) Act 1996*
- *Spear Guns Control Act 1955*
- *Surveillance Devices Act 1998*
- *Telecommunications (Interception) Western Australia Act 1996*
- *Weapons Act 1999*
- *Witness Protection (Western Australia) Act 1996*

Throughout 2003-04, the Police Service facilitated the progression of the following legislation:

- *Child Protection (Sex) Offenders Register Bill 2004* - persons found guilty of certain offences against children will be subject to registration and will be required to provide their address and movement details that will be placed on the local register with core data being shared nationally.
- *Australian Crime Commission (Western Australia) Bill 2003* - to allow for the full operation of the Australian Crime Commission in Western Australia.
- Amendments to *Pawnbrokers and Second-hand Dealers Act 1994* - to address anomalies identified in the Act and improve its administration. These have been included as part of the Burglary Reduction Strategy.
- *Acts Amendment and Repeal (Criminal Law) Bill 2004* - to repeal, modernise and replace the offence provisions of the *Police Act 1892* into the Criminal Code.
- *Police Administration Bill 2001* - to modernise administrative arrangements for the Police Service.
- Amendments to the *Security and Related Activities (Control) Act 1996* - to provide for increased probity of applicants, improved administrative arrangements and a Code of Conduct.
- *Misuse of Drugs Amendment Bill 2003* - to allow for the prohibition of precursor chemicals likely to be used in the manufacture of prohibited drugs.
- *Criminal Investigation Bill 2004* - includes powers to create and control crime scenes, forensic procedures, entry to property, search, seizure and arrest (including arrest on suspicion).
- *Firearms Act 1973 Amendment Bill 2003* - to provide for the Council of Australian Government handgun resolutions to be enacted.



# Publications

Requirement under *Treasurer's Instruction 903*

Various publications are produced to support the work of the Police Service.

## Road Safety

- Cops for Kids
- Assorted brochures dealing with road safety issues

## Domestic Violence

- Domestic Violence – What You Can Do

## Crime Prevention

- Safety for Seniors
- Safety Advice for Seniors
- Home Security
- Car Security
- Holiday Security
- Safer Living
- Security Lighting
- Intruder Alarms
- Armed Hold-Up Prevention Training Kits
- Armed Hold-Up Prevention
- Welcome to Neighbourhood Watch (Metro, Rural, Marine and School Watch Programs)
- Neighbourhood Watch Manual 2003
- PartySafe

## Ethnic Affairs

- A Practical Reference to Religious Diversity
- Multicultural Guide – A Guide to the Role of Police in Australia

## Strategic Services

- Western Australia Police Service Annual Business Plan
- Western Australia Police Service Annual Report
- Western Australia Police Service Strategic Plan

## Professional Standards

- Making a Complaint Against Police
- The Supported Internal Witness Program
- Ethical Guidelines
- Code of Conduct
- The Dividing Line
- The Blueline

## Alcohol and Drug Co-ordination Unit

- All Drug Diversion Guidelines Training Booklet
- Cannabis Infringement Notice Scheme Guidelines
- WAPOL Agency Drug and Alcohol Action Plan
- ADCU Information Desk Top Blotter
- Drug Awareness Package
- Drug Identification Slider
- Alcohol and Drug Poster Series
- Common Drug ID and Effects Posters
- Drug Guide
- GURD - Education Package
- GURD - Activity Resource Package
- GURD - ADCU CD-ROM resource
- Alcohol Awareness Package
- Drink Spiking Resource Kit
- Night Safe Information Card
- Precursor Chemical Code of Conduct Resource Kit
- Harm Reduction and Policing

## Recruiting

- Make a Difference

## Disability Services

- WA Police Service SMS Assist Registration Form
- WA Police Service SMS Assist User Guide

## Seniors Interests

- Safety Advice for Seniors

## Community Safety

- Streetsmart Handbook
- Child Safety Handbook

For a complete list of all publications and documents available to the public, refer to the Western Australia Police Service Information Statement.

# Overview of Planning and Reporting

In keeping with Government's Annual Reporting Framework requirements, the Police Service has structured this Annual Report around achievements for the year, that address specific Strategic Outcomes under the Government's Goals of:

**Goal 1:** People and Communities

**Goal 2:** The Economy

**Goal 3:** The Environment

**Goal 4:** The Regions

**Goal 5:** Governance

Core reporting on the Police Service's primary outcomes of:

- The Community has confidence in the level of public order, safety and security
- Road-users behave safely
- A response to crime that brings offenders before the justice system

are detailed under Goal 1 - People and Communities, while other achievements, initiatives and projects are aligned to relevant Government Strategic Outcomes across the five goals.

The corporate priorities and focus outlined in the Police Service's 2003-04 Annual Business Plan provided a means of ensuring that effort is directed towards achieving our primary outcomes. Additionally, the Annual Business Plan provided a framework for progressing the intentions of the agency's Strategic Plan 2001-2006 and alignment to broader Government objectives. The key achievements showcased in this Annual Report, reflect initiatives implemented in line with priorities in the 2003-04 Annual Business Plan.



# Key Achievements Against Government Goals

## GOAL 1 People and Communities

To enhance the quality of life  
and wellbeing of all people throughout  
Western Australia

### POLICE SERVICE OUTCOMES

#### COMMUNITY SAFETY

- The number of recorded offences decreased in several categories compared with the previous year. These included: sexual assault, threatening behaviour, non-aggravated robbery, burglary, motor vehicle theft, theft, arson, property damage and possession of drugs
- Commenced implementation of the Concept of Operations for responding to family and domestic violence and developed early intervention programs
- Developed and implemented intervention programs targeting Aboriginal family violence and juvenile offending
- Undertook projects with ethnic communities to address issues such as gang violence, family and domestic violence and community safety
- Provided up-to-date intelligence to support district operations on the activities of Outlaw Motor Cycle Gangs (OMCG)
- Formed the Critical Infrastructure Protection Team with Fire and Emergency Services and Department of the Premier and Cabinet to identify, prioritise and evaluate critical infrastructure
- Conducted counter-terrorism exercises and established investigative and coordination protocols for terrorist attacks
- Coordinated the maintenance of the Crime and Major Incident Plan
- Established an intelligence network between critical infrastructure owners, operators and ASIO.

#### ROAD SAFETY

- Road safety operations enhanced through the use of Strategic Traffic Enforcement Program funding
- Utilised booze buses to enforce the drink-driving law in country areas and raise awareness of the problems
- Supported districts in the management of OMCG runs, such as the national run between Broome and Darwin

- Carried out a range of long-term targeted traffic operations and maintained quality vehicle stops during these operations
- Progressed the Coordination Action Plan (CAP) Speed Project
- Introduced legislation to enable the confiscation of motor vehicles in a bid to better deal with anti-social road behaviours (such as racing and burn-outs).

#### CRIME AND JUSTICE

- The clearance rate improved for the following offence categories compared with the previous year: homicide, threatening behaviour, deprivation of liberty, non-aggravated robbery, burglary, motor vehicle theft, receiving/illegal use and property damage
- Applied forensic evidence from major crime scenes (including fingerprints and DNA samples) to assist intelligence-led policing initiatives
- Coordinated and managed intelligence to target offenders through the establishment of Linked Crime Unit, to develop intelligence packages and identify key persons of interest who have been involved in multiple offences
- Applied intelligence to target higher echelon drug offenders to provide an effective and quality response to offending
- Implemented the Burglary Reduction Strategy resulting in a decrease in the number of reported offences compared to the previous year
- Established Regional Operations Group to provide a rapid and timely police response to reported incidents in volume crime
- Conducted forensic reviews of cold-case homicides through utilising latest technological methods and an interagency approach
- Maintained the intelligence interchange program with South Australia Police to enable the exchange of officers involved in responding to OMCG activities between states.

## GOAL 2

### The Economy

To develop a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians by creating the conditions required for investment and growth

- Reviewed entry standards to ensure a cultural and gender-fair assessment and relevant changes made to entry assessment criteria
- Recruitment of additional Police Officers and Aboriginal Police Liaison Officers
- Multicultural Careers Advisory Program held to promote policing
- A mainstream Mentoring Program was implemented
- An Equity Implementation Group was established to ensure equity and diversity outcomes
- Recognition of prior policing service within the Constable rank structure, in order to attract and retain quality people with diverse backgrounds.

## GOAL 3

### The Environment

To ensure that Western Australia has an environment in which resources are managed, developed and used sustainably, biological diversity is preserved and habitats protected

- Implemented a number of energy-saving initiatives, including energy-management action plans for managers, energy audits for facilities and energy-efficient criteria for procurement policies.

## GOAL 4

### The Regions

To ensure that regional Western Australia is strong and vibrant

- Progressed a number of Gordon Inquiry recommendations, including the provision of permanent policing facilities with multi-agency use in selected areas
- South West Community Services Planning Committee established to address regional issues
- Commenced planning and construction of a number of new policing facilities in regional areas.

## GOAL 5

### Governance

To govern for all Western Australians in an open, effective and efficient manner that also ensures a sustainable future

- Commenced the reform program to implement the recommendations of the Royal Commission
- The Risk-based Corruption Prevention Planning Framework was developed
- Created the Police Complaint Administration Centre to enhance the quality, timeliness and professionalism of internal investigations
- Improved communications and technology to assist frontline police in providing a better service to the community
- Delivered performance management training to managers and supervisors to provide the mechanisms for improving frontline service delivery.



*“The Police Service’s role in community support, crime prevention and public order involves providing a service that is responsive to the needs of the community.”*

# GOAL 1: People and Communities

To enhance the quality of life and wellbeing of all people throughout Western Australia

## Relevant Strategic Outcomes

- Safe and secure Western Australian communities
- Reduced drug-related harm
- Enhanced safety, security and wellbeing of the vulnerable within our community
- Children's futures supported through effective early intervention and prevention services
- A positive difference to the lives of people with disabilities, their families and carers
- A society that recognises the varying contribution of its diverse population, and is able to respond effectively to the needs of its diverse population.

The Police Service has identified State Government Strategic Goal 1 – People and Communities as the key focus for the agency's three primary outcomes of Community Safety, Road Safety and Crime and Justice. Specifically, the government strategic outcomes relating to safe and secure community and reduced drug-related harm are intrinsically linked with the core business of the Police Service. The Police Service achieves these outcomes through a partnership approach with other agencies, and coordinating responses to ensure the safety and wellbeing of the community by proactively addressing issues. Additionally, the Police Service implements programs relating to specific groups within the community that support the achievement of its three primary outcomes.

## Major Initiatives for Outcome One

### COMMUNITY SAFETY

*The community has confidence in the level of public order, safety and security*

The Police Service's role in community support, crime prevention and public order involves providing a service that is responsive to the needs of the community. With crime prevention being essential in achieving this outcome, the Police Service takes a leading role in influencing and encouraging other agencies, as well as the community, to participate in crime prevention strategies. The Police Service continues to target priority crime and repeat offenders as well as providing education programs aimed at reducing opportunities to commit crime.

#### Enhanced Service Delivery

The Police Service has established a localised, district-based service delivery model. The establishment of six distinct metropolitan districts within the Metropolitan Region provides a command infrastructure capable of identifying and dealing with local policing issues. However, to some extent, this model has led to the districts operating in isolation, limiting their ability to identify and deal with issues occurring outside of, but impacting on, local service delivery.

The creation of the Office of the Metropolitan Regional Coordinator during the year ensures a coordinated approach to delivering policing services across the Metropolitan Region. The office maintains an operational focus identifying and working with the districts to ensure that cross-district issues and incidents are addressed. Progress has been achieved with the creation of the Regional Operations Group, a tasking and operational support group, and the Regional Investigations Unit allowing substantial inroads to be made in dealing with volume crime activities.

Through the Office of the Regional Coordinator, the Metropolitan Region is bringing together disparate police units that all provide services in their respective districts. This strategy ensures that the police units focus on corporate goals and place a strong emphasis on optimised resource allocation for supporting frontline policing. Further benefits have arisen from the standardisation of work practices and business processes for all metropolitan districts. Standardisation has already been achieved in the area of burglary and bench warrants and has commenced with respect to Incident Management Units and Case File Management.

The Regional Operations Group responds to incidents requiring an immediate presence. For example, the group targets anti-social behaviour and volume crime hot-spots. These incidents are often unpredictable and generally occur across the metropolitan area. Operational support is also available to country regions and other portfolios, depending upon the nature of the support required and the availability of resources. Additionally, there are times when general tasking loads in a specific district rise above the capacity of that particular district to respond within satisfactory timeframes. Both of these factors, when not satisfactorily addressed, have the capacity to compromise public safety and security and undermine community confidence in the Police Service. Regional Operations Group officers are specifically trained to address incidents of anti-social behaviour.

The Regional Operations Group controls the maintenance and deployment of existing mobile policing facilities. By centrally maintaining and operating such facilities in a coordinated way, the group is able to relieve individual districts of this responsibility, and free-up staff for tasking duties.

### Focus on Family and Domestic Violence

The Gordon Inquiry concluded, “An epidemic of family violence and child abuse exists in Indigenous communities”. It also identified that response to family violence is a core function of the Police Service. In response to the Gordon Inquiry, the Auditor General released a report on restraining orders and the Ombudsman conducted an inquiry into assault in the family home. Addressing the recommendations of the Auditor General and the Ombudsman, the Police Service undertook a comprehensive redesign of its service delivery and management of family violence and child abuse.

During the year, a framework for statewide command and control was established. This framework incorporated key responsibilities and the management of the operational response to child protection and family and domestic violence incidents. It provides for the appointment of a State Coordinator for child protection and family violence, whose role is to provide quality control of the regional and district response to family violence incidents. The State Coordinator is also responsible for coordinating training, policy and integration matters.

Regional and district response has also undergone significant change with the introduction of Child Protection and Family Violence Sergeants in each district. There is now a greater emphasis on first-response policing of incidents. First-response involves the use of detectives and inquiry teams in the timely investigation of family violence crimes, combined with key internal support from specialist areas (such as Prosecutors and Crime Prevention Officers). The inquiry teams use a case-management approach to all incidents of family violence. Information is shared with key internal and external stakeholders to profile at-risk individuals, families and communities and enable targeting of repeat offenders.

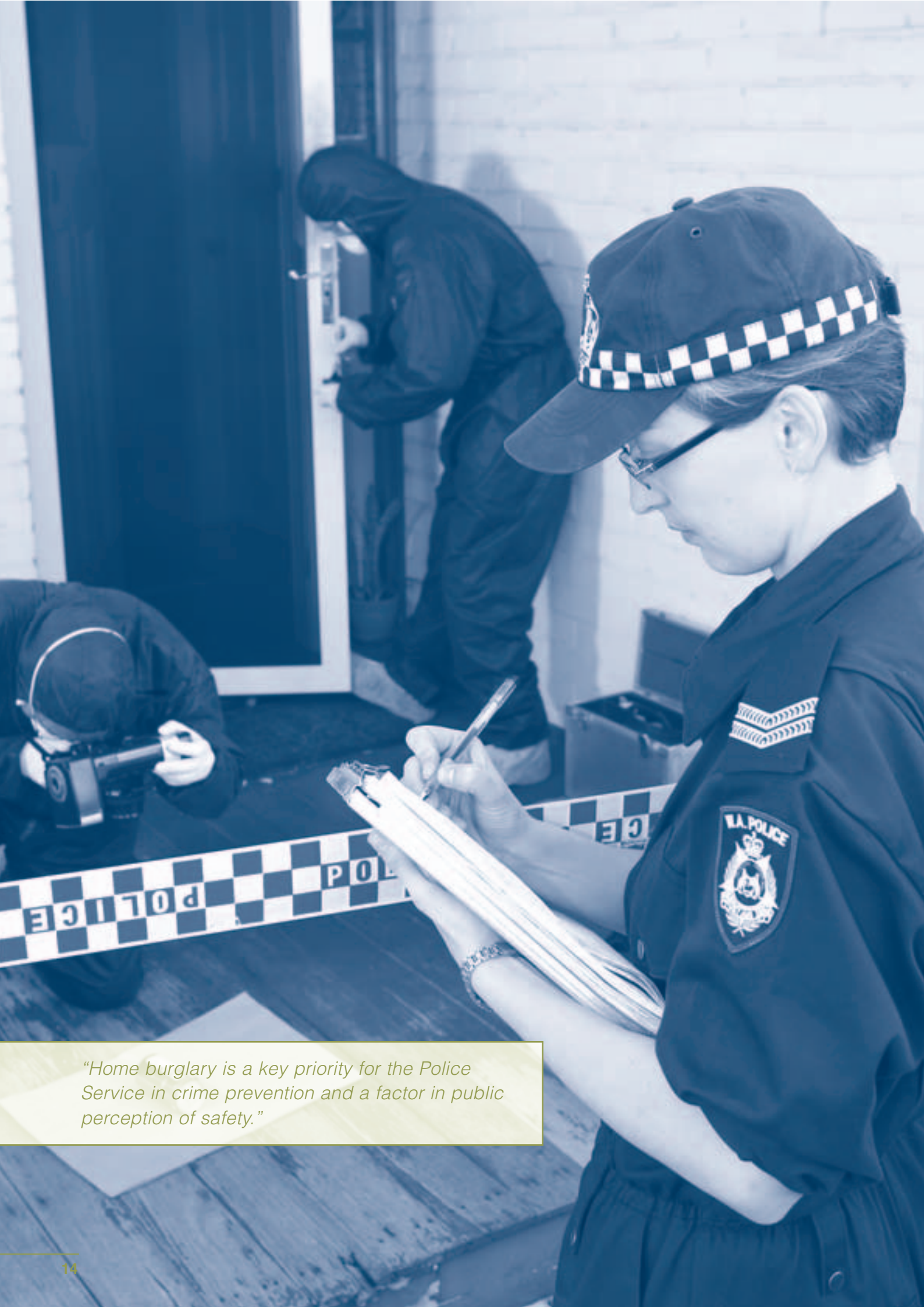
A Centre of Expertise for child protection and family violence incidents has been established in each district. Each centre is working to increase co-operation between services, encouraging a whole-of-government response to incidents.

The Centre of Expertise in the Wheatbelt District is conducting a proactive and coordinated approach to child protection and family violence issues. Intelligence-led policing strategies are used to:

- Interrogate the Victim Offender Management and Information Management Systems
- Utilise Victim Offender Management data and identify child protection and family violence trends and issues pertaining to recidivism for child abuse and family violence
- Identify families, individuals and children at risk
- Conduct risk-assessment meetings with detectives and District Information Support Centres.

At-risk families and repeat offenders are being case-managed and referred to appropriate agencies in a holistic approach to child protection and family violence.

Aboriginal Police Liaison Officers facilitate communication between police and the community to target families with various social issues, by fostering positive relationships with families at risk. Aboriginal Police Liaison Officers within the district are being up-skilled in their knowledge of child protection and family violence issues. They are taking part in training programs and engaging in proactive workshops, and establishing proactive partnerships with the Department for Community Development and the Strong Families Program.



*“Home burglary is a key priority for the Police Service in crime prevention and a factor in public perception of safety.”*



# GOAL 1: People and Communities

Additionally, the Police Service has been involved in the establishment and development of a new video evidentiary facility to enable co-location of staff from the Department of Community Development, Child Protection Unit (Princess Margaret Hospital) and the Police Service.

This facility will provide a comprehensive service to victims of child abuse in the metropolitan area. Known as the Specialist Child Interviewing Unit, it will be responsible for interviewing children under the age of 18 years of age who have been victims of sexual offences. This will include all serious intra-familial physical abuse (serious assaults within a family situation).

Interviews conducted at the unit will be available for presentation to the court as the evidence-in-chief of the child. Officers attached to the unit have undertaken a comprehensive training course to enable them to comply with proposed legislation for conducting such interviews.

## Implementing Crime Prevention Strategies

Home burglary is a key priority for the Police Service in crime prevention and a factor in public perception of safety. During the year, the Police Service undertook a number of initiatives to reduce the incidence of burglary and apprehend offenders.

The Police Service is a major part of the government strategy to reduce burglary. Significant progress has been achieved through active co-operation between State and Local Government agencies, business and corporate sectors and members of the community. Achievements and actions commenced or completed to date include:

- Adoption of a standardised model for attendance to burglaries by the Police Service
- Adoption of minimum standards in dealing with forensic matters for volume-crime activities
- Clearance of outstanding burglary files
- Targeting of activities in or around pawnbrokers and second-hand dealers to:
  - identify and profile swap meets, flea markets and similar operations within the Metropolitan Region
  - stem the flow of stolen property or property obtained by unlawful means
  - identify and profile pawnbrokers and second-hand dealers dealing in stolen property or property obtained by unlawful means

- mounting operations to identify and deal with repeat offenders and proprietors or operators of these establishments, who trade in the proceeds of high-volume crime.

- Continue to develop strategic alliances with industry partners such as the Building and Insurance Councils of WA
- Establishment of district burglary performance indicators and measures.

The Police Service has also created structures such as the Regional Operations Group and Linked Crime Unit to combat burglary and volume crime. These entities will identify repeat offenders and coordinate the policing response. These strategies have resulted in a 16 per cent reduction in the number of reported burglary offences statewide. There has also been significant improvements in a number of districts across the State.

Analysis of data confirmed that Albany had an ongoing problem with repeat offenders. Over a period of 12 months, these recidivists had been responsible for a large percentage of burglary and theft offences believed to be committed to support drug-related activities. The Albany Tactical Investigation Group was tasked with reducing volume crime in the district as part of the overall Police Service strategy. Outcomes for the group in 2004 were positive, with a key group of offenders arrested and charged with a series of burglaries.

As a direct result of operations undertaken, the occurrence of burglary offences in Albany has dropped by 31 per cent. With the decline in burglary offences, the Tactical Investigation Group was able to proactively target other burglary-related offences in surrounding areas within the district.

In December 2003, the Pilbara District experienced a dramatic increase in burglary, stealing and drug-related matters in two of its largest sub-districts. The increase in crime was causing community concern, and eroding public perception of safety and security. In response, the Pilbara District reviewed the allocation of police resources and reallocated staff and equipment. This strategy achieved an immediate increase in frontline policing numbers and improved resource deployment. The result was a stronger focus on offences and repeat offenders.

Following the implementation of these strategies, the arrest rate for burglaries, stealing and drug-related offences increased dramatically over a six-week period. The level of burglary and stealing rates was reduced for a sustained period and the level of offending throughout the Pilbara District was the lowest for the last five years.

# GOAL 1: People and Communities

## Maintaining Public Order and Safety

The formation of the Gang Response Unit has significantly increased resources to assist with proactive targeting and reactive investigations into identified criminal gang activities. The unit, through its intelligence officer, issues a fortnightly bulletin to provide all police officers with up-to-date intelligence on the activities of Outlaw Motor Cycle Gangs.

Intelligence collected on activities enabled an appropriate response to Outlaw Motor Cycle Gang runs and scheduled events throughout the State. Analysis of previous runs and pre-run intelligence is crucial in assisting police with planning and operational requirements. The Gang Response Unit provides assistance with the interviewing of witnesses, complainants and offenders across the Police Service. It maintains significant intelligence that is readily available to investigators. The unit maintains dialogue with ethnic groups to address street gang violence. Another initiative of the unit is the formation of an interchange program with the South Australia Police, to enable the exchange of officers involved in Outlaw Motor Cycle Gang activities between states.

The Police Service sets a national standard for the management of Outlaw Motor Cycle Gangs during national runs. It initially established a plan for the Outlaw Motor Cycle Gang national run from Broome to Darwin in June and July 2003. This run involved gang members from around Australia and consisted of 110 riders. The management plan was conducted in a five-phase operation employing staff from areas throughout the State.

For continuity and policing consistency it was appropriate to interact with the Northern Territory Police Force. Officers from both jurisdictions were sworn in as special constables in each jurisdiction to aid cross-border enforcement. This practice set a national precedent and provided best practice methodologies for the interstate management of Outlaw Motor Cycle Gang activities.

The youth population in Dunsborough increases approximately 38 per cent during school-leavers' celebrations and can sometimes intimidate local residents, affecting the way they go about their daily business. Liquor consumption is a key factor affecting unlawful crowd behaviour.

Dunsborough Police initiated a local community action group called the Dunsborough Schoolies Advisory Committee to provide management for the school-leavers' celebrations. A comprehensive partnership arrangement was established between numerous local, state and interstate volunteer groups to minimise the event's adverse effects on local business and community members.

The committee ensured that key influential factors such as accommodation, transport, road management, alcohol and substance abuse, property management, event coordination and unacceptable behaviour patterns were planned for and managed. This was achieved with the assistance of over 200 volunteers during the event, allowing police to concentrate on core functions. The school-leavers' celebrations were successfully managed through planning and risk-minimisation initiatives to identify problems and implement effective resolutions.

## Services to the Community

A number of strategies were implemented to ensure that various groups within the community are aware of services provided by the Police Service, and are encouraged to use these services.

Community involvement in crime prevention has been harnessed through a strategy known as Email Crime Alert that allows businesses and members of the community to report suspicious activity. The Email Crime Alert system is a community participation project, that creates a partnership between the community and the police working together to address local crime and emergency issues.

Email Crime Alert information is utilised by police to direct resources to an event or occurrence. It also provides information on occupational safety and health concerns to attending officers. Information on government and other agency services available to the community are advertised through this network, with links to appropriate sites provided.

This program won the 2003 City of Gosnells National Crime Prevention Award and continues to be adopted by the community and local government authorities within the metropolitan area. In 2004, the program commenced for industrial areas within the south east metropolitan area. It is now being extended to remote areas of the State, commencing in Karratha.

The program has resulted in an increase in:

- Relevant information to solve crime
- Crime prevention and reduction
- Promoting community awareness of programs and services offered by the Police Service, local and State Government
- Officer safety
- Community involvement
- Community satisfaction with police response.

The feasibility of extending this strategy for Coastal and River Watch is currently being considered.

A joint initiative between Katanning Police, the Katanning Islamic Society and the Muslim Council of Western Australia has resulted in the creation of a Police-Islamic Relations Committee. Islamic elders were identified to act as liaison points between police and the community to encourage the free exchange of information. Through cross-cultural training and experience, police are better equipped to communicate with members of the Islamic Community. As a result, barriers have broken down between the Police Service and the Islamic Community, leading to an increase in the reporting of crimes.

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The increased frequency of suicides in the South West District was of significant concern. Suicide is associated with diverse community issues: mental health, unemployment and drug use, requiring collaborative intervention strategies to minimise linked suicide risk.

In July 2003, after community consultation, a taskforce comprising 15 key representatives from government, non-government and community agencies and groups was formed, to provide a framework for the prevention of suicide across the district. Police took a lead role on the taskforce and were influential in developing the objectives and guiding principles. Linked to this, police collaborated with South West Population Health to achieve after-hours contact with senior nursing staff to enable an interagency response to associated mental health issues.

The taskforce has achieved broader information sharing, closer co-operation, proactive problem-solving and collaborative remedial arrangements between affected agencies, groups and customers.

### Reduced Drug-related Harm

District police officers are continually challenged to provide proactive and reactive initiatives in response to drug use and supply trends.

Local Drug Action Groups provide a forum at which community education packages are presented. Community members and interested parents have been made aware of how to identify illicit drugs and how to discuss drug issues with teenagers. These awareness sessions assist with building community-police relations and the development of new partnerships in combating drug use.

Initiatives such as these have assisted in reducing the use of illicit drugs and the propensity for

excessive alcohol consumption. In conjunction with drug detection, quality vehicle stops and consistency in enforcement styles, police proactively target potential offending lifestyles by educating community members. Issues are addressed (commencing at school-age) on drug harm and its relationship to the broader themes of anti-social behaviour, domestic violence, crime links and lifestyle consequences.

The demographics and climatic conditions of the South West District are favourable to drug cultivation. Constant monitoring and education is undertaken throughout the community to reduce the effects of drug-related harm. Intelligence is used to direct Air Support surveillance flights to where cannabis crops are likely to be located. This is a continual process and results in a large number of cannabis plantations being discovered and destroyed.

An initiative using Air Support in the Great Southern Region located 24 separate cannabis crops. As cannabis crops were identified, groups of officers searched the sites, resulting in 11 people being charged and cannabis crops being removed. Overall, a total of 937 cannabis plants, worth an estimated one million dollars, were removed and destroyed during the operation.

### Promoting Community Awareness of Services

The Police Service has a high public profile, due to a keen public and media interest in policing and how this is undertaken in Western Australia. Because the Police Service places emphasis on the need for community support in creating a safer and more secure State, managing relationships with the public and news media is considered critical.

The Police Service, through its Media Unit, assists journalists in accessing information about operational and corporate police matters on a daily basis. In doing so, it ensures that the media are well informed about police activities and programs. In turn, the community are more likely to receive accurate, considered reporting on policing issues. Part of the unit's role is to provide officers with the training and advice needed to present a positive image on behalf of the Police Service and government. With this unit's support, regional districts and stations were this year able to further develop strong connections with local communities and media outlets.

# GOAL 1: People and Communities

Independent market research into the public's opinions about the Police Service and its activities, was carried out pre- and post-Royal Commission. The results showed consistently that the Royal Commission did not significantly affect the public's opinion of the Police Service.

In addition to media management, the Police Service carried out other important public affairs activities, designed to educate and inform the public about policing and the Police Service. These activities included a Perth Royal Show pavilion exhibit, which highlighted the agency's 150th anniversary. Well over 100,000 show-goers visited the police pavilion during show week.

This exhibition is the largest community-police interaction the agency stages, and on average 25 police sections and divisions are featured in the exhibition including the country regions. This face-to-face interaction remains one of the best public relation tools for the agency.

Additionally, now in its 38th year, the Police Pipe Band continued its tradition of promoting the Police Service through its performances. The band is currently ranked 11th in the world and its members spend 50 per cent of their time in policing or police support roles.

## Management and Coordination of Emergency Response

The Police Service is a participant in the whole-of-government Critical Infrastructure Protection Team. The areas of review are emergency and risk management, security assessment, counter-terrorism intelligence and counter-terrorism and emergency response. Within the scope of government responsibilities under the National Counter-Terrorism Plan, the establishment of an intelligence network between critical facilities, the Police Service, Australian Federal Police and ASIO, has countered the vulnerability of facilities to terrorist attack. The plan also includes the review of security procedures. A Security Planning and Coordination Unit was formed by the Department of the Premier and Cabinet with whole-of-government participation to address emerging issues.

At the local level, the Police Service assisted major industry to develop and exercise appropriate emergency response procedures in the Pilbara Region. The Pilbara Region provides one billion dollars in State Government revenue each year through iron ore exports and is of strategic importance.

The Police Service attended 15 major facilities throughout the Pilbara Region. In consultation with emergency service management representatives from each facility, a review was conducted on existing plans with an emphasis placed on the ability to deal with a terrorist or domestic situation. In-depth risk assessments were conducted on each facility paying particular attention to internal and external security issues.

Emergency service response plans were developed to cater for improvements outlined in the risk assessments. The concept of the Combined Emergency Services Response Teams was formulated and embraced by management to enhance a consultative emergency response to an incident on any facility. Capital works on a number of facilities were undertaken to improve security as a direct result of the recommendations outlined in the risk assessment reports.

Strategic and local partnerships were formed with industry management, State and local government. The Pilbara District Support Group is now prepared and trained to provide a first response capability. The risk assessments conducted and resulting emergency procedures have ensured that risks are minimised.

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Emergency management plans for incidents were created to cover a number of contingencies. For example, a coordinated multi-agency emergency response to manage a large-scale incident was implemented in December 2003, after a large fire was spotted north of Bridgetown. Fuelled by high temperatures and strong winds, it quickly spread into native forest and farmland.

The Police Service coordinated the Local Emergency Management Committee plan. Control lines were established to protect the town and six water bombers were called in to assist the ground crews. Due to adverse weather conditions, it was necessary to reinforce crews with fighting personnel from other areas. The fire was brought under control, with some loss of property and livestock.

The incident demonstrated a coordinated approach between police, other government agencies and volunteer groups to conduct a response in line with an effectively developed plan. These agencies included Conservation and Land Management, the Fire and Emergency Services Authority, State Emergency Services, Main Roads WA and Western Power.

## Major Initiatives for Outcome Two

### TRAFFIC MANAGEMENT AND ROAD SAFETY

#### *Road-users behave safely*

The Police Service's priority is to improve road-user behaviour by supporting statewide and national road safety strategies. In partnership with state and national Road Safety Councils, and other relevant agencies, the Police Service developed strategies targeting road-user behaviours identified as major contributing factors in collisions. These strategies include targeted traffic law enforcement and activities such as speed enforcement, random breath tests, crash attendance and investigation, targeted and general traffic patrols.

Key initiatives for this financial year included:

- Road safety operations increased and enhanced through the use of Strategic Traffic Enforcement Program (STEP) funding
- Booze buses utilised to enforce the drink-driving law in country areas and raise awareness of the problems
- Implementation of a range of long-term targeted traffic operations and quality vehicle stops during these operations
- Introduction of legislation to enable the confiscation of motor vehicles in a bid to better deal with anti-social road behaviours (such as racing and burn-outs).

#### **Proactive Policing Strategies**

The Police Service continues to improve road safety through the Strategic Traffic Enforcement Program. This program allows the targeting of problem traffic-related matters above baseline policing. It provides funding so that the costs involved with staff working additional hours and recalls to duty are not borne from police district budgets. The result is that in addition to baseline traffic policing, vehicles are being stopped, drivers apprehended and infringements issued. These activities have resulted in a reduction in crashes relating to alcohol and fatigue.

New legislation is being introduced to improve drug-impaired driving enforcement in the State. The level of detection and apprehension of drug-impaired drivers and the number of drug-driving charges has been steadily declining over the last five years. However, during the same period, the incidence of drugs detected in fatally injured drivers has increased. With the proclamation of the *Road Traffic Act (Drug Impaired Driving) Bill 2004*, new operational protocols will be implemented.

The new Drug-Impaired Driving Model seeks to enhance the Police Service operational response to drug-impaired driving, improve road safety and combat drug-related harm.

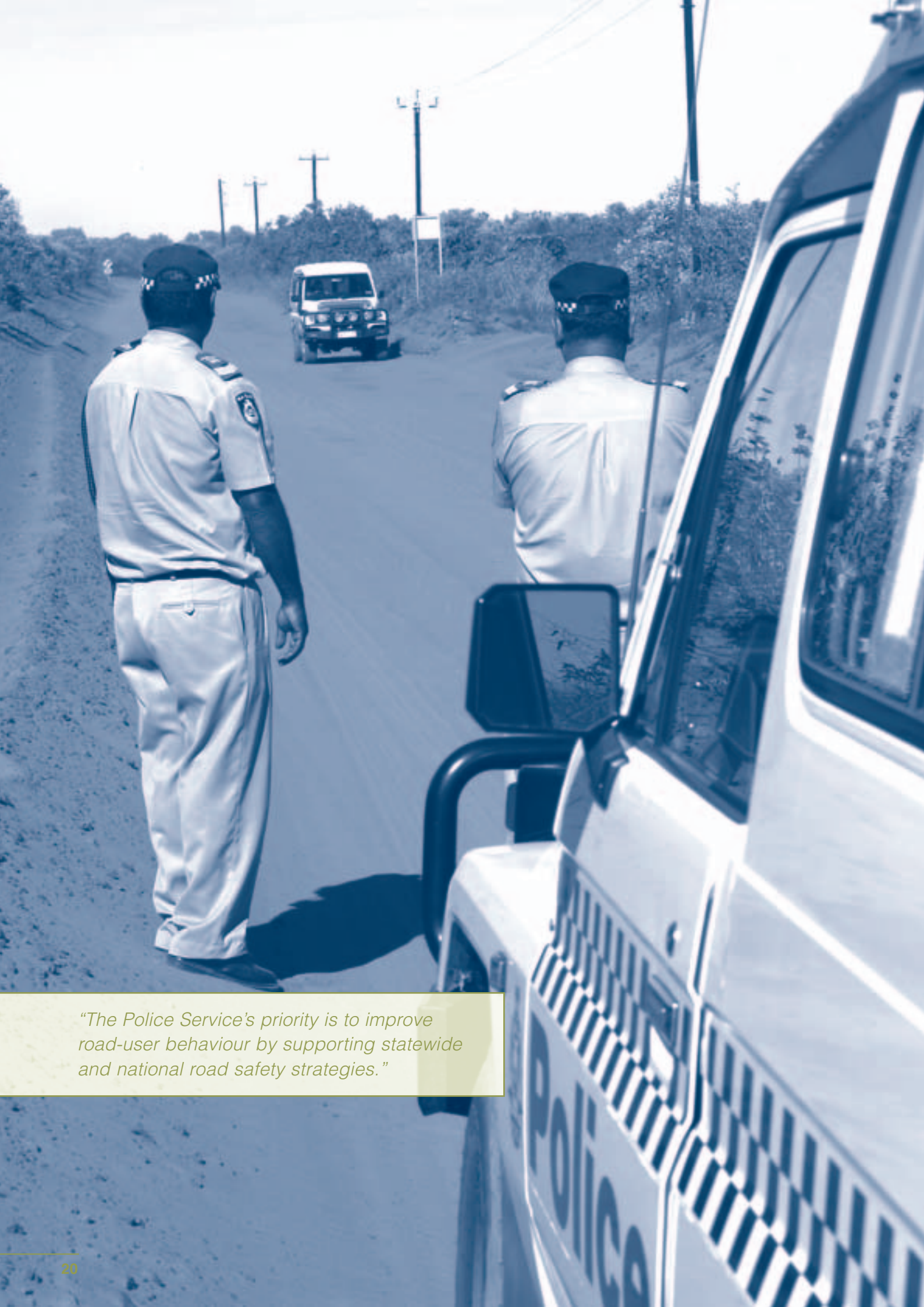
The Drug-Driving Working Party, comprising key stakeholders from government, police and road safety and drug researchers was established to review the issue of drug-impaired driving in Western Australia. It considered the current legal framework and police operational enforcement protocols and made 11 recommendations for reform. These recommendations have been endorsed by Cabinet. They include the establishment of new drug-impaired driving offences and associated legislation under the *Road Traffic Act 1974*, together with standardised police operational procedures and training.

The Police Service is responsible for enhancing operational procedures in order to ensure that the new drug-driving enforcement package is successfully implemented. The procedures will include the development of a new roadside assessment tool and the delivery of training to operational officers statewide.

#### **Promoting Lawful Road-user Behaviour**

In December 2003 through to January 2004, in conjunction with the State Traffic Campaign, a strategy was undertaken to raise awareness of the impact of road fatalities. In partnership with the Mandurah Road Wise Committee and local high schools, a number of silhouettes were displayed representing people who had died as the result of traffic crashes. The silhouettes displayed various tags linking a particular silhouette to a family member ("My Mother", "My Father", "My Brother"). Local school students within Mandurah constructed the silhouettes, and their display was linked to specific traffic operations targeting speeding, drink-driving, fatigue and restraint-use.

The display of silhouettes associated with traffic enforcement was the subject of coverage by local radio and print media, significantly lifting the profile of the project. In April 2004, the Mandurah Road Wise Committee was the recipient of a Local Government Excellence Award for this innovative approach to road safety. The Police Service and Road Wise recognise the silhouettes project as an effective statewide road safety initiative.



*“The Police Service’s priority is to improve road-user behaviour by supporting statewide and national road safety strategies.”*

# GOAL 1: People and Communities

Drivers aged between 17 and 24 years make up about one-third of all drivers injured or killed in road crashes. Young people are at significant risk of road trauma. To combat this problem, the Police Service, in conjunction with local high schools, has taken a proactive approach, delivering lessons to Year 11 students. Lessons include driver attitude, road rules and regulations and the effects of alcohol on driving ability. This initiative has led to an increased awareness by younger drivers of road trauma and the cost to the community.

## Enforcing Road Safety

The “Dob in a Hoon” program was instigated as a response to a group of young males who were indulging in unsafe road-user behaviour. They were driving recklessly resulting in serious road safety issues. In partnership with Gosnells City Council, the program was formalised and a letter-drop conducted in the affected area. The letter-drop provided report forms for residents, and promoted the initiative with advertising in local areas.

The program aimed to encourage local residents in the affected suburbs to provide information to police or the local council. Information was vetted, collated and intelligence was provided to local Traffic Units for inquiry and action. Significant patrol time was allocated to the problem areas

and the information led to effective intelligence and patrol packages being developed to target particular offenders.

The program resulted in a number of reports, prosecutions and cautions. The program is ongoing, and a feasibility study is being undertaken to establish the viability of extension into other local government areas.

The Police Service also continued to progress the *Road Traffic Amendment (Forfeiture And Confiscation Of Vehicles) Bill 2004*. The purpose of the Bill is to provide police and the courts with powers to impound and confiscate vehicles when:

- The vehicles have been used in hooning-type offences or have been driven by a person refused the issue of a licence
- The vehicles are owned by persons who have had their licence suspended or cancelled on the grounds that they are addicted to alcohol, suffer from a medical condition that renders them incapable of properly controlling a motor vehicle, or are no longer capable of controlling the class of motor vehicle for which they hold a licence.

The new powers will provide police with a means of immediately resolving dangerous incidents by removing the vehicle and the driver from the scene. They will provide a new deterrent to drivers who currently engage in these activities.

## Major Initiatives for Outcome Three

### CRIME AND JUSTICE

*A response to crime that brings offenders before the justice system*

The Police Service priority is to ensure that there is an effective response to crime and that offenders are successfully brought before the justice system. An intelligence-led policing focus, aided by technological and scientific resources, assists in meeting this goal.

### Responding to High Volume Crime

In the past, Western Australia has been represented as the burglary capital of Australia. This label was given due to the number of burglary offences committed per 100,000 persons compared to other states and territories. In the previous year, there were a total of 40,639 burglaries committed on dwellings, with a clearance rate of 13.8 per cent. To improve this

situation, the Police Service launched the Burglary Reduction Strategy in September 2003. The strategy utilised a multi-faceted approach to reducing burglary and victimisation rates.

The strategies for burglary reduction are broadly categorised into four key themes:

- Enforcement
- Environment
- Encouragement
- Engineering.

These cover the development and delivery of effective strategies and practices targeting repeat offenders, with a specific emphasis on intelligence-management processes and building effective partnerships with external bodies.

# GOAL 1: People and Communities

Specific locations, offenders, commodities and repeat victims were the focus of these strategies.

Specific actions include:

- Establishment of Regional Investigations Unit and development of operational and coordination protocols
- Establishment of district burglary performance indicators and measures
- Establishment of warrant-management standards and performance measures
- Commencement of operations with the Linked Crime Unit
- Participation in burglary-reduction pilot projects (Bentley and Morley)
- Implementation of public-awareness campaigns
- Continuing development of strategic alliances with industry partners
- Identification of internal processes and systems requiring enhancement
- Development of a memorandum of understanding, setting agreed standards for forensic attendance at volume crime scenes.

The results of the strategies have been excellent with figures indicating that in 2003-04 a total of 33,917 burglaries were committed on dwellings, a reduction of 6,722 with a clearance rate of 16 per cent, an increase of 2.2 per cent in comparison with the previous year.

## Linked Crime Unit

As part of the Police Service's intelligence-led policing strategy, the Linked Crime Unit was established in November 2003. The main purpose of the Linked Crime Unit is to target repeat offenders operating throughout the State. The unit is responsible for the coordination and resolution of all identification statistics (idents) throughout Western Australia. Idents refer to fingerprint and DNA data. To further enhance the intelligence provided, the unit has introduced a prison intelligence component to coordinate return-to-prison warrants in relation to repeat offenders.

This information is incorporated into intelligence packages on offenders to assist investigations. The total files received by the Linked Crime Unit since its inception is 2,916, with 2,110 persons being recorded on the database. The Linked Crime Unit continues to support the intelligence role for burglary reduction through:

- Continued support and participation in burglary strategies and operations
- Review and assessment of raw data provided by the community
- Review and evaluation of the effectiveness and timely flow of information through Crime Stoppers. Collation, assessment and researching of this information for dissemination
- Provision of statistical data to evaluate the progression and effectiveness of the program.

The unit also provides timely intelligence support to the districts and regions on armed robbery offences/offenders involving business premises or those of a serial nature. A weekly intelligence package is distributed to all districts in relation to offenders, offences and methodologies.

## The Benefits of Scientific Methods

DNA legislation continues to assist the Police Service to reduce volume crime and clear the current volume-crime-analysis backlogs. In the 2003-04 financial year, 18,052 DNA samples were collected, bringing the total number of DNA samples collected to 39,137. There are now 35,905 DNA profiles on the DNA database. As the DNA database continues to grow, it is predicted that the number of DNA matches to crime scene exhibits will increase. This in turn will assist in clearing a greater number of cases. It is expected that the National Criminal Intelligence DNA Database will become fully operational during the coming year bringing a national focus on DNA intelligence.

Fingerprints and palm prints from crime scenes are routinely searched on the National Automated Fingerprint Identification System, however when the fingerprints originated from remote locations, delays were experienced in the transit of exhibits to the Fingerprint Bureau for searching. To solve this problem, a digital pilot program was initiated in the Peel and East Metropolitan Districts.

In the Peel District, Scenes of Crime Officers were provided with a digital camera for the purpose of capturing images of fingerprints detected at crime scenes. The digital fingerprint images were subsequently downloaded and electronically transmitted to the Fingerprint Bureau to facilitate a search. In the East Metropolitan District, crime scene fingerprints were developed and preserved in the traditional lifting method before being scanned and electronically transmitted to the Fingerprint Bureau.





*“The Police Service priority is to ensure that there is an effective response to crime and that offenders are successfully brought before the justice system.”*

# GOAL 1: People and Communities

The pilot projects provided the necessary research to test the validity of digital image capture and electronic transmission. To ensure that results were reproducible, systems were accountable, and that image integrity could be maintained, standard operating procedures were developed in consultation with the National Institute of Forensic Science, the United Kingdom Home Office and the Federal Bureau of Investigation in the USA.

Initial research suggests that the digital capture and electronic transmission of fingerprint images is an expedient and efficient method of searching fingerprints and palm prints detected at crime scenes. The effectiveness of the digital process was demonstrated when the fingerprints of a person of interest for a homicide in Mandurah were identified through on-screen image comparison shortly after fingerprint detection. Future pilot programs include the digital capture of fingerprint images and the electronic transmission of the images direct from the crime scene.

## Drug Trafficking

The Police Service conducted a joint operation with the Australian Federal Police to investigate the trafficking of amphetamine (MDMA) into Australia by a United Kingdom-based syndicate. Between June and December 2003, investigators identified a complex network of syndicate members in the United Kingdom and Australia who sourced MDMA powder from Croatia and Macedonia and transported tablets to Australia. The assistance of the United Kingdom National Crime Squad was subsequently sought to assist in the United Kingdom and Europe.

The operation culminated in the arrest of 16 people and the seizure of over 177,000 MDMA tablets, 1.1 kilograms of cannabis, 10.1 kilograms of amphetamine and \$128,000. Operational activity was coordinated in Perth, Sydney, Darwin and the United Kingdom. The success of this operation demonstrates the benefits of interagency co-operation and coordination across jurisdictions.

In another investigation, intelligence identified a major supplier of illicit drugs in Albany with probable close associations with a number of other persons suspected of illicit-drug dealing. Intelligence also suggested that this person was responsible for the large-scale distribution of stolen property.

During investigation into the primary target, links were made to persons involved in large-scale distribution of cannabis in the Great Southern District and metropolitan area. As a result of this investigation, a large number of persons were identified as drug dealers and cultivators for commercial gain.

This investigation resulted in 33 people being arrested and charged with 122 serious offences. Seizures of drugs included over 1,000 cannabis plants, 120 ecstasy tablets, and 14.2 grams of amphetamine powder and 10 kilograms of dried cannabis. Police also seized six firearms, a large amount of ammunition and \$50,000 worth of property under the *Criminal Property Confiscation Act 2000*. The overall impact of this operation was a dramatic reduction in crime in the Great Southern District.

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Intelligence identified a prolific cannabis, ecstasy and amphetamine dealer in the Bunbury area. It was believed the supply was sourced from a current member of an Outlaw Motor Cycle Gang, as the gang was establishing links within the local security industry in an effort to facilitate the sale of illicit drugs.

Albany Police undertook the profiling of persons of interest and continual analysis of information, with a view to utilising the *Criminal Property Confiscation Act 2000* to seize the assets of the Outlaw Motor Cycle Gang. The operation concluded with 14 arrests and 170 drug-related charges being laid. Asset seizures included motor vehicles and other items.

## Successful Investigation of Offences

The Police Service responded to three arson attacks on Chinese restaurants in the Perth southern suburbs. Beside the arson attack, the offenders sprayed anti-Asian graffiti on the premises, indicating racial overtones as a motive for the offences. The Asian community voiced its concerns, fearing a return to the 1980's when Chinese restaurants were subjected to similar racially-motivated attacks. It was important for police to combat this fear by effecting early arrests.

As a result of the investigation, four offenders were charged with criminal damage by fire and burglary offences relating to the three Chinese restaurants. The early arrest of the offenders restored public confidence in the Police Service's ability to identify and successfully prosecute racially-motivated attacks.

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An investigation was instigated as a result of information received in relation to a murder in 2002. The victim had never been reported missing and very little information existed. Due to the circumstances surrounding the offence, traditional methods of investigation were not considered appropriate.

Through an intelligence-led approach and employing covert strategies, detectives gathered sufficient evidence to confirm the murder. Detectives utilised electronic and covert surveillance to gather confessional and corroborative evidence of the direct involvement of the offender in the murder.

### Investigation of High Value Crime

The investigation of commercial crime in today's ever-changing environment is becoming increasingly complex. Commercial crime-offenders make use of modern technologies and a borderless world to commit crime on a massive scale. Investigators are required to be skilled in a variety of disciplines to successfully investigate offences.

Representatives from Edith Cowan University and the Police Service Commercial Crime Division collaborated to create a five-week executive certificate course, which covers a broad range of topics encountered by investigators undertaking commercial crime investigations.

## Programs That Support Achievement of Outcomes

### PROGRAMS FOR YOUNG PEOPLE

At-risk young people often experience difficulty undergoing the social transition necessary from primary to high school and the associated increase in personal responsibility. These young people can marginalise themselves from their peers and engage in alternative activities, including criminal behaviour, as a coping mechanism for their uncertainty.

Other causal factors for criminal behaviour include a wide range of social issues, including the breakdown of family units and lack of coordination between government agencies. Intervention programs conducted by the Police Service are aimed at decreasing juvenile crime.

#### Blue Light

Blue Light was formed in Western Australia in 1984 after police officers in Albany recognised the need to provide safe activities outside of school hours for young people in the area. Police officers in the town voluntarily organised and staged discos on a regular basis. These social events had a positive immediate impact, resulting in a gradual decline in offending behaviour by young people and a significant improvement in attitudes toward the police.

Blue Light in Western Australia now has 59 branches. The Blue Light Program has grown into a valuable national and international community service and plays a vital role in social crime prevention through early intervention. It incorporates a broad spectrum of activities including dance events, movie nights, drag racing and adventure camps.

Today, approximately 30,000 people attend many Blue Light events held in towns all over the State. Volunteers from local police and the community conduct these events. Blue Light continues to foster development and maintain close working relationships with interstate and overseas community-oriented organisations, that facilitate the delivery of crime prevention reduction initiatives and programs for young people.

#### Sex Education Package for Aboriginal Communities

The Goldfields-Esperance District identified a problem (with the age of consent) and children attending community clinics seeking treatment for sexually transmitted diseases and pregnancies. A number of related issues were acknowledged. The development of a Sex Education Package was identified as the most appropriate way to deal with this situation. The package aimed to deter early sexual behaviour through education, heighten awareness of the law and deter potential offenders through the knowledge that there was a greater chance of being reported.

In March 2003, police initiated a meeting with the Health Department, the Sexual Assault Resource Centre, Centrecare and the Department of Community Development to progress this issue. Each agency was requested to contribute to the Sex Education Package. Police also developed a partnership with Ngaanyatjarra Health Services to provide counselling and education sessions at remote Aboriginal communities.

# GOAL 1: People and Communities

The Sex Education Package has been implemented across the Goldfields-Esperance District and disseminated to other districts. The package has received accolades from a number of sources.

## Coolgardie Youth Project

The Coolgardie Youth Project, initiated by local police, is a community program aimed at reducing juvenile-related crime in the town. The project provides a range of fun activities to reward youth for good behaviour. It is working toward several long-term goals including the objective of breaking-down barriers between police, youth and Indigenous people.

The success of the program has been extremely positive with an overall reduction of all juvenile-related crime including: burglary; graffiti; stealing; damage; and other property-related offences. The involvement of community members, government agencies and local businesses has been overwhelming with evidence indicating that the program has had a positive influence in the community. The relationship forged between local youth and police has also been very positive and this success is evident in feedback received from parents and local community members.

## Mullewa Youth Project

Incidents of anti-social behaviour and burglary by young offenders have been addressed in Mullewa by the creation of the Mullewa Interagency Group. The group consists of the Police Service, other government agencies, the local shire and the Murchison Elders Committee.

The Mullewa Interagency Group provides a forum for discussion and addressing underlying factors. The group has been instrumental in the development of an action plan to address issues such as:

- Alcohol and drug abuse
- Health awareness
- Housing
- Environmental design of the townsite
- Conflict resolution and family violence
- Educational strategies to decrease truancy
- A GURD program run by police in local schools
- Lack of employment opportunities.

Although in its early stages, the Mullewa Interagency Group is making a positive contribution to deterring community members from offending lifestyles.

## School-based Intervention

Newton Moore High School has established the Pegasus Program to address the needs of at-risk youth in Years 8 to 10. Young teenagers having difficulties adjusting to the transition from primary to high school are assessed and placed into groups with similar interests. The Police Service participates in, and coordinates, external adventure-based activities for these children. The group system engenders peer support and self-worth.

Offending and potential offending youth are exposed to quality lifestyles and values, to provide positive impact on their decision-making processes.

A similar project is conducted in the metropolitan area. The Crime Prevention, Adventure, Team-Building and Education (CATE) program was designed and instigated as a result of truancy, anti-social behaviour and offending by young people in the South East Metropolitan District. The program is designed to encourage and enable young people to return to school. It provides adventure through education, use of initiative in attempting tasks, bush survival, orienteering, teamwork and trust activities.

This range of activities develops the general life skills of young people and provides an adventure-based, experiential learning approach to team-building, leadership, conflict resolution and awareness of the individual's role in the community. Furthermore, social issues confronting today's youth are also addressed in the program. Educational components of the program include drug and substance abuse, unacceptable behaviour in the community and an understanding of the need for law and order.

## Broome Youth Project

The Broome community was experiencing difficulty with young people congregating in a local area during the night. Alcohol-affected young people were responsible for anti-social behaviour, damage to property and were also at risk of becoming victims of crime.

Representatives from the Police Service, other State Government agencies and the local council, adopted and progressed initiatives from a Police Service program called Helping Young People Engage (HYPE). The council employed a number of people who received training with the local Women's Refuge (Marnju Jarndu), Drug Action Team, the Police Service, Department of Community Development and other local service providers. The HYPE workers patrolled Thursday to Saturday evenings targeting specific locations and young people at-risk. The workers continue to



*"The Frontline First - Community First philosophy involves working closely with a diverse community."*

# GOAL 1: People and Communities

provide information to the HYPE team to enable government agencies and support networks to respond appropriately.

This initiative forged a link between the community, government agencies and young people establishing a line of communication. For instance, local and State Government agencies and youth organisations have worked together to exchange information and develop diversion programs for youth at-risk.

An evaluation of the program found that:

- 70 per cent of people surveyed stated that they felt safer at night than previously
- 85 per cent of young people say they trusted the HYPE workers
- 79 per cent of residents in the target area felt that the area was quieter
- 61 per cent of residents believed that HYPE was responsible for the reduction in damage to property.

The initiative has led to a 32 per cent reduction in burglaries for the Broome sub-district.

## Northbridge Strategies

The Northbridge entertainment precinct has long been an epicentre for nightlife within the Perth metropolitan area. Unfortunately, the area had developed a reputation for unacceptable levels of violent, aggressive and anti-social behaviour. It had also become a popular destination for large numbers of unsupervised young people to congregate.

As a strategy to ensure that the safety and security of children and young people identified as being at-risk, the State Government developed the "Young People In Northbridge Policy". The aim of this policy was to create a safe and secure environment for all users of Northbridge.

As a continuation of this strategy the Police Service assessed the underlying contributing factors impacting on young people at risk and street-level crime within the Northbridge precinct. The establishment of a network of key stakeholders including the Department of the Premier and Cabinet, the Department of Community Development, Mission-On Track Australia and Nyoongar Patrol Systems has enhanced this initiative.

The Police Service has a key role in a joint working party that implements specific initiatives. The group reports to the Department of the Premier and Cabinet on all aspects associated with the policy. Some of the working party initiatives with which the Police Service has been involved include:

- Sharing information with external partners such as the Department of Community Development and Mission-On Track Australia and internal partners such as the Street Prostitution Team. This initiative is generating early-intervention strategies aimed at preventing street kids from becoming street workers
- Linking initiatives to police community safety initiatives such as Nightsafe, Backpack Safe and the Parent Drug Information Service
- Establishing a generic policing and security overlay of initiatives within Northbridge
- Maintaining liaison with other national police jurisdictions as a reference point for consistency of policing and security arrangements
- Maintaining liaison with the Human Rights and Equal Opportunity Commission
- Developing enhanced case responsiveness for identified family dysfunction and abuse issues
- Generating a whole-of-community response to community safety concerns within the Northbridge precinct.

## PROGRAMS FOR A DIVERSE COMMUNITY

It is the policy of the Police Service to provide services that are accessible, equitable and culturally appropriate and which meet the needs of Western Australia's diverse multicultural population.

### Multicultural Career Advisory Program

In September 2003, a Multicultural Career Advisory Program was conducted. The program was aimed at encouraging persons from culturally and linguistically diverse communities to gain a better understanding of what the Police Service has to offer as a vocation and to consider applying to become a police recruit.

There were 15 participants, representing 13 different countries. Feedback from the project was extremely positive and the organisers were confident that a number of applications would be made in due course. Indications are that the program was both informative and very well received. It is anticipated that as the program proceeds, an increasing emphasis will be placed on marketing aspects of the program in an attempt to encourage a greater number of persons from culturally and linguistically diverse communities to participate.

## Multicultural Youth Leadership Camp

In November 2003, this initiative was recognised by an award for excellence from the Australasian Police Multicultural Advisory Bureau, for the advancement of partnerships between police and multicultural communities.

The Multicultural Youth Leadership Camp is a joint program of the Police Service, Perth Community Drug Service Team and Metropolitan Migrant Resource Centre. The aim of the camp is to divert recently migrated young people from forming gangs, participating in anti-social behaviour and illegal activities and abusing alcohol and drugs. The program also aims to reduce the risk of social isolation.

The camp's objectives are achieved by creating a positive environment in which these young people can meet and mix with others of similar backgrounds, but different cultures. The project also assists the community of Western Australia by encouraging participants to take a more proactive role within their communities and encourage inter-community liaison and understanding.

The camp's activities aim to foster a better understanding and improve cultural relationships between various ethnic youth, improve their understanding of service providers and provide a diversionary tactic for crime reduction. A concurrent objective was to build positive relationships between the Police Service, nominated service providers and participants.

Stakeholders agreed that two camps would be held at the PCYC Mornington Adventure Camp. Participants were encouraged to engage in a wide variety of team-building exercises. Various information sessions were also held to enable participants to be better informed and prepared to utilise the range of support services within their respective communities.

It is anticipated the program will develop further strategies and policies that can be adopted to mitigate the stresses of the resettlement process on youth and their families, reduce anti-social behaviour and crime-related activity.

## PROGRAMS FOR PEOPLE WITH DISABILITIES

In an ongoing commitment to improve access and services to people with disabilities, the Police Service continued to address its Disability Service Plan outcomes. Over 2003-04, a risk-analysis survey on disability access to police stations was carried out, the results of which are to form the basis for access improvements to stations across the State.

In addition, the implementation of SMS Assist now provides those in the community who are hearing- and speech-impaired, an alternative means of communicating with police when accessing non-emergency policing services. Specifically, SMS Assist enables the customer to text Police Communications, who receive the mobile text message via an interfaced stand-alone computer system configured for the task.

Research has shown that many people who are hearing- and speech-impaired use SMS to contact family and friends. In the past, people with these disabilities have relied on family and friends to

pass on vital information to police, causing crucial delays. There are also difficulties in verifying personal details and gathering further information through a third party. SMS Assist has provided an excellent opportunity for the Police Service to improve its service delivery and accessibility to those in the community who are hearing- or speech-impaired.

On inception of the system, a marketing strategy was developed and implemented to raise awareness for the primary target audience and the community. As a consequence, an increasing number of individuals with disabilities have been registering their interest in this world-first service. SMS Assist has demonstrated its worth, and has proven to be an important technological asset in improving effectiveness and service delivery to people with hearing- or speech-impairments.

# GOAL 2: The Economy

To develop a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians by creating the conditions required for investment and growth

## Relevant Strategic Outcomes

- A workforce which reflects the State's diverse population
- Plentiful and diversified employment opportunities for Indigenous peoples to support Indigenous economic growth.

### ACHIEVING EQUITY AND DIVERSITY

#### Equity and Diversity Planning

In line with the Government's priorities as specified in the 2000–2005 Equity and Diversity Plan for the Public Sector Workforce, the Police Service has continued its commitment to developing a diverse workforce, that is representative of the community.

The Police Service's equity and diversity targets were reviewed and adjusted during the year, particularly for the Indigenous Australian group as the Police Service had exceeded its previous target. A number of equity and diversity projects have been progressed and the Police Service has agreed to be a participant in the pilot *Public Sector Racism and Equality Program*. This aims to contribute to the elimination of racial discrimination in the provision of public sector services to the community. Pilot agencies will support the testing of elements of the draft protocols and specific tools, by facilitating access to specific service area locations.

Diversity training was provided to recruits and other employees to assist in the Police Service's ability to respond appropriately to community members from different cultural groups. Similarly, recruits were given training on understanding Indigenous culture.

#### Indigenous Employment

The equity and diversity information submitted voluntarily on the Police Service Resource Management Information System by staff members, is used to calculate the equity index. As at 30 June 2004, 3 per cent of staff had self-identified that they are of Aboriginal or Torres Strait Islander descent. This exceeds the overall WA Public Sector 2005 target representation of 2.9

per cent for Indigenous Australians. Additionally, in Australian cross-jurisdictional analysis (Report on Government Services 2004) on the data available, the Police Service had the second highest percentage of Indigenous sworn and unsworn staff.

#### Recruiting for Diversity

The Police Service remains committed to recruiting for diversity. Frontline policing objectives of crime prevention and maintaining public order to the community are enhanced by a police visibility, that truly reflects the community it serves.

Key initiatives in this area include an ongoing review of entry standards to ensure a cultural and gender-fair assessment. As a result of this review, a number of changes were made during the year: the lifesaving Bronze Medallion swimming requirement has been removed as part of the Physical Entry Evaluation; and the time limitation for the written entrance assessment has been abolished.

Recruiting measures designed to especially attract women and people from culturally diverse backgrounds to a career in policing were implemented. Women were targeted through Open Days, Careers Expos, and as part of a television and print-media promotion that commenced in June 2004. A one-week Multicultural Careers Advisory Program was held to promote a policing career. Information and assistance was provided about meeting entry requirements and standards.

During 2003-04, a total of 238 police officers were recruited. The new recruits include 60 additional officers employed under the Government's 250 Recruiting Program.





The average age of recruits was around 27-years-old, and women represented approximately 32 per cent of the total intake. The representation of women police officers increased from approximately 13 per cent as at June 2001, to 16 per cent in June 2004.

Of the recruits, 14 per cent were bilingual, with a total of 18 languages other than English spoken. The Bilingual Officers Register has continued, and collectively the officers listed on the register are able to translate and communicate in 35 different languages.

There were 19 Aboriginal Police Liaison Officers recruited as part of the program to recruit an additional 40.

### Supporting Women in Policing

The Women's Advisory Network (WAN) is a strategic body that supports the Police Service in the development of a professional and responsive employment environment. The network's vision is to develop an organisational culture that values and encourages the contribution of women.

The WAN consists of 35 District Portfolio Representative Group (DPRG) members representing all districts, divisions and portfolios. During 2003-04, the group conducted a number of

local conferences, providing development opportunities and consultative mechanisms. Two state conferences were held covering organisational performance reporting, negotiation skills, strategies for success and career management. A conference held in June 2004, featured sessions on the outcomes from the Royal Commission, the agency's Risk-based Corruption Prevention Framework and sessions in presentation skills and mind-mapping.

In December 2003, the Pilot Mentoring Program was completed with 15 female mentees and male and female mentors. Females were initially targeted, as the agency recognised the need to foster an environment in which women have access to developmental opportunities. Many benefits were attained by participants, including enhancement of skills and knowledge, obtaining developmental opportunities in a competitive environment, completing competitive job applications, enrolment in external study and promotion.

Due to the success of the pilot, in 2004 a full Mentoring Program was implemented with an increase in partnerships to 25. The program for mentees is available to male and female employees from equity and diversity groups (including women, Indigenous staff, those with

## GOAL 2: The Economy

impairments and those from culturally diverse backgrounds). A further indication of the Police Service's ongoing support for the Mentoring Program is the allocation of a permanent position to the role of Mentoring Coordinator.

The SPIRT Project – Redressing the Gendered Workplace Culture of Policing was a three-year major collaborative research project between the Police Service and The University of Western Australia that concluded late in 2003. This project was made possible through a Strategic Partnership with Industry Research and Training Scheme (SPIRT) grant. It aimed to identify ways to redress the gendered workplace culture of policing. The SPIRT project involved approximately 30 internal team members who engaged over 1,000 staff through surveys, focus groups and interviews. All of the key recommendations were approved for implementation by the Corporate Management Group. Many of the recommendations are directly aimed at removing the existing structural and attitudinal barriers identified by the research, and which continue to inhibit the progress of women in the Police Service.

One of the key recommendations was the establishment of an Equality Implementation Group to ensure the implementation and the sustainability of the project outcomes. This 17-member group is chaired by the Commissioner and includes two Assistant Commissioners, a significant number of senior men, sworn and public service women, a union representative, the chair of WAN, the Commissioner for Equal Opportunity and representatives from ECU and UWA. Some of the Group's achievements to date include:

- 47 scholarships awarded to improve the retention rate and advancement of women public service officers through the Commissioner's Scholarship Program. Five management scholarships were awarded to women specifically for them to attend the Public Sector Management Program
- To align with the Royal Commission recommendations, a sub-group was formed within the Equity Implementation Group to ensure that the cultural reform process underway continues to redress the gendered workplace culture of policing

- The inclusion of women in senior decision-making forums such as the Corporate Management Group
- The direct involvement of senior men in leading the implementation of these recommendations has brought about some significant positive cultural change reflected by the profile and perceptions of the Police Service.

### Recognition of Prior Service

In August 2003, the Police Service approved the recognition of prior policing service of sworn officers within the constable rank structure, as part of an initiative to attract and retain quality people with diverse backgrounds and experiences.

As a result, sworn officers with prior policing service from other police jurisdictions (worldwide) and re-engagees, can now have prior service recognised through accelerated promotion within the Constable rank structure up to the base level of Senior Constable. This is on the basis that all necessary recruitment processes have been undertaken and the time at rank, educational and training requirements have been met.

### Changes to Rank Lock Step

The requirement for a police officer to sequentially progress through the ranks, one rank at a time, is a procedure known as Rank Lock Step.

Rank Lock Step was reviewed to ensure that any discriminatory practices were removed and the application of best practice in policing was met. The review was conducted with reference to recent reviews of the Sworn Promotion System, Recognition of Prior Service, and the practices of other policing jurisdictions.

In considering the partial removal of Rank Lock Step, the following key elements were reviewed:

- Mandatory time at rank
- Sequential progression through the ranks
- Prerequisite educational qualifications.

As a result, First Class Constables are now eligible to apply for promotion to the rank of Sergeant.

# GOAL 3: The Environment

To ensure that Western Australia has an environment in which resources are managed, developed and used sustainably, biological diversity is preserved and habitats protected

## Relevant Strategic Outcomes

- Effective waste avoidance, resource recovery and waste management.

### Energy Smart Government Policy

In accordance with the Energy Smart Government Policy the Police Service has committed to achieving a 12 per cent reduction in non-transport-related energy use by 2006-07, with a 6 per cent reduction targeted for 2003-04.

Energy Smart Government Policy	Baseline Data	2003-04 Actuals	Variation %
Energy Consumption (GJ)	105,783 GJ	106,468 GJ	+0.65%
Energy Cost (\$)	\$3,811,689	\$3,865,289	
Greenhouse Gas Emissions (tonnes of CO <sub>2</sub> )	25,484	26,648	
Performance indicators			
• MJ/m <sup>2</sup>	<b>Police, Fire and Emergency Services Facilities</b> 663 MJ/m <sup>2</sup> ,	<b>Police, Fire and Emergency Services Facilities</b> 686 MJ/m <sup>2</sup> ,	
• MJ/FTE	16,105 MJ/ Occupant	16,005 MJ/ Occupant	
	<b>Tertiary Educational Facilities - Joondalup</b> 446 MJ/m <sup>2</sup>	<b>Tertiary Educational Facilities - Joondalup</b> 422 MJ/m <sup>2</sup>	
	32,331 MJ/Effective Full-Time Student	30,626 MJ/Effective Full-Time Student	

**Notes:** GJ gigajoules, MJ megajoules, CO<sub>2</sub> carbon dioxide

**Source:** Western Power, Sustainable Energy Development Office and the Western Australia Police Service (Resource Management Information System).

During the year, the following energy-saving initiatives were undertaken:

- New energy-efficient gas boiler replaced at Fremantle Police Complex
- Implementation of an electronic system for recording, retrieving and graphing of energy data
- Establishment of a new position of Sustainability Officer, dedicated to sustainability and energy-management initiatives in the Western Australia Police Service.

### Waste Paper Recycling

In 2003-04, the Police Service recycled a total of 53.15 tonnes of waste paper, comprising 44.41 tonnes of general paper and 8.74 tonnes of security shredding.

# GOAL 4: The Regions

To ensure that regional Western Australia is strong and vibrant

## Relevant Strategic Outcomes

- Effective government service delivery to regions that is responsive to the needs of diverse communities
- Safe and cohesive regional communities.
- Improved regional infrastructure

### IMPLEMENTING GORDON INQUIRY RECOMMENDATIONS

In December 2002, the State Government announced its response to the Gordon Inquiry. Entitled Putting People First the response provided an Action Plan to address family violence and child abuse in Aboriginal communities. One key initiative was the provision of a permanent policing presence in selected areas to provide a first line of response for victims, and a basis of safety for community members.

The provision of the permanent policing facilities, in addition to providing a baseline of safety and security, was to enable multi-agency use of the facilities. The permanent policing facilities will be co-located with other agencies, and will provide a cohesive working environment for officers from different agencies. The intention of this approach is to form strong links between existing health

workers, educators, police and the Department for Community Development, to further strengthen child protection and violence-prevention strategies.

Putting People First aims to ensure a far greater collaborative and coordinated approach to child abuse and family violence issues. In particular, it enables police and other services to be placed in communities where it was not previously available. The government's response acknowledges that a safe and secure environment is a prerequisite to healthy, sustainable communities.

The government has made a substantial financial commitment to establish the new remote policing services in nine identified locations over a three-year period. The nine areas prioritised



for a permanent policing presence are Warburton, Kalumburu, Jigalong, Balgo, Dampier Peninsula, Bidyadanga, Warmun, Warakurna and Kintore in the Northern Territory. The Kintore facility was officially opened in March 2004. The Warakurna site is subject to negotiations with the Northern Territory and South Australia Police, to explore the capacity of a multi-jurisdictional or shared facility

and a clear co-operative response between the three states within the Central Lands area. The sites at Warburton, Balgo and Kalumburu have been subject to substantial planning and development work. This work will form the basis of planning and development programs in the other communities.

## SAFE REGIONAL COMMUNITIES

Safe regional communities need effective crime prevention initiatives, a visible police presence, safer transport, community-centred emergency management and safer workplaces. A priority for the Police Service is to work in partnership with local government authorities and the community to make regional Western Australia safer.

Interventions early in life, such as family support, parenting education and home-visiting services can have long-term impacts on reducing crime and other social problems. Establishment of networks in these areas also allows for streamlining in the provision of services to address substance abuse, juvenile delinquency, truancy and anti-social behaviour.

An example of the Police Service taking a lead role in these networks is the South West Community Services Planning Committee. This Committee was established to address regional issues and meets regularly to foster closer working relationships between key service providers to the community.

The Police Service is also addressing crime in the Pilbara District and is developing local strategies in consultation with the community. These strategies include using the District Information Services Centre for collation and as a central point for information received from Email Crime Alert, to achieve desired outcomes in Karratha and its surrounds. It is proving to be an effective means to obtain information from the community leading to crime prevention and detection initiatives.

With the support and co-operation of all major local industry in the Karratha area, a process of commencing a modified Email Crime Alert will be implemented. Local industry will allow police access to workplace computer systems, resulting in a possible network of 4,500 community members who could potentially provide information from within the community.

Once implemented, the Karratha Email Crime Alert will be extended to other areas. It is forecast that a network of as many as 10,000 people could be established in the area.

## IMPROVING REGIONAL INFRASTRUCTURE

During 2003-04, planning and construction began on a number of new police facilities in regional areas to improve service delivery.

### Great Southern Police District Complex

The Police Service and Department of Justice are jointly developing a modern co-located complex in Albany. This complex will consolidate staff from the existing police station, traffic and district offices. It will include the latest facilities such as video and public interview rooms, a forensic laboratory and a modern custodial facility shared with the Department of Justice.

The new Great Southern Police District Complex was designed and developed in consultation with the local community. It is a purpose-built building, designed to meet contemporary policing standards and community needs.

Construction has commenced and it is anticipated that completion and occupancy will occur in mid-2005.

### Laverton Police Station

The new Laverton Police Station will replace the existing overcrowded facility, which was constructed in 1974. The building will include a shared operations room, courtroom, video interview room, staff amenities and a modern custodial facility. Construction is anticipated to be completed in April 2005.

### Newman Police Station

The new Newman Police Station will accommodate 19 general duties and traffic personnel. It will also include all the latest facilities such as video and public interview rooms, staff amenities, gymnasium, a courtroom and a modern custodial facility. Construction is expected to commence late July 2004 with occupancy in mid-2005.



*“Maintenance of high standards of professionalism and accountability by all personnel remains a critical aspect of the agency’s capacity to interact effectively with the community in the delivery of quality policing services.”*

# GOAL 5: Governance

To govern for all Western Australians in an open, effective and efficient manner that also ensures a sustainable future

## Relevant Strategic Outcomes

- Reduced incidence of corruption in all its forms
- Greater community confidence in the processes and actions of government agencies through effective independent oversight and reporting
- Increased use of Information Communications and Technology to provide better services to the community
- An efficient Government sector that provides value for money service delivery.

### IMPACT OF THE ROYAL COMMISSION

The Royal Commission into Whether There Has Been Corrupt Or Criminal Conduct By Any Western Australian Police Officer concluded in January 2004, with the final report being publicly released following tabling in Parliament in March 2004. The Police Service co-operated fully with the Royal Commission, embracing the opportunity that was offered as an audit of its corporate health.

The Royal Commission has increased community awareness of the Police Service and impacted on the level of community trust. Maintenance of high standards of professionalism and accountability by all personnel remains a critical aspect of the agency's capacity to interact effectively with the community in the delivery of quality policing services.

Within the final report it was recognised that the Police Service had made significant achievements in reform over the previous decade. While acknowledging that the Police Service had come some way since the implementation of the Delta Program, the report also identified the need for ongoing reform of culture, management and processes, to imbed corruption resistance and ensure that the agency became a more contemporary policing service.

The Royal Commission provides a blueprint for reform and paves the way for the Police Service. It noted that a number of proactive and preventative strategies have already been adopted or are being actioned. The report identifies the key to building a corruption-resistant service as prevention, education and investigation of corruption and improvement in ethical behaviour and conduct.

Coinciding with the conclusion of the Royal Commission, the Police Service established a Reform Coordination Team, for the purpose of analysing the final report and recommendations and developing a plan of action that will form the basis of ongoing reform. The team is also responsible for formulating the evidence of implementation of recommendations, to prepare the agency for external audit by the Corruption and Crime Commission. Ultimate accountability for the reform program is vested with the Commissioner of Police, while the Police Strategic Executive is the decision-making body for the implementation of Royal Commission recommendations. The Executive is responsible for coordinating individual projects, and ensuring integration of all reform activities across the agency.

The Royal Commission final report grouped the recommendations under three broad headings or streams: *The Right People for the Right Jobs*; *Doing the Job Right*; and *Making it Happen*. These principles are fundamental elements of a reform process where improved leadership and management capabilities will provide the catalyst for a corruption-resistant workforce. They will ultimately lead to cultural change across the Police Service.

The report also made recommendations to improve the complaint-management process. Recommendations related to adopting a managerial approach for complaints; better management of internal witnesses; better resourcing of the Internal Affairs Unit and the Police Complaint Administration Centre; and changes to legislation to improve integrity testing, drug testing and covert powers.

## GOAL 5: Governance

A program for action is currently being developed and tailored to *Frontline First Community First*. This program of action will include the projects designed to provide an effective and efficient service delivery model through the redeployment of sworn officers to frontline policing. Elements of some of the larger projects have been extracted for immediate action in accordance with government priorities. They provide tangible evidence of change, without compromising the integrity of other projects.

The Police Service clearly acknowledges that the engagement and involvement of key stakeholders is essential for the reform program to be effective. The reform program will ultimately be about changing the culture of the agency and improving delivery of services to the community.

### Royal Commission Investigation Team

The Royal Commission Investigation Team was established in March 2003 to conduct investigations into allegations emanating from the Royal Commission. Evidentiary material received from the Royal Commission, followed by further analysis, identified allegations involving 121 serving and former police officers.

The compilation and recording of matters dealt with by the Royal Commission Investigation Team were enumerated and classified in line with the final report. Of the nine investigations containing 75 individual segments, the team has completed or partially completed, investigations into 23 of these matters. These investigations have involved 35 current and former serving officers. Investigations have also been completed into two

additional matters not raised in the Royal Commission, involving two current serving officers.

Investigators from the Royal Commission Investigation Team attended New South Wales and Queensland to conduct interviews with witnesses and complainants, and obtain documents and evidentiary material pertaining to investigations. Co-operation and assistance has been readily available from these law enforcement agencies. Additionally, the investigators have sought the support of law enforcement agencies in the United Kingdom, receiving co-operation and assistance from these agencies with respect to the interviewing of witnesses and complainants no longer resident within Australia.

To date, the investigators have analysed and summarised:

- Over 20,000 pages of unedited Royal Commission public-hearing transcripts
- Numerous unedited transcripts from private hearings
- A myriad of internal documents.

They have also conducted over 200 interviews.

The result of investigations against current and former officers were:

- 11 current serving officers subject to 16 disciplinary charges
- Five current serving officers subject to Commissioner's Loss of Confidence proceedings
- Two former serving officers and 3 civilians subject to 20 criminal charges.

## ENABLING A CORRUPTION-RESISTANT ORGANISATION

As identified in the Royal Commission report, the Police Service had commenced or implemented many proactive and preventative initiatives prior to the Royal Commission. Many of these were fairly advanced prior to the handing down of the final report and are continuing to be implemented to ensure a corruption-resistant organisation.

### Risk-based Corruption Prevention Planning Framework

A discussion paper released by the Royal Commission on corruption prevention strategies in the Police Service noted that, whilst the agency had implemented a number of strategies aimed at reducing corruption, it had not translated those actions into a Corruption Prevention Plan. Despite

the Police Service's comprehensive range of corruption strategies, the Royal Commission identified that, to realise an appropriate level of corruption-resistance, it needed to develop and implement such a plan. The Police Service indicated its commitment to this process prior to the Royal Commission's findings being released. The agency's 2003-04 Annual Business Plan signified the intention to introduce such a plan and progress has been made towards this objective.

Two workshops were held in July and August 2003 with members of the Royal Commission and internal and external stakeholders to examine the best approach for the Police Service to develop a Corruption Prevention Plan.



In March 2004, external consultants were engaged to assist with the development and implementation of a plan. Work with the consultants resulted in the first of a number of draft reports being presented to a Review Panel in April 2004. Subsequently, a framework for Risk-based Corruption Prevention Planning was developed and endorsed by Police Service management. The completion and implementation of the Risk-based Corruption Prevention Planning Framework will be phased in during the forthcoming year.

Additionally, another project has commenced to redevelop the Local Risk Plan component of the Business Area Management Review program. The project is designed to support and streamline the capture and reporting of corruption-prevention strategies as part of a web-enabled enterprise-wide risk management system.

The Risk-based Corruption Prevention Planning Framework outlines the corporate commitment to developing strategies designed to enhance the corruption resistance of the Police Service. It is structured with tiered intervention levels to deal with issues ranging from the corporate level to an individual employee level. It provides managers with a focus and context for corruption-prevention planning and the basis for developing appropriate strategies to:

- Strengthen ethical culture
- Target areas of corruption risk in a coordinated way
- Increase employee awareness of corruption and prevention strategies
- Improve community confidence in the integrity of the Police Service.

The responsibilities of managers for the development of action plans using the Risk-based Corruption Prevention Planning Framework are detailed in the 2004-05 Annual Business Plan. To this end, the Risk-based Corruption Prevention Planning Framework provides the fundamental structure for corporate and local corruption-prevention planning.

### Specialist Police Complaint Administration Centre

The Internal Affairs Unit and the Internal Investigations Unit were amalgamated to create the Police Complaint Administration Centre. The centre's role is to focus on complaint assessment, allocation and quality assurance, to deliver a more effective and efficient complaint-management system, and enhance the quality, timeliness and professionalism of internal investigations.

The Royal Commission recognised that it is essential that mechanisms exist to speedily resolve customer-service-related complaints and to investigate and deal with more serious matters of alleged misconduct. Recommended core changes include the real devolution of minor complaints management to districts, and streamlining of processes to reduce administrative delays.

The essential requirement of an effective complaint-management system is the ability to properly assess a complaint or incident, categorise, identify the risk and appropriately allocate for investigation or resolution. While the Police Complaint Administration Centre is still evolving, currently it undertakes the following roles:

- As an initial point of coordination for information and complaints regarding allegations of misconduct by members of the Police Service
- As a practical interface between the Police Service and external oversight authorities, including the Corruption and Crime Commission, Ombudsman and Coroner
- Administration of the disciplinary system and a quality assurance role to ensure consistency of recommendations arising from complaint investigations
- Enhancement of the complaint-management system through the provision of statistics, tracking of files, status reporting and records management.

Whilst the Royal Commission accepted devolution as an appropriate strategy, it recognised that it is important to strike a balance between devolving responsibility for managing performance and ensuring that corporate oversight is provided.

A major risk to the integrity of any system of performance management and discipline is the inconsistent application of the use of sanctions. It is necessary in any workforce that all individuals are dealt with consistently and benchmarked against known and identified criteria. To do otherwise undermines the credibility and effectiveness of the system.

The Police Complaint Administration Centre has developed the Corrective Actions Matrix as a guide for District Superintendents in developing recommendations for action. The matrix is included within the internal investigations manual and details the type of conduct and recommended sanction. The purpose and intent of the document is to provide guidance to managers and bring about consistency.

# GOAL 5: Governance

A Disciplinary Review Officer position has been created within the centre to undertake the following functions:

- Quality assurance of files with a recommendation for disciplinary action, ensuring the recommendations are appropriate and consistent
- Provide guidance to district investigators and managers in the preparation of recommendations
- Make recommendations to District Superintendents for further inquiry or alternative action
- Undertake investigations to obtain additional information
- Communicate with reviewing officers from the Corruption and Crime Commission and resolve issues of concern.

In support of this function, a Disciplinary Decisions Group has been formed to review and make recommendations in relation to those contentious matters not able to be resolved by the review officer. This documented process was put in place to ensure consistency.

## Code of Conduct

The Police Service Code of Conduct was launched in February 2003. It is designed to include sworn and unsworn staff in the one code and to promote self-regulation and personal responsibility. The local managers and/or supervisors distribute the code to new employees at induction.

In accordance with the Public Sector Standards Commission guidelines, a review of the Code of Conduct was commenced in May 2004, to ensure its application and effectiveness. The review will be completed in the first quarter of next year.

## ONGOING INTERNAL OVERSIGHT

### Internal Affairs

The Internal Affairs Unit continued its role in the pursuit of corruption and serious improper conduct within the Police Service. In conducting investigations, covert and overt investigative techniques were used to bring about the successful resolution of some major investigations. Significantly, the unit has been assisted with investigations by other units within the Police Service to jointly deal with specific aspects of agency operations.

One such investigation was a special operation targeting a suspect police officer who was alleged to have stolen monies that were reportedly the proceeds of sales of illicit drugs. The suspect police officer was alleged to have committed these offences in concert with other people.

Internal Investigators initiated a covert surveillance operation that included an integrity test to detect the officer in the commission of an offence. The officer failed the integrity test when he illegally received \$25,000 in cash. The officer has since been charged on a number of offences and is presently before the court.

The application of the integrity test was consistent with the recommendations arising out of the Royal Commission, and is an initiative the Internal Affairs Unit will continue to use to prevent and detect corrupt activity committed by police officers.

### Risk Profiling

The Risk Assessment Unit has complemented the activities of the Internal Affairs Unit, through the utilisation of proactive methodologies by profiling

individual behaviours. This process aids in the early identification of individuals and business units at risk, and contributes to the prevention and detection of corrupt practices.

The Risk Assessment Unit secured a six-month secondment of an officer from the Risk and Research Area of Victoria Police. This officer contributed to the development of methodologies to assist with the identification and evaluation of corrupt-behaviour indicators.

### Complaints Against Police

Public complaints against police increased by three per cent during the year. Of these, 64 per cent were Local Resolution Matters, predominantly about issues of procedure or manner. Of the more serious matters raised, misconduct and assault complaints comprised 43 per cent and 37 per cent respectively.

Investigation into internal management issues or breach of procedures rose by 27 per cent. However, a large percentage of additional inquiries were due to internal investigations now including police crashes that were not previously recorded as police internal investigations.

During 2003-04, internal investigators dealt with 75 police officers through the police disciplinary process. A total of 29 officers were charged with 49 breaches under the *Police Regulations*, 46 officers received unfavourable reports and 22 officers were the subjects of 103 statutory charges.

## Police Disciplinary Process

	2000-01	2001-02	2002-03 <sup>(c)</sup>	2003-04 <sup>(c)</sup>
Disciplinary charge <sup>(a)</sup>	32	70	38	29
Unfavourable report <sup>(b)</sup>	61	87	71	46
<b>Total</b>	<b>93</b>	<b>157</b>	<b>109</b>	<b>75</b>

- (a) Disciplinary charge refers to a formal charge for a breach of the *Police Regulations* and subsequent proceedings pursuant to Section 23 of the *Police Act 1892*. Upon a finding of guilt, a penalty is imposed and the record of conviction is entered in the personal file of the officer for a period of no less than five years.
- (b) Unfavourable report refers to a formal statement of facts detailing the breach of discipline and at the discretion of the Commissioner may be entered in the personal file of the officer for a period of no less than five years.
- (c) Includes Internal Investigation Unit and Internal Affairs Unit data.

### Commissioner's Loss of Confidence

In August 2003, with the introduction of the *Police Amendment Act 2003*, the Memorandum of Understanding relating to the Commissioner's Loss of Confidence (Section 8) procedure agreed to between the Minister for Police, the WA Police Union of Workers and the Police Service was superseded. This legislative change provides benefits to both the Commissioner, enabling him to remove officers in whom he has lost confidence, and affected officers, by providing a right of appeal in a fair and dignified manner.

During 2003-04, 26 officers were being dealt with under the Section 8 Process, which commenced with them being stood down, stood aside or investigated with a view to applying a Commissioner's Loss of Confidence procedure.

There was a carry over of 27 officers from the previous year. Therefore during 2003-04 a total of 53 officers were subject to a Stand Down Notice, Stand Aside Notice or consideration for a Commissioner's Loss of Confidence process.

Of these, 20 officers were issued with a Notice of Intention to Remove, that resulted in nine officers being dismissed, four resigning, three medically discharged, one was disciplined, with the cases for the others still being determined. Of the remaining 33 officers who were Stood Down, Stood Aside From Normal Duties or under investigation, three have resigned, two discharged as medically unfit and six were disciplined. Twenty-two officers remain under various stages of investigation within the Commissioner's Loss of Confidence process.

## RISK MANAGEMENT

The Police Service identified the development of a risk-management framework as a key management initiative in realising its commitment to being open and accountable. In January 2004, the Audit and Risk Management Committee tasked the Management Audit Unit with the responsibility for:

- Assessing the adequacy of risk-management practices throughout the agency
- Identifying performance gaps
- Recommending possible solutions
- Developing a risk-management framework that could be implemented across the Police Service.

The Police Service's risk management practices were assessed against the Australia-New Zealand Standard on Risk Management, and benchmarked against other Australasian police jurisdictions. The project team used internal questionnaires and focus groups to gather primary baseline data. There was also extensive liaison with RiskCover in the compilation of a corporate risk-management framework and the search for an appropriate electronic risk-management system.

The project was completed in June 2004 and the Police Service now has a framework for systematically identifying, analysing, prioritising, treating and monitoring corporate risk exposures. The newly developed corporate risk-management framework was quality assured by RiskCover, the WA public sector industry expert on risk management.

# GOAL 5: Governance

## Business Area Management Review 2003-04

The Business Area Management Review Program is a quality control self-assessment audit system designed to ensure that the Police Service is maintaining effective systems of internal control and audit. It is a key audit program operating statewide, which underpins good corporate governance, corruption prevention and risk management.

Managers and supervisors are responsible for ensuring that the Business Area Management Review Program is effectively applied to all areas under their control. The Management Audit Unit provides the agency with reasonable assurance on the quality and effectiveness of the program by conducting audits on its application.

Audit Teams conducted 29 scheduled Business Area Management Review audits throughout the State between 1 April 2003 and 31 March 2004. In addition, 16 non-scheduled or "spot audits" were conducted. This year it was noted that district and divisional superintendents gave serious priority to internal auditing and ensured the conduct of thorough and professional audits of their local business areas. Audit results indicated that in 82 per cent of cases, the program methodology was effectively applied with minimal remediation necessary.

The results of Business Area Management Review inspections were recognised by the Royal Commission as one useful indicator of performance within business areas. The results are often indicative of other risks and performance issues, including corruption and misconduct.

## INFORMATION COMMUNICATIONS AND TECHNOLOGY

Significant efficiency gains have been made through integrated systems, automation of administration tasks, new larger and faster servers and streamlined business processes. Frontline Police are being delivered tools to enable them to provide a more comprehensive and efficient service to the public through the following systems.

### Frontline Incident Management System

The Frontline Incident Management System is a fully integrated system that provides information on (persons/organisations, locations, vehicles, property, and objects) available on-line to officers. It has the capability to create and display known links between entities and improve management processes to record investigation activity.

Improvements to the Frontline Incident Management System during the year relate to the more accurate property matching now being achieved. In 2002-03, around 50 per cent of property was returned to owners, and by June 2004 this figure had increased to 58 per cent.

### Victim and Offender Management System

The Victim and Offender Management System is an enhancement of the Frontline Incident Management System. It records, tracks and manages individuals who are at risk to, or pose a risk of, serious offences of a domestic or sexual nature. This new initiative for frontline police also helps address the findings of the Gordon Inquiry.

Functionality to support this proactive approach to domestic violence was included in the system in two phases: Phase A was deployed in October 2003, and Phase B incorporated as part of Incident Management System 2 in 2004.

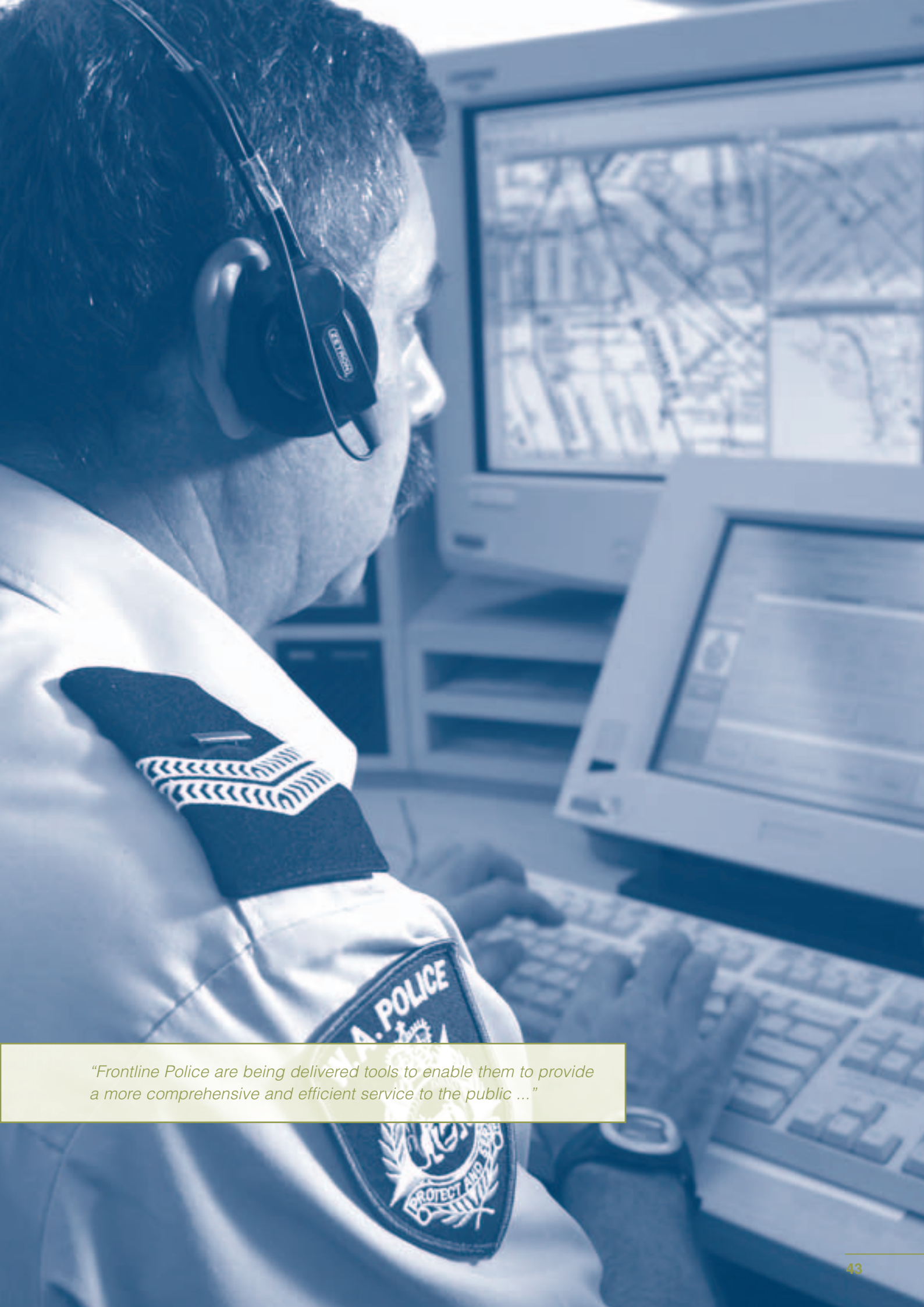
### Custody System

The Custody system provides a prisoner-handling and prisoner-management system including charge sheet production, bail procedures and disposal, that fully integrates with the Police Service brief management system (Briefcase). The system will streamline the custody admissions process, assist in meeting duty of care requirements, integrate bail management and brief preparation, and record each period of custody against persons of interest.

The release, design and construction phase is currently underway with an anticipated completion in late 2004. The effectiveness of a two-way system interface between the Police Service and the Department of Justice has been recognised and implemented.

### CapSpeed Project

The CapSpeed project will see the implementation of a proven and enhanced package to replace the current systems supporting police speed-camera operations. This package will significantly streamline the back-office processing, enabling the implementation of the owner-onus legislation and significantly reduce the number of disputed infringements.



*“Frontline Police are being delivered tools to enable them to provide a more comprehensive and efficient service to the public ...”*

## GOAL 5: Governance

A Breath and Blood System was implemented in April 2004. The new system will enhance corporate support and reliability to current systems utilised for random breath-test reporting and drink-driver apprehension data.

### Computer-Aided Dispatch and Related Communications Project (CADCOM)

The CADCOM project has replaced the core communication network in the metropolitan area, delivering significant improvements to business systems and processes over three projects. The Operations Centre was specifically designed to meet the future communications needs of emergency services and the management of major incidents across the State.

Significant benefits are expected through enhancements planned for the next financial year as part of the overall Communications Infrastructure Program (CIP). These include:

- The Police Metropolitan Radio Network is being upgraded to improve the safety of police and service delivery to the community through the commissioning of a new voice radio network, mobile data service and message switching. In addition, the automatic vehicle location system will provide tools to assist in dispatchers tasking vehicles to incidents

based on their current location and increase the safety and security of officers in the field

- The implementation of a System Integration Facility and Disaster Recovery Facility is underway. These initiatives are critical components in the police management of major disasters.

### Police Assistance Centre

The Police Assistance Centre is being established to provide 24 hour, 7-day police assistance and response to the community for any type of non-emergency contact in the metropolitan area, and to record incidents from the community or from police officers. The centre consists of two parts - a Police Assistance Call Centre and an Incident Recording Facility.

- Police officers in the field will be able to submit incident information to a central Incident Recording Facility for data entry rather than enter it personally. The facility is targeted to eventually handle up to 90 per cent of incidents entered in the metropolitan area.
- A pilot Incident Recording Facility commenced in July 2004, with the rollout expected to be completed by the end of 2004. This will deliver a key Royal Commission recommendation of freeing up frontline officer time by providing appropriate civilian support.



## MANAGING AND SUPPORTING OUR PEOPLE

The Police Service has made a significant commitment to performance management of staff through the Developing People for Success approach. Since its implementation, approximately 1,000 managers and supervisors have been trained across the State and courses continue to be provided to support the ongoing demand for training.

The Royal Commission has acknowledged that the Developing People for Success approach has many commendable features. Suggested enhancements are currently being developed to address the recommendations for greater accountability and to further embed performance management across the agency.

### Management of Stress in the Workplace

The Police Service has been through a period of continuous reform and external scrutiny brought about by the Royal Commission. Various strategies were put in place to ensure that employees received the appropriate level of support throughout the period of the Royal Commission and thereafter. Two main strategies were used to provide psychological support and welfare services to employees.

The first strategy was to implement the Peer Support Program in all districts. The second was to implement a stress-management program to

be delivered as a preventative mechanism, with a focus on self-responsibility. A number of information sessions were also held on services available to employees.

### Workers' Compensation Prevention and Injury Management

The agency aims to lower workers' compensation premiums and reduce workers' compensation claims in the workplace, by educating and enabling managers to recognise potential issues and hazards.

There has been increased liaison with injured employees, their doctors, managers and supervisors and relevant parties, to facilitate and seek-out opportunities for employees to return or remain at work. Assistance to managers and supervisors through consultative meetings and discussions on preventative-action strategies on Occupational Safety and Health issues were provided.

For the period 2003-04, there were 19 new claims from unsworn officers and 531 new claims from sworn officers.

The Police Service workers' compensation premiums for unsworn officer's work injuries was reduced and there was a saving of seven per cent in the premium for 2003-04.

### In-house Grievances Lodged 1999-00 to 2003-04

Source of Grievance	1999-00	2000-01	2001-02	2002-03	2003-04
ADVANCE process (now known as Sworn Promotion System)	4	8	24	13	2
Transfers/Redeployment	5	8	6	7	7
Administrative Decisions	4	2	26	13	7
Relief/Secondment	3	0	8	11	0
Other	17	12	7	11	11
<b>Total</b>	<b>33</b>	<b>30</b>	<b>71</b>	<b>55</b>	<b>27</b>

Source: Western Australia Police Service, In-house Grievance Database

# GOAL 5: Governance

## Flexible Work Options

The Flexible Work Options Coordination Service and the electronic Flexible Work Options Kit are ongoing initiatives to assist managers and staff to examine options on workplace flexibility. These take into account recent changes to policy and industrial agreements, for example, the inclusion of new or amended leave arrangements for carers and people with ceremonial or religious commitments. A project is currently underway to examine internal staff secondment and transfer processes to identify any potential areas of equal employment opportunity risk, as well as highlighting best-practice in accommodating the needs of staff who require flexible work options.

The number of part-time staff increased for both Sworn and Unsworn Officers

### Part-time officers

	June 2001	June 2004
Sworn Male	14	41
Sworn Female	76	130
Unsworn Male	12	19
Unsworn Female	224	239

## Equal Employment Opportunity

Equal Employment Opportunity training remains a priority for the Police Service. During the year training packages were reviewed and modified to ensure they remained contemporary. A new focus of the training was the Police Service's Equity Complaint Resolution Process, with a particular emphasis on assisting managers and supervisors to understand their role in resolving Equal Employment Opportunity complaints.

Projects completed during the year include: the development of a pregnancy information kit; the enhancement of equity data collection; the consideration of implications for Gay and Lesbian law reform; the clarity of Equal Employment Opportunity data collected from staff for corporate reporting; backfilling positions for staff proceeding on parental leave; and the development of an Equal Employment Opportunity poster and pamphlet.

Other projects currently being progressed include: an incorporation of equal opportunity in integrity checking, accountabilities for equity and diversity and an evaluation of the application of equal opportunity in selection systems.

## SENIOR MANAGEMENT COMMITTEES

A number of senior management committees contribute to the corporate governance of the Police Service by assisting in policy development and decision-making in line with State Government strategic outcomes.

These committees ensure that the future direction and activities of the Police Service take into account whole-of-government approaches to planning, decision-making and resource allocation. Corporate resources and Output Based Management matters are managed with regard to

the external budget process requirements of government and to optimise business outcomes.

Internal audit services and products ensure activities are carried out effectively and efficiently and in accordance with sound business practices, legislative and regulatory requirements.

Risk-management practices identify performance gaps and recommend possible solutions including developing a corporate, risk-management framework for implementation in 2004-05.



## COMPLIANCE WITH PUBLIC SECTOR MANAGEMENT ACT SECTION 31 (1)

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

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.

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

The Office of the Public Sector Standards 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 2003-04

Number lodged	6
Number of breaches found	1
Number still under review	0

### COMPLAINTS REGARDING COMPLIANCE WITH THE CODE OF ETHICS AND AGENCY CODE OF CONDUCT 2003-04

Number lodged	3
Number of breaches found	0
Number still under review	0



**KARL J O'CALLAGHAN**  
COMMISSIONER OF POLICE

31 August 2004

# GOAL 5: Governance

## MANAGING INFORMATION

### Establishment of the Office of Information Management

The Office of Information Management was established in February 2004, and is responsible for ensuring a consistent and equitable approach for information requests in line with community expectations, privacy considerations, Freedom of Information and other legislative requirements. In response to suggestions by the Royal Commission on external organisations accessing Police Service information, the office is developing and implementing procedures for providing information that is publicly available within the law.

The office is also developing a holistic and proactive approach to meet conflicting demands for knowledge management and information security, and privacy considerations that need to be balanced in a contemporary policing environment. It also plays a lead role in re-engineering the extraction and analysis of information that can be used as intelligence for frontline policing.

### Freedom of Information

Requirement under *Freedom of Information Act 1992 (the Act)*, Sections 94-97

During 2003-04, a total of 1,209 applications were received and dealt with under the Act, an increase of around 27 per cent from the previous year. This year a total of \$35,576 was collected in fees and charges. Similar to the previous year's trends, around 90 per cent of all requested documents were provided to applicants in good faith, either in full or edited format. This was achieved while protecting the privacy of individuals and safeguarding police operational sensitivities. Additionally, this approach is in line with a range of accountability-related issues recommended by the Royal Commission.

### Reporting on Record-keeping Plans

The Police Service has met its obligations under the *State Records Act 2000* by lodging a draft Record-keeping Plan in October 2003. A comprehensive whole-of-agency program of records-management reform and training has been in place since 1997.

### Public Interest Disclosures

*Public Interest Disclosure Act 2003, S23 (1) (f)*

The *Public Interest Disclosure Act 2003* came into existence on 1 July 2003 and is intended to facilitate and encourage the disclosure of public interest information, to provide protection for those who make disclosures and for those about whom disclosures are made.

The Act places a statutory obligation upon the Commissioner of Police to receive disclosures, undertake investigations, take appropriate action and report. This is in addition to the requirements of the *Corruption and Crime Commission Act 2003*.

The Police Service has two Public Interest Disclosure officers: the Commissioner of Police and an officer within the Police Complaint Administration Centre. The alignment of the Public Interest Disclosure officer within the centre is consistent with the role of the officer assessing all incoming complaints.

In the reporting period, the Public Interest Disclosure officer has developed the protocols relating to the receipt, recording and reporting of disclosures made pursuant to the Act.

## ADVERTISING AND SPONSORSHIP

Requirement under the *Electoral Act 1907, Section 175ZE*

### Advertising

Organisation	Purpose	Amount
Acorn Design	Production of brochure relating to the Police Academy	\$3,830
Marketforce Productions	Road safety campaigns	\$2,575
Marketforce Productions	Advertising for the Police Pipe Band	\$6,656
Marketforce Productions	Advertising for a recruitment campaign	\$70,009
Radiowest Network	Advertising for a police operation	\$2,621

**Source:** Western Australia Police Service, Finance Division

### Sponsorship

Allfast Torque Converters	Holden Australia Ltd
Ancap Distribution Centre	K & D Chrome
Anthony Large	Kwinana Industries Council
Australian National Drag Racing Association	Main Roads Western Australia
Autobahn, Cannington	Malaga Springs and Suspension
Autobahn, Malaga	North City Holden
Autobahn, Osborne Park	Novotel Langley Hotel, Perth
Bayswater Tyres	Police and Nurses Credit Society
Brendon Long	Quit Motorplex Kwinana
Burswood Resort	RAC Insurance
Channel 10	Rotary Club of East Perth
Chris Mills Performance	SGIO Insurance
Constable Care	Shire of Williams
Couplers, Malaga	S.S.T. Performance
Daniel Mudge	Swan TAFE
Detention Screens Australia	The Bicycle Entrepreneur
Fleet Decal Service	The Re Store
Gavin Mackay (Police Service employee)	The Sign Post
Genie Auto Electrics	Western QBE
Genie Exhausts, Myaree	WIN TV



# Key Performance Indicators

## Certification of Key Performance Indicators

As prescribed by *Treasurer's Instruction 904*, the Key Performance Indicators provide information to assist readers to assess the performance of the Western Australia Police Service in meeting its mission and outcomes.

The Western Australia Police Service continues to develop both the performance framework and the information that supports our performance information.

I hereby certify that our Key Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess the performance of the Western Australia Police Service and fairly represent the performance of the Western Australia Police Service for the financial year ending 30 June 2004.



**KARL J O'CALLAGHAN**  
COMMISSIONER OF POLICE

13 August 2004



## AUDITOR GENERAL

### INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

**POLICE SERVICE  
PERFORMANCE INDICATORS FOR THE YEAR ENDED  
JUNE 30, 2004**

### Audit Opinion

In my opinion, the key effectiveness and efficiency performance indicators of the Police Service are relevant and appropriate to help users assess the Police Service's performance and fairly represent the indicated performance for the year ended June 30, 2004.

### Scope

#### The Commissioner of Police's Role

The Commissioner of Police is responsible for developing and maintaining proper records and systems for preparing performance indicators.

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

#### Summary of my Role

As required by the Financial Administration and Audit Act 1985, I have independently audited the performance indicators to express an opinion on them. This was done by looking at a sample of the evidence.

An audit does not guarantee that every amount and disclosure in the performance indicators is error free, nor does it examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the performance indicators.



**D D R PEARSON**  
AUDITOR GENERAL

September 17, 2004

# Key Performance Indicators

## Introduction

Agencies are required to report annually under the provisions of the *Financial Administration and Audit Act 1985* and *Treasurer's Instruction 904*, on how resources were allocated and what this contributed to the Government's strategic objective of Safe, Healthy and Supportive Communities. The Police Service facilitates, monitors and evaluates the best use of resources for policing using an Output Based Management (OBM) framework. Continual evaluation of its performance measures ensures it provides performance information to assist in management decision-making as well as meeting accountability and disclosure requirements.

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

## OUTCOME FRAMEWORK

The policing priorities are structured around three primary outcomes: Community Safety; Road Safety; and Crime and Justice. These primary outcomes contribute towards the Government's strategic objective of Safe, Healthy and Supportive Communities. There are five outputs that relate to the three outcomes and these describe the policing services provided to the community.

<b>Government Strategic Objective</b>	<b>What we sought to achieve (OUTCOMES)</b>	<b>The services we provided (OUTPUTS) 2003-04</b>
<b>SAFE, HEALTHY AND SUPPORTIVE COMMUNITIES</b>	<b>COMMUNITY SAFETY</b> The community has confidence in the level of public order, safety and security	<b>Output 1</b> Community support, crime prevention and public order <b>Output 2</b> Emergency management and coordination
	<b>ROAD SAFETY</b> Road-users behave safely	<b>Output 3</b> Traffic management and road safety
	<b>CRIME AND JUSTICE</b> A response to crime that brings offenders before the justice system	<b>Output 4</b> Response to and investigation of offences <b>Output 5</b> Services to the judicial process

For 2004-05, there will be changes to the Outcome Framework to reflect development of the Agency's framework, arising from its involvement in the OBM Pilot Exercise coordinated by the Department of Treasury and Finance.

## PERFORMANCE FRAMEWORK

The table below identifies each of the outcomes and their respective Key Performance Indicators (KPIs). The Police Service has eight KPIs, seven KPIs (1–7) are *effectiveness indicators*. The final KPI (8) is an *efficiency indicator* that estimates the cost of police services.

There are not necessarily clear boundaries between each outcome, which can overlap. For example KPI (1) - Community satisfaction with police services is the main performance indicator for the Community Safety, Road Safety and Crime and Justice outcomes. For reporting purposes, each outcome has at least one KPI that has been highlighted in bold, with secondary KPIs shown in italics.

### Effectiveness Indicators

<b>Community Safety</b>	<b>Road Safety</b>	<b>Crime and Justice</b>
The community has confidence in the level of public order, safety and security	Road-users behave safely	A response to crime that brings offenders before the justice system
<b>KPI 1 Community satisfaction with police services</b>	<b>KPI 1 Community satisfaction with police services</b>	<b>KPI 1 Community satisfaction with police services</b>
<b>KPI 2 Community perception of safety</b>		
<i>KPI 3 Major factors contributing to fatal road crashes</i>	<b>KPI 3 Major factors contributing to fatal road crashes</b>	
<i>KPI 4 Victims of crime</i>		<b>KPI 4 Victims of crime</b>
<i>KPI 5 Offences reported and detected</i>		<b>KPI 5 Offences reported and detected</b>
<i>KPI 6 Investigation of offences</i>		<b>KPI 6 Investigation of offences</b>
<i>KPI 7 Support to judicial processes resulting in successful prosecutions</i>		<b>KPI 7 Support to judicial processes resulting in successful prosecutions</b>

### Efficiency Indicator

### Outputs

<b>KPI 8 Estimated cost of police services</b>	<ul style="list-style-type: none"> <li>• Community support, crime prevention and public order</li> <li>• Emergency management and co-ordination</li> <li>• Traffic management and road safety</li> <li>• Response to and investigation of offences</li> <li>• Services to the judicial process</li> </ul>
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A brief statement has been provided about the medium/long-term targets for the Police Service's seven effectiveness KPIs. A number of factors impact on our progress towards achieving these targets such as: media representation, the Royal Commission, the introduction of various legislation and the implementation of new processes and systems within the agency. These medium/long-term targets are shown in bold italics under their respective KPI.

# Key Performance Indicators

## EFFECTIVENESS INDICATORS

### Community Satisfaction

A number of issues impact on the community's satisfaction with police services, including the level of crime reporting in the media, personal experiences or indirect contacts with police. Consequently, community satisfaction can alter over time.

The community's satisfaction with police services and their perception of safety and security is measured by a national survey. This survey is co-ordinated by the Australasian Centre for Policing Research (ACPR), and provides useful indicators of how effectively the Police Service is achieving its three primary outcomes.

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

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

### KEY PERFORMANCE INDICATOR 1 -

#### Community satisfaction with police services

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

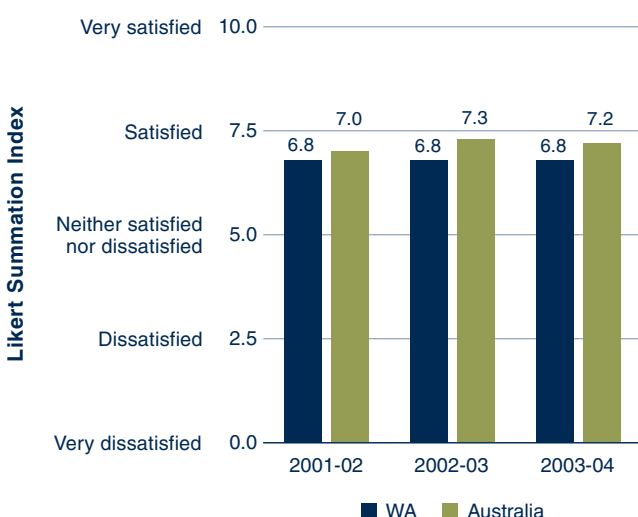
**Target:** *To return to the level of satisfaction achieved in WA during 2001-02 (pre Royal Commission) by 2005-06.*

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

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

Measures of community satisfaction with the services provided by police are illustrated in Indicators 1.1 and 1.2.

**Indicator 1.1:** The community's level of satisfaction with services provided by police, 2001-02 to 2003-04 <sup>(a)(b)(c)</sup>



### Analysis

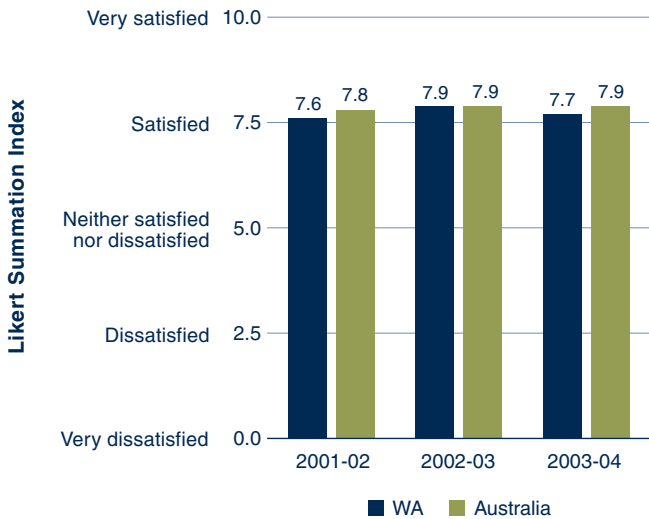
Despite the potentially negative impact of the Royal Commission, the level of satisfaction with police services in WA during 2003-04 remained at the level attained in the previous two years. The WA result has maintained the same relativity with the 2001-02 level of satisfaction. The Police Service is therefore on track to achieve the target.

In 2003-04:

- The proportion of the WA community satisfied or very satisfied with services provided by the police was 66.2 per cent. The equivalent figure nationally was 71.8 per cent.
- The level of satisfaction with police services continues to be higher for females than males.
- Persons aged 55 years and over had the highest level of satisfaction with services provided by police, while those in the 18 to 39 age groups were the least satisfied.



**Indicator 1.2:** The community's level of satisfaction with services received during their most recent contact with police, 2001–02 to 2003–04 (a)(b)(c)



### Analysis

The WA community's level of satisfaction with their most recent contact with police during 2003-04 was 7.7. Statistically, this is not significantly different to the 2001-02 national level of 7.8. The Police Service is therefore on track to achieve the target.

In 2003-04:

- The proportion of the WA community satisfied or very satisfied with the services received during their most recent contact with police, within the last twelve months, was 78.3 per cent. The equivalent figure nationally was 80.4 per cent.
- 57.2 per cent of the WA community had contact with police of which 56.5 per cent were males. The level of satisfaction was higher for females than for males.
- Contact with police varied according to age. 68.6 per cent of the 25-39 age group had contact with police, whereas 43.4 per cent of the 55 and over age group had contact.
- 60.3 per cent of the most recent contacts were initiated by the police. Of these, the most common reason was to conduct a random breath test (70.2 per cent) followed by the recording of a traffic violation (8.7 per cent).
- The major reason for people initiating their most recent contact with police was to report a crime (37.7 per cent) followed by reporting a traffic accident (16.4 per cent).

### Notes:

- (a) Data are based on an ongoing survey of people aged 15 years and over. The survey is co-ordinated by the Australasian Centre for Policing Research (ACPR) and commenced in July 2001. Nationally about 20,000 people are surveyed over a twelve-month period with about 2,000 being in WA. Although 15–17 year olds were not surveyed in 2001–02, the inclusion of this age group in 2002–03 made no significant difference to the key survey results.
- (b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. It is common for sample estimates with a RSE of between 25 per cent and 50 per cent to be used with caution, and estimates with a RSE greater than 50 per cent not to be used. The RSE associated with each of the sample estimates used in compiling the charts for Indicators 1.1 to 1.2 are lower than 1.6 per cent.
- (c) The Likert summation index is a method for aggregating responses to obtain one measure of the overall (or 'average') level of attitude/opinion. This method converts the data collected into an interval scale, and then derives a measure of centrality. Each interval in the scale is assigned an equal-distant 'score' and matched to a category in the Likert scale. For example, five categories of satisfaction are assigned scores as follows:
- 'very satisfied' (10);
  - 'satisfied' (7.5);
  - 'neither satisfied nor dissatisfied' (5);
  - 'dissatisfied' (2.5); and
  - 'very dissatisfied' (0).

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

### Source:

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

# Key Performance Indicators

## EFFECTIVENESS INDICATORS

### COMMUNITY SAFETY

#### **Outcome: The community has confidence in the level of public order, safety and security**

The Police Service shares responsibility for the public's safety and security with a number of state and federal agencies. Global events, the media's portrayal of crime and the Royal Commission are some of the factors that may affect people's feeling of safety within their community.

Data collected through the National Survey of Community Satisfaction with Policing co-ordinated by the ACPR, provides an indicator of how safe community members feel as they go about their day-to-day business.

The Police Service is focused on deterring people from offending lifestyles, increasing community awareness of services provided by police, managing and co-ordinating emergency response, and maintaining public order and safety.

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

- A Likert summation index - a scaling technique that is widely used across the social sciences to effectively measure shifts in attitudes and opinions. For more information about the index, please refer to the notes accompanying the indicators.
- A response frequency basis - expressed as the proportion (percentage) of responses by category, for example, the proportion of respondents who answer 'safe' or 'very safe' to a question.

### **KEY PERFORMANCE INDICATOR 2 -**

#### Community perception of safety

**Indicator 2.1:** Community's perception of safety, when at home alone during the day and after dark.

**Target:** *Improve the perception of safety to a level that more closely aligns with or exceeds, the 2001-02 national level by 2005-06.*

**Indicator 2.2:** Community's perception of safety when walking or jogging alone during the day and after dark.

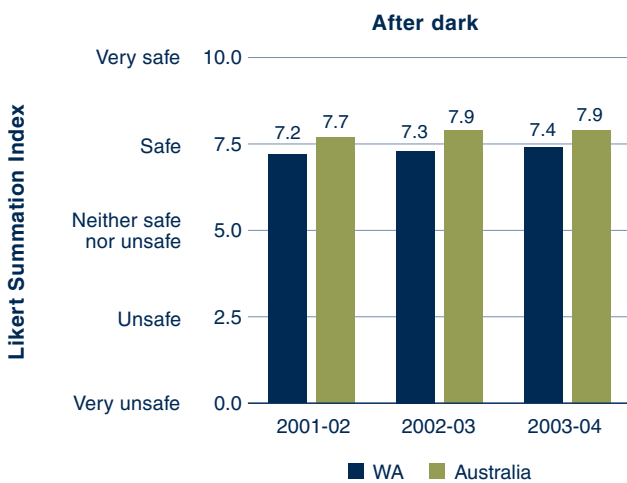
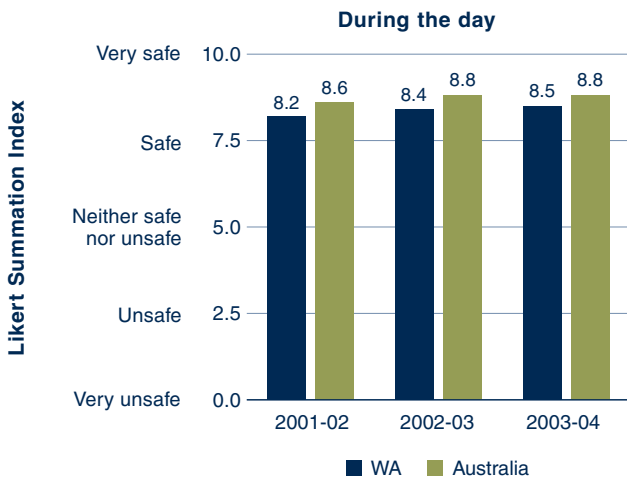
**Target:** *Improve the perception of safety to a level that more closely aligns with or exceeds, the 2001-02 national level by 2005-06.*

**Indicator 2.3:** Community's perception of safety when travelling on public transport during the day and after dark.

**Target:** *Improve the perception of safety level in 2001-02 by 10 per cent by 2005-06.*

Indicators 2.1, 2.2 and 2.3 illustrate the community perception of safety over time at home and in public places during the day and at night.

**Indicator 2.1:** Community's perception of safety when at home alone during the day and after dark, 2001-02 to 2003-04 (a)(b)(c)



**Analysis**

The charts show that members of the WA community generally felt safe when at home alone. Between 2001-02 and 2003-04 the perception of safety when at home during the day and after dark increased from 8.2 to 8.5 and from 7.2 to 7.4, respectively. The WA result is now more closely aligned with the national result for 2001-02. The Police Service is therefore on track to achieve the target.

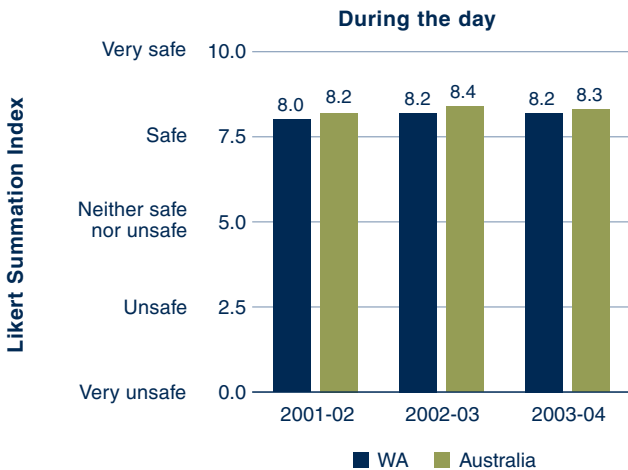
In 2003-04:

- The proportion of the WA community who felt safe or very safe at home alone during the day was 88.2 per cent, compared with the national result of 91.9 per cent. The proportion of the WA community feeling safe or very safe at home alone after dark was 75.0 per cent and nationally it was 80.7 per cent.
- Males in WA continue to feel safer at home alone than females, both during the day and after dark.
- The 55 years and over age group had the lowest perceived level of safety at home alone during the day and after dark. However, statistically the level was not significantly different to the level perceived by the 18-19 age group during the day and the levels perceived by the 18-19 and 20-24 age groups after dark.

# Key Performance Indicators

## EFFECTIVENESS INDICATORS

**Indicator 2.2:** Community's perception of safety when walking or jogging alone during the day and after dark, 2001-02 to 2003-04 <sup>(a)(b)(c)</sup>



### Analysis

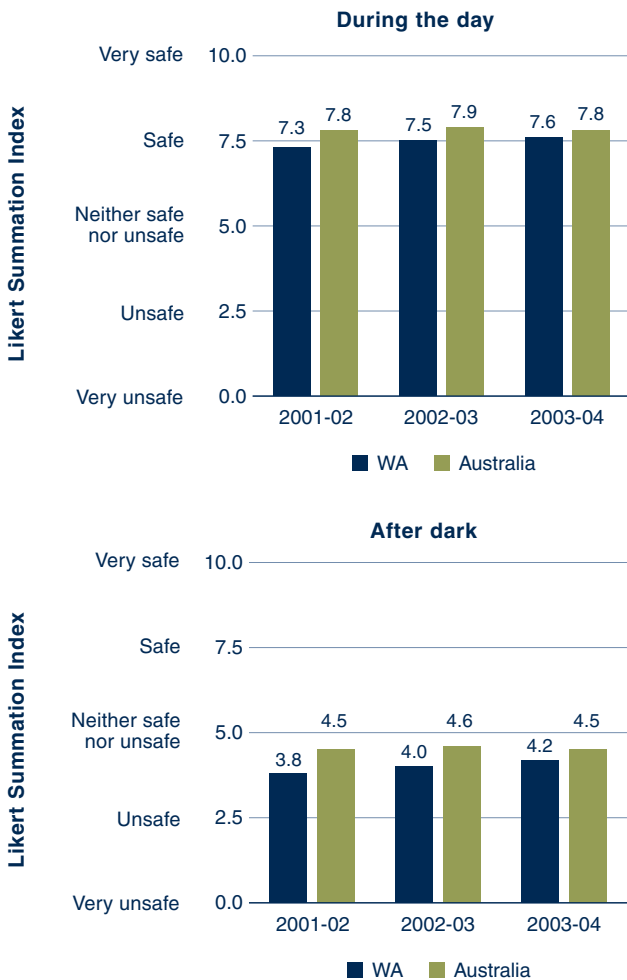
In 2003-04, the WA community's perception of safety when walking or jogging alone during the day maintained the level of 8.2 achieved in 2002-03, equal to the 2001-02 national level. The Police Service is therefore on track to achieve the target.

In 2003-04, the perception of safety while walking or jogging alone after dark in WA was 4.9 which was not statistically different to the 2001-02 and 2002-03 levels.

In 2003-04:

- The perception of safety by the WA community when walking or jogging alone during the day (8.2) is significantly higher than that after dark (4.9). These levels are below the national results of 8.3 and 5.2, respectively.
- The proportion of the WA community who felt safe or very safe walking or jogging alone during the day was 87.4 per cent. The equivalent figure nationally was 87.8 per cent. The proportion feeling safe or very safe walking or jogging alone after dark was 36.5 per cent. The national result was 40.4 per cent.
- The perceived level of safety when walking or jogging alone was higher for males than for females, particularly at night.
- The perception of safety when walking or jogging alone was lowest in the 55 and over age group.

**Indicator 2.3:** Community's perception of safety when travelling on public transport during the day and after dark, 2001–02 to 2003–04 (a)(b)(c)(d)



**Analysis**

The charts show that the perceived level of safety for travelling on public transport improved in WA between 2001-02 and 2003-04. The Police Service is therefore progressing towards the targets of 8.0 (during the day) and is on track to achieve the target of 4.2 (after dark).

In 2003-04:

- The proportion of the WA community who felt safe or very safe travelling on public transport during the day was 63.3 per cent. This is 3.5 percentage points higher than the 2002-03 result of 59.8 per cent. The national result was 66.1 per cent in 2003-04.
- The proportion feeling safe or very safe travelling on public transport after dark was 19.9 per cent. This is 1.6 percentage points higher than the 2002-03 result of 18.3 per cent. The national result was 24.3 per cent in 2003-04.
- The level of safety perceived when travelling on public transport is higher for males than females, particularly at night.
- Generally, the younger age groups recorded the highest perceived level of safety for travelling on public transport during the day and after dark. The lowest level of safety was recorded by the 40 years and over age groups.

**Notes:**

- Data are based on an ongoing survey of people aged 15 years and over. The survey is co-ordinated by the Australasian Centre for Policing Research (ACPR) and commenced in July 2001. Nationally, about 20,000 people are surveyed over a twelve-month period with about 2,000 being in WA. Although 15–17 year olds were not surveyed in 2001–02, the inclusion of this age group in 2002–03 made no significant difference to the key survey results.
- 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. It is common for sample estimates with a RSE of between 25 per cent and 50 per cent to be used with caution, and estimates with a RSE greater than 50 per cent not to be used. The RSE associated with each of the sample estimates used in compiling the charts for Indicators 2.1, 2.2 and 2.3 are lower than 3.3 per cent.
- The Likert summation index is a method for aggregating responses to obtain one measure of the overall (or 'average') level of attitude/opinion. This method converts the data collected into an interval scale, and then derives a measure of centrality. Each interval in the scale is assigned an equal-distant 'score' and matched to a category in the Likert scale. For example, five categories of how safe people feel are assigned scores as follows:
  - 'very safe' (10);
  - 'safe' (7.5);
  - 'neither safe nor unsafe' (5);
  - 'unsafe' (2.5); and
  - 'very unsafe' (0).

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

- Caution should be used when interpreting these results as some members of the community do not use, or may not have access to, public transport. In addition, public transport systems vary greatly throughout Australia, for example, the Australian Capital Territory does not have a public rail network and the Northern Territory has a limited public transport system. Accordingly, this will affect the national results.

**Source:**

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

# Key Performance Indicators

## EFFECTIVENESS INDICATORS

### ROAD SAFETY

#### **Outcome: Road-users behave safely**

The Police Service in conjunction with the community, relevant statewide and national organisations aims to improve road-user behaviour. A co-ordinated approach to road safety is critical to developing and implementing strategies to influence safe road-user behaviour. This agency works in close partnership with the Road Safety Council to promote a range of education programs and awareness campaigns.

The Police Service's key role for this Outcome focuses on enforcement activities, identifying road safety trends and issues, working with the community to improve road-safety behaviour, and applying intelligence-led policing to road safety and traffic management.

#### **KEY PERFORMANCE INDICATOR 3 -**

#### Major factors contributing to fatal road crashes

**Indicator 3.1:** Number of fatal road crashes per 100,000 registered motor vehicles.

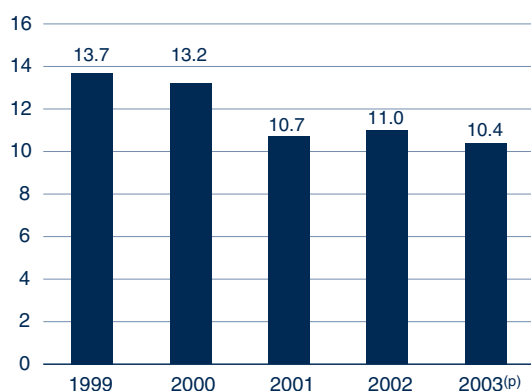
**Target:** *Contribute to reducing the number of fatal road crashes per 100,000 registered motor vehicles.*

**Indicator 3.2:** Number of fatal road crashes per 100,000 registered motor vehicles where drink-driving and excessive speed were major contributing factors.

**Target:** *Contribute to reducing the number of fatal road crashes per 100,000 registered motor vehicles where drink-driving and excessive speed were major contributing factors.*

Indicator 3.1 illustrates the number of fatal road crashes (per 100,000 registered motor vehicles). This encompasses all factors that contribute to fatal road crashes. Indicator 3.2 illustrates the number of fatal road crashes (per 100,000 registered motor vehicles) where drink-driving and excessive speed were major contributing factors.

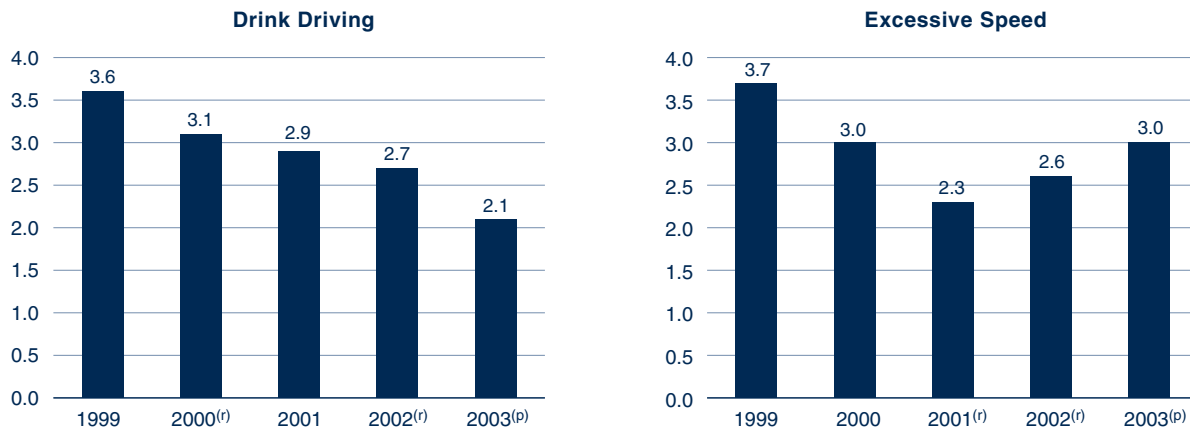
**Indicator 3.1:** Number of fatal road crashes per 100,000 registered motor vehicles <sup>(a)(b)(c)</sup>



#### **Analysis**

- The number of fatal crashes per 100,000 registered motor vehicles in 2003 is the lowest in five years. This reflects a decrease in the number of fatal crashes from 188 in 1999 to 154 in 2003.
- The number of fatal crashes per 100,000 registered motor vehicles, decreased by 24.1 per cent from 13.7 in 1999 to 10.4 in 2003.
- The decrease in the incidence of fatal crashes was achieved despite a 105,031 (7.7 per cent) increase in the number of registered motor vehicles (from 1,370,741 in 1999 to 1,475,772 in 2003).

**Indicator 3.2:** Number of fatal road crashes per 100,000 registered motor vehicles where drink-driving and excessive speed were major contributing factors <sup>(a)(b)(c)(d)(e)</sup>



### Analysis

- The number of fatal crashes per 100,000 registered motor vehicles where drink-driving was a major contributing factor, decreased by 22.2 per cent from 2.7 in 2002 to 2.1 in 2003. This is the lowest figure for at least five years and 41.7 per cent lower than the 1999 figure of 3.6.
- In 2003-04, 1,086,339 drivers were breath tested of which 1,072,108 (98.7 per cent) were found to be within the lawful alcohol limit.
- The number of fatal crashes per 100,000 registered motor vehicles where excessive speed was a major contributing factor increased by 30.4 per cent from 2.3 in 2001 to 3.0 in 2003. The 2003 figure is still 18.9 per cent lower than the 1999 figure of 3.7.
- In 2003-04, 19,975,957 drivers were monitored for speeding by speed cameras of which 16,760,321 (83.9 per cent) were found to be within the lawful speed limit.

### Notes:

- A 'fatal crash' is a road crash where at least one person died within 30 days as a result of injuries sustained in the crash. The crash must occur on a road open to and used by the public, and involve a vehicle, which was in motion. It cannot be an 'act of nature', an act of deliberate intent or as a result of a prior event such as a heart attack.
- Due to coronial inquiries into fatal crashes not being completed for the current financial year, this Key Performance Indicator is based on calendar year data (January–December).
- Registered motor vehicles as at 30 June of each year excluding caravans, trailers and plant and equipment.
- Drink-driving-related fatal crashes include fatal road crashes where at least one driver had a blood alcohol concentration of or exceeding 0.05gm per cent. These crashes may have also had other contributing causes, such as excessive speed, and therefore the figures shown for drink-driving and excessive speed are not mutually exclusive.
- Speed-related fatal crashes include fatal road crashes where excessive speed was deemed to be involved. These crashes may have also had other contributing causes, such as drink-driving, and therefore the figures shown for excessive speed and drink-driving are not mutually exclusive.
- Preliminary figures pending the completion of all coronial inquiries.
- Figures have been revised from those shown in the previous Annual Report. A revision of figures for certain years reflects changes to the number of crashes due to the completion of coronial inquiries and / or the number of registered motor vehicles.

### Sources:

Western Australia Police Service, Traffic Enforcement and Crash Executive Information System (TEACEIS) extracted 9 July 2004.  
Department for Planning and Infrastructure vehicle registration data as at 30 June 1999, 2000, 2001, 2002 and 2003 extracted in July 2004.

# Key Performance Indicators

## EFFECTIVENESS INDICATORS

### CRIME AND JUSTICE

#### Outcome: A response to crime that brings offenders before the justice system

The Police Service's primary responsibility for this outcome is to ensure an effective response to crime and that offenders are brought before the justice system. This is achieved through the successful investigation of offences and providing support to the judicial system. Achievements in this outcome will also positively impact on Community Safety and Road Safety outcomes. These achievements do not occur in isolation and rely on partnerships with other government, local government and private agencies working on crime and justice issues.

The Police Service has introduced a number of strategies to enhance the quality of investigations and apprehension of offenders. The introduction of new technology, including DNA testing and fingerprinting technology, together with sustained targeting of repeat offenders has resulted in a reduction of offences in a number of categories, state-wide. The efforts of the Police Service in this area have been supported by legislative changes and increased police powers.

The four indicators of effectiveness for this outcome are victimisation rates, reported and detected offences, investigation of offences, and support to the judicial system resulting in successful prosecutions.

#### KEY PERFORMANCE INDICATOR 4 -

#### Victims of crime

**Indicator 4.1:** Personal victimisation rate (percentage of persons who were victims of personal crimes).

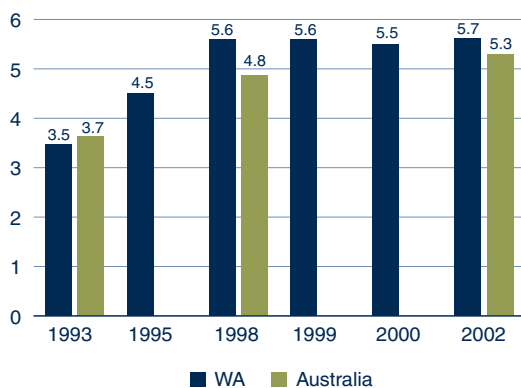
**Target:** Reduce the level of victimisation.

**Indicator 4.2:** Household victimisation rate (percentage of households that were victims of household crimes).

**Target:** Reduce the level of victimisation.

Indicators 4.1 and 4.2 illustrate the trend in victimisation rates between 1993 and 2002 based on National and State *Crime and Safety Surveys* conducted by the Australian Bureau of Statistics. A survey was not conducted in every year of this period. The next National survey is due to be conducted in 2005 with results expected to be available mid 2006.

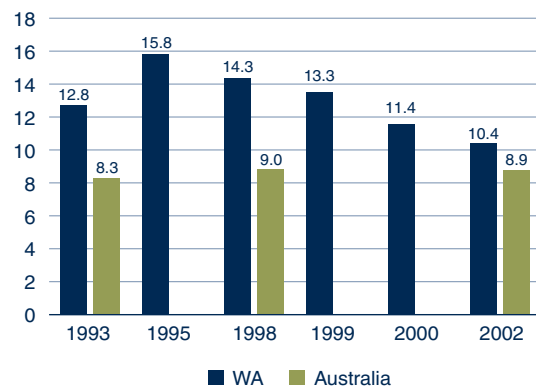
**Indicator 4.1:** Personal victimisation rate (percentage of persons who were victims of personal crimes) (a)(b)(c)(d)(e)(f)



#### Analysis

- The rate of personal victimisation for WA increased at a faster rate than the Australian rate from 1993 to 1998. Since 1998, the rate for WA has remained relatively steady while the Australian rate has increased.
- WA's rate of personal victimisation was higher than the Australian rate for 1998 and 2002.

**Indicator 4.2:** Household victimisation rate (percentage of households that were victims of household crimes) (a)(b)(c)(d)(g)



#### Analysis

- WA's rate of household victimisation has shown a steady downward trend from 1995 (15.8 per cent) to 2002 (10.4 per cent) and is now closer to the Australian rate (8.9 per cent).
- The rate of Motor Vehicle Theft in WA has decreased since 1995 to be the lowest in Australia in 2002. This has contributed to a reduction in the household victimisation rate over the same period.



#### Notes:

- (a) Australian data are based on the responses of about 41,000 people (aged 15 years and over) and 20,000 households, surveyed nationally in 1993, 1998 and 2002. WA data are based on the responses of over 5,000 people and 2,500 households, surveyed as part of this national survey, as well as separate State surveys in 1995, 1999 and 2000.
- (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. It is common for estimates with an RSE of between 25 per cent and 50 per cent to be used with caution, and estimates with an RSE greater than 50 per cent not to be used. The RSE associated with each of the estimates reported in the indicators are lower than six per cent.
- (c) It should be emphasised that the responses obtained in these surveys are based on each respondent's perception of having been the victim of an offence. The terms used for the offences (such as robbery, assault) summarise the wording of the questions asked of the respondent, and may not necessarily correspond with the legal or police definitions, which are used for each offence. Consequently, direct comparison between these figures and police statistics on reported offences may be misleading and should be avoided.
- (d) Caution should be used when comparing 1995 and earlier data with data for later years due to changes to the wording of the survey questionnaire.
- (e) Male victims of sexual assault aged 18 years and over were included in the survey for the first time in 2002. However, the number of male victims was relatively small and their inclusion had no impact on the rate of personal victimisation.
- (f) The personal victimisation rate is based on the percentage of all persons who perceived themselves as being victims of robbery, assault or sexual assault offences.
- (g) The household victimisation rate is based on the percentage of all households that were subject to perceived break and enter, attempted break and enter, or motor vehicle theft offences.

#### Source:

Australian Bureau of Statistics, *Crime and Safety Survey* (ABS Cat. No. 4509.0, 4509.5 and 1367.5).

## KEY PERFORMANCE INDICATOR 5 -

### Offences reported and detected

**Indicator 5.1(a):** Number of offences reported and detected per 100,000 persons, 1998-99 to 2002-03.

**Target:** *Reduce the number of reported offences against the person and property per 100,000 persons.*

**Indicator 5.1(b):** Number of offences reported and detected per 100,000 persons, 2003-04.

**Target:** *Reduce the number of reported offences against the person and property per 100,000 persons.*

Key Performance Indicator 5 provides another perspective on the incidence of crime based on offence data recorded by the Police Service. This KPI is comprised of charts that show the trend for 'total selected offences' as well as the major offence categories of 'offences against property', 'offences against the person' and 'other selected offences'. The number of offences is expressed as a rate per 100,000 persons to account for changes in population and therefore allows a comparative analysis of the incidence of crime to be made over time.

From late 2002, a number of factors have affected victim reporting and police recording of offences. For example:

- Policy changes in some sectors of the finance industry and recording issues associated with the introduction of the *FrontLine Incident Management System* have resulted in a decrease in the number of 'fraud' offences recorded.
- Recording issues and reporting practices by some Government agencies, local government authorities and private enterprise associated with the offence category of 'graffiti' have impacted on the number of offences recorded.
- Coding and recording issues associated with the offence category of 'sexual assault' have resulted in a decrease in the number of offences recorded.
- The introduction of the *FrontLine Incident Management System* has enabled improved recording of 'aggravated robbery' offences, for example, the inclusion of circumstances of aggravation not previously able to be recorded. These circumstances, which are reflected in statute, now include armed robbery, robbery in company and robbery committed against persons aged 60 and over.
- Definitional, coding and processing changes associated with the introduction of the *FrontLine Incident Management System* have had an impact on some data.

# Key Performance Indicators

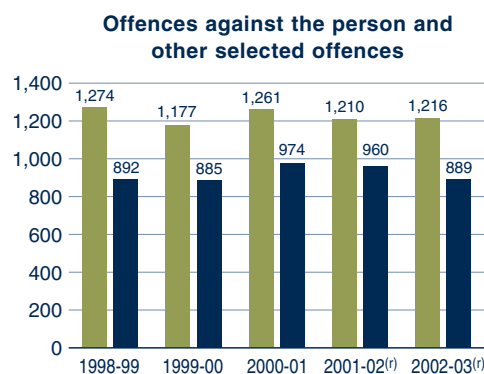
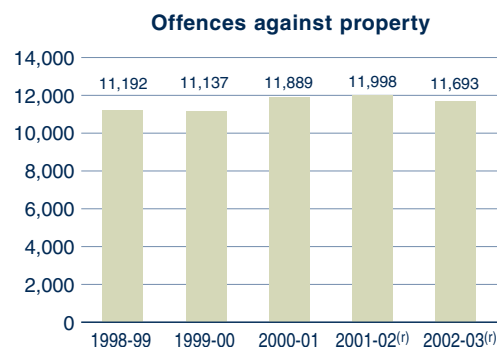
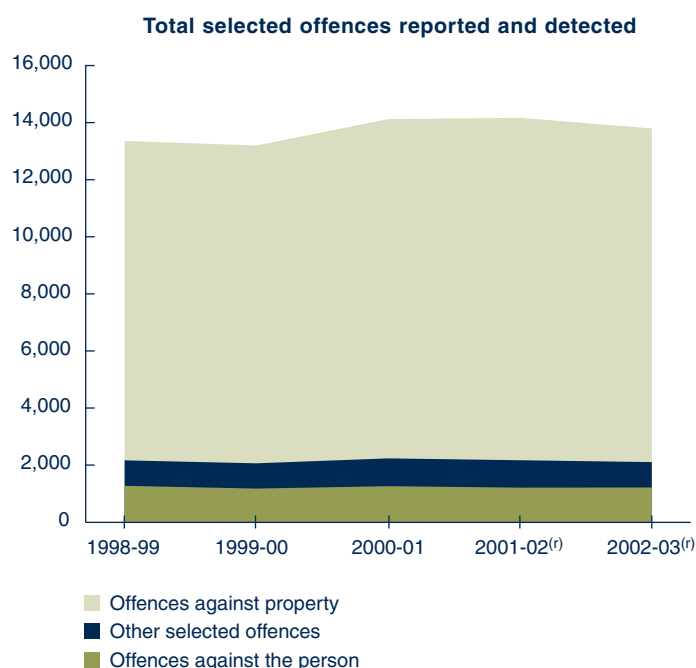
## EFFECTIVENESS INDICATORS

Of all these factors, those affecting the offence categories of 'fraud' and 'graffiti' were considered to be significant enough to warrant their exclusion from the broad offence category of 'offences against property'. As a consequence, the Police Service in consultation with the Office of the Auditor General (OAG) declared a break in the time series commencing in 2003-04. In order to satisfy the OAG's requirements, Key Performance Indicator 5 has been divided into two indicators as follows:

- Indicator 5.1(a) illustrates the trend in the incidence of offences reported and detected from 1998-99 to 2002-03. The data for this indicator includes 'fraud' and 'graffiti' offences.
- Indicator 5.1(b) illustrates the incidence of offences reported and detected in 2003-04. The data on which Indicator 5.1(b) is based reflects the above-mentioned factors affecting victim reporting and police recording of offences. 'Fraud' and 'graffiti' offences are excluded from 'offences against property' and therefore 'total selected offences' reported and detected. As a result, with the exception of 'offences against the person' and 'other selected offences' the statistics shown in this indicator are not comparable to those shown in Indicator 5.1(a).

### Indicator 5.1(a): Number of offences reported and detected per 100,000 persons, 1998-99 to 2002-2003

(a)(b)(c)(d)(e)(f)(g)(h)(i)

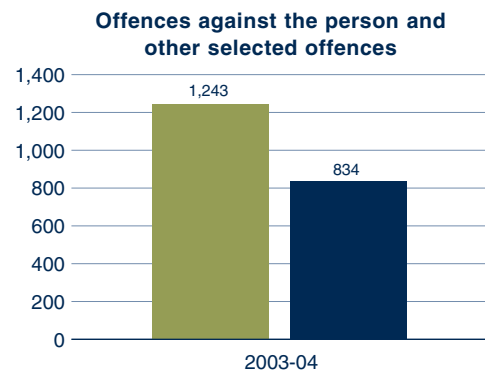
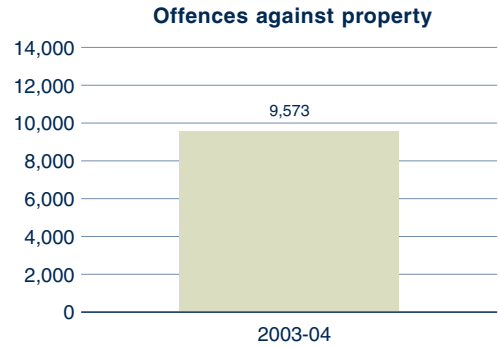
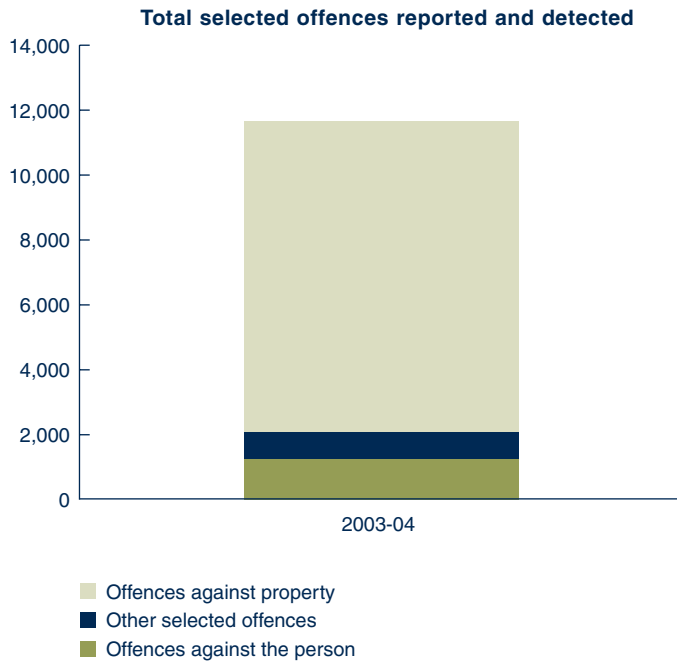


### Analysis

- In 2002-03, the number of 'total selected offences' reported and detected per 100,000 persons was 13,797. This represents a decrease of 2.6 per cent (-371) compared with the 2001-02 rate (14,168).
- 'Offences against property' comprise about 85 per cent of 'total selected offences' reported and detected. The rate of offences per 100,000 persons decreased 2.5 per cent (-305) from a rate of 11,998 in 2001-02 to 11,693 in 2002-03. A large proportion of these offences are comprised of 'burglary' offences. The rate of 'burglary' offences decreased by 1.9 per cent (-60) from 3,198 per 100,000 persons in 2001-02 to 3,138 in 2002-03.
- 'Offences against the person' make up less than nine per cent of 'total selected offences' reported and detected, with the majority involving an 'assault(s)' of some description. The rate of offences per 100,000 persons increased by 0.5 per cent (6) from 1,210 in 2001-02 to 1,216 in 2002-03.
- 'Other selected offences' make up about six per cent of 'total selected offences' reported and detected. The rate of offences per 100,000 persons in 2002-03 decreased by 7.4 per cent (-71) to 889 from 960 in 2001-02. Over 80 per cent of 'other selected offences' are 'drug' offences, the detection of which can be influenced by proactive policing initiatives.

**Indicator 5.1(b):** Number of offences reported and detected per 100,000 persons in 2003–2004

(a)(b)(c)(d)(e)(f)(g)(h)(i)



**Analysis**

- Due to the break in the time series, the rate of 'total selected offences' and 'offences against property' in 2003-04 cannot be directly compared with the rate of offences for previous periods shown in Indicator 5.1(a). However, allowing for the exclusion of 'fraud' and 'graffiti' offences, the total number of selected offences recorded in 2003-04 is lower than 2002-03. This has resulted from significant reductions in the number of 'steal motor vehicle' (16.4 per cent), 'burglary' (14.9 per cent), 'theft' (10.2 per cent) and 'possession of drug' (10.7 per cent) offences.
- The rate of 'offences against the person' per 100,000 persons increased by 2.7 per cent (33) from 1,210 in 2001-02 (see Indicator 5.1(a)) to 1,243 in 2003-04. The Police Service is working towards achieving the target.
- The rate of 'other selected offences' per 100,000 persons decreased by 14.4 per cent (-140) from 974 in 2000-01 (see Indicator 5.1(a)) to 834 in 2003-04.

**Notes:**

- Selected offences reported to or becoming known to police, and resulting in the submission of an offence/incident report in either the *Offence Information System (OIS)* or *FrontLine Incident Management System (IMS)*. Excludes offences against public order, such as disorderly conduct and offences against the *Firearms Act 1973*, *Liquor Licensing Act 1988* and a number of other offences against the statute laws of this State and the Commonwealth.
- The number of reported offences is not within the direct control of the Police Service.
- The statistics are provisional and subject to revision.
- 'Offences against the person' include: homicide, driving causing death, sexual assault, assault, threatening behaviour, deprivation of liberty and robbery.
- In Indicator 5.1(a) 'offences against property' include: burglary, steal motor vehicle, theft, receiving/illegal use, fraud, arson, graffiti and property damage. In Indicator 5.1(b), 'offences against property' exclude fraud and graffiti.
- 'Other selected offences' include: breach of restraint and drug offences (trafficking and/or possession).
- The number of reported offences for a period (e.g. financial year) comprises all selected offences reported during that period and may include offences committed during earlier periods.
- Proactive policing and Government strategies to encourage the reporting of certain offences, such as domestic violence and sexual assault, and the proactive targeting by the police of certain offences will increase the number of offences reported or detected for a given period. However, a decrease in the number of reports for a targeted offence may occur in subsequent periods if the targeting has been successful or a different offence becomes a replacement target.
- For the number of offences reported and detected by offence category, please refer to the Statistical Appendix.
- Revised offence rates from those shown in the previous Annual Report. The revised rates are due to updated offence data and revised Estimated Resident Population figures.

**Sources:**

Western Australia Police Service *Offence Information System (OIS)* and *FrontLine Incident Management System (IMS)*.  
 Australian Bureau of Statistics, *Australian Demographic Statistics*, December Quarter 2003 (ABS Cat. No. 3101.0).

# Key Performance Indicators

## EFFECTIVENESS INDICATORS

### KEY PERFORMANCE INDICATOR 6 -

#### Investigation of offences

**Indicator 6.1:** Number and rate of reported 'offences against the person' cleared.

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

**Indicator 6.2:** Number and rate of reported 'offences against property' cleared.

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

**Indicator 6.3:** 'Other selected offences' – number and rate of reported offences cleared.

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

**Indicator 6.4:** Outcome of investigations – the proportion (%) of investigations finalised within 30 days.

**Target:** *Improve the proportion of investigations finalised within 30 days.*

A measure of the quality of investigations is the number of offences that are cleared or the clearance rate. An offence is deemed to be cleared where a satisfactory result has been achieved or where, for some substantial reason, police investigations cannot be continued<sup>(1)</sup>. A proportion of offences investigated are not finalised by the end of the financial year when figures for these performance indicators are extracted. The investigation of these offences may either be actively continued into the next financial year or are pending/ suspended until a decision has been made to finalise the case.

From late 2002, a number of factors have affected victim reporting and police recording of offences (and therefore the clearance of offences). For example:

- Policy changes in some sectors of the finance industry and recording issues associated with the introduction of the *FrontLine Incident Management System* have resulted in a decrease in the number of 'fraud' offences recorded.
- Recording issues and reporting practices by some Government agencies, local government authorities and private enterprise associated with the offence category of 'graffiti' have impacted on the number of offences recorded.
- Coding and recording issues associated with the offence category of 'sexual assault' have resulted in a decrease in the number of offences recorded.
- The introduction of the *FrontLine Incident Management System* has enabled improved recording of 'aggravated robbery' offences, for example, the inclusion of circumstances of aggravation not previously able to be recorded. These circumstances, which are reflected in statute, now include armed robbery, robbery in company and robbery committed against persons aged 60 and over.
- Definitional, coding and processing changes associated with the introduction of the *FrontLine Incident Management System* have had an impact on some data.

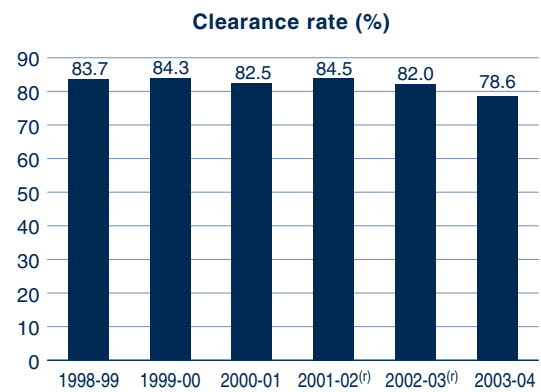
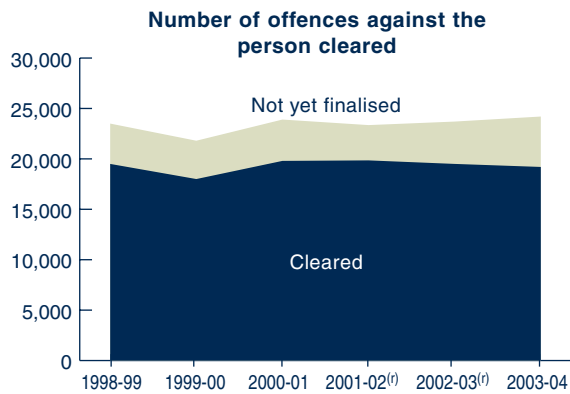
Of all these factors, those affecting the offence categories of 'fraud' and 'graffiti' were considered to be significant enough to warrant their exclusion from the broad offence category of 'offences against property'. As a consequence, the Police Service in consultation with the Office of the Auditor General (OAG) declared a break in the time series for Indicator 6.2 commencing in 2003-04. In order to satisfy the OAG's requirements, Indicator 6.2 has been divided into two indicators as follows:

- Indicator 6.2(a) illustrates the trend in the number and rate of reported 'offences against property' cleared from 1998-99 to 2002-03. The data for this indicator includes 'fraud' and 'graffiti' offences.
- Indicator 6.2(b) illustrates the number and rate of reported 'offences against property' cleared in 2003-04. The data on which Indicator 6.2(b) is based excludes 'fraud' and 'graffiti' offences. As a result, the statistics shown in this indicator are not comparable to those shown in Indicator 6.2(a).

The number of offences cleared and the clearance rate are illustrated in Indicators 6.1, 6.2(a), 6.2(b) and 6.3. Indicator 6.4 shows the proportion of investigations that were finalised within 30 days from the offence being recorded.

**Indicator 6.1:** Number and rate of reported offences against the person cleared, 1998–99 to 2003–04

(a)(b)(c)(d)(e)(f)(g)(h)(i)

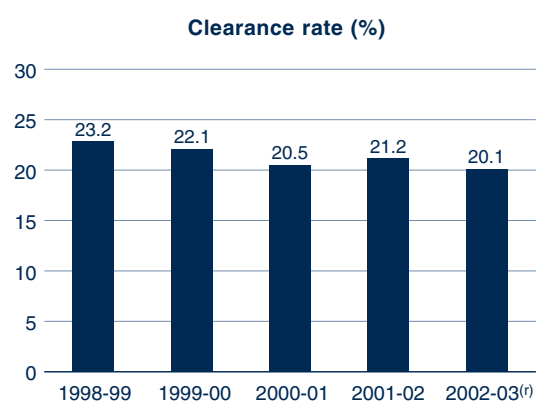
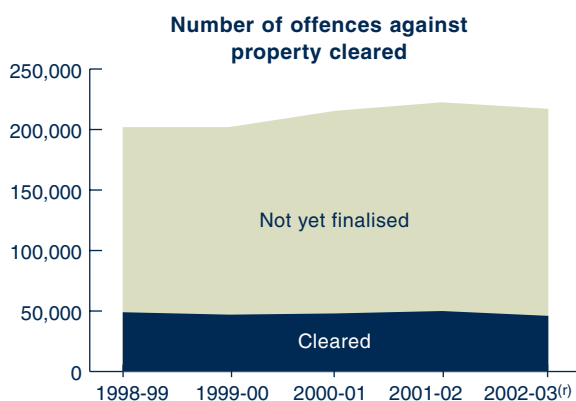


**Analysis**

- The clearance rate has decreased from 84.5 per cent in 2001-02 to 78.6 per cent in 2003-04. This was the result of a 1.7 per cent (-337) decrease in the number of offences cleared (from 19,580 in 2001-02 to 19,243 in 2003-04) compared with a 5.7 per cent increase (1,321) in reported offences (from 23,158 in 2001-02 to 24,479 in 2003-04). The Police Service is working towards achieving the 2005-06 target.
- The investigation of 'offences against the person' is given the highest priority. This is reflected in the relatively high clearance rate for such offences.

**Indicator 6.2(a):** Number and rate of reported offences against property cleared, 1998–99 to 2002–03

(a)(b)(c)(d)(e)(f)(g)(h)(j)



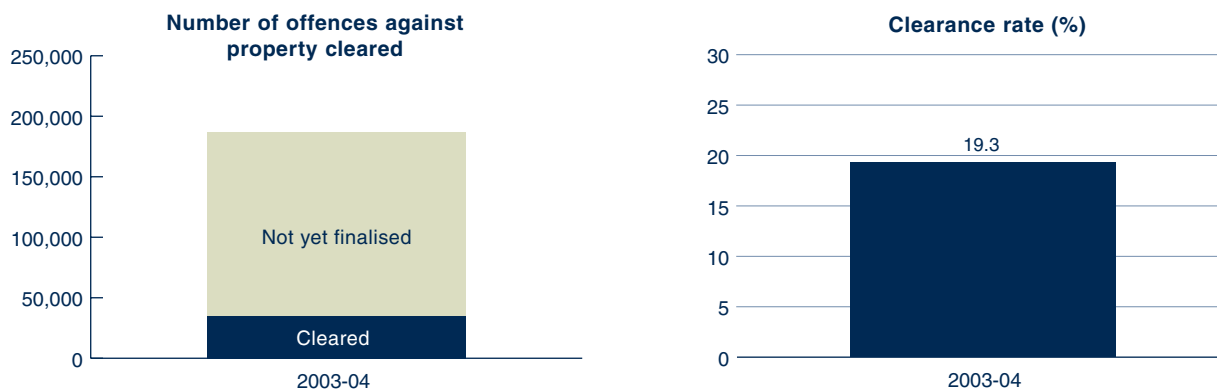
**Analysis**

- The clearance rate decreased from 21.2 per cent in 2001-02 to 20.1 per cent in 2002-03. This was the result of a 6.1 per cent (-2,975) decrease in the number of offences cleared (from 48,604 in 2001-02 to 45,629 in 2002-03) compared with a 1.3 per cent (-3,081) decrease in the number of reported offences (from 229,554 in 2001-02 to 226,473 in 2002-03).
- Over 200,000 'offences against property' are reported each year. Given the volume of offences, and the priority given to the investigation of 'offences against the person', 'offences against property' have had a relatively low clearance rate of around 20 per cent. However, this equates to over 45,000 offences cleared each year since 1998-99.

# Key Performance Indicators

## EFFECTIVENESS INDICATORS

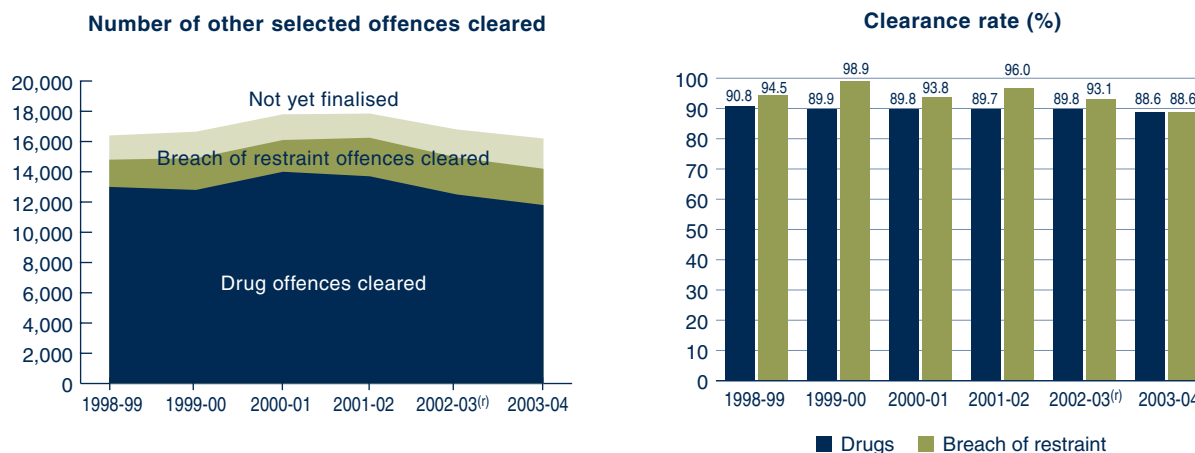
**Indicator 6.2(b):** Number and rate of reported offences against property cleared, 2003–04 (a)(b)(c)(d)(e)(f)(g)(h)(i)



### Analysis

- Due to the break in time series, the number and rate of reported 'offences against property' cleared in 2003-04 cannot be directly compared with previous periods shown in Indicator 6.2(a). However, allowing for the exclusion of 'fraud' and 'graffiti' offences, the rate of reported 'offences against property' cleared in 2003-04 is higher than 2002-03. This has resulted from increases in the clearance rate for 'receiving/illegal use', 'burglary', 'steal motor vehicle' and 'property damage' offences.

**Indicator 6.3:** Other selected offences – number and rate of reported offences cleared, 1998–99 to 2003–04 (a)(b)(c)(d)(e)(f)(g)(h)(k)



### Analysis

- The offence category of 'other selected offences' comprises 'drug' offences (trafficking and/or possession) and 'breach of restraint' offences.
- Over 85 per cent of 'other selected offences' cleared are 'drug' offences. Most 'drug' offences are detected by police rather than reported to police. As a result, the clearance rate for 'drug' offences has been consistently high.
- The clearance rate for 'drug' offences decreased from 89.7 per cent in 2001–02 to 88.6 per cent in 2003–04. This was the result of a 14.8 per cent (-2,051) decrease in the number of offences cleared (from 13,850 in 2001–02 to 11,799 in 2003–04) compared with a 13.8 per cent (-2,124) decrease in the number of offences (from 15,443 in 2001–02 to 13,319 in 2003–04). The Police Service is working towards achieving the 2005-06 target.
- The clearance rate for 'breach of restraint' offences decreased from 96.0 per cent in 2001–02 to 88.6 per cent in 2003–04 which was the lowest rate for at least six years. This was the result of a 1.5 per cent (-41) decrease in the number of offences cleared (from 2,798 in 2001–02 to 2,757 in 2003–04) compared with a 6.7 per cent (194) increase in the number of reported offences (from 2,916 in 2001–02 to 3,110 in 2003–04).

**Indicator 6.4:** Outcome of Investigations – the proportion (%) of investigations finalised within 30 days <sup>(f)(l)(m)</sup>

Offence Category	Calendar Year				
	1999	2000	2001	2002	2003
<b>Homicide</b> <sup>(n)</sup>	78.2	62.1	63.6	69.7	82.4
<b>Assault</b>	54.7	54.9	54.5	54.3	57.2
<b>Sexual assault</b>	46.7	43.7	43.2	39.3	50.1
<b>Robbery</b> <sup>(o)</sup>	25.7	24.8	26.2	24.7	26.4
<b>Burglary (UEWI)</b> <sup>(p)</sup>	7.9	6.7	6.9	7.1	7.9
<b>Motor vehicle theft</b>	13.0	13.9	15.0	14.9	15.0
<b>Other theft</b>	15.2	14.9	14.8	14.2	13.7

**Analysis**

- In the 2003 calendar year, an improvement in the proportion of investigations finalised within 30 days compared with 2002 was achieved for each of the selected recorded offence categories, with the exception of ‘other theft’. In each case, the proportion of investigations finalised was either the highest or equal highest in five years. The Police Service is therefore on track to achieve its target.
- The proportion of ‘sexual assault’ offence investigations finalised within 30 days increased by 27.5 per cent from 39.3 per cent in 2002 to 50.1 per cent in 2003. This is the highest proportion of investigations finalised since 1999. The finalisation of ‘sexual assault’ offences may be affected by any increase in reporting of historically occurring multiple offences as these could require a lengthy investigation before finalisation.
- A higher proportion of investigations relating to offences against the person, such as ‘homicide’, ‘assault’, ‘sexual assault’ and ‘robbery’ are finalised within 30 days. This is a reflection of the high priority the Police Service gives to investigating these offences and the relatively higher volume of property offences such as ‘burglary’.

**Notes:**

- (a) Selected offences reported to or becoming known to police, and resulting in the submission of an offence/incident report in either the *Offence Information System (OIS)* or *FrontLine Incident Management System (IMS)*. Excludes offences against public order, such as disorderly conduct and offences against the *Firearms Act 1973*, *Liquor Licensing Act 1988* and a number of other offences against the statute laws of this State and the Commonwealth.
- (b) The number of reported offences is not within the direct control of the Police Service.
- (c) The statistics are provisional and subject to revision.
- (d) The number of reported offences for a period (e.g. financial year) comprises all selected offences reported during that period and may include offences committed during earlier periods.
- (e) Proactive policing strategies undertaken by the Police Service to encourage the reporting of certain offences, such as domestic violence and sexual assault, and the proactive targeting by the police of certain offences will increase the number of offences reported or detected for a given period. However, a decrease in the number of reports for a targeted offence may occur in subsequent periods if the targeting has been successful or a different offence becomes a replacement target.
- (f) An offence is deemed to be cleared or finalised where a satisfactory result has been achieved or where, for some substantial reason, police investigations cannot be continued. This includes: offender(s) processed by arrest, summons, Juvenile Justice Team referral or juvenile caution; the offender has died; the offender is in another jurisdiction and extradition is not desired or available; there is a statute bar to proceedings where an offender is under age or claims diplomatic immunity; admittance to a psychiatric facility; false or mistaken reports; civil action recommended.
- (g) The number of offences cleared (clearances) for a period (e.g. financial year) comprises all offences for which a clearance was recorded during that period. Due to the nature and length of investigations, the number of offences cleared during a period may include offences reported prior to that period.
- (h) The clearance rate is based on the number of offences cleared during a period expressed as a percentage of the number of offences reported during the same period. The clearance rate may exceed 100 per cent due to more offences being cleared than were reported during a reporting period.

# Key Performance Indicators

## EFFECTIVENESS INDICATORS

- (i) 'Offences against the person' include: homicide, driving causing death, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.
- (j) In Indicator 6.2(a) 'offences against property' include: burglary, steal motor vehicle, theft, receiving/illegal use, fraud, arson, graffiti and property damage. In Indicator 6.2(b) 'offences against property' exclude fraud and graffiti.
- (k) 'Other selected offences' include: breach of restraint and drug offences (trafficking and/or possession).
- (l) Outcome of investigations represents the status that a police investigation has reached after a period of 30 days has elapsed since the police recorded the offence.
- (m) The statistics shown in Indicator 6.4 and the use of the 30-day period, have been compiled according to national standards and classifications developed by the Australian Bureau of Statistics. The national counting rule is based on the number of victims of offences rather than the total number of offences recorded.
- (n) 'Homicide' includes: murder, attempted murder and manslaughter.
- (o) 'Robbery' includes: armed and unarmed robbery.
- (p) 'Burglary' or 'Unlawful Entry With Intent' (UEWI) is the unlawful entry of a structure with the intent to commit an offence that includes the taking of property and other criminal acts.
- (q) For the number of offences cleared and the clearance rate by offence category, please refer to the Statistical Appendix.
- (r) Revised figures from those shown in the previous Annual Report due to updated offence and clearance data.

### Sources:

Western Australia Police Service *Offence Information System (OIS)* and *FrontLine Incident Management System (IMS)*.  
 Australian Bureau of Statistics, *Recorded Crime - Victims (1999, 2000, 2001, 2002 and 2003)*, (ABS Cat. No. 4510.0).

## KEY PERFORMANCE INDICATOR 7 -

### Support to judicial processes resulting in successful prosecutions

**Indicator 7.1:** Conviction rate for matters placed before the courts by the Police Service.

**Target:** *Improve the overall conviction rate above 94.7 per cent by 2005-06.*

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

A successful prosecution can be achieved in two ways. An accused person may enter a plea of guilty to a charge(s). This is usually a reflection of the evidence disclosed to the defence by police prosecutors in accordance with our "Disclosure Policy". If the accused person chooses to defend the charge, the matter is listed for trial where a successful prosecution will be achieved if they are subsequently found guilty.

Indicator 7.1 encompasses three aspects of effectiveness: the overall conviction rate, the rate of guilty pleas before trial and the rate of conviction for matters listed for trial.

**Indicator 7.1:** Conviction rate (%) for matters placed before the courts by the Police Service, 2002-03 to 2003-04 (a)(b)(c)(d)

	2002-03 (r)	2003-04
The overall conviction rate	96.2%	97.7%
The rate of guilty pleas before trial	90.2%	93.8%
The rate of conviction for matters listed for trial	61.4%	62.9%



## Analysis

- The overall conviction rate increased from 96.2 per cent in 2002-03 to 97.7 per cent in 2003-04. The Police Service is therefore on track to achieve the target.
- The rate of guilty pleas before trial increased from 90.2 per cent in 2002-03 to 93.8 per cent in 2003-04.
- The rate of convictions for matters listed for trial increased from 61.4 per cent in 2002-03 to 62.9 per cent in 2003-04 (only 6.2 per cent of total matters were listed for trial in 2003-04).

## Notes:

- (a) For the purpose of these statistics, matters represent charges. The statistics include matters that have been placed before the Children's Court and Court of Petty Sessions throughout the State by the Police Service and may also include a small number of matters placed before the Christmas Island Court by the Australian Federal Police. Criminal matters placed before the District and Supreme Courts are not included.
- (b) During 2002-03, the Police Service arranged for the Department of Justice (DOJ) to supply court-sourced data to replace internally sourced data for internal and external reporting purposes. The benefits arising from using DOJ data include greater data accuracy, consistency and validity. Due to methodological differences, direct comparison cannot be made between the DOJ data and the police sourced data previously used for this key performance indicator. For this reason, prosecution data prior to 2002-03 has not been provided.
- (c) It is important to note that matters listed for trial may not actually proceed to trial, but a guilty or not guilty finding can still be recorded.
- (d) The rate of guilty pleas is based on the number of guilty pleas expressed as a percentage of the sum of guilty pleas and matters listed for trial. The rate of conviction for matters listed for trial is based on the number of trial-guilty findings expressed as a percentage of the total number of matters listed for trial. The overall conviction rate is based on the sum of guilty pleas and trial-guilty findings expressed as a percentage of the sum of guilty pleas and matters listed for trial.
- (e) Figures have been revised from those shown in the previous Annual Report due to updated sources of data and the removal of withdrawn matters from the calculation of the rate of guilty pleas and the overall conviction rate. Matters are withdrawn for a number of reasons, many of which fall outside the control of the Police Service and do not contribute to the conviction rate. As a result of this change in the calculation of the rate of guilty pleas and the overall conviction rate, the rates shown in this Annual Report are not comparable with those shown in previous Annual Reports.

## Source:

Department of Justice (Magistrates' Courts), CHIPS information system. This is a computerised case management system in which Children's Court and Court of Petty Sessions matters are recorded.

# Key Performance Indicators

## EFFICIENCY INDICATOR

### KEY PERFORMANCE INDICATOR 8 - Estimated cost of police services (Outputs)

The key efficiency indicator demonstrates the efficiency with which the Police Service allocates its resources to the appropriate services (outputs) to create a safer and more secure community.

One means of measuring efficiency is the total costs of providing a police service to Western Australia. Another indicator is the cost of each service (output) based on hours of service provided. Table 8 shows the total cost (expenditure), the cost per hour, and the cost per person in 2002-03 and 2003-04 for each service (output).

**Table 8: Costs of Police Services (outputs)**

Output (a)	2002-03 Costs in \$million	2003-04 Costs in \$million	2002-03(a)(b) Cost per hour \$	2003-04(a)(b) Cost per hour \$	2002-03(c) Cost per person \$	2003-04(c) Cost per person \$
<b>Community Safety</b>	<b>211.078</b>	<b>231.058</b>				
1. Community support, crime prevention and public order	202.771	221.003	66	72	105 (r)	112
2. Emergency management and coordination	8.307	10.055	72	81	4	5
<b>Road Safety</b>	<b>93.156</b>	<b>103.198</b>				
3. Traffic management and road safety	93.156	103.198	60	66	48	52
<b>Crime and Justice</b>	<b>245.024</b>	<b>259.940</b>				
4. Response to and investigation of offences	188.461	199.384	66	72	97	101
5. Services to the judicial process	56.563	60.556	68	74	29	31
<b>Total yearly cost</b>	<b>549.258</b>	<b>594.196</b>	<b>65</b>	<b>71</b>	<b>284 (r)</b>	<b>302</b>

#### Analysis

- Community support, crime prevention and public order represented the largest resource commitment in both 2002-03 and 2003-04, with a rounded off figure of \$112 spent per person in 2003-04. This output equated to approximately 37 per cent of police resources in 2002-03 and 2003-04. This reflects the agency's continued aim of working closely with local communities in crime prevention and proactive policing initiatives.
- Response to and investigation of offences, Traffic management and road safety were also major commitments and reflect priorities directed towards safety and security issues.
- In 2003-04, the cost per hour of police services increased for all outputs. This reflects a moderate increase in appropriation.
- In 2003-04, the cost of police services per person increased for all the outputs. Emergency management and coordination (Output 2) increased by 25 per cent. This increase for Output 2, that is reflected in the cost per hour also, was due to increased appropriation to address the issue of terrorism.

#### Notes:

- (a) Calculated by dividing Actual Total Cost for each Output by the actual operational hours for each Output.
- (b) Allocation of cost and hours based on Police Service Activity Quarterly Surveys for the period.
- (c) Calculated by dividing Actual Total Cost for each Output by the Estimated Resident Population for Western Australia as at December 2002 and December 2003, respectively.
- (r) Revised figure from that shown in the previous Annual Report.

#### Sources:

Total cost of output from "Output Schedule of Expenses and Revenues" for the years ending 30 June 2003 and 30 June 2004, respectively. Operating hours are obtained from the Resource Management Information System and are distributed according to percentages from Western Australia Police Service Quarterly Activity Surveys.

Australian Bureau of Statistics, *Australian Demographic Statistics, December Quarter 2003* (ABS Cat. No. 3101.0).

# Output Based Management Performance Measures

Requirement under Treasurer's Instructions (TI) 904 Section (3)(ii)

## Output 1: Community Support, Crime Prevention and Public Order

	<b>2003-04 Budget Estimate</b>	<b>2003-04 Actual</b>
Total cost of Output <sup>(a)(b)</sup>	\$214.589m	\$221.003m
<b>Performance Measures for Output 1</b>		
<b>Quantity</b>		
Hours of services to maintain lawful behaviour <sup>(a)(b)</sup>	3.354m	3.062m
<b>Quality</b>		
Percentage of the community satisfied with the job the Police Service is doing in supporting community programs <sup>(c)</sup>	>74%	72%
Percentage of the community satisfied with the job the Police Service is doing in dealing with public order problems <sup>(c)</sup>	>50%	47%
<b>Timeliness</b>		
Percentage of general calls for assistance (not including '000' calls) answered within 20 seconds <sup>(d)</sup>	85%	78%
<b>Cost (Efficiency)</b>		
Average cost per hour of community support, crime prevention and public order <sup>(e)</sup>	\$63.98	\$72.18

## Output 2: Emergency Management and Coordination

	<b>2003-04 Budget Estimate</b>	<b>2003-04 Actual</b>
Total cost of Output <sup>(a)(b)</sup>	\$8.943m	\$10.055m
<b>Performance Measures for Output 2</b>		
<b>Quantity</b>		
Hours of emergency management and coordination <sup>(a)(b)</sup>	.123m	.124m
<b>Quality</b>		
Number of state emergency management plans that are in place and current, where the Police Service is the designated hazard management authority <sup>(f)</sup>	6	6
<b>Cost (Efficiency)</b>		
Average cost per hour of emergency management and coordination <sup>(e)</sup>	\$72.71	\$81.09

# Output Based Management Performance Measures

## Output 3: Traffic Management and Road Safety

	2003-04 Budget Estimate	2003-04 Actual
Total cost of Output <sup>(a)(b)</sup>	\$91.823m	\$103.198m
<b>Performance Measures for Output 3</b>		
<b>Quantity</b>		
Hours of traffic management and road safety <sup>(a)(b)</sup>	1.522m	1.554m
<b>Quality</b>		
Percentage of the community satisfied with the service received during the most recent traffic contact with the Police Service <sup>(c)</sup>	>90%	88%
<b>Timeliness</b>		
No single measure of timeliness covers the diverse activities of this output. Specific measures related to delivering services in the most appropriate locations and at the most suitable time to maximise the desired outcome of 'road-users behave safely' are being developed		
<b>Cost (Efficiency)</b>		
Average cost per hour of traffic management and road safety <sup>(e)</sup>	\$60.33	\$66.41

## Output 4: Response to and Investigation of Offences

	2003-04 Budget Estimate	2003-04 Actual
Total cost of Output <sup>(a)(b)</sup>	\$199.825m	\$199.384m
<b>Performance Measures for Output 4</b>		
<b>Quantity</b>		
Hours of response to and investigation of offences <sup>(a)(b)</sup>	3.101m	2.773m
<b>Quality</b>		
Percentage of matters brought before the courts by the Police Service that result in a plea of guilty <sup>(g)(h)(i)</sup>	>91%	94%
Percentage of defended matters successfully prosecuted by the Police Service <sup>(g)(h)(i)</sup>	>79%	63%
<b>Timeliness</b>		
Percentage of emergency calls ('000') for police assistance answered in 20 seconds <sup>(j)</sup>	90%	83%
Average time taken to respond to urgent calls for assistance in the metropolitan area from call received to arrival at scene <sup>(k)</sup>		
• Priority 1-2 calls	9 mins	9 mins
• Priority 3 calls	18 mins	20 mins
Percentage of investigations for offences against the person finalised within 30 days <sup>(l)(m)(n)</sup>	>50%	53%
Percentage of investigations for property offences finalised within 30 days <sup>(l)(m)(o)</sup>	>12%	12%
<b>Cost (Efficiency)</b>		
Average cost per hour of response to and investigation of offences <sup>(e)</sup>	\$64.44	\$71.90

## Output 5: Services to the Judicial Process

	2003-04 Budget Estimate	2003-04 Actual
Total cost of Output (a)(b)	\$56.398m	\$60.556m
<b>Performance Measures for Output 5</b>		
<b>Quantity</b>		
Hours of services to the judicial process (a)(b)(p)	.850m	.821m
<b>Quality</b>		
Percentage of matters brought before the courts by the Police Service that result in a plea of guilty (g)(h)(i)	>91%	94%
Percentage of defended matters successfully prosecuted by the Police Service (g)(h)(i)	>79%	63%
<b>Timeliness</b>		
Timeliness measures are not appropriate as the Police Service has no control over the timing of the court process		
<b>Cost (Efficiency)</b>		
Average cost per hour of services to the judicial process (e)	\$66.35	\$73.76

# Output Based Management Performance Measures

## Notes:

- (a) The 2003-2004 Budget Estimates were based on data from the Resource Management Information System (RMIS) using May 2002 to February 2003 activity survey results.
- (b) Actuals based on data from the Resource Management Information System using police activity surveys conducted between May 2003 and February 2004.
- (c) The data for this measure are obtained from the National Survey of Community Satisfaction with Policing coordinated by the Australasian Centre for Policing Research.
- (d) General calls include calls to the Police Operations Centre (9222 1111) not including emergency '000' calls or calls from security firms, education security, St John Ambulance, Fire and Emergency Services Authority, State Emergency Service, Cab Alert and Western Power.
- (e) Proportion of total cost.
- (f) "Current" means that plans have been reviewed and exercised in the previous twelve-month period.
- (g) For the purpose of this indicator, matters represent charges. This indicator includes matters that have been placed before the Children's Court and Court of Petty Sessions throughout the State by the Police Service and may also include a small number of matters placed before the Christmas Island Court by the Australian Federal Police. Criminal matters placed before the District and Supreme Courts are not included.
- (h) During 2002-03, the Police Service arranged for the Department of Justice (DOJ) to supply court-sourced data to replace internally sourced data for internal and external reporting purposes. The benefits arising from using DOJ data include greater data accuracy, consistency and validity. Due to methodological differences, direct comparison cannot be made between the DOJ data used for the 2003-04 Actual and the police sourced data used for the 2003-04 Budget Estimate.
- (i) 'The percentage of matters that result in a plea of guilty' is based on the number of guilty pleas expressed as a percentage of the sum of the number of guilty pleas and defended matters listed for trial. 'The percentage of defended matters successfully prosecuted' is based on the number of guilty findings expressed as a percentage of the number of defended matters listed for trial. It is important to note that matters listed for trial may not actually proceed to trial, but a guilty or not guilty finding can still be recorded.
- (j) Emergency calls to Police Operations Centre ('000') not including 9222 1111 calls or calls from security firms, education security, St John Ambulance, Fire and Emergency Services Authority, Cab Alert and Western Power.
- (k) Urgent calls are defined as priority 1-3 calls. Priority 1 calls cover armed hold-up in progress; armed offender incident in progress; and other life-threatening incidents. Priority 2 calls cover incidents where life or property, is or may be, in a state of threat or imminent danger. Priority 3 calls cover incidents requiring immediate attention but is not life-threatening at that time. It may involve the welfare of a person(s), the possible apprehension of offenders or the preservation of evidence. Requires the dispatch of the first available local/district or other vehicle. 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. On the 28 April 2004, the new Computer-Aided Dispatch (CAD) system was introduced.
- (l) Police investigations finalised within 30 days of the recording of the offence by police. This performance measure is based on Outcome of Investigation statistics contained in the Australian Bureau of Statistics publication, *Recorded Crime - Victims 2003* (ABS Cat. No. 4510.0 and companion data available on request from ABS). These statistics relate to the 2003 calendar year.
- (m) Police investigations finalised have been compiled on a victim basis that counts the number of victims for each offence category, rather than the number of breaches of criminal law.
- (n) Only includes selected offences against the person: murder, attempted murder, manslaughter, assault, sexual assault, kidnapping/abduction, blackmail/extortion and robbery.
- (o) Only includes selected property offences: unlawful entry with intent (burglary), motor vehicle theft, and other theft.
- (p) Support provided to the judicial process includes services such as presentation of evidence, prosecution role in courts, processing and serving court documents, custodial services and services to the coroner. The level of effort applied to these is subject to the court processes, and therefore primarily outside the direct control of the Western Australia Police Service.

# Statistical Appendix

RESOURCE PROFILE (AS AT 30 JUNE 2004)

	Personnel (a)		Expenditure (b)(c)(d)		
	Sworn	Unsworn	Operating (e) \$'000	Capital (f)(g)(h)(i) \$'000	Total \$'000
Metropolitan Region	2,207	181	163,471	10,136	173,607
Southern Region	647	85	60,020	3,284	63,304
North-Eastern Region	698	61	82,008	2,617	84,625
Crime Investigation and Intelligence Services	530	134	59,219	1,869	61,088
Traffic and Operations Support	540	244	74,236	2,197	76,433
Professional Standards	49	36	7,875	237	8,112
Other	60	1	2,388	-	2,388
<b>Support Services</b>					
Administration	21	35	10,941	155	11,096
Asset Management	0	37	29,875	100	29,975
Financial Management	0	40	18,793	108	18,901
Human Resources	31	121	11,674	416	12,090
– Academy	97	24	19,258	341	19,599
– Recruits	172	0	467	-	467
Office of Information Management	5	101	7	288	295
Strategic and Corporate Development	75	124	53,296	550	53,846
Wages staff	0	105	-	-	-
<b>TOTALS</b>	<b>5,132</b>	<b>1,329</b>	<b>593,528</b>	<b>22,298</b>	<b>615,826</b>
Crossing Guards employed by the Police Service	0	530			

## Notes:

- (a) Personnel figures are based on a headcount, which includes employees on leave without pay as at 30 June 2004 (not full-time equivalent (FTE) staff).
- (b) Expenditure figures are provided on an accrual basis.
- (c) Expenditure relating to wages staff is incorporated within the expenditure for the Regions.
- (d) Expenditure relating to the crossing guards is incorporated within the expenditure for Traffic and Operations Support.
- (e) Total operating expenditure is the total cost of services.
- (f) Capital expenditure relating to the Operational Support Facility has been apportioned across all portfolios according to total sworn FTE numbers, excluding recruits, wages and crossing guards.
- (g) Capital expenditure relating to Information Technology projects such as DCAT and CADCOM has been apportioned across all portfolios according to total sworn and unsworn FTE numbers, excluding recruits, wages and crossing guards.
- (h) Corporate capital expenditure has been apportioned across all portfolios according to total sworn and unsworn FTE numbers, excluding recruits, wages and crossing guards.
- (i) Capital expenditure has been adjusted for items that have been expensed and items capitalised from operating funding.

## Sources:

Western Australia Police Service, Resource Management Information System (RMIS).  
Western Australia Police Service, Finance Directorate.

# Statistical Appendix

## HUMAN RESOURCES INFORMATION

### Authorised Strength (a)

As at 30 June	2000	2001	2002	2003	2004
Senior Police	9	8	8	7	8
Police Officers	4,698	4,698	4,798	4,813	4,873
Aboriginal Police Liaison Officers	104	104	114	124	134
Special Constables	2	1	1	1	na
Total Sworn	4,813	4,811	4,921	4,945	5,015
Total Unsworn	1,112	1,105	1,045	1,042	1,063
<b>TOTALS</b>	<b>5,925</b>	<b>5,916</b>	<b>5,966</b>	<b>5,987</b>	<b>6,078</b>

### Additional 250 Police Officers and 40 Aboriginal Police Liaison Officers (b)

This recruitment program is in addition to the normal recruiting process against attrition.

	2001 31 January	2001 30 June	2002 30 June	2003 30 June	2004 30 June	2005 30 June Projected
<b>Police Officers</b>						
Authorised Strength (FTE)	4,698	4,698	4,798	4,813	4,873	4,948
Actual (FTE) includes						
Leave Without Pay (LWOP)	4,715	4,811	4,792	4,845 (r)	4,905	4,990
Government 250 Program	-	50	50	15	60	75
<b>Aboriginal Police Liaison Officers</b>						
Authorised Strength (FTE)	104	104	114	124	134	144
Actual (FTE) includes LWOP	100	99	109	121	128	144
Government 40 Program	-	-	10	10	10	10

### Sworn Members by rank (c)

As at 30 June	2000	2001 (d)	2002	2003	2004
Senior Executive	9	8	8	7	6
Commissioned Officers	134	143	140	137	145
Sergeants	1,000	1,005	991	991	1,021
Senior Constables	1,690	1,633	1,647	1,702	1,828
Constables	1,808	1,919	1,948	1,921	1,854
Recruits in Training	127	184	111	182	153
Aboriginal Police Liaison Officers	99	100	109	122	125
Special Constables	2	1	1	1	na
<b>TOTALS</b>	<b>4,869</b>	<b>4,993</b>	<b>4,955</b>	<b>5,063</b>	<b>5,132</b>



**Gender profile of Sworn Members (c)**

<b>As at 30 June</b>	<b>2000</b>	<b>2001 (d)</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
<b>Senior Executive</b>					
Male	9	8	8	7	6
Female	0	0	0	0	0
<b>TOTALS</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>6</b>
<b>Police Officers</b>					
Male	4,171	4,244	4,168	4,199	4,214
Female	588	640	669	734	787
<b>TOTALS</b>	<b>4,759</b>	<b>4,884</b>	<b>4,837</b>	<b>4,933</b>	<b>5,001</b>
<b>Aboriginal Police Liaison Officers</b>					
Male	82	83	83	89	89
Female	17	17	26	33	36
<b>TOTALS</b>	<b>99</b>	<b>100</b>	<b>109</b>	<b>122</b>	<b>125</b>
<b>Special Constables</b>					
Male	2	1	1	1	na
Female	0	0	0	0	na
<b>TOTALS</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>na</b>
Total Males	4,264	4,336	4,260	4,296	4,309
Total Females	605	657	695	767	823
<b>TOTALS</b>	<b>4,869</b>	<b>4,993</b>	<b>4,955</b>	<b>5,063</b>	<b>5,132</b>

**Sick-leave (Sworn Members) (e)**

<b>Financial Year</b>	<b>1999-00</b>	<b>2000-01</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>
Total number of sick days involved	36,732	31,162	34,610	43,089	44,288
Average number of days sick leave across the agency per FTE	7.7	6.4	7.1	8.9	9.0
<b>Estimated \$ cost in lost productivity</b>	<b>7,371,897</b>	<b>6,350,372</b>	<b>6,559,610</b>	<b>8,527,531 (r)</b>	<b>9,186,652</b>

# Statistical Appendix

## HUMAN RESOURCES INFORMATION (Continued)

### Profile of Unsworn Staff by gender and classification (c)

Level	As at 30 June 2002			As at 30 June 2003			As at 30 June 2004		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Level 9	3	1	4	3	0	3	3	0	3
Level 8	4	2	6	4	2	6	8	2	10
Level 7	15	1	16	16	3	19	15	3	18
Level 6/7	1	0	1	2	1	3	0	1	1
Level 6	29	13	42	34	17	51	39	18	57
Level 5	41	23	64	42	24	66	39	24	63
Level 4	59	47	106	60	50	110	57	69	126
Level 3 (includes Band Officers)	50	47	97	49	45	94	44	46	90
Level 2/4	2	6	8	1	3	4	0	2	2
Level 2	99	148	247	103	152	255	105	153	258
Level 1	173	380	553	176	388	564	198	397	595
Other	1	0	1	1	0	1	1	0	1
Wages	13	96	109	8	100	108	9	96	105
<b>TOTALS</b>	<b>490</b>	<b>764</b>	<b>1,254</b>	<b>499</b>	<b>785</b>	<b>1,284</b>	<b>518</b>	<b>811</b>	<b>1,329</b>
Crossing Guards employed by the Police Service			519			522			530

### Sick-leave (Unsworn Staff) (e)(f)

Financial Year	2001-2002	2002-2003	2003-2004
Total number of sick days involved	9,098	8,422	9,884
Average number of days of sick leave across the agency for unsworn personnel	8.4	8.2	9.4
<b>Estimated \$ cost in lost productivity</b>	<b>1,331,269</b>	<b>1,269,899 (r)</b>	<b>1,599,257</b>

#### Notes:

- (a) Unsworn includes Public Servants and Wages employees but does not include Crossing Guards. Statistics based on full-time (FTE) Staff.
- (b) An additional 250 Police Officers and 40 Aboriginal Police Liaison Officers are to be recruited over the term of the Government. The table shows the progress in the recruitment of these resources that are in addition to the normal recruitment process against attrition.
- (c) Personnel figures are based on a headcount, which includes employees on leave without pay, as at 30 June (not full-time equivalent (FTE) staff).
- (d) In 2001, the number of sworn members increased above approved strength to allow for the move of the Police Academy to Joondalup.
- (e) Statistics based on FTE staff.
- (f) Does not include Crossing Guards.
- (r) Revised figure from that shown in the previous Annual report.
- na not applicable. As at 30 June 2004, no Special Constables were employed by the Police Service.

#### Source:

Western Australia Police Service, Resource Management Information System (RMIS).

**Number of offences reported and cleared and clearance rate (a)(b)(c)(d)(e)(f)(g)(h)(i)(j)(k)(r)**

<b>Offences against the person</b>	<b>Financial year</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
Homicide <sup>(l)</sup>	Reported	95	76	84	81	108
	Cleared	92	81	78	70	106
	Clearance rate (%)	96.8	106.6	92.9	86.6	98.1
Sexual assault <sup>(m)</sup>	Reported	2,602	3,153	2,690	2,679	2,587
	Cleared	2,558	2,812	2,656	2,687	2,309
	Clearance rate (%)	98.3	89.2	98.7	100.3	89.3
Assault <sup>(n)</sup>	Reported	14,270	15,188	15,519	15,688	16,988
	Cleared	12,518	13,083	13,533	13,233	13,731
	Clearance rate (%)	87.7	86.1	87.2	84.4	80.8
Threatening behaviour	Reported	2,464	2,853	2,620	2,565	2,313
	Cleared	2,026	2,327	2,168	2,056	1,875
	Clearance rate (%)	82.2	81.6	82.7	80.2	81.1
Deprivation of liberty	Reported	347	368	315	355	357
	Cleared	282	312	250	264	294
	Clearance rate (%)	81.3	84.8	79.4	74.4	82.4
Aggravated robbery	Reported	981	1,027	861	1,012	1,301
	Cleared	486	511	426	496	553
	Clearance rate (%)	49.5	49.8	49.5	49.0	42.5
Non-aggravated robbery	Reported	1,152	1,131	1,069	1,164	825
	Cleared	504	503	469	510	375
	Clearance rate (%)	43.8	44.5	43.9	43.8	45.5
<b>Total offences against the person</b>	<b>Reported</b>	<b>21,911</b>	<b>23,796</b>	<b>23,158</b>	<b>23,544</b>	<b>24,479</b>
	<b>Cleared</b>	<b>18,466</b>	<b>19,629</b>	<b>19,580</b>	<b>19,316</b>	<b>19,243</b>
	<b>Clearance rate (%)</b>	<b>84.3</b>	<b>82.5</b>	<b>84.5</b>	<b>82.0</b>	<b>78.6</b>

# Statistical Appendix

## CRIME INFORMATION (Continued)

### Number of offences reported and cleared and clearance rate (a)(b)(c)(d)(e)(f)(g)(h)(i)(j)(k)(r)

<b>Offences against property</b>	<b>Financial year</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
Burglary (dwelling)	Reported	41,054	40,721	39,913	40,639	33,917
	Cleared	5,934	5,324	5,870	5,612	5,425
	Clearance rate (%)	14.5	13.1	14.7	13.8	16.0
Burglary (non-dwelling)	Reported	18,226	21,228	21,269	20,138	17,807
	Cleared	2,607	2,765	3,163	2,859	2,844
	Clearance rate (%)	14.3	13.0	14.9	14.2	16.0
Steal motor vehicle (o)	Reported	13,507	12,350	12,701	11,101	9,281
	Cleared	2,661	2,644	3,120	2,774	2,470
	Clearance rate (%)	19.7	21.4	24.6	25.0	26.6
Theft	Reported	83,575	90,532	95,361	96,514	86,653
	Cleared	19,521	19,270	19,599	19,023	16,600
	Clearance rate (%)	23.4	21.3	20.6	19.7	19.2
Receiving/illegal use	Reported	641	694	639	570	831
	Cleared	655	696	682	549	840
	Clearance rate (%)	102.2	100.3	106.7	96.3	101.1
Arson	Reported	980	1,065	1,279	1,181	1,111
	Cleared	293	276	333	359	269
	Clearance rate (%)	29.9	25.9	26.0	30.4	24.2
Property damage	Reported	32,930	34,801	36,645	39,906	38,899
	Cleared	7,458	7,317	8,020	7,831	7,840
	Clearance rate (%)	22.6	21.0	21.9	19.6	20.2
<b>Total offences against property</b>	<b>Reported</b>	<b>190,913</b>	<b>201,391</b>	<b>207,807</b>	<b>210,049</b>	<b>188,499</b>
	<b>Cleared</b>	<b>39,129</b>	<b>38,292</b>	<b>40,787</b>	<b>39,007</b>	<b>36,288</b>
	<b>Clearance rate (%)</b>	<b>20.5</b>	<b>19.0</b>	<b>19.6</b>	<b>18.6</b>	<b>19.3</b>
<b>Other selected offences</b>	<b>Financial year</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
Breach of restraint	Reported	2,282	2,720	2,916	2,918	3,110
	Cleared	2,257	2,550	2,798	2,718	2,757
	Clearance rate (%)	98.9	93.8	96.0	93.1	88.6
Drugs (trafficking)	Reported	1,695	1,782	1,871	1,842	2,190
	Cleared	1,574	1,638	1,731	1,693	1,923
	Clearance rate (%)	92.9	91.9	92.5	91.9	87.8
Drugs (possession)	Reported	12,502	13,878	13,572	12,463	11,129
	Cleared	11,188	12,427	12,119	11,159	9,876
	Clearance rate (%)	89.5	89.5	89.3	89.5	88.7
<b>Total other selected offences</b>	<b>Reported</b>	<b>16,479</b>	<b>18,380</b>	<b>18,359</b>	<b>17,223</b>	<b>16,429</b>
	<b>Cleared</b>	<b>15,019</b>	<b>16,615</b>	<b>16,648</b>	<b>15,570</b>	<b>14,556</b>
	<b>Clearance rate (%)</b>	<b>91.1</b>	<b>90.4</b>	<b>90.7</b>	<b>90.4</b>	<b>88.6</b>
<b>TOTAL SELECTED OFFENCES</b>	<b>Reported</b>	<b>229,303</b>	<b>243,567</b>	<b>249,324</b>	<b>250,816</b>	<b>229,407</b>
	<b>Cleared</b>	<b>72,614</b>	<b>74,536</b>	<b>77,015</b>	<b>73,893</b>	<b>70,087</b>
	<b>Clearance rate (%)</b>	<b>31.7</b>	<b>30.6</b>	<b>30.9</b>	<b>29.5</b>	<b>30.6</b>

## CRIME INFORMATION (Continued)

### Notes:

- (a) The crime statistics are provisional and subject to revision.
- (b) The number of reported offences is not within the direct control of the Police Service.
- (c) Selected offences reported to or becoming known to police, and resulting in the submission of an offence/incident report in either the Offence Information System (OIS) or FrontLine Incident Management System (IMS). Excludes offences against public order, such as disorderly conduct and offences against the Firearms Act 1973, Liquor Licensing Act 1988 and a number of other offences against the statute laws of this State and the Commonwealth.
- (d) The number of reported offences for a period (e.g. financial year) comprises all selected offences reported during that period and may include offences committed during earlier periods.
- (e) Proactive policing strategies undertaken by the Police Service to encourage the reporting of certain offences, such as domestic violence and sexual assault, and the proactive targeting by the police of certain offences will increase the number of offences reported or detected for a given period. However, a decrease in the number of reports for a targeted offence may occur in subsequent periods if the targeting has been successful or a different offence becomes a replacement target.
- (f) From late 2002, a number of factors have affected victim reporting and police recording of offences. For example:
  - Due to recording issues associated with the offence category of 'driving causing death', all 'driving causing death' offences are incorporated within the offence category of 'manslaughter'.
  - Coding and recording issues associated with the offence category of 'sexual assault' have had an impact on the number of offences recorded.
  - Policy changes in some sectors of the finance industry and recording issues associated with the offence category of 'fraud' have resulted in a decrease in the number of offences recorded.
  - Recording issues and reporting practices by some Government agencies, local government authorities and private enterprise associated with the offence category of 'graffiti' have impacted on the number of offences reported.
  - The introduction of the FrontLine Incident Management System has enabled improved recording of 'aggravated robbery' offences, for example, the inclusion of circumstances of aggravation not previously able to be recorded. These circumstances, which are reflected in statute, now include armed robbery, robbery in company and robbery committed against persons aged 60 and over.
  - Definitional coding and processing changes associated with the introduction of the FrontLine Incident Management System have had impact on some data.

Of all these factors, those affecting the offence categories of 'fraud' and 'graffiti' were considered to be significant enough to warrant their exclusion from the broad offence category of 'offences against property'. As a consequence, this has reduced the total number of offences and clearances shown for the offence category of 'offences against property' and, therefore, 'Total Selected Offences'. The respective clearance rates have also changed as a result.

Accordingly, caution should be exercised when interpreting and using offence statistics from late 2002 and later data, especially with comparing those statistics with earlier periods. For example, any variation may not necessarily reflect an actual increase or decrease in the incidence of an offence type (or in total offence numbers), but rather variations resulting from reporting and recording changes. The clearance of offences is similarly impacted upon.

- (g) The increase in the number of 'assault' and 'breach of restraint' offences may reflect police initiatives relating to an increased focus on family and domestic violence.
- (h) The increase in the number of 'receiving/illegal' use offences reflects increased police detection of these offences due to police initiatives such as the burglary reduction strategy rather than an increase in the incidence of this type of offence.
- (i) An offence is deemed to be cleared (clearance) where a satisfactory result has been achieved or where, for some substantial reason, police investigations cannot be continued. This includes: offender(s) processed by arrest, summons, Juvenile Justice Team referral or juvenile caution; the offender has died; the offender is in another jurisdiction and extradition is not desired or available; there is a statute bar to proceedings where an offender is under age or claims diplomatic immunity; admittance to a psychiatric facility; false or mistaken reports; civil action recommended.
- (j) The number of offences cleared (clearance) for a period (e.g. financial year) comprises all offences for which clearance was recorded during that period. Due to the nature and length of investigations, the number of offences cleared during a period may include offences reported prior to that period.
- (k) The clearance rate is based on the number of offences cleared during a period expressed as a percentage of the number of offences reported during the same period. The clearance rate may exceed 100 per cent due to more offences being cleared than were reported during a reporting period.
- (l) 'Homicide' includes: murder, attempted murder and manslaughter. Due to recording issues associated with 'driving causing death' offences, all 'driving causing death' offences are incorporated within the offence category of 'manslaughter' and therefore under the offence category of 'homicide'.
- (m) 'Sexual assault' includes: aggravated sexual assault and non-aggravated sexual assault.
- (n) 'Assault' includes: aggravated assault and non-aggravated assault.
- (o) 'Steal motor vehicle' includes the theft of any vehicle capable of being registered such as caravans and trailers, and off-road vehicles. This category of offence excludes attempts to steal a vehicle, damaging or tampering/interfering with a vehicle, or the theft of vehicle parts or the contents of a vehicle.
- (r) Some figures for years prior to 2003-04 have been revised from those shown in the previous Police Service Annual Report.

### Source:

Western Australia Police Service, Offence Information System (OIS) and FrontLine Incident Management System (IMS).

# Statistical Appendix

## ROAD SAFETY INFORMATION

### Crashes and Casualties

Calendar year (a)	1999	2000	2001	2002	2003 (p)
Number of crashes (b)	39,562 (r)	38,120 (r)	37,530 (r)	36,378 (r)	35,964
Number of fatal crashes (c)	188 (r)	184 (r)	151	159	154
Number of fatalities (d)	217 (r)	212 (r)	165	179	179
Number of casualties (e)	12,671 (r)	12,211 (r)	11,883 (r)	10,705 (r)	10,223
Casualties per 100,000 population	685.0 (r)	651.4 (r)	625.0 (r)	556.2 (r)	523.7
Casualties per 100,000 licensed drivers	1,015.4 (r)	974.2 (r)	933.3 (r)	828.1 (r)	774.0
Casualties per 100,000 registered motor vehicles (f)	924.4 (r)	877.9 (r)	840.5 (r)	742.2 (r)	692.7
Estimated Resident Population as at 30 June	1,849,733	1,874,459	1,901,159	1,924,553 (r)	1,952,238
Licensed drivers as at 30 June	1,247,866	1,253,422	1,273,275	1,292,751	1,320,777
Registered motor vehicles as at 30 June (f)	1,370,741	1,390,874	1,413,848	1,442,339	1,475,772

### Number of road fatalities by road-user

Calendar year (a)	1999	2000	2001	2002	2003 (p)
Motor vehicle driver	108 (r)	90 (r)	72 (r)	79	83
Motor vehicle passenger	65	64 (r)	40 (r)	46 (r)	54
Motorcyclist	19	22	28	23 (r)	24
Bicyclists, pedestrians and other	25 (r)	36	25	31 (r)	18
<b>Total</b>	<b>217 (r)</b>	<b>212 (r)</b>	<b>165</b>	<b>179</b>	<b>179</b>

### Drink-driving and speeding behaviour and enforcement

Financial Year	1999-00	2000-01	2001-02	2002-03	2003-04 (p)
<b>Drink-driving</b>					
Number of preliminary breath tests (g)	1,219,547 (r)	1,178,172	975,031	1,004,115 (r)	1,086,339
Number of drivers found to be within the lawful alcohol limit	1,208,903	1,167,050	961,892	989,772	1,072,108
Percentage of drivers tested found to be within the lawful alcohol limit	99.1	99.1	98.7	98.6	98.7
<b>Speeding (Speed Cameras Only)</b>					
Number of drivers monitored for speeding by speed cameras	19,806,984	18,794,049	19,178,152	20,766,824 (r)	19,975,957
Number of drivers found to be within the lawful speed limit (h)	15,907,236	15,080,324	15,483,347	17,580,261	16,760,321
Percentage of drivers monitored found to be within the lawful speed limit (h)	80.3	80.2	80.7	84.7	83.9

## ROAD SAFETY INFORMATION (Continued)

### Notes:

- (a) Due to coronial inquiries into fatal crashes not being completed for the current financial year, crash and casualty statistics have been provided for the calendar year.
- (b) A 'crash' is any apparently unpremeditated collision reported to police which resulted from the movement of at least one road vehicle on a road open to and used by the public, and involving death or injury to any person, or property damage.
- (c) A 'fatal crash' is a road crash where at least one person died within 30 days as a result of injuries sustained in the crash. The crash must occur on a road open to and used by the public, and involve a vehicle, which was in motion. It cannot be an 'act of nature', an act of deliberate intent or as a result of a prior event such as a heart attack.
- (d) A 'fatality' is a person who dies, within 30 days of a road crash, from injuries sustained in that crash.
- (e) A 'casualty' is a person who is killed, admitted to hospital, or injured requiring medical attention as a result of a road crash. Excludes injured persons who do not require medical attention.
- (f) Registered motor vehicles as at 30 June of each year excluding caravans, trailers and plant and equipment.
- (g) 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.
- (h) The lawful speed limit is defined as the posted speed limit shown on road signage.
- (p) Preliminary. Fatal crash and fatality statistics are preliminary pending the completion of all coronial inquiries.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

### Sources:

Western Australia Police Service, Traffic Enforcement and Crash Executive Information System. Data extracted on 9 July 2004.

Main Roads Western Australia - crash and casualty data for 1999-2003 extracted in July 2004.

Australian Bureau of Statistics, *Australian Demographic Statistics, December Quarter 2003* (ABS Cat. No. 3101.0).

Department for Planning and Infrastructure, licensed motor vehicle drivers data and vehicle registration data as at 30 June 1999, 2000, 2001, 2002 and 2003 extracted in July 2004.

## Strategic Traffic Enforcement Program and Random Road Watch

The Office of Road Safety funds two ongoing programs of traffic law enforcement activity in addition to that normally conducted by the Police Service. The focus of these programs is to reduce the number of crashes by targeting specific road-user behaviour and road safety problems. The Strategic Traffic Enforcement Program (STEP) contributes to an improvement in road-user behaviour and addresses local road safety problems through specific targeted enforcement campaigns. The Random Road Watch program is designed to increase the presence of police in the vicinity of high crash locations. The following table provides statistics on STEP and Random Road Watch enforcement activity and program funding expenditure.

### STEP and Random Road Watch enforcement activity and expenditure (a)(b)

	STEP		Random Road Watch	
	2002-03 (r)	2003-04	2002-03 (r)	2003-04
Traffic patrol hours	2,798	4,952	181	565
Number of vehicles stopped	21,629	45,580	1,114	5,476
Vehicles monitored for speeding by speed cameras	11,567	0	0	0
Non-camera speed contacts – briefs, infringements and cautions (BIC)	7,308	7,997	178	396
Drivers tested for drink-driving	15,511	41,068	1,091	5,512
Drivers charged for drink-driving offences	64	365	4	130
Seatbelt contacts (BIC)	228	387	2	5
Other traffic contacts (BIC)	2,454	5,079	130	591
Vehicle work orders	191	261	0	42
Program funding expenditure	\$389,885	\$705,302	\$85,941	\$72,642

### Notes:

- (a) STEP and Random Road Watch funded expenditure is based on applications for funding received from police districts and traffic support areas for enforcement campaigns commenced during that period. Expenditure is estimated pending the completion of all campaigns, some of which may end in the following financial year.
- (b) STEP and Random Road Watch enforcement contacts for a period (e.g. financial year) comprise all campaign enforcement contacts recorded during that period. Due to the length of campaigns, enforcement contacts recorded for a period may also include contacts for a campaign that began in a prior period.
- (r) Revised figures from those shown in the previous Police Service Annual Report.

### Source:

Western Australia Police Service, Traffic Support Branch.

# Statistical Appendix

## PROFESSIONAL STANDARDS INFORMATION

### Overall Police Service Information

<b>MOU – Number of officers dealt with under the Section 8 Process (a). The MOU was superseded by the Police Amendment Act in August 2003.</b>	<b>2002-03</b>	<b>2003-04</b>
Carried forward	na	27
Commenced	41 (r)	26
Completed	14 (b)	28 (d)
Balance on hand	27 (c) (r)	25 (e)

#### Notes:

- (a) The method of dealing with Section 8 matters has changed since the introduction of the Memorandum of Understanding (MOU) – Commissioner's Loss of Confidence – Section 8 of the *Police Act 1892* procedures.
- (b) Twelve officers resigned prior to dismissal, two officers reinstated to full operational duties.
- (c) Fourteen officers stood down from full duties, eleven officers stood aside from operational duties, two officers (r) on sick leave.
- (d) Nine officers dismissed, seven officers resigned prior to dismissal, five officers medically discharged, seven officers disciplined.
- (e) Twenty-two officers are under various stages of investigation, three officers served with a Notice of Intention to Remove.
- (r) Revised figures.
- na not applicable.

The following tables relate to self-regulation activities within the Police Service.

### Internal Investigations Unit

Internal Investigations Unit statistics do not include any matters raised during the Royal Commission or matters dealt with by Internal Affairs Unit.

<b>Inquiries</b>		<b>1999-00</b>	<b>2000-01</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>
<b>Public Complaints</b>	Assault	161	140	124	101	109
	Domestic Violence (b)	na	na	na	na	3
	Misconduct	116	136	117	116	126
	Neglect	42	48	54	41	34
	Stealing	10	9	11	17	15
Major	Total	329	333	306	275	287
Minor	Total	649	684	588	496	509
	<b>Total Public Complaints</b>	<b>978</b>	<b>1,017</b>	<b>894</b>	<b>771</b>	<b>796</b>
<b>Commissioner of Police (a)</b>	Administration	1	5	0	0	0
	Assault	3	7	8	8	6
	Domestic Violence (b)	na	na	na	na	1
	Escape (b)	na	na	na	na	13
	Misconduct	119	96	115	107	112
	Neglect	80	76	85	62	64
	Stealing	5	9	6	7	7
Major	Total	208	193	214	184	203
Minor	Total	2	1	2	1	1
	<b>Total Commissioner of Police</b>	<b>210</b>	<b>194</b>	<b>216</b>	<b>185</b>	<b>204</b>
<b>Other Inquiries</b>	Deaths/Suicides	10	9	9	11	10
	Attempted suicides/injuries	75	90	78	88	100
	Firearm discharge/draw	7	12	7	16	15
	Capsicum spray	2	15	11	7	6
	Police Crashes (b)	na	na	na	na	41
	UDD Crash (b)	na	na	na	na	198
	<b>Total Other Inquiries</b>	<b>94</b>	<b>126</b>	<b>105</b>	<b>122</b>	<b>370</b>
<b>Total Inquiries</b>		<b>1,282</b>	<b>1,337</b>	<b>1,215</b>	<b>1,078</b>	<b>1,370</b>

#### Notes:

- (a) Inquiries initiated from internally sourced information.
- (b) New Categories. Domestic Violence and Escape matters were previously included within other categories. Police Crashes and Urgent Duty Driving Crashes (UDD) are new matters dealt with by the Internal Investigations Unit.
- na not applicable.



**Internal Investigations Unit (continued)**

Outcome of Allegations		1999-00	2000-01	2001-02	2002-03	2003-04
<b>Public Complaints</b>	Conciliated	1	45	6	3	7
	Not conciliated	0	21	1	1	4
	Sustained	115	191	174	155	212
	Not sustained	810	751	631	726	644
	Unfounded	17	31	15	16	19
	Withdrawn	30	23	21	9	8
	No action required	2	5	0	2	0
	Complainant unavailable	3	15	14	4	1
	Exonerated	16	6	1	22	25
	Declined to Disclose	0	0	0	0	1
	Not finalised	356	402	425	605	865
	<b>Total Public Complaints</b>	<b>1,350</b>	<b>1,490</b>	<b>1,288</b>	<b>1,543</b>	<b>1,786</b>
<b>Commissioner of Police (a)</b>	Conciliated	0	0	0	0	0
	Not conciliated	0	0	0	0	0
	Sustained	136	144	107	90	131
	Not sustained	50	43	88	70	38
	Unfounded	2	9	0	2	11
	Withdrawn	0	1	0	0	0
	No action required	1	1	0	1	0
	Complainant unavailable	0	0	0	0	0
	Exonerated	4	18	2	2	4
	Declined to Disclose	0	0	0	0	1
	Certificate of merit	0	0	0	0	0
	Not finalised	60	114	149	162	124
<b>Total Commissioner of Police</b>	<b>253</b>	<b>330</b>	<b>346</b>	<b>327</b>	<b>309</b>	
<b>Total Outcome of Allegations</b>	<b>1,603</b>	<b>1,820</b>	<b>1,634</b>	<b>1,870</b>	<b>2,095</b>	

**Note:**

(a) Inquiries initiated from internally sourced information.

Action resulting from Inquiries (Number of Officers in brackets)	1999-00	2000-01	2001-02	2002-03	2003-04
Statutory Charges	18 (13)	43 (18)	46 (19)	18 (14)	92 <sup>(a)</sup> (19) <sup>(b)</sup>
Discipline Charges	37 (24)	51 (32)	108 (70)	45 (35)	37 <sup>(c)</sup> (27) <sup>(d)</sup>
Unfavourable Report	(72)	(61)	(87)	75 (70)	49 (46)
Dismissals	(0)	(4)	(0)	(0)	(6)
Resignation	(5)	(6)	(7)	(4)	(4)
Notice of intention to remove	(7)	(5)	(3)	(7)	(11)
Reprimand (Public Sector Management Act)	(0)	2 (2)	(0)	2 (2)	3 (1)
Notice of Breach of COPS Manual (Email Use)	na	15 (15)	68 (67)	14 (14)	22 (22)

**Notes:**

(a) Twenty-four charges arising from an inquiry commenced prior to July 2003.

(b) One officer charged arising from an inquiry commenced prior to July 2003.

(c) Twenty-five charges arising from inquiries commenced prior to July 2003.

(d) Eighteen officers charged arising from inquiries commenced prior to July 2003.

na not applicable.

**Source:**

Western Australia Police Service, Investigation Information System.

# Statistical Appendix

## PROFESSIONAL STANDARDS INFORMATION (Continued)

### Internal Affairs Unit (includes allegations of serious/improper misconduct or corruption)

Information Reports	1999-00	2000-01	2001-02	2002-03	2003-04
Investigation categories:					
Official corruption	na	33	24	38	45
Criminal allegations <sup>(a)</sup>	na	na	na	na	38
Unauthorised/inappropriate computer access	na	29	14	52	39
Disclose official information/secrets, release of information <sup>(b)</sup>	na	22	20	32	32
Drug-related	na	30	25	58	42
Improper associations	na	22	24	23	29
Serious improper misconduct	na	32	19	54	16
Disciplinary matters	na	10	7	24	13
Other	na	20	17	31 <sup>(r)</sup>	19
<b>Total</b>	<b>na</b>	<b>198</b>	<b>150</b>	<b>312</b>	<b>273</b>
Information reports investigated	147	76	82	63	67
Outsourced for investigation (to districts)	na	21	20	60	76
Information reports filed for intelligence	83	101	39	187	126
Information reports pending assessment	0	0	9	2	0
Duplicate reports (a)	na	na	na	na	4
<b>Total</b>	<b>230</b>	<b>198</b>	<b>150</b>	<b>312</b>	<b>273</b>

**Notes:**

- (a) New category.
- (b) Revised category.
- (r) Revised figure.
- na not applicable.

Investigation Folios relating to investigation categories	1999-00	2000-01	2001-02	2002-03	2003-04
Investigation categories:					
Official corruption	50	11	28	10	22
Unauthorised/inappropriate computer access	33	12	7	7	2
Disclose official secrets	4	5	16	15	4
Drug-related	25	14	16	16	6
Improper associations	7	7	4	4	1
Serious improper misconduct	7	17	7	11	5
Disciplinary matters	21	4	4	2	1
<b>Total</b>	<b>147</b>	<b>70</b>	<b>82</b>	<b>65</b>	<b>41</b>

Charges/Sanctions (number of persons in brackets)	2000-01	2001-02	2002-03	2003-04
<b>Non-Police:</b> Criminal Charges	6 (4)	1 (1)	14 (9)	13 (8)
<b>Police Officers:</b> Criminal Charges	38 (4)	1 (1)	11 (4)	11 (3)
Disciplinary Charges/Sanctions	15 (14)	11 (10)	4 (3)	12 (2)
Unfavourable Report	na	na	1 (1)	0
Commissioner's Loss of Confidence Proceedings	na	na	9 (9)	5 (5)

**Note:**

na not applicable.

**Source:**

Western Australia Police Service, Internal Affairs Unit.

# Financial Statements

for the year ended 30 June 2004

## Certification of Financial Statements

for the year ended 30 June 2004

The accompanying financial statements of the Western Australia Police Service have been prepared in compliance with the provisions of the *Financial Administration and Audit Act 1985* from proper accounts and records to present fairly the financial transactions for the financial year ending 30 June 2004 and the financial position as at 30 June 2004.

At the date of signing we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



**KARL J O'CALLAGHAN**  
COMMISSIONER OF POLICE



**P M de MAMIEL**  
DIRECTOR OF FINANCE  
(Principal Accounting Officer)

29 July 2004



## AUDITOR GENERAL

### INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

### POLICE SERVICE

**FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30, 2004**

### Audit Opinion

In my opinion,

- (i) the controls exercised by the Police Service provide reasonable assurance that the receipt and expenditure of moneys, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (ii) the financial statements are based on proper accounts and present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the Treasurer's Instructions, the financial position of the Police Service at June 30, 2004 and its financial performance and cash flows for the year ended on that date.

### Scope

#### The Commissioner of Police's Role

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

The financial statements consist of the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, Output Schedule of Expenses and Revenues, Summary of Consolidated Fund Appropriations and Revenue Estimates, and the Notes to the Financial Statements.

#### Summary of my Role

As required by the Act, I have independently audited the accounts and financial statements to express an opinion on the controls and financial statements. This was done by looking at a sample of the evidence.

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



**D D R PEARSON**  
AUDITOR GENERAL

September 17, 2004

# Statement of Financial Performance

for the year ended 30 June 2004

	Notes	2004 \$'000	2003 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses from ordinary activities</b>			
Employee expenses	5	432,913	408,111
Services and contracts	6	98,096	86,388
Capital user charge	7	24,386	20,130
Depreciation and amortisation expense	8	16,773	14,752
Other expenses from ordinary activities	9	22,028	19,877
<b>Total Cost of services</b>		<b>594,196</b>	<b>549,258</b>
<b>Revenues from ordinary activities</b>			
<i>Revenue from operating activities</i>			
User charges and fees	10	12,181	9,885
Commonwealth Grants	11	758	903
Contributions, sponsorships and donations	12	5,401	4,214
<i>Revenue from non-operating activities</i>			
Proceeds from disposal of non-current assets	13	-	1
Other revenues from ordinary activities	14	872	600
<b>Total Revenues from ordinary activities</b>		<b>19,212</b>	<b>15,603</b>
<b>NET COST OF SERVICES</b>		<b>574,984</b>	<b>533,655</b>
<b>Revenues from State Government</b>			
Output appropriation	15	573,018	520,494
State grants	16	3,252	2,866
Superannuation liabilities assumed by the Treasurer	17	1,163	7,805
Initial recognition of assets not previously recognised	18	448	305
Resources received free of charge	19	503	495
<b>Total Revenues from State Government</b>		<b>578,384</b>	<b>531,965</b>
<b>CHANGE IN NET ASSETS</b>		<b>3,400</b>	<b>(1,690)</b>
Net Increase/(decrease) in the Asset Revaluation Reserve		7,433	20,521
Net initial adjustment on adoption of new accounting standard (AASB 1028)		-	(1,506)
<b>Total revenues, expenses and valuation adjustments recognised directly in equity</b>		<b>7,433</b>	<b>19,015</b>
<b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH WA STATE GOVERNMENT AS OWNERS</b>	30 (d)	<b>10,833</b>	<b>17,325</b>

The accompanying notes form part of these financial statements.

# Statement of Financial Position

as at 30 June 2004

	Notes	2004 \$'000	2003 \$'000
<b>Current Assets</b>			
Cash assets	20	45,563	6,585
Restricted cash assets	21 (a)	16,400	1,631
Receivables	22	3,775	2,131
Amounts receivable for outputs	23	17,907	3,723
Other assets	24	5,873	7,970
<b>Total Current Assets</b>		<b>89,518</b>	<b>22,040</b>
<b>Non-Current Assets</b>			
Restricted cash assets	21 (b)	-	11,717
Amounts receivable for outputs	23	23,730	16,418
Property, vehicles, plant and equipment	25	321,054	309,964
Intangibles	26	64,719	59,511
<b>Total Non-Current Assets</b>		<b>409,503</b>	<b>397,610</b>
<b>TOTAL ASSETS</b>		<b>499,021</b>	<b>419,650</b>
<b>Current Liabilities</b>			
Provisions	27	48,756	46,750
Payables	28	3,923	5,662
Other liabilities	29	19,208	14,012
<b>Total Current Liabilities</b>		<b>71,887</b>	<b>66,424</b>
<b>Non-Current Liabilities</b>			
Provisions	27	73,011	66,314
<b>Total Non-Current Liabilities</b>		<b>73,011</b>	<b>66,314</b>
<b>TOTAL LIABILITIES</b>		<b>144,230</b>	<b>132,738</b>
<b>Equity</b>			
Contributed equity	30 (a)	111,207	55,903
Reserves	30 (b)	189,993	182,560
Accumulated surplus/(deficiency)	30 (c)	52,923	48,449
<b>TOTAL EQUITY</b>		<b>354,123</b>	<b>286,912</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>499,021</b>	<b>419,650</b>

The accompanying notes form part of these financial statements.

# Statement of Cash Flows

for the year ended 30 June 2004

	Notes	2004 \$'000	2003 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Output appropriations		548,504	506,020
Capital contributions		57,263	29,915
Holding account drawdowns		3,018	3,650
State grants received		3,373	3,080
Receipts paid into the Consolidated Fund		-	-
<b>Net Cash provided by State Government</b>		<b>612,158</b>	<b>542,665</b>
<b>Utilised as follows:</b>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Payments			
Employee costs		(419,052)	(395,073)
Services and contracts		(98,968)	(89,654)
Capital user charge		(23,729)	(20,288)
GST payments on purchases		(14,598)	(12,783)
GST payments to taxation authority		-	-
Other payments		(20,135)	(19,648)
		<b>(576,482)</b>	<b>(537,446)</b>
Receipts			
User charges and fees		12,111	9,743
Commonwealth grants		693	834
Contributions, sponsorships and donations		3,860	4,358
GST receipts on sales		12,234	12,590
GST receipts from taxation authority		1,312	1,189
Other receipts		342	537
		<b>30,552</b>	<b>29,251</b>
<b>Net Cash (used in)/provided by operating activities</b>	31 (b)	<b>(545,930)</b>	<b>(508,195)</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Purchase of non-current physical assets		(24,198)	(36,430)
Proceeds from sale of non-current physical assets		-	1
<b>Net Cash (used in)/provided by investing activities</b>		<b>(24,198)</b>	<b>(36,429)</b>
NET INCREASE/(DECREASE) IN CASH HELD		<b>42,030</b>	<b>(1,959)</b>
CASH ASSETS AT THE BEGINNING OF THE FINANCIAL YEAR		19,933	21,892
<b>CASH ASSETS AT THE END OF THE FINANCIAL YEAR</b>	31 (a)	<b>61,963</b>	<b>19,933</b>

The accompanying notes form part of these financial statements.

# Summary of Consolidated Fund Appropriations and Revenue Estimates

for the year ended 30 June 2004

	2004 Estimate \$'000	2004 Actual \$'000	2004 Variation \$'000	2004 Actual \$'000	2003 Actual \$'000	Variation \$'000
<b>PURCHASE OF OUTPUTS</b>						
Item 81 Net amount appropriated to deliver outputs	550,177	571,543	21,366	571,543	519,019	52,524
Amounts Authorised by Other Statutes						
<i>Salaries and Allowances Act 1975</i>	1,475	1,475	-	1,475	1,475	-
<b>Total appropriations provided to deliver outputs</b>	<b>551,652</b>	<b>573,018</b>	<b>21,366</b>	<b>573,018</b>	<b>520,494</b>	<b>52,524</b>
<b>CAPITAL</b>						
Item 154 Capital Contribution	65,467	57,263	(8,204)	57,263	29,915	27,348
<b>ADMINISTERED</b>						
Administered grants, subsidies and other transfer payments	-	1,255	1,255	1,255	-	1,255
<b>GRAND TOTAL OF APPROPRIATIONS</b>	<b>617,119</b>	<b>631,536</b>	<b>14,417</b>	<b>631,536</b>	<b>550,409</b>	<b>81,127</b>
<b>Details of Expenses by Outputs</b>						
Community Support, Crime Prevention and Public Order	214,589	221,003	6,414	221,003	202,771	18,232
Emergency Management and Co-ordination	8,943	10,055	1,112	10,055	8,307	1,748
Traffic Management and Road Safety	91,823	103,198	11,375	103,198	93,156	10,042
Response to and Investigation of Offences	199,825	199,384	(441)	199,384	188,461	10,923
Services to the Judicial Process	56,398	60,556	4,158	60,556	56,563	3,993
<b>Total Cost of Outputs</b>	<b>571,578</b>	<b>594,196</b>	<b>22,618</b>	<b>594,196</b>	<b>549,258</b>	<b>44,938</b>
(Less) Total revenues from ordinary activities	(17,741)	(19,212)	(1,471)	(19,212)	(15,603)	(3,609)
<b>Net Cost of Outputs</b>	<b>553,837</b>	<b>574,984</b>	<b>21,147</b>	<b>574,984</b>	<b>533,655</b>	<b>41,329</b>
(Less)/Add Adjustments	(2,185)	(1,966)	219	(1,966)	(13,161)	11,195
<b>Total appropriations provided to deliver outputs</b>	<b>551,652</b>	<b>573,018</b>	<b>21,366</b>	<b>573,018</b>	<b>520,494</b>	<b>52,524</b>
<b>Capital Expenditure</b>						
Purchase of non-current physical assets	73,691	23,388	(50,303)	23,388	36,223	(12,835)
Working capital requirement-leave liability	-	-	-	-	-	-
Adjustments for other funding sources	(8,224)	33,875	42,099	33,875	(6,308)	40,183
<b>Capital Contribution (appropriation)</b>	<b>65,467</b>	<b>57,263</b>	<b>(8,204)</b>	<b>57,263</b>	<b>29,915</b>	<b>27,348</b>
<b>DETAILS OF REVENUE ESTIMATES</b>						
Revenues disclosed as Administered Revenues	390	741	351	741	652	89
<b>Total Revenue Estimates</b>	<b>390</b>	<b>741</b>	<b>351</b>	<b>741</b>	<b>652</b>	<b>89</b>

The Summary of consolidated fund appropriations, Variance to Budget and Actual should be read in conjunction with the accompanying notes. This Summary provides the basis for the Explanatory Statement Information requirements of *Treasurer's Instruction 945*, set out at Note 38.

# Output Schedule of Expenses and Revenues

for the year ended 30 June 2004

	Community Support, Crime Prevention and Public Order		Emergency Management and Co-ordination		Traffic Management and Road Safety	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
<b>COST OF SERVICES</b>						
<b>Expenses from ordinary activities</b>						
Employee expenses	162,216	152,674	6,777	5,896	74,721	68,319
Services and contracts	35,223	30,195	1,845	1,435	16,779	15,155
Capital user charge	9,002	7,467	414	300	4,242	3,247
Depreciation and amortisation expense	6,570	5,487	483	345	3,327	2,948
Other expenses from ordinary activities	7,992	6,948	536	331	4,129	3,487
<b>Total Cost of services</b>	<b>221,003</b>	<b>202,771</b>	<b>10,055</b>	<b>8,307</b>	<b>103,198</b>	<b>93,156</b>
<b>Revenues from ordinary activities</b>						
<i>Revenue from operating activities</i>						
User charges and fees	5,778	3,818	52	252	2,552	1,787
Commonwealth Grants	276	313	10	10	137	262
Contributions, sponsorships and donations	2,188	2,392	78	72	850	521
<i>Revenue from non-operating activities</i>						
Proceeds from disposal of non-current assets	-	-	-	-	-	1
Other revenues from ordinary activities	543	174	13	6	96	242
<b>Total Revenues from ordinary activities</b>	<b>8,785</b>	<b>6,697</b>	<b>153</b>	<b>340</b>	<b>3,635</b>	<b>2,813</b>
<b>NET COST OF SERVICES</b>	<b>212,218</b>	<b>196,074</b>	<b>9,902</b>	<b>7,967</b>	<b>99,563</b>	<b>90,343</b>
<b>Revenues from State Government</b>						
Output appropriation	211,493	192,271	9,868	7,812	99,221	85,782
State grants	1,197	-	44	-	581	2,866
Superannuation liabilities assumed by the Treasurer	426	2,835	13	113	237	1,544
Initial recognition of assets not previously recognised	158	156	4	4	73	34
Resources received free of charge	114	107	2	9	27	33
<b>Total Revenues from State Government</b>	<b>213,338</b>	<b>195,369</b>	<b>9,931</b>	<b>7,938</b>	<b>100,139</b>	<b>90,259</b>
<b>CHANGE IN NET ASSETS</b>	<b>1,170</b>	<b>(705)</b>	<b>29</b>	<b>(29)</b>	<b>576</b>	<b>(84)</b>

The accompanying notes form part of these financial statements.



# Output Schedule of Expenses and Revenues

for the year ended 30 June 2004

	Response to and Investigation of Offences		Services to the Judicial Process		TOTAL	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
<b>COST OF SERVICES</b>						
<b>Expenses from ordinary activities</b>						
Employee expenses	144,301	138,838	44,898	42,384	432,913	408,111
Services and contracts	34,723	30,908	9,526	8,695	98,096	86,388
Capital user charge	8,288	7,027	2,440	2,089	24,386	20,130
Depreciation and amortisation expense	4,880	4,577	1,513	1,395	16,773	14,752
Other expenses from ordinary activities	7,192	7,111	2,179	2,000	22,028	19,877
<b>Total Cost of services</b>	<b>199,384</b>	<b>188,461</b>	<b>60,556</b>	<b>56,563</b>	<b>594,196</b>	<b>549,258</b>
<b>Revenues from ordinary activities</b>						
<i>Revenue from operating activities</i>						
User charges and fees	2,792	3,238	1,007	790	12,181	9,885
Commonwealth Grants	268	248	67	70	758	903
Contributions, sponsorships and donations	1,650	897	635	332	5,401	4,214
<i>Revenue from non-operating activities</i>						
Proceeds from disposal of non-current assets	-	-	-	-	-	1
Other revenues from ordinary activities	169	131	51	47	872	600
<b>Total Revenues from ordinary activities</b>	<b>4,879</b>	<b>4,514</b>	<b>1,760</b>	<b>1,239</b>	<b>19,212</b>	<b>15,603</b>
<b>NET COST OF SERVICES</b>	<b>194,505</b>	<b>183,947</b>	<b>58,796</b>	<b>55,324</b>	<b>574,984</b>	<b>533,655</b>
<b>Revenues from State Government</b>						
Output appropriation	193,841	180,378	58,595	54,251	573,018	520,494
State grants	1,129	-	301	-	3,252	2,866
Superannuation liabilities assumed by the Treasurer	333	2,536	154	777	1,163	7,805
Initial recognition of assets not previously recognised	124	69	89	42	448	305
Resources received free of charge	290	283	70	63	503	495
<b>Total Revenues from State Government</b>	<b>195,717</b>	<b>183,266</b>	<b>59,209</b>	<b>55,133</b>	<b>578,384</b>	<b>531,965</b>
<b>CHANGE IN NET ASSETS</b>	<b>1,212</b>	<b>(681)</b>	<b>413</b>	<b>(191)</b>	<b>3,400</b>	<b>(1,690)</b>

The accompanying notes form part of these financial statements.

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

## 1. Mission and Funding

The mission of the Western Australia Police Service (Police Service) and the outcome of its policing activities is *in partnership with the community, create a safer and more secure Western Australia by providing quality police services.*

The Police Service is predominantly funded by Parliamentary appropriations. It provides the following services on a fee-for-service basis: vehicle escorts, photographic reproductions, police clearance certificates, security services, private prosecution reports, freedom of information reports, conviction records and crash information. The fees charged are determined on a cost-recovery basis.

In the process of reporting on the Police Service as a single entity, all intra-entity transactions and balances have been eliminated.

## 2. Significant Accounting Policies

The following accounting policies have been adopted in the preparation of the financial statements. Unless otherwise stated, these policies are consistent with those adopted in the previous year.

### (a) General Statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with *Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board, and Urgent Issues Group (UIG) Consensus Views* as applied by the Treasurer's Instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording. The *Financial Administration and Audit Act* and the *Treasurer's Instructions* are legislative provisions governing the preparation of financial statements and take precedence over *Australian Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board, and UIG Consensus Views*. The modifications are intended to fulfil the requirements of general application to the public sector, together with the need for greater disclosure and also to satisfy accountability requirements.

If any such modification has a material or significant financial effect upon the reported results, details of that modification and where practicable, the resulting financial effect is disclosed in individual notes to these financial statements.

### Basis of Accounting

The financial statements have been prepared in accordance with *Accounting Standards AAS 29*. The statements have been prepared on the accrual basis of accounting using the historical cost convention, with the following exceptions:

- Certain non-current assets, which subsequent to initial recognition, have been measured on the fair value basis in accordance with the option under AAS 38 (5.1) - refer Note (i);
- Inventories - refer Note (n);
- Long service leave and leave liabilities - measured at the present value of expected future payments - refer Note (q).

Administered assets, liabilities, expenses and revenues are not integral to the Police Service in carrying out its functions and are disclosed in notes to the financial statements, forming part of the general purpose financial report of the Police Service. The administered items are disclosed on the same basis as is described above for the financial statements of the Police Service. The administered assets, liabilities, expenses and revenues are those which the Government requires the Police Service to administer on its behalf. The assets do not render any service potential or future economic benefits to the Police Service, the liabilities do not require the future sacrifice of service potential or future economic benefit of the Police Service, and the expenses and revenues are not attributable to the Police Service.

As the administered assets, liabilities, expenses and revenues are not recognised in the principal financial statements of the Police Service, the disclosure requirements of *Accounting Standard AAS 33, "Presentation and Disclosure of Financial Instruments"*, are not applied to administered transactions.

## **(b) Output Appropriations**

Output appropriations are recognised as revenues in the period in which the Police Service gains control of the appropriated funds. The Police Service gains control of appropriated funds at the time those funds are deposited into the bank account or credited to the holding account held at the Department of Treasury and Finance. *Refer to Note 15 for further commentary on output appropriations.*

## **(c) Contributed Equity**

Under *UIG 38* "Contributions by Owners Made to Wholly-Owned Public Sector Entities" transfers in the nature of equity contributions must be designated by the Government (owners) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions in the financial statements. Capital contributions (appropriations) have been designated as contributions by owners and have been credited directly to Contributed Equity in the Statement of Financial Position. Capital appropriations which are repayable to the Treasurer are recognised as liabilities.

## **(d) Net Appropriation Determination**

Pursuant to section 23A of the *Financial Administration and Audit Act 1985*, the net appropriation determination by the Treasurer provides for retention of the following moneys received by the Police Service:

- Proceeds from fees and charges;
- Recoups of services provided;
- Commonwealth specific purpose grants;
- Sponsorships and donations; and
- One-off revenues with a value less than \$10,000 from the sale of property other than real property.

In accordance with the determination, the Western Australia Police Service retained \$33.925 million in 2004 (\$32.331 million in 2003).

Retained revenues may only be applied to the outputs specified in the 2003-04 Budget Statements.

## **(e) Grants and Other Contributions**

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the Police Service obtains control over the assets comprising the contributions. Control is normally obtained upon their receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were un-discharged as at the reporting date, the nature of, and amounts pertaining to, those undischarged conditions are disclosed in the notes to the financial statements.

## **(f) Revenue Recognition**

Revenue from the sale of goods and disposal of other assets and the rendering of services, is recognised when the Police Service has passed control of the goods or other assets or delivery of the service to the customer.

## **(g) Acquisition of Assets**

The cost method of accounting is used for all acquisitions of assets. Cost is measured as the fair value of the assets given up or liabilities undertaken at the date of acquisition plus incidental costs directly attributable to the acquisition.

Assets acquired at no cost, or for nominal consideration are initially recognised as assets and revenues at their fair value at the date of acquisition.

Land vested within the Police Service is capitalised irrespective of value. All other assets are capitalised when their cost or fair value is \$5,000 or more.

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

## 2. Significant Accounting Policies (continued)

### (h) Depreciation of Non-Current Assets

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation is provided for on either a straight-line basis net of residual values or on a straight line as is the case for Livestock. Depreciation rates are reviewed annually and the useful lives for each class of depreciable asset are:

<b>Class of Assets</b>	<b>2003-04</b>
Buildings	50 years
Transportables	20 years
Vehicles	
– Motor Vehicles and Cycles	5 years
– All Other Vehicles	7 years
Aircraft and Vessels	
– Aircraft	20 years
– Vessels	10 to 15 years
Computing and Office Equipment	
– Computing Hardware	4 to 8 years
– Office Equipment	7 years
– Furniture and Fittings	10 years
– Communication Equipment	7 years
Livestock	
– Dogs and Horses	8 to 20 years
Other Plant and Equipment	
– Radio Equipment	7 years
– Audio-visual Equipment	7 years
– Firearms Equipment	10 years
– Photographic Equipment	8 years
– Traffic Equipment	8 years
– Scientific Equipment	10 years
– Other Plant and Equipment	10 years

Artworks controlled by the Police Service have very long and indeterminate useful lives. Their service potential has not, in any material sense, been consumed during the reporting period. As such, no amount for depreciation has been recognised in respect of them.

### (i) Revaluation of Land, Buildings, Aircraft, Vessels and Livestock

The Police Service has a policy of valuing land, buildings, aircraft, vessels, livestock at fair value. As land buildings and livestock can experience frequent and material movements in fair value, a revaluation is considered necessary each reporting period. Such frequent revaluations is considered unnecessary for aircraft and vessels as these asset classes have experienced only immaterial movements in fair value. For these asset types, a revaluation would be performed every two to three years.

The revaluation of freehold land and buildings and livestock was performed in July 2003 in accordance with an independent valuation by the Valuer General's Office. Fair value of land and buildings has been determined on the basis of current market buying values or existing use value. Existing use value is used for assets which are not normally sold in the real estate market such as police stations and represents the sites' land value added to the depreciated replacement cost of any improvements.

Assets acquired between revaluations are reported at cost.

**(j) Intangible Assets**

Significant costs associated with the acquisition or development of computer software are capitalised and amortised on a straight-line basis over the periods of the expected benefit, which varies from 4 to 8 years.

**(k) Leases**

The Police Service has entered into a number of operating lease arrangements for buildings and office equipment where the lessors effectively retain all of the risks and benefits incident to ownership of the items held under the operating leases. Equal instalments of the lease payments are charged to the Statement of Financial Performance over the lease term as this is representative of the pattern of benefits to be derived from the leased property.

**(l) Cash**

For the purpose of the Statement of Cash Flows, cash includes cash assets and restricted cash assets. These include short-term deposits that are readily convertible to cash on hand and are subject to insignificant risk of changes in value.

Restricted cash assets are those cash assets, the uses of which are restricted, wholly or partly, by regulations or externally imposed requirements.

**(m) Receivables**

Receivables are recognised at the time amounts receivable are due for settlement, no more than 30 days from the date of recognition.

Collectability of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised where some doubt as to collection exists and in any event where the debt is more than 60 days overdue.

**(n) Inventories**

Inventories have been valued at the lower of cost and net realisable value. Reported holdings have been confirmed through an annual stocktake.

**(o) Payables**

Payables, including accruals not yet billed, are recognised when the Police Service becomes obliged to make future payments as a result of a purchase of assets or services. Payables are generally settled within 30 days.

**(p) Accrued Salaries**

The accrued salaries suspense account (refer note 21) consists of amounts paid annually into a suspense account over a period of ten financial years to largely meet the additional cash outflow in each eleventh year when 27 pay days occur in that year instead of the normal 26. No interest is received on this account.

Accrued salaries (refer note 29) represent the amount due to staff but unpaid at the end of the financial year, as the end of the last pay period for that financial year does not coincide with the end of the financial year. Accrued salaries are settled within a few days of the financial year's end. The Police Service considers the carrying amount of accrued salaries to be equivalent to the net fair value.

**(q) Employee benefits**

***Annual leave***

This benefit is recognised at the reporting date in respect to employees' service up to that date and is measured at the nominal amounts expected to be paid when the liabilities are settled.

***Annual leave loading***

The provision for annual leave loading represents the present amount payable for annual leave accrued since 1 January 2003 for non-police officers. This entitlement is measured at nominal amounts expected to be paid when the liabilities are settled.

For Police Officers, the annual leave loading is reported as an accrued expense as payment is made annually irrespective of whether leave is taken.

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

## 2. Significant Accounting Policies (continued)

### **Long service leave**

The liability for long service leave expected to be settled within 12 months of the reporting date is recognised in the provisions for employee benefits and is measured at the nominal amounts expected to be paid when the liability is settled. The liability for long service leave expected to be settled more than 12 months from the reporting date is recognised in the provisions for employee benefits and is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

Consideration is given, when assessing expected future payments, to expected future wage and salary levels including relevant on-costs, experience of employee departures and periods of service. Expected future payments are discounted using market yield at the reporting date on national government bonds with terms to maturity and currently that match, as closely as possible, the estimated future cash outflows.

### **Employee benefit on-costs**

The settlement of long service leave liabilities gives rise to the payment of employment on-costs including Superannuation and WorkCover premiums. The liability for such on-costs is included here. The associated expense is included under Note 5, Employee expenses.

### **38-hour leave liability**

The provision for 38-hour leave liability represents a commitment by Cabinet in 1986 to honour an agreement to accrue additional hours worked between 1 January to 30 September 1986. This was after the Government of the day granted a 38-hour week to Police Officers, back-dated to 1 January 1986.

The hours accrued are only payable on retirement, resignation or termination and is measured on the same basis as long service leave.

### **Special paid leave**

The provision for special paid leave represents the negotiated leave entitlement to Sworn Officers who previously accrued long service leave on a ten-year basis prior to the accrual period changing to seven years. This liability is measured at nominal amounts expected to be paid when the liabilities are settled.

### **Sick leave**

No provision is made for non-vesting sick leave as the sick leave taken each reporting period is less than the entitlement accruing, and this is expected to recur in future reporting periods.

### **Deferred leave**

The provision for deferred leave relates to Public Service employees whom have entered into an agreement, to self-fund an additional twelve (12) months leave in the fifth year of the agreement. The provision recognises the value of salary set aside for employees to be used in the fifth year. The liability is measured on the same basis as for long service leave.

### **Purchased leave**

The provision for purchased leave relates to Public Service employees whom have entered into an agreement to self-fund up to an additional four (4) weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the nominal amounts expected to be paid when the liabilities are settled.

## **(r) Superannuation**

Staff may contribute to the Pension Scheme, a defined benefits pension scheme now closed to new members, or to the Gold State Superannuation Scheme, a defined benefit lump sum scheme now also closed to new members. All staff who do not contribute to either of these schemes become non-contributory members of the West State Superannuation Scheme, an accumulation fund complying with the Commonwealth Government's *Superannuation Guarantee (Administration) Act 1992*. All of these schemes are administered by the Government Employees Superannuation Board (GESB).

The superannuation expense comprises the following elements:

- (i) change in the unfunded employer's liability in respect of current employees who are members of the Pension Scheme and current employees who accrued a benefit on transfer from that Scheme to the Gold State Superannuation Scheme; and
- (ii) employer contributions paid to the Gold State Superannuation Scheme and the West State Superannuation Scheme.

The superannuation expense does not include payment of pensions to retirees, as this does not constitute part of the cost of services provided by the Police Service in the current year.

A revenue "Liabilities assumed by the Treasurer" equivalent to (i) is recognised under Revenues from State Government in the Statement of Financial Performance as the unfunded liability is assumed by the Treasurer. The GESB makes the benefit payments and is recouped by the Treasurer.

The Western Australia Police Service is funded for employer contributions in respect of the Gold State Superannuation Scheme and the West State Superannuation Scheme. These contributions were paid to the GESB during the year. The GESB subsequently paid the employer contributions in respect of the Gold State Superannuation Scheme to the Consolidated Fund.

**(s) Resources Received Free of Charge or For Nominal Value**

Resources received free of charge or for nominal value which can be reliably measured are recognised as revenues and expenses as appropriate, at fair value.

**(t) Moneys held in Trust**

The Police Service receives money in a trustee capacity in the form of Found Money, Stolen Money and Proceeds From Crime. As the Police Service only performs a custodial role in respect of these moneys, and because the moneys cannot be used for achievement of the agency's objectives, they are not brought to account in the Financial Statements, but are reported within the notes to the Financial Statements (refer note 40).

**(u) Comparative Figures**

Comparative figures are, where appropriate, reclassified so as to be comparable with the figures presented in the current financial year.

**(v) Rounding**

Amounts in the financial statements have been rounded to the nearest thousand dollars or in certain cases, to the nearest dollar.

### 3. Other Information Regarding the Financial Statements

The following matters should be noted when reviewing the Financial Statements:

(i) Resources provided free of charge

The Police Service provides a range of services free of charge to other government agencies. Information on resources provided free of charge has not been reported at balance date. Further progress will be made during 2004-05.

(ii) Firearms Library

The Police Service controls a firearms library for operational use. A valuation for this library has been completed, however the total individual items greater than the capitalisation threshold was immaterial.

(iii) International Financial Reporting Standards

The Police Service is adopting international accounting standards in compliance with AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards* (IFRS).

AASB 1 requires an opening balance sheet as at 1 July 2004 and the restatement of the financial statements for the reporting period to 30 June 2005 on the IFRS basis. These financial statements will be presented as comparatives in the first annual financial report prepared on an IFRS basis for the period ending 30 June 2006.

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

## 3. Other Information Regarding the Financial Statements (continued)

AASB 1047 *Disclosing the Impacts of Adopting Australian Equivalents to International Financial Reporting Standards* requires financial reports for periods ending on or after 30 June 2004 to disclose:

- **How the transition to Australian equivalents to IFRS is being managed**

The Police Service has dedicated an experienced Finance Officer to manage the implementation of the International Accounting Standards. This Officer will be reporting regularly to a Steering Committee during 2004-05 and issuing newsletters to impacted areas. The Officer is currently:

- Identifying the key differences in accounting policies, disclosures and presentation and the consequential impacts and risks to the agency;
- Assessing the changes required to financial management information systems and processes;
- Identifying the necessary staff skills and training requirements; and
- Preparing a plan to convert accounting policies, financial management information systems and processes so that the Police Service can account and report on the IFRS basis.

The project is on schedule with the preparation of an opening IFRS balance sheet in accordance with AASB 1 as at 1 July 2004 (the date of transition to IFRS).

- **Key differences in accounting policies that are expected to arise from adopting Australian equivalents to IFRS**

The Police Service has conducted its initial research on the adoption of the Australian equivalents to IFRS and this has highlighted only minor variations to the existing accounting policies of the Police Service. The quantitative effect of the adoption of the IFRS at the time of preparation of the financial statements is unknown.

## 4. Outputs of the Police Service

Information about the Police Service's outputs and, the expenses and revenues which are reliably attributable to those outputs are set out in the Output Schedule. Information about expenses, revenues, assets and liabilities administered by the Police Service are given in the schedule of Administered Expenses and Revenues and the Schedule of Administered Assets and Liabilities.

The Police Service's outputs and their outcomes are:

- **Community Support, Crime Prevention and Public Order**

The community has confidence in the level of public order, safety and security.

- **Emergency Management and Co-ordination**

The community has confidence in the level of public order, safety and security.

- **Traffic Management and Road Safety**

Road users behave safely.

- **Response to and Investigation of Offences**

A response to crime that brings offenders before the justice system.

- **Services to the Judicial Process**

A response to crime that brings offenders before the justice system.



	<b>2004 \$'000</b>	<b>2003 \$'000</b>
<b>5. Employee Expenses</b>		
Salaries and wages	315,031	296,525
Leave expenses	52,920	45,412
Superannuation	36,137	40,620
Employee housing	13,701	12,469
Relocation and relieving expenses	4,125	3,593
Fringe benefits tax	2,694	2,166
Uniforms and protective clothing	2,964	2,874
Medical expenses	2,577	2,249
Other	2,764	2,203
	<b>432,913</b>	<b>408,111</b>
<b>6. Services and Contracts</b>		
Repairs and maintenance	17,866	13,561
Rental, leases and hire	15,476	16,973
Insurances and licences	5,572	7,338
Travel expenses	4,977	4,114
Electricity, water and rates	4,773	4,749
Communication expenses	7,593	6,753
Other services and contracts	41,839	32,900
	<b>98,096</b>	<b>86,388</b>
<b>7. Capital User Charge</b>	<b>24,386</b>	<b>20,130</b>
<p>A capital user charge rate of 8% has been set by the Government and represents the opportunity cost of capital invested in the net assets of the Police Service used in the provision of outputs. The charge is calculated on the net assets adjusted to take account of exempt assets. Payments are made to the Department of Treasury and Finance on a quarterly basis.</p>		
<b>8. Depreciation and Amortisation Expense</b>		
Property, Plant and Equipment		
Buildings	5,070	4,729
Vehicles	547	620
Computing and office equipment	1,376	983
Aircraft and vessels	418	486
Livestock	225	164
Leasehold improvements	121	116
Other plant and equipment	1,448	1,449
	9,205	8,547
Intangibles		
Software	7,568	6,205
	<b>16,773</b>	<b>14,752</b>

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

	2004 \$'000	2003 \$'000
<b>9. Other Expenses from Ordinary Activities</b>		
Fuels and oils	5,190	5,070
Consumables	5,134	5,073
Equipment acquisitions	8,744	6,412
Doubtful debts	77	67
Carrying amount on non-current assets disposed of	4	87
Other assets written off not elsewhere reported *	642	756
Services received free of charge	503	495
Grants, subsidies and transfer payments	478	556
Other expenses from ordinary activities	1,256	1,361
	<b>22,028</b>	<b>19,877</b>
<p><i>* Other assets written off not elsewhere reported includes, items sold, reductions due to capitalisation policy changes and those write-offs in accordance with FAAA s45 located within Note 36.</i></p>		
<b>10. User Charges and Fees</b>		
Regulated fees		
Firearms	2,941	2,833
Security and related activities	861	456
Pawnbrokers and secondhand dealers	109	101
Vehicle escorts	1,618	1,086
Clearance certificates	2,552	1,492
Crash information	185	159
Other regulated fees	271	209
	8,537	6,336
Recoups of services provided		
Gold stealing	437	425
National Crime Authority	283	360
Family Law Court security	73	70
Search and rescue	65	136
Response to child abuse	23	38
Other	391	584
	1,272	1,613
Other Recoups	2,372	1,936
	<b>12,181</b>	<b>9,885</b>
<b>11. Commonwealth Grants</b>		
Police Recruit Traineeship Program	499	562
National Campaign Against Drug Abuse	146	170
Standing Action Committee for Protection Against Violence	100	171
Other	13	-
	<b>758</b>	<b>903</b>

	2004 \$'000	2003 \$'000
<b>12. Contributions, Sponsorships and Donations</b>		
Contributions		
Employee rental contributions	3,139	3,262
Executive vehicle contributions	100	96
Other contributions	931	202
	4,170	3,560
Sponsorships and Donations		
Sponsorships	241	346
Cash donations	-	1
Non-cash donations	990	307
	1,231	654
	<b>5,401</b>	<b>4,214</b>
<b>13. Net Gain (Loss) on Disposal of Non-Current Assets</b>		
(a) NET GAIN ON DISPOSAL OF NON-CURRENT ASSETS		
Vehicles	-	35
	-	35
(b) NET LOSS ON DISPOSAL OF NON-CURRENT ASSETS		
Vehicles	-	(12)
Computing and Office Equipment	(4)	(3)
Other Plant and Equipment	-	(1)
	(4)	(16)
<b>Net gain/(loss)</b>	<b>(4)</b>	<b>19</b>
<p>Vehicle sale proceeds are not retained by the Police Service and are disclosed in Note 39, Schedule of Administered Items. In 2003-04 the net book value of vehicles is disclosed within Contributed Equity (refer Note 30 (a)).</p>		
<b>14. Other Revenues from Ordinary Activities</b>		
Proceeds from Sale of Equipment items	18	13
Other revenues from ordinary activities	854	587
	<b>872</b>	<b>600</b>
<b>15. Output Appropriations</b>		
Output appropriations received during the year	571,543	519,019
<i>Salaries and Allowances Act 1975</i>	1,475	1,475
	<b>573,018</b>	<b>520,494</b>

Output Appropriations are accrual amounts reflecting the full cost paid for outputs delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

	2004 \$'000	2003 \$'000
<b>16. State Grants</b>		
Road Trauma Trust Fund	3,250	2,863
Other	2	3
	<b>3,252</b>	<b>2,866</b>
<b>17. Superannuation Liabilities Assumed by the Treasurer</b>		
The following liabilities have been assumed by the Treasurer during the financial year:		
– Superannuation	1,163	7,805
	<b>1,163</b>	<b>7,805</b>
The assumption of the superannuation liability by the Treasurer is only a notional revenue to offset the notional superannuation expense reported in respect of current employees who are members of the pension scheme and current employees who have a transfer benefit entitlement under the Gold State Scheme.		
<b>18. Initial Recognition of Assets Not Previously Recognised</b>		
Initial recognition of assets not previously recognised in the financial statements:		
– Land	-	255
– Buildings	-	14
– Vehicles	34	-
– Computing and Office Equipment	27	-
– Other Plant and Equipment	197	36
– Intangibles	46	-
– Firearms Library	139	-
– Artwork	5	-
	<b>448</b>	<b>305</b>
<b>19. Resources Received Free of Charge</b>		
Resources received free of charge is determined by the following estimates provided by agencies:		
– Title searches and valuation services provided by the Department of Land Administration	368	284
– Collection of firearm licences provided by the Department of Planning and Infrastructure	42	70
– Audit services provided by the Office of the Auditor General *	-	98
– Leased management services provided by the Department of Housing and Works	53	39
– Labour relation services provided by the Department of Consumer and Employment Protection	36	1
– Recruitment services provided by the Department of the Premier and Cabinet, Public Sector Management Division	4	3
	<b>503</b>	<b>495</b>

\* Commencing with the 2003-04 audit, the Office of the Auditor General will be charging a fee for auditing the accounts, financial statements and performance indicators. The full fee for the 2003-04 audit (\$121,000) will be due and payable in the 2004-05 financial year.

	2004 \$'000	2003 \$'000
<b>20. Cash Assets</b>		
<b>Operating Account</b>		
Amounts appropriated and any revenues subject to net appropriation determinations are deposited into this account, from which all payments are made.	45,222	6,264
<b>Advances</b>		
Advances include permanent and temporary advances allocated to areas within the Police Service.	341	321
	<b>45,563</b>	<b>6,585</b>
<b>21. Restricted Cash Assets</b>		
Restricted cash assets are those cash assets, the uses of which are restricted, wholly or partly, by regulations or externally imposed requirement.		
– Current assets (a)	16,400	1,631
– Non-current assets (b)	-	11,717
	<b>16,400</b>	<b>13,348</b>
<b>(a) Current Assets</b>		
<b>Accrued Salaries Suspense Account</b>		
Pursuant to section 27 (2) of the <i>Financial Administration and Audit Act 1985</i> , amounts are annually transferred to this Trust to provide for the payment of a 27th pay period occurring every eleven years.	14,376	-
<b>Police Recruit Traineeship Fund</b>		
To hold grant moneys received from the Commonwealth for the funding of the Recruit Traineeship Program.	1,070	1,079
<b>National Campaign Against Drug Abuse (NCADA)</b>		
To hold grant moneys received from the Commonwealth and the Police Service for the funding of law enforcement programs relating to alcohol and drug use.	290	232
<b>Road Trauma Trust Fund</b>		
To hold grant moneys received from the Road Trauma Trust Fund to facilitate the implementation of approved road safety programs and initiatives.	523	234
<b>Receipts in Suspense</b>		
Receipts in suspense refer to moneys being retained pending the identification of their purpose. The funds may be cleared by refund to the payer, transfer to the correct account, payment to another government agency or transfer to Treasury.	121	72
<b>Police Youth Drug Strategy Project (GURD)</b>		
To hold unspent money received from Bunnings in relation to the Police Youth Drug Strategy Project.	2	2
<b>Moneys held for Rewards</b>		
To hold moneys received by the Police Service from the private sector for the purpose of issuing rewards.	12	12
<b>National Counter Terrorism Committee (NCTC)</b>		
To hold moneys received by the Police Service from the Commonwealth for the funding of National Counter Terrorist exercises.	6	-
	<b>16,400</b>	<b>1,631</b>

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

	2004 \$'000	2003 \$'000
<b>21. Restricted Cash Assets (continued)</b>		
<b>(b) NON-CURRENT ASSETS</b>		
<b>Accrued Salaries Suspense Account</b>		
Pursuant to section 27 (2) of the <i>Financial Administration and Audit Act 1985</i> , amounts are annually transferred to this Trust to provide for the payment of a 27th pay period occurring every eleven years.	-	11,717
	<b>-</b>	<b>11,717</b>
<b>22. Receivables</b>		
Trade Debtors	1,648	999
Provision for Doubtful Debts	(116)	(67)
GST Receivable	2,243	1,199
	<b>3,775</b>	<b>2,131</b>
<b>23. Amounts Receivable for Outputs</b>		
Current asset	17,907	3,723
Non-current asset	23,730	16,418
	<b>41,637</b>	<b>20,141</b>
This asset represents the non-cash component of output appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.		
<b>24. Other Current Assets</b>		
Inventories *	1,708	1,941
Accrued Income	200	762
Prepayments	3,965	5,267
	<b>5,873</b>	<b>7,970</b>

\* Inventories comprise items held by Electronics, Traffic, Air Support, Ballistics and Tactical Response Group.

	2004 \$'000	2003 \$'000
<b>25. Property, Vehicles, Plant and Equipment</b>		
<b>(a) Property, Vehicles, Plant and Equipment comprise the following asset classes:</b>		
<b>Land</b>		
At fair value	91,777	92,510
	<b>91,777</b>	<b>92,510</b>
<b>Buildings</b>		
At fair value	206,601	201,392
Accumulated depreciation	(5,733)	(5,060)
	<b>200,868</b>	<b>196,332</b>
<b>Works in Progress</b>		
Buildings under construction - at cost	3,120	2,703
	<b>3,120</b>	<b>2,703</b>
<b>Vehicles</b>		
At cost	5,624	5,839
Accumulated depreciation	(3,407)	(3,432)
	<b>2,217</b>	<b>2,407</b>
<b>Aircraft and Vessels</b>		
At fair value	4,500	4,500
Accumulated depreciation	(904)	(486)
	<b>3,596</b>	<b>4,014</b>
<b>Computing and Office Equipment</b>		
At cost	12,002	10,257
Accumulated depreciation	(5,893)	(6,530)
	<b>6,109</b>	<b>3,727</b>
<b>Livestock</b>		
At fair value	1,731	999
Accumulated depreciation	(220)	(142)
	<b>1,511</b>	<b>857</b>
<b>Other Plant and Equipment</b>		
At cost	25,848	20,424
Accumulated depreciation	(14,566)	(13,698)
	<b>11,282</b>	<b>6,726</b>
<b>Artwork</b>		
At cost	310	303
	<b>310</b>	<b>303</b>
<b>Leasehold Improvements</b>		
At cost	2,070	2,070
Accumulated amortisation	(1,806)	(1,685)
	<b>264</b>	<b>385</b>
	<b>321,054</b>	<b>309,964</b>

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

## 25. Property, Vehicles, Plant and Equipment (continued)

### (b) Reconciliations of the Carrying Amount of Property, Vehicles, Plant and Equipment at the Beginning and End of the Current Financial Year Are Set Out Below:

	Carrying amount at start of the year	Additions	Disposals	Transfers between classes	Transfers	Revaluation	Depreciation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	92,510	-	-	633	(1,512)	146	-	91,777
Buildings	196,332	-	-	2,113	(255)	7,748	(5,070)	200,868
Works in Progress	2,703	3,352	-	(2,935)	-	-	-	3,120
Vehicles	2,407	571	(214)	-	-	-	(547)	2,217
Aircraft and Vessels	4,014	-	-	-	-	-	(418)	3,596
Computing and Office Equipment	3,727	1,371	(435)	2,821	-	-	(1,375)	6,109
Livestock	857	380	(113)	-	-	613	(226)	1,511
Other Plant and Equipment	6,726	5,349	(75)	730	-	-	(1,448)	11,282
Artwork	303	5	-	2	-	-	-	310
Leasehold Improvements	385	-	-	-	-	-	(121)	264
	<b>309,964</b>	<b>11,028</b>	<b>(837)</b>	<b>3,364</b>	<b>(1,767)</b>	<b>8,507</b>	<b>(9,205)</b>	<b>321,054</b>

## 26. Intangibles

	2004	2003
	\$'000	\$'000
Software	67,107	55,163
Accumulated amortisation	(18,791)	(11,381)
	<b>48,316</b>	<b>43,782</b>
Software Development in Progress	<b>16,403</b>	<b>15,729</b>
	<b>64,719</b>	<b>59,511</b>

### (b) Reconciliations of the Carrying Amount of Intangibles at the Beginning and End of the Current Financial Year Are Set Out Below:

	Carrying amount at start of the year	Additions	Disposals	Transfers between classes	Transfers	Revaluation	Depreciation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Software	43,782	434	-	11,668	-	-	(7,568)	48,316
Software Development in Progress	15,729	15,706	-	(15,032)	-	-	-	16,403
	<b>59,511</b>	<b>16,140</b>	<b>-</b>	<b>(3,364)</b>	<b>-</b>	<b>-</b>	<b>(7,568)</b>	<b>64,719</b>



	2004 \$'000	2003 \$'000
<b>27. Provisions</b>		
Employee entitlements have been recognised in the Financial Statements as follows:		
– Current liabilities (a)	48,756	46,750
– Non-current liabilities (b)	73,011	66,314
	<b>121,767</b>	<b>113,064</b>
<b>CURRENT LIABILITIES</b>		
– Annual leave	38,187	36,817
– Long service leave	8,174	8,047
– Annual leave loading	410	157
– Time off In lieu/accrued time off	451	312
– Special paid leave	344	354
– 38-hour leave	158	159
– Purchased leave	169	61
– Other	863	843
	<b>48,756</b>	<b>46,750</b>
<b>NON-CURRENT LIABILITIES</b>		
– Long service leave	63,852	57,695
– 38-hour leave	2,379	2,564
– Deferred leave	38	8
– Other	6,742	6,047
	<b>73,011</b>	<b>66,314</b>
<b>28. Payables</b>		
Trade Payables	3,923	5,662
	<b>3,923</b>	<b>5,662</b>
<b>29. Other Current Liabilities</b>		
Sundry Accruals		
– Accrued salaries*	13,109	9,206
– Accrued superannuation	1,216	892
– Police Officers' leave loading expense	2,242	2,195
– Fringe benefit tax liability	613	534
– Other accruals	1,462	454
	18,642	13,281
* Accrued Salaries for nine working days from 18 June to 30 June 2004		
Income in Advance	566	731
	<b>19,208</b>	<b>14,012</b>

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

	2004 \$'000	2003 \$'000
<b>30. Equity</b>		
Equity represents the residual interest in the net assets of the Police Service. The Government holds the equity interest in the Police Service on behalf of the community. The Asset Revaluation Reserve represents that portion of equity resulting from the revaluation of non-current assets.		
Contributed equity (a)	111,207	55,903
Asset revaluation reserve (b)	189,993	182,560
Accumulated surplus/(deficiency) (c)	52,923	48,449
	<b>354,791</b>	<b>286,912</b>
<b>(a) Contributed Equity</b>		
Balance at 1 July 2003	55,903	25,988
Capital contributions	57,263	29,915
Assets Transferred/Assumed	(1,767)	-
Asset Retirements non-retained	(192)	-
<b>Balance at 30 June 2004</b>	<b>111,207</b>	<b>55,903</b>
Assets assumed/transferred relates to discretionary transfers of assets between State Government agencies. The amounts reported relate to land and buildings, those transferred to Department of Land Information upon sale, and assets assumed via the annual revaluation reconciliation.		
<b>(b) Asset Revaluation Reserve</b>		
Balance at 1 July 2003	182,560	162,039
Net revaluation increments/(decrements)		
– Land	146	3,227
– Buildings	7,748	17,364
– Aircraft and Vessels	-	350
– Livestock	613	90
	8,507	21,031
Transfer to accumulated surplus/(deficiency) on sale of previously revalued assets	(1,074)	(510)
<b>Balance at 30 June 2004</b>	<b>189,993</b>	<b>182,560</b>
<b>(c) Accumulated Surplus/(Deficiency)</b>		
Balance at 1 July 2003	48,449	51,135
Change in net assets resulting from operations	3,400	(1,690)
Net initial adjustment on adoption of new accounting standard	-	(1,506)
Transfer to accumulated surplus/(deficiency) on sale of previously revalued assets	1,074	510
<b>Balance at 30 June 2004</b>	<b>52,923</b>	<b>48,449</b>
<b>(d) Total Changes in Equity Other Than Those Resulting From Transactions with WA State Government as Owners</b>		
Change in net assets after restructuring	3,400	(1,690)
Net initial adoption of new accounting standard (AASB 1028)	-	(1,506)
Net revaluation increments/(decrements) to asset revaluation reserve	8,507	21,031
Transfer to accumulated surplus/(deficiency) on sale of previously revalued assets	(1,074)	(510)
<b>Balance at 30 June 2004</b>	<b>10,833</b>	<b>17,325</b>

	2004 \$'000	2003 \$'000
<b>31. Notes to the Statement of Cash Flows</b>		
<b>(a) Reconciliation of Cash</b>		
Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Cash assets	45,563	6,585
Restricted cash assets	16,400	13,348
<b>Balance at 30 June 2004</b>	<b>61,963</b>	<b>19,933</b>
<b>(b) Reconciliation of Net Cost of Services to Net Cash Flows Provided by/(Used in) Operating Activities</b>		
<b>Net cost of services</b>	<b>(574,984)</b>	<b>(533,655)</b>
Adjustment for non-cash items:		
Depreciation and amortisation expense	16,774	14,752
Resources received free of charge	502	494
Donated assets	(275)	150
Superannuation expense	1,162	7,805
Doubtful and bad debts expense	77	67
Adjustment to carrying value of assets	(1,799)	1,053
(Increase)/decrease in assets:		
Receivables	(600)	229
Prepayments	1,302	(3,865)
Accrued income	563	(338)
Inventories	232	(434)
Increase/(decrease) in liabilities:		
Accounts payable	(1,739)	(2,802)
Sundry accruals	5,360	1,023
Provisions	8,703	5,584
Unearned revenue	(164)	666
Net change in GST:		
Net GST receipts/(payments)	-	-
Change in GST (receivables)/payables	(1,044)	1,076
	<b>29,054</b>	<b>25,460</b>
<b>Net cash (used in)/provided by operating activities</b>	<b>(545,930)</b>	<b>(508,195)</b>

**(c) Non-cash Financing and Investing Activities**

Information about transactions and other events which do not result in any cash flows during the reporting period but affect assets and liabilities that are recognised must be disclosed in the General Purpose Financial Statements where the transactions and other events:

(a) involve external parties; and

(b) relate to the financing, investing and other non-operating activities of the Police Service.

During the financial year, the Police Service received donated assets from external parties to the value of \$275,000 compared to \$150,000 in 2002-03.

During the year, there was \$1.767 million of assets transferred to Department of Land Information.

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

	2004 \$'000	2003 \$'000
<b>32. Commitments for Expenditure</b>		
<b>(a) Capital Expenditure Commitments</b>		
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements are payable as follows:		
Within one year	88,114	77,487
Later than one year but not later than two years	65,896	58,035
Later than two years but not later than five years	113,828	94,045
	<b>267,838</b>	<b>229,567</b>
The capital commitment includes amounts for:		
Buildings	109,078	53,702
Computer infrastructure upgrades	139,319	146,408
Other asset acquisitions	19,441	29,457
	<b>267,838</b>	<b>229,567</b>
<b>(b) Lease Commitments</b>		
Operating lease commitments at the reporting date arising through non-cancellable agreements:		
Within one year	9,657	14,479
Later than one year but not later than two years	6,456	11,040
Later than two years but not later than five years	11,986	12,665
Later than five years	-	-
	<b>28,099</b>	<b>38,184</b>
Representing:		
Cancellable operating leases	8,388	19,453
Non-cancellable operating leases	19,711	18,731
	<b>28,099</b>	<b>38,184</b>
(i) Non-cancellable operating lease commitments		
Commitments for minimum lease payments are payable as follows:		
Within one year	3,816	3,657
Later than one year but not later than two years	3,940	3,734
Later than two years but not later than five years	11,955	11,340
Later than five years	-	-
	<b>19,711</b>	<b>18,731</b>

	2004 \$'000	2003 \$'000
<b>32. Commitments for Expenditure (continued)</b>		
<b>(c) Other Expenditure Commitments</b>		
Other expenditure commitments at the reporting date arising through the placement of purchase orders or non-cancellable agreements and are payable as follows:		
Within one year	29,772	18,182
Later than one year but not later than two years	17,506	9,522
Later than two years but not later than five years	28,224	14,500
Later than five years	475	505
	<b>75,977</b>	<b>42,709</b>
Representing:		
Staff training	628	979
Computing costs	58,333	34,954
Communication costs	1,295	495
Other	15,721	6,281
	<b>75,977</b>	<b>42,709</b>
<b>33. Contingent Liabilities</b>		
UNSETTLED LEGAL CLAIMS AND ACT OF GRACE PAYMENTS		
The value reported represents the maximum obligation potentially payable for the claims on hand at 30 June 2004.		
	<b>9,335</b>	<b>880</b>
MEDICAL EXPENSES		
Under Police Regulations and the current Enterprise Bargaining and Workplace Agreement, the Police Service is obliged to reimburse sworn officers for their medical expenses. Work-related medical expenses are met in full by the Police Service. Non-work-related medical expenses are reimbursed to the amount not covered by Medicare and private health providers. The total liability in respect of work-related medical costs is not able to be reliably measured at 30 June 2004.		

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

	2004 \$'000	2003 \$'000
<b>34. Remuneration and Retirement Benefits of Senior Officers</b>		
DEFINITION OF A SENIOR OFFICER		
A Senior Officer means a person, by whatever name called, who is concerned or takes part in the management of the agency. The agency's Senior Officers comprise uniformed members of the Police Service Command group and other senior public servants.		
REMUNERATION BENEFITS		
The number of Senior Officers, whose total of fees, salaries, superannuation and other benefits for the financial year, fall within the following bands:		
\$	2004	2003
20,001 - 30,000 *	2	-
40,001 - 50,000 *	2	-
60,001 - 70,000	-	2
70,001 - 80,000 *	1	1
80,001 - 90,000 *	1	-
90,001 - 100,000 *	2	-
100,001 - 110,000 *	3	2
110,001 - 120,000	2	1
120,001 - 130,000	2	1
130,001 - 140,000	1	-
140,001 - 150,000	-	1
150,001 - 160,000	-	2
160,001 - 170,000	2	2
170,001 - 180,000	-	1
180,001 - 190,000	1	-
210,001 - 220,000	-	1
230,001 - 240,000	-	1
300,001 - 310,000	-	1
310,001 - 320,000	1	-
The total remuneration of senior officers is:	2,242	2,375

\* Includes Senior officers where periods of service is less than twelve months.

\*\* No senior officers are members of the Pension Scheme.

## 35. Financial Instruments

### (a) Interest Rate Risk Exposure

The following table details the Police Service's exposure to interest rate risk as at the reporting date:

	Weighted average effective interest rate	Fixed interest rate maturities				Non- interest bearing	Total
		Variable interest rate	Maturity Less than 1 year	1 to 5 years	More than 5 years		
2003-04	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>							
Cash assets	-	-	-	-	-	45,563	45,563
Restricted cash assets	-	-	-	-	-	16,400	16,400
Receivables	-	-	-	-	-	3,775	3,775
Accrued income	-	-	-	-	-	200	200
Investments	-	-	-	-	-	-	-
						<b>65,938</b>	<b>65,938</b>
<b>Financial Liabilities</b>							
Payables	-	-	-	-	-	3,923	3,923
Other accrued expenses	-	-	-	-	-	18,642	18,642
Employee entitlements	-	-	-	-	-	121,767	121,767
						<b>144,332</b>	<b>144,332</b>
<b>Net Financial Assets (Liabilities)</b>						<b>(78,394)</b>	<b>(78,394)</b>
<b>2002-03</b>							
Financial Assets	-	-	-	-	-	22,826	22,826
Financial Liabilities	-	-	-	-	-	132,007	132,007
<b>Net Financial Assets (Liabilities)</b>						<b>(109,181)</b>	<b>(109,181)</b>

### (b) Credit Risk Exposure

All financial assets are unsecured.

Amounts owing by other government agencies are guaranteed and therefore no credit risk exists in respect of those amounts. In respect of other financial assets, the carrying amount represents the Police Service's maximum exposure to credit risk in relation to those assets.

	2004 \$'000	2003 \$'000
The following is an analysis of the amounts owing by other government agencies		
– Western Australian Government Agencies	242	124
<b>Total</b>	<b>242</b>	<b>124</b>

### (c) Net Fair Values

The carrying amount of financial assets and financial liabilities recorded in the financial statements are not materially different from their net fair values, determined in accordance with the accounting policies disclosed in Note 2(g) of the financial statements.

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

	2004 \$'000	2003 \$'000
<b>36. Supplementary Financial Information</b>		
<b>(a) Write-offs</b>		
Public and other property, revenue and debts due to the State were written-off in accordance with section 45 of the <i>Financial Administration and Audit Act 1985</i> under the authority of:		
The Accountable Officer	44	87
The Minister	-	98
Executive Council	-	100
	<b>44</b>	<b>285</b>
Analysis of the write-off is as follows:		
Bad debts	29	214
Property damage	15	57
Stolen property	-	14
	<b>44</b>	<b>285</b>
<b>(b) Losses of Public Moneys and Public or Other Property Through Theft or Default</b>		
Losses of public property through theft, default or otherwise	44	285
Losses of public money	-	-
Less: Amount recovered	-	-
	<b>44</b>	<b>285</b>
<b>37. Affiliated Bodies</b>		
An affiliated body of the Police Service is a body which receives more than half its funding and resources from the Police Service but is not subject to operational control by the Police Service.		
SAFER WA COMMITTEE'S EXECUTIVE		
Safer WA in conjunction with the Police Service, other State Government agencies, local government and the community to achieve a safer and more secure Western Australia. The Police Service provides staffing resources and an annual grant to assist the committee in meeting its objectives.		
Salaries	49	49
Other Recurrent	103	305
	<b>152</b>	<b>354</b>



## 38. Explanatory Statements

The Summary of Consolidated Fund Appropriations and Revenue Estimates discloses appropriations and other statutes expenditure estimated, the actual expenditures made and revenue estimates and payments into the Consolidated Fund, all on an accrual basis.

The following explanatory statements are provided in accordance with *Treasurer's Instructions 945*. Significant variations are considered to be those greater than 10%.

### (a) Significant Variances Between Estimates and Actual

(i) TOTAL APPROPRIATIONS TO PURCHASE OUTPUTS	2004 Estimate \$'000	2004 Actual \$'000	2004 Variation \$'000
<b>Appropriation to Fund Outputs</b>	550,177	571,543	21,366
<p>The \$21.366 million authorisation to increase expenditure related mainly to salary related increases for Police officers (\$11.892 million), depreciation increases (\$0.351 million), funding to implement several initiatives such as Police Assistance Centre, Child Protection Offender Register, Child Sex Abuse On-line Covert Unit and Drug Impaired Driving Program (\$1.125 million) and the transfer of funds from Capital Injection to Purchase of Outputs for increases in amounts being expensed from the capital works program (\$8.204 million).</p>			
<b>Output Expenditure</b>			
<p>The variations are primarily due to redirection of resources to meet increased/(decreased) demand levels for each output and the distribution of the additional appropriations highlighted above.</p>			
Emergency Management and Co-ordination	8,943	10,045	1,102
Traffic Management and Road Safety	91,823	103,106	11,283
(ii) CAPITAL CONTRIBUTION	2004 Estimate \$'000	2004 Actual \$'000	2004 Variation \$'000
<p>The \$8.204 million relates to the transfer of funds to the Purchase of Outputs for increases in amounts being expensed from the capital works program (\$8.204 million).</p>			
	65,467	57,263	(8,204)
(iii) ADMINISTERED APPROPRIATIONS	2004 Estimate \$'000	2004 Actual \$'000	2004 Variation \$'000
<b>State Appropriation</b>	-	1,255	1,255
<p>Current year's actual reflects the State Government's proportion to fund the Firearms Buyback Scheme.</p>			

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

## 38. Explanatory Statements (continued)

### (b) Significant Variances Between Actual and Prior Year Actuals

(i) TOTAL APPROPRIATIONS TO PURCHASE OUTPUTS	2004 Actual \$'000	2003 Actual \$'000	Variation \$'000
<b>Appropriation to Fund Outputs</b>	571,543	519,019	52,524
<p>The \$52.524 million increase related to funding increases for additional police officers, salary increases and increases for employee related expenses (\$26.354 million), CPI increases (\$2.123 million), Delta Communications and Technology projects (\$4.548 million), depreciation (\$3.909 million), capital user charge (\$3.190 million), implementation for new initiatives such as Police Assistance Centre, Child Protection Offender Register, Child Sex Abuse On-line Covert Unit and Drug Impaired Driving Program (\$1.125 million), Gordon Inquiry \$1.286 million and the funding transfer from Capital Injection (\$8.204 million).</p>			
<b>Output Expenditure</b>			
<p>The variations are due to funding increases and increased demand for the respective outputs.</p>			
Emergency Management and Co-ordination	10,045	8,307	1,738
Traffic Management and Road Safety	103,106	93,156	9,950
(ii) CAPITAL CONTRIBUTION	2004 Actual \$'000	2003 Actual \$'000	Variation \$'000
<b>Capital</b>	57,263	29,915	27,348
<p>The higher expenditure was attributable to the Police Operations Support Facility at Midland (\$11.349 million), the construction of Newman, Laverton and Wanneroo Police Stations (\$5.791 million), the Delta Communications and Technology (\$8.216 million), and the State's commitment in establishing the remote policing services (\$3.3 million).</p>			
(iii) ADMINISTERED APPROPRIATIONS	2004 Actual \$'000	2003 Actual \$'000	Variation \$'000
<b>State Appropriation</b>	1,255	-	1,255
<p>The increase reflects the State government's proportion to fund the Firearms Buyback Scheme.</p>			

	2004 \$'000	2003 \$'000
<b>39. Schedule of Administered Items</b>		
<b>(a) Administered Expenses and Revenues</b>		
EXPENSES		
Buyback Payments	5,110	-
Transfer	678	870
Commission expenses	62	62
Other	145	60
Total administered expenses	<b>5,995</b>	<b>992</b>
REVENUES		
Commonwealth Government grants	3,999	340
State Appropriation	1,255	-
Licences, fines and other	473	547
Proceeds from disposal of non-current assets	268	105
Total administered revenues	<b>5,995</b>	<b>992</b>
<b>(b) Administered Assets and Liabilities</b>		
ASSETS		
Current		
Restricted cash	445	61
Accrued Income	-	60
Total administered assets	<b>445</b>	<b>121</b>
LIABILITIES		
Current		
Grants in advance	445	61
Payables	-	60
Total administered liabilities	<b>445</b>	<b>121</b>

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2004

	2004 \$'000	2003 \$'000
<b>40. Other Financial Information</b>		
Other financial information includes receipts of moneys, for which the Police Service only performs a custodial role. As the moneys collected cannot be used for the achievement of the agency's objectives, they are not brought to account in the Statement of Financial Position. These include:		
<ul style="list-style-type: none"> <li>- Proceeds of Crime receipts pending advice from the courts</li> <li>- Found Money Trust Account</li> <li>- Stolen Money Trust Account</li> </ul>		
<b>(a) Proceeds of Crime</b>		
OPENING BALANCE AT 1 JULY 2003	4,403	4,067
<b>RECEIPTS</b>		
Proceeds of Crime	1,740	1,471
Transfer	72	1,471
	6,215	5,538
<b>PAYMENTS</b>		
Refunds	764	278
Transfer to the Department of Justice	336	857
Transfer to the Miscellaneous Revenue		-
	1,100	1,135
<b>CLOSING BALANCE AT 30 JUNE 2004</b>	<b>5,115</b>	<b>4,403</b>
<b>Purpose</b>		
To hold moneys received pending identification of their purpose pursuant to section 9(2)(c)(iv) of the <i>Financial Administration and Audit Act 1985</i> .		
Moneys seized by police officers and believed to be proceeds of crime are held pending advice from the courts. The moneys are either refunded or transferred to the Department of Justice.		
<b>(b) Found Money Trust Account</b>		
OPENING BALANCE AT 1 JULY 2003	157	135
<b>RECEIPTS</b>		
Found Money	243	98
	400	233
<b>PAYMENTS</b>		
Refunds	121	76
Transfer	34	
	155	76
<b>CLOSING BALANCE AT 30 JUNE 2004</b>	<b>245</b>	<b>157</b>

#### 40. Other Financial Information (continued)

**Purpose**

To hold moneys which have been found and surrendered to the Police Service, for which the lawful owner has not been ascertained within seven days of receipt of the money. Trust funds are held pending the occurrence of one of the following events:

- (i) in the case of a person having established legal ownership of the money, be paid to that person;
- (ii) in the case of a finder of money having lodged a formal claim and indemnity, not before the expiration of one month from the date the money was surrendered, be paid to that person; or
- (iii) in the event of the funds remaining unclaimed, be dealt with in accordance with the application of the *Unclaimed Money Act 1990*.

**(c) Stolen Monies Trust Account**

OPENING BALANCE AT 1 JULY 2003

**RECEIPTS**

Stolen Money

**PAYMENTS**

Refunds

Transfer

**CLOSING BALANCE AT 30 JUNE 2004**

**Purpose**

To hold moneys seized by the Western Australia Police Service believed to be stolen moneys pending prosecution.

Moneys seized by police officers and believed to be stolen are held pending identification of the rightful owner. In the event that the funds remain unclaimed, they are dealt with in accordance with the application of the *Unclaimed Money Act 1990*.

	2004 \$'000	2003 \$'000
OPENING BALANCE AT 1 JULY 2003	201	201
<b>RECEIPTS</b>		
Stolen Money	29	46
	230	247
<b>PAYMENTS</b>		
Refunds	15	46
Transfer	38	-
	53	46
<b>CLOSING BALANCE AT 30 JUNE 2004</b>	<b>177</b>	<b>201</b>

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# Principal Offices

## Local Police Stations

Police Assistance..... (08) 9222 1111  
General Enquiries ..... 131 444

## Crime Stoppers

Free call .....1800 333 000

## Crime Investigation and Intelligence Services

Curtin House  
60 Beaufort Street  
Perth 6000  
Telephone ..... (08) 9223 3022  
Facsimile ..... (08) 9223 3664

## Traffic and Operations Support

Police Headquarters  
2 Adelaide Terrace  
East Perth 6004  
Telephone ..... (08) 9222 1442  
Facsimile ..... (08) 9222 1736

## Police Headquarters

2 Adelaide Terrace  
East Perth 6004  
Telephone ..... (08) 9222 1111

## Police Academy

81 Lakeside Drive  
Joondalup 6027  
Telephone ..... (08) 9301 9500  
Facsimile ..... (08) 9301 9555

## Media and Public Affairs

Police Headquarters  
2 Adelaide Terrace  
East Perth 6004  
Telephone ..... (08) 9222 1529  
Facsimile ..... (08) 9222 1060

## Website

### Western Australia Police Service

[www.police.wa.gov.au](http://www.police.wa.gov.au)

### Associated Websites

#### Crime Stoppers

[ww.wa.crimestoppers.com.au](http://ww.wa.crimestoppers.com.au)

#### PCYC

[www.wapcyc.com.au](http://www.wapcyc.com.au)

#### Blue Light Association

[www.bluelight.com.au](http://www.bluelight.com.au)

# Statement of Compliance

The Annual Report for 2003-2004 has been prepared in accordance with the provisions of the *Financial Administration and Audit Act 1985* and the *Police Act 1892*.

At the time of signing, I am not aware of any circumstances that would render the particulars implied in this statement misleading or inaccurate.

A handwritten signature in black ink, appearing to read 'K J O'Callaghan', with a long, sweeping underline that extends to the right.

**K J O'CALLAGHAN**  
COMMISSIONER OF POLICE

31 August 2004

Copies of this Report can be obtained by telephoning (08) 9268 7654. This Report can be made available in alternative formats upon request.







**Western Australia Police Service**

2 Adelaide Terrace, East Perth, WA 6004

[www.police.wa.gov.au](http://www.police.wa.gov.au)