



# WESTERN AUSTRALIA POLICE SERVICE

ANNUAL REPORT 2005



frontlineFIRST



## MISSION

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

## CORE VALUES

**Honesty:** to ourselves, our jobs, our colleagues and the community

**Openness:** we will be open with the community and each other, the only exception being where there is organisational risk

**Respect:** based on human dignity; respect for individual needs and differences; respect in our communications to individuals and groups in the community; and each other

**Fairness:** consistency and equity in our decisions and processes, in dealing with the community and with each other

**Accountability:** for ourselves, our team and our police service

**Empathy:** for victims and vulnerable groups in the community

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Hon Michelle Roberts MLA  
Minister for Police and  
Emergency Services;  
Community Safety

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 2005.

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



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

31 August 2005





# COMMISSIONER'S FOREWORD

I am pleased with the progress that has been made in my first year as Commissioner. When I was appointed to the position on 21 June 2004, it was clear to me that the Western Australia Police Service (WA Police Service) was performing strongly in areas such as major crime investigation and forensic examination. However, the agency was not performing as well as it could, in the areas of non-emergency call taking, volume crime, responding to anti-social behaviour, and maintaining a high level of visibility in the community and on our roads. Improvements needed to be made in meeting community expectations and improving basic policing services.

As a symbol of this change, our police officers have a new look and I have initiated a change to our name by dropping the term 'Service'. This will be the last Report where we are referred to as the Western Australia Police Service; in future we will be known as the Western Australia Police. Describing the agency as the Western Australia Police sends a clear message of the stronger, more responsive and demonstrative agency that we are focused on becoming.

The findings of the Kennedy Royal Commission also confirmed that the agency needed to improve management practices, policing culture and professionalism of our officers. To address these issues, I launched a new service delivery philosophy called *Frontline First*. This philosophy is about ensuring that the agency has the right person, in the right place, at the right time, doing the right thing. It places a priority on our people providing a highly visible, professional and more responsive policing service to the community. The philosophy also captures the agency's focus on corruption resistance and moving towards a stronger performance and accountability based management culture. A key component of delivering *Frontline First* is the leadership of the Executive Team we have in place. We have seen an unprecedented level of change in senior management positions in the first year of my term as Commissioner. Sixty of the most senior seventy positions within the organisation have now been filled by new appointments since the introduction of the new Executive Team.

Along with major changes in executive personnel we have also examined the functional aspects of the senior executive. The most significant of these is the way in which major policy and resource decisions are made in the agency. The WA Police Service governance framework was subjected to external scrutiny and a number of changes were implemented to address how the agency directs and controls its functions in order to achieve corporate goals. A new governance framework was implemented to ensure increased levels of accountability, transparency and integrity. Within the framework there is considerable emphasis on the role and decision-making accountability of the Commissioner and the Commissioner's Executive Team.

As part of examining the way business is done, my Executive Team has undertaken a thorough evaluation of the agency's current performance levels. To clearly identify what is expected of the WA Police Service a series of forums were held with employees, community members and key stakeholders. By minimising bureaucratic red tape, examining deployment, rostering, staffing levels, skills development, operational readiness and service delivery standards, a strong commitment has been made to achieving the *Frontline First* philosophy.

Dedicated highly mobile units such as the Regional Operations Group (ROG) and the Traffic Enforcement Group (TEG) are now fully operational. The TEG is averaging 1,000 infringements per week and providing a strong police presence on freeways, highways and major arterial roads. The ROG has 73 officers directly supporting district operations and has the training and equipment to deal effectively with major public disorder incidents. The Government has also committed to an additional 350 officers over the next four years and to the funding for an additional 160 civilianised positions. This enhances the current civilianisation program, which together with other deployment decisions, has seen 166 police officers moved from administrative areas to frontline positions.



In addition to civilianisation, a range of other workforce initiatives has been undertaken to support *Frontline First*. I have also taken a strong stand on the management of sick leave. The agency is working closely with the Police Union on this issue so that sick leave entitlements are extended only to those who are genuinely ill or have been injured on duty. We have taken steps to reduce the imbalance in experience levels between Regional and Metropolitan WA by revising transfer and tenure policies, introducing standard district models, reviewing rank ratios and probationer deployment practices. We have also reviewed the operational/non-operational status of police officer positions throughout the State and continue to shape our deployment to ensure that frontline readiness is maximised.

Perhaps the greatest impact on service delivery for many years has been the implementation of the Police Assistance Centre (PAC). The Minister and I officially launched this Government's \$20 million investment on 1 May 2005. Operating 24 hours a day, 7 days a week, the PAC and 60 police staff are providing the capacity to answer 38,000 calls per month. These non-emergency calls are being diverted from police stations and district offices and will free up a significant amount of time for our frontline officers.

To streamline complaints and investigations management, the Police Complaints Administration Centre (PCAC) was initiated to enhance the complaint management process and discipline system for the WA Police Service. It is expected that around half of the complaints can be resolved by Complaint Assessors at the PCAC, without districts having to provide resources to complete inquiries.

The excellent effort of our officers has resulted in significant reductions in crime rates. The number of recorded offences compared with last year decreased in several offence categories: burglary offences decreased by 21 per cent; steal motor vehicle offences

decreased by 19.5 per cent; robbery decreased by nearly 14 per cent; and theft decreased by 10.5 per cent. When compared with last year's figures, our clearance rates for most offence categories also improved.

In response to global trends and to enhance our deterrent and response capacity, a Counter Terrorism and State Security Portfolio has been created. Led by an Assistant Commissioner this Portfolio is responsible for all issues relating to emergency management and counter terrorism. The addition of this Portfolio will consolidate our existing capacity and provide an additional and enhanced focus on this critical counter terrorism function.

The safety of our staff in providing a policing service is very important and the agency remains committed to improving working conditions. Initiatives include: abolishing one-officer country stations, introducing new identity cards for our staff, issuing a new and more practical tactical uniform, spending equipment-replacement program money on safety equipment, and building new police stations at Vincent, Newman, Albany, Balgo, Kalumbaru, Laverton and Warburton. And finally, funding has also been endorsed to replace the Perth Police Centre, Watch House and Crime Headquarters and the purchase of two new fixed-wing aircraft.

Much has been achieved, and still more remains to be done. I am proud of the Western Australia Police Service and the work being undertaken by all staff to be constantly improving the way we do business.

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

31 August 2005

# SENIOR MANAGEMENT STRUCTURE

(as at 30 June 2005)



**Commissioner of Police**  
Karl O'Callaghan APM

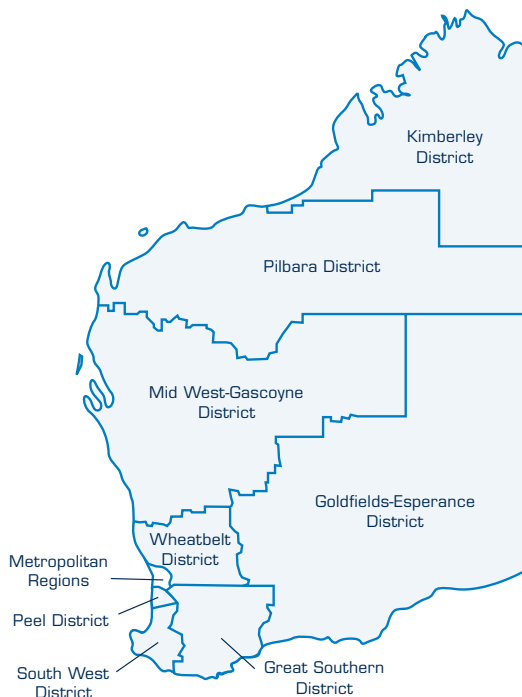
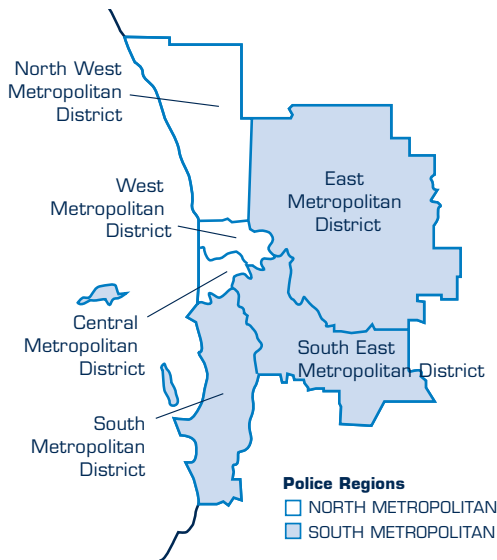


\*Assistant Commissioner Etter is acting in this position in the absence of Assistant Commissioner Johnson who is on secondment to the Department of Justice

# REGION/PORTFOLIO STRUCTURE

(as at 30 June 2005)

The Western Australia Police Service provides policing services to the community through a regional structure comprising three regions, 14 districts and 157 police stations. This regional structure is complemented by two specialist operational support portfolios – Specialist Crime and Traffic and Operations.



## NORTH METROPOLITAN REGION

Assistant Commissioner Wayne Gregson

Districts	No. of police stations
Central Metropolitan	7
North West Metropolitan	6
West Metropolitan	6

**Total 19**

Area in square kilometres	1,009
Population as at 30 June 2004	623,444
Number of police officers	999
Number of police staff	92
Ratio of police to population	1:624

## SOUTH METROPOLITAN REGION

Assistant Commissioner John McRoberts

Districts	No. of police stations
East Metropolitan	6
South Metropolitan	8
South East Metropolitan	5

**Total 19**

Area in square kilometres	3,472
Population as at 30 June 2004	821,752
Number of police officers	1,054
Number of police staff	105
Ratio of police to population	1:780

## REGIONAL WESTERN AUSTRALIA

Assistant Commissioner Murray Lampard APM

Districts	No. of police stations
Goldfields-Esperance	14
Great Southern	20
Kimberley	7
Mid West-Gascoyne	19
Peel District	6
Pilbara District	14
South West District	15
Wheatbelt District	24

**Total 119\***

Area in square kilometres	2,528,002
Population as at 30 June 2004	537,008
Number of police officers	1,381
Number of police staff	144
Ratio of police to population	1:389

## SPECIALIST CRIME

Assistant Commissioner Mal Shervill APM

Number of police officers	465
Number of police staff	103

## TRAFFIC AND OPERATIONS

Assistant Commissioner Barbara Etter

Number of police officers	493
Number of police staff	323

\*The number of Police Stations includes the Kintore multi-jurisdictional police facility in the Northern Territory that commenced operation in April 2004. The Warburton multi-function police facility is expected to be fully operational in late 2005.

Source: Area and preliminary Estimated Resident Population as at 30 June 2004, obtained from the Australian Bureau of Statistics publication Regional Population Growth 2003-04 (ABS Cat. No. 3218.0).

# REPORTING FRAMEWORK

The structure of this year's Annual Report is based primarily on the three core outcomes for the WA Police Service and the agency's priorities contained in the 2004-05 Annual Business Plan:

**Outcome 1:** Lawful behaviour and community safety;

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

**Outcome 3:** Lawful road-user behaviour.

These outcomes define the key responsibilities and accountabilities of the agency.

The reporting framework in the diagram below shows how these outcomes link to the Government's Annual Reporting Framework requirements defined in *Better Planning - Better Services* (a Strategic Planning Framework for the Western Australian Public Sector), that has five goals:

**Goal 1:** People and Communities

**Goal 2:** The Economy

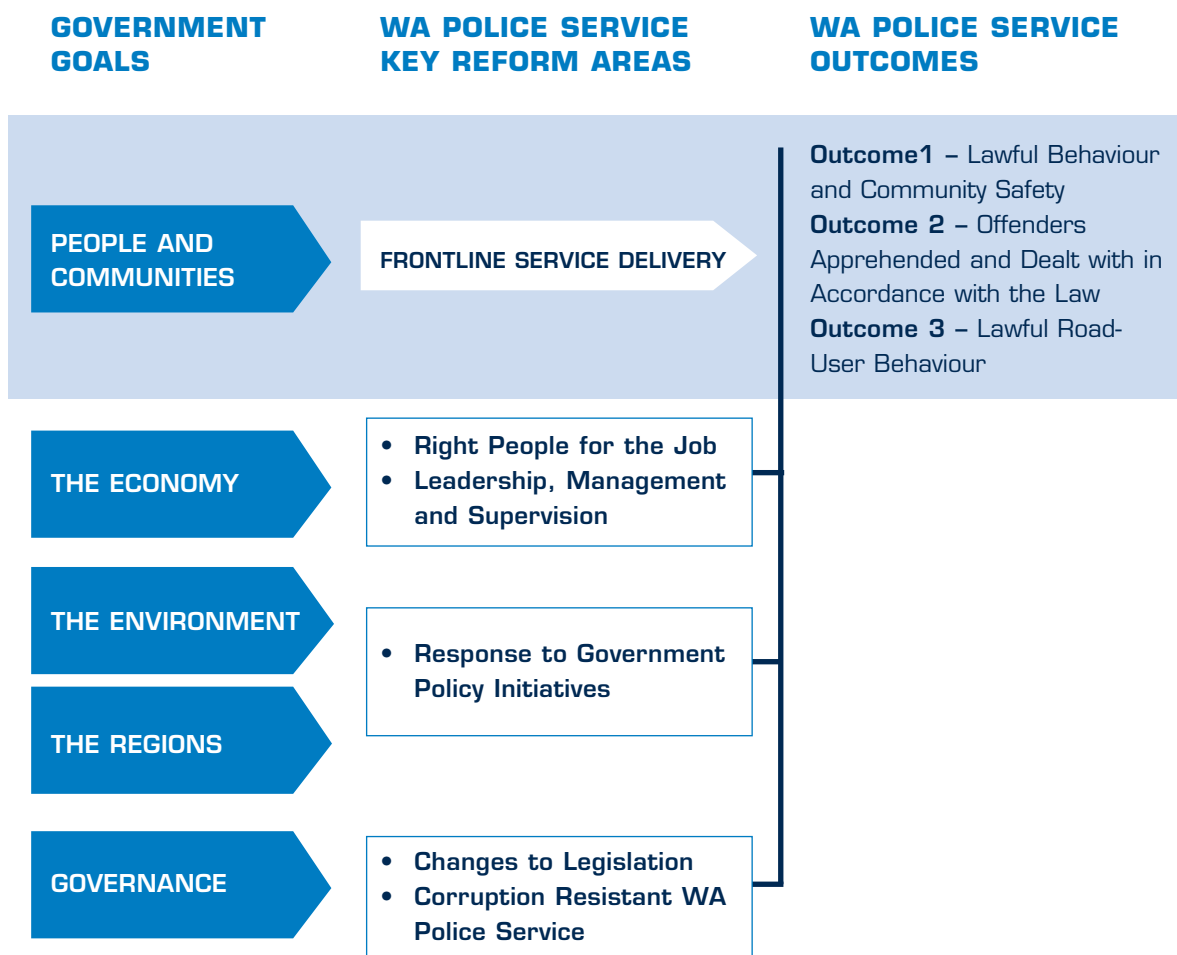
**Goal 3:** The Environment

**Goal 4:** The Regions

**Goal 5:** Governance.

The WA Police Service outcomes align predominantly with Goal 1 – People and Communities.

The reporting framework also shows the agency's Key Reform Areas arising from the findings and recommendations of the Kennedy Royal Commission and how these Reform Areas link to the Government's Strategic Goals and policing outcomes.





# KEY ACHIEVEMENTS FOR 2004-05

## WA POLICE SERVICE – CONTRIBUTING TO GOVERNMENT GOALS

The WA Police Service has committed to *Frontline First* – a philosophy that describes a focus on back-to-basics policing. The agency is single minded in its resolve to provide a highly visible police presence, rapid response to incidents, and accountable, professional and innovative service delivery. We want the right people, in the right place, at the right time, doing the right things.

The following information highlights the progress that the agency has made in relation to *Frontline First* and the Reform Agenda. The achievements below also relate to the strategies and initiatives implemented from the 2004-05 Annual Business Plan.

### OUTCOME 1: LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

**GOAL 1: People and Communities: To enhance the quality of life and wellbeing of all people throughout Western Australia. Outcomes 1, 2 and 3 relate to Goal 1.**

#### KEY ACHIEVEMENTS

- The number of recorded offences decreased in several offence categories compared with the previous year. These included: aggravated and non-aggravated robbery, burglary, steal motor vehicle and theft:
  - Burglary (dwelling and non-dwelling) offences decreased by 21.1 per cent (-10,938) from 51,724 in 2003-04 to 40,786 in 2004-05.
  - Steal motor vehicle offences decreased by 19.5 per cent (-1,813) from 9,281 in 2003-04 to 7,468 in 2004-05.
  - Robbery (aggravated and non-aggravated) offences decreased by 13.9 per cent (-296) from 2,126 in 2003-04 to 1,830 in 2004-05.
  - Theft offences decreased by 10.5 per cent (-9,129) from 86,653 in 2003-04 to 77,524 in 2004-05.
- According to the National Survey of Community Satisfaction with Policing coordinated by the Australasian Centre for Policing Research, the extent to which the WA community perceived the following issues to be either a “major problem” or

“somewhat of a problem” in their own neighbourhood decreased significantly for 2004-05, when compared with the previous year (2003-04):

- Physical assault in a public place – decreased from 54.5 per cent to 42.2 per cent.
- Housebreaking – decreased from 79.6 per cent to 70.5 per cent.
- Motor vehicle theft – decreased from 67.7 per cent to 54.2 per cent.
- Illegal drugs – decreased from 73.8 per cent to 61.2 per cent.
- Louts or gangs – decreased from 39.9 per cent to 36.1 per cent.
- Drunken and disorderly behaviour – decreased from 45.2 per cent to 41.0 per cent.
- The Police Assistance Centre commenced operating in December 2004, to become the major police call-taking centre within the metropolitan area.
- The Regional Operations Group became fully functional and has 73 officers with a primary charter to focus on anti-social behaviour, civil disorders and tasking and support for Metropolitan and Country Regions.
- Funding for two fixed-wing aircraft approved.
- Funding approved for replacement Watch House, Perth Police Centre and Crime Headquarters.

# KEY ACHIEVEMENTS FOR 2004-05

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

### **KEY ACHIEVEMENTS**

- The clearance rate improved for most offence categories compared with the previous year. These included: homicide, sexual assault, assault, threatening behaviour, deprivation of liberty, aggravated and non-aggravated robbery, burglary, steal motor vehicle, theft, property damage, breach of restraint and drug trafficking and possession offences.
- The percentage of guilty pleas before trial increased from 93.8 per cent in 2003-04 to 94.0 per cent in 2004-05.
- A National Automated Fingerprint Identification System (NAFIS) was placed at the Cannington Scenes of Crime Office in order to boost crime-fighting capacity. NAFIS computer terminals provide a link to a national database of fingerprints. The introduction of this NAFIS terminal resulted in a turnaround time for identification of fingerprints from 7.4 days to 1.8 days. The hit rate also increased from 27 per cent to 41 per cent.
- New family and domestic violence legislation proclaimed in December 2004 has resulted in 500 Police Orders (removing the perpetrator from the home for 24 or 72 hours) being issued per month.
- The *Criminal Law Amendment (Simple Offences) Act 2004* was proclaimed and implemented in May 2005. This new legislation has addressed current inefficiencies in the way in which criminal behaviour is managed in WA; archaic simple offences have been abolished and new offences such as move-on powers and field court attendance notices have been legislated to tackle deficiencies in some areas of criminal law. As a result of these changes, offenders can now be dealt with on-the-spot, rather than officers having to prepare papers in the office and later serving summonses. A comprehensive whole-of-agency training program was also conducted as a result of these changes.
- An Evidentiary Video Unit was established and staffed by Specialist Child Interviewers from the WA Police Service and Department for Community Development. The *Criminal Law Amendment (Sexual Assault and Other Matters) Bill 2004* was proclaimed in January 2005 and provides a legislative process for the protection of child victims from the court process whilst obtaining best evidence.
- An upgrade of the WA Police Service prosecution brief system has been successfully piloted in Fremantle, Bunbury and Joondalup courts. The system allows electronic delivery of court outcomes from the Department of Justice significantly streamlining court processes and information transfer time.



## **OUTCOME 3: LAWFUL ROAD-USER BEHAVIOUR**

### **KEY ACHIEVEMENTS**

- The percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit increased from 1.3 per cent in the 2003-04 financial year to 1.5 per cent in the 2004-05 financial year. This increase occurred as a result of a change in enforcement focus and intelligence-led policing that targets high volume alcohol locations and times.
- The percentage of vehicles monitored for speeding that were found to exceed the lawful speed limit increased from 15.3 per cent in 2002-03 to 18.3 per cent in 2004-05. This increase was attributed to the placement of five additional speed cameras over the Christmas and New Year period and a targeted enforcement presence at selected children's crossings.
- The Traffic Enforcement Group was established to police Perth's freeways, highways and major arterial roads.
- Protocols for drug-driving enforcement were developed in conjunction with the Office of Road Safety and endorsed by Cabinet in October 2004. The draft legislation will be passed once results of trials being conducted in Victoria are complete. Legislation is also being drafted by the Department for Planning and Infrastructure to allow roadside saliva testing for drugs other than alcohol.
- Two Automatic Number Plate Recognition units were commissioned in 2004.
- Introduction of the Anti-Hoon legislation enabled operations conducted in country and metropolitan areas to seize 304 vehicles.

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## **FRONTLINE SERVICE DELIVERY KEY REFORM AREAS RIGHT PEOPLE FOR THE JOB; LEADERSHIP, MANAGEMENT AND SUPERVISION**

**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.**

### **KEY ACHIEVEMENTS**

- Completion of program to recruit an additional 250 police officers above attrition rate.
- Further commitment by Government to recruit an additional 350 police officers and 160 police staff over the next four years.
- 2005-07 Strategic Plan developed with particular reference to internal reform goals, and also in line with broader Government objectives.
- A new governance framework was implemented to describe how the agency directs and controls its functions in order to achieve corporate goals, and ensure accountability, transparency and integrity in conducting its business.
- The newly created Professional Development Portfolio made significant enhancements to the Executive Development Program with the introduction of the Executive Management Skills Course, and improvements to the ASPIRE program.
- A Leadership Development for Women Program was implemented. The program is designed to assist female police officers and police staff members to develop their leadership skills and knowledge.
- A review of human resource management practices within the WA Police Service was undertaken. Recommendations from the review will be implemented to ensure that human resource management practices deliver contemporary and tactical advice, support, procedures and systems to assist in the progress of *Frontline First*.

# KEY ACHIEVEMENTS FOR 2004-05

## RESPONSE TO GOVERNMENT POLICY INITIATIVES

**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.

**GOAL 4: The Regions:** To ensure that regional Western Australia is strong and vibrant.

### KEY ACHIEVEMENTS

- A sustainability coordination group was formed to establish and evaluate sustainability principles in the planning and activities of the WA Police Service.
- As part of the agency's ongoing response to the Gordon Inquiry, Child Protection and Family Violence Officers have been placed in all districts. A State Coordinator has also been appointed to monitor performance and develop these officers.

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## CHANGES TO LEGISLATION AND CORRUPTION RESISTANT WA POLICE SERVICE

**GOAL 5: Governance:** To govern for all Western Australians in an open, effective and efficient manner that also ensures a sustainable future.

### KEY ACHIEVEMENTS

- Two critical legislative changes relating to policing are currently being progressed: the *Criminal Investigation Bill 2005* and the Police Administration legislation.
  - The *Criminal Investigation Bill* proposes to amalgamate and modernise police powers from various Acts into a single Statute. In addition, it proposes to create new powers and codify some common law powers. Significant new powers include a power to declare and control crime scenes and a power to detain suspects for the purposes of questioning in the course of investigating an offence. This agency has worked with the State Solicitor's Office in progressing the drafting of this Bill.
  - The Police Administration legislation is proposed to repeal the now largely outdated administrative provisions of the *Police Act 1892* and introduce the necessary administrative and managerial changes needed to underpin a modern policing agency. During the current year the Commissioner's Executive Team made key policy determinations for inclusion in the Bill that is to be ultimately drafted.
- Corruption Prevention Plan (*Building and Sustaining Integrity: A Corruption Prevention Plan for the Western Australia Police Service*) developed and implemented.
- Police officers from the Integrity Testing Unit working closely with the Corruption and Crime Commission staff to plan and conduct integrity tests. Integrity testing provides a key strategy for detecting corruption and obtaining evidence to remove corrupt officers from the WA Police Service. The Integrity Testing Unit's work has resulted in two police officers being charged.
- A Memorandum of Understanding has been signed with the Australian Security Vetting Service to undertake personnel security vetting. The purpose of personnel vetting is to give the Government and the community assurance that the right personnel are employed to work in identified high-risk areas within the WA Police Service.
- The Commissioner's Assurance Team was established. Comprising commissioned officers, the team's mandate is to examine business areas to provide assurance to the Commissioner and the Commissioner's Executive Team that *Frontline First* initiatives have been translated into tangible actions.
- A new corporate Information Security management system is being developed to improve the overall management of information security throughout the agency.



# PRIORITIES FOR 2005-06

Our commitment to provide responsive, accessible and quality policing services requires the WA Police Service to foster sound management practices and management of resources to support the frontline. As the *Frontline First* service delivery philosophy moves into its second year of operation, the agency will focus on some key areas in 2005-06.

## **Counter Terrorism**

With worldwide emphasis on the response to terrorism and planning for emergencies or unpredictable global events, a continued focus on multi-agency cooperation in the development of counter terrorism strategies, interagency training and liaison with the community is planned for the year ahead. This approach will be carried out with an emphasis on prevention of terrorism by 'hardening' the State against potential attacks.

The ability and capacity of the agency to respond quickly and effectively to a range of emergencies plays an important part in enhancing the community's feelings of safety. Planning to ensure a state of preparedness and the effective management of and coordinated response to major emergencies and disasters will be critical. Activities will include search and rescue, maintenance and testing of emergency plans, training programs, simulated exercises and responsibility for coordinating hazard management authorities during major emergencies.

## **Anti-social Behaviour**

There will be an ongoing commitment to target anti-social behaviour at out-of-control parties, major events and popular metropolitan night spots. In addition, intervention programs and crime prevention initiatives that aim to engage youth at-risk will assist with influencing positive and responsible behaviours.

Service delivery will also be enhanced through the acquisition and deployment of two mobile lock-up facilities, purchase of hand-held metal detectors for metropolitan night spots and the

acquisition of additional stun-guns for deployment to metropolitan and regional districts. The expansion of the Dog Squad through acquiring additional general purpose and special purpose dogs (for firearms and explosives response) will also boost the 24-hour, 7 days a week service delivery within metropolitan and regional areas.

## **Intelligence-led Policing**

Establishing mechanisms to ensure the continuous improvement of intelligence products and developing quality standards for intelligence management is essential for developing proactive and preventative strategies. Continuing to maintain valuable partnerships with the chemical and pharmaceutical industry and external law enforcement agencies to monitor and reduce the supply of precursor chemicals into the illicit drug manufacturing market is also critical.

As part of tackling volume crime, the proactive targeting of crime networks and ongoing involvement with Federal and State agencies to disrupt organised criminal enterprises and seizure of assets will be sustained.

## **Performance Management**

Supporting and sustaining *Frontline First* initiatives also involves reviewing various organisational practices and procedures. Enhancing leadership, supervision and performance management will be a key focus area for reform. The further development, coordination and maintenance of performance and reporting frameworks at the regional and portfolio and district and divisional levels towards meeting the objectives of the agency's Strategic Plan and Annual Business Plan will be ongoing.

An integral part will be to establish a learning culture by linking trends and developments into organisational performance improvement. Developing people for success, through refining the agency's individual performance management program will be a key feature in the performance management framework.

# FRONTLINE SERVICE DELIVERY

## OUTCOME 1

### OUTCOME 1

#### LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

This outcome relates to the WA Police Service's priority of working together with the community to influence safety, security and public order. It is about providing a service and delivering programs that are responsive to the needs of a diverse community. It also reflects a focus on developing partnerships with other relevant agencies to develop crime prevention strategies. In addition, Outcome 1 reflects the agency's focus of identifying, assessing and managing risks to the community. These priorities are also related to maintaining a high level of preparedness for emergencies including appropriate responses to terrorism.




#### MAINTAIN PUBLIC ORDER

##### Reducing the Incidents of Anti-social Behaviour

The North West Metropolitan District initiated Operation SEMATIC to address upsurges in alcohol abuse and anti-social behaviour and to ensure that opportunities for offending were reduced. Preceding the operation, crime and traffic trends were analysed, district hotspots were identified, meetings were held with local councils, business and community interest groups and

public forums were conducted to determine the areas that needed attention. This approach formed the basis for the decision to target anti-social behaviour in public places, alcohol and drug abuse (especially by juveniles), traffic offending, burglary and damage to public property. Operation SEMATIC ran from 19 January to 2 May 2005 and was so successful that general tasking reduced by nearly 20 per cent over the period. A key feature of SEMATIC was the maintenance of a high visibility police presence throughout the district. The reporting of the operation's successes by Community Newspapers also aided greatly.



**Anti-social behaviour and crime** were targeted in Northbridge and the Central Metropolitan District in Operations PRESENCE and FRONTLINE. The prevalence of anti-social behaviour between 10 pm to 4 am was directly linked to patrons attending and leaving nightclubs in both of these areas. The operation focused primarily on the Nightclub industry and officers adopted a no-tolerance approach to breaches of relevant legislation.

**The Scarborough beach-front** has in the past been known for its high levels of anti-social behaviour during summer. A more robust approach was adopted by the district to reduce the incidence of large unruly crowds, by interrupting the causes of the behaviour. A number of interlinked assertive strategies were introduced to interrupt behaviour earlier in the day or evening, to prevent large crowds of drunken youths gathering or being attracted to the beach-front. With cooperation from the Stirling Council, the car park was reconfigured each Friday to Sunday, with barriers to allow parking but prevent vehicles from conducting laps. This deterred some of the large groups of people who were responsible for vehicle-related hoon behaviour. Coupled with the Anti-Hoon Legislation and the seizure of 14 vehicles over the summer period, the crowd dynamics changed from young people driving laps through the car park towards families using the beach-front.

A heavy emphasis was also placed on liquor licensing compliance from the hotels in the area by a negotiated and registered agreement through the Liquor Licensing authorities. When further compliance issues arose, specialist alcohol and drug officers discussed these with hotel management, issued warnings for breaches, then infringements and finally, prosecutions if appropriate. This liquor enforcement strategy supported by the use of video evidence, led to an elimination of major disruption from drunken crowds at hotel closing

times. As a result, the 2004-05 year has seen a rise in local community satisfaction, an elimination of major incidents and the quietest summer on record for anti-social behaviour at the Scarborough beach-front.

### **Applying Proactive Intelligence-led Policing**

During the past year, police intelligence holdings on Motor Cycle Gang (MCG) and Street Gang members have been enhanced and include closer monitoring and timely dissemination of information regarding gang activities. The following are some of the strategies developed:

- the Gang Crime Squad through the intelligence cell, issues a bulletin (GANG WATCH) to provide all police officers throughout the State with timely intelligence on the activities of motor cycle and street gangs;
- support is provided to regions and districts with the delivery of proactive intelligence through the Information Data Management (IDM) system and Warning Orders of likely gang activities;
- intelligence packages are provided to the State intelligence network;
- the Gang Crime Squad and State Intelligence Division assisted two MCG runs and five State MCG runs. This included providing liaison, support and assistance to every WA country police district and two State and Territory police jurisdictions. All the runs involved movement through every district within WA and encompassed approximately 30 days; and
- State Intelligence Division personnel produced an MCG Manual and strategic assessment on MCG activity for use by police officers when encountering members of these gangs.

# FRONTLINE SERVICE DELIVERY OUTCOME 1

## REGIONAL OPERATIONS GROUP

The Regional Operations Group (ROG) provides a first response capacity to anti-social behaviour and civil disorder and supports metropolitan and country regions during peak periods. This year, the ROG has attended 9,526 tasks. An example of the type of work that the ROG undertook was controlling a large group of unruly party revellers in High Wycombe in March 2005. A group of approximately 250 party-goers was throwing projectiles and smashing bottles. After unsuccessfully requesting the party organiser to close down the party, the attending vehicles requested back-up. ROG members, officers from the East Metropolitan District, the Dog Squad and Police Air Wing responded. Using riot gear and in formation, these officers dispersed the group. One officer was injured and four arrests were made.

ROG officers assist in deterring anti-social behaviour to make events such as Schoolies Week, Margaret River Classic, Rock It, the Royal Show, New Year's Eve and Australia Day Skyshow safer for everyone. All officers attached to the ROG have been provided with the necessary training and personal protection equipment including helmets, shields and shin guards.

Operation DETER was another similar task where police were requested to assist with the annual 'schoolies' migration from Perth to Dunsborough in 2004. ROG staff were responsible for crowd-control duties and vehicle movements associated with around 4,000 students. Approximately 170 arrests were made during the 12-day operation.

## DETER COMMUNITY MEMBERS FROM OFFENDING LIFESTYLES

### Implementing Crime Prevention Strategies

**The Marine Intervention Program** – is run in partnership with local Councils, TAFE and the South Metropolitan Crime Prevention Office. It targets at-risk youth and is a five-week course covering topics such as seamanship, navigation, vessel maintenance and first aid. On completion of the program, participants receive a Nationally Recognised Certificate One, 'Maritime Studies Qualification'. Analysis of course outcomes shows that only four per cent of participants re-offend; the remainder either return to obtain educational qualifications or full-time employment in the hospitality or fisheries industry.

**Crime Prevention Package for Businesses** – is an initiative of the South Metropolitan Crime Prevention Office in collaboration with the Community Safety Branch to develop a crime prevention package. Aimed at educating businesses in the area of safety and security,

the package will include information on armed robbery procedures, security awareness and fraud.

**Community Safety and Crime Prevention Plan** – has been facilitated as a joint approach with four local councils (City of Swan, Town of Bassendean, Shire of Kalamunda and Shire of Mundaring) to develop a single 'Community Safety and Crime Prevention Plan'. In January 2005, a Memorandum of Understanding between the four councils and Government was signed at a formal function in Midland. This joint strategy will ensure a holistic approach to community safety and crime prevention across the East Metropolitan Police District, and will assist to achieve effectiveness and efficiency gains in the application of effort and allocation of resources. The plan will integrate with the new direction for community safety and crime prevention strategies after the cessation of Safer WA.





### **Liaison with other Government Agencies to Identify Fraud and Theft**

The Major Fraud Investigation Unit forms part of the project "Pentode" group. This group consists of representatives from the Australian Taxation Office, Centrelink, Department of Immigration and Multicultural and Indigenous Affairs, Australian Federal Police, Western Australian Registrar of Births, Deaths and Marriages and the Department for Planning and Infrastructure who all came together to share and exchange information and assist with achieving the objectives of the project.

The group meets quarterly or on an ad-hoc basis to progress requests for legislative change to overcome privacy/information-sharing problems and to streamline investigative assistance between agencies. In addition, the State Intelligence Division maintains partnerships and Memorandums of Understanding with a number of external

partners, which assist in the preparation of intelligence packages supplied to Commercial Crime Division.

### **Neighbourhood Watch**

A recent review of the Neighbourhood Watch Scheme which has been operating in WA since 1982 found that the scheme had strong community support and was operating well in most areas. The WA Police Service has renewed its support for the continuation and expansion of this scheme and a restructure of the program has enabled technological improvements such as the introduction of 'Neighbourhood Watch WAonline'. This enhancement to the scheme is a website providing crime prevention advice that can easily be put to use. In addition, the website provides the ability to register and receive e-mails about crime prevention issues specific to local communities, or relating to Rural Watch or Marine Watch themes.

# FRONTLINE SERVICE DELIVERY OUTCOME 1

## Family and Domestic Violence

The Family Protection Unit is located within the Major Crime Division and is responsible for the coordination and management of the police response to family and domestic violence. This agency has undertaken a comprehensive redesign of the service delivery and management of family and domestic violence in recognition of the seriousness, complexity and impact of crimes of this nature.

Through the statewide coordination of District Child Protection and Family Violence Officers, the Family Protection Unit is responsible for:

- maintaining and further developing our collaborative service delivery model for family and domestic violence;
- combining and coordinating our response to family violence into a flexible and effective operational model;
- enabling appointed Child Protection and Family Violence Officers (CP&FVOs) to demonstrate lead roles in developing and implementing the model within each district;
- encouraging CP&FVOs to consult and negotiate with local key stakeholder agencies and individuals, to develop and market this operational model;
- positively influencing police and other government agencies to respond, develop intervention and prevention strategies and apply the criminal justice system (where appropriate) in a timely way that reflects Government priorities in this regard; and
- developing and implementing a statewide methodology to analyse and measure agency performance in meeting agreed benchmarks.

In December 2004, as a result of the *Acts Amendment (Family and Domestic Violence) Act 2004*, an amendment was made to the *Restraining Orders Act 1997*, which provided the WA Police Service with the power to issue on the spot 24- and 72-hour Police Restraining

Orders. The introduction of these orders was coupled with additional training for all officers in the application of the *Restraining Orders Act*. The Family Protection Unit is responsible for monitoring the use and effect of Police Orders against trends in reporting of family and domestic violence.

## Clandestine Drug Laboratories and Chemical Diversion

Valuable partnerships with the chemical industry, pharmaceutical industry and external law enforcement agencies continue to monitor and reduce the supply of precursor chemicals into the illicit drug manufacturing market. Initiatives are designed to deter drug manufacture by both providing barriers to the acquisition of precursor chemicals and providing intelligence for the proactive targeting of crime networks involved in illicit drug manufacturing.

An industry training package was developed and training conducted to ensure that chemical suppliers are aware of their legislative reporting requirements. The project to provide training and awareness sessions to staff from in excess of 185 chemical suppliers statewide was completed in June 2005. Representatives from each organisation were provided with a compact disc containing all manuals, bills, posters, presentations and training material.

The State Intelligence Division has the responsibility of maintaining interagency partnerships and continues to encourage support and interaction with a number of Federal and State statutory bodies. The enactment of the *Misuse of Drugs Act Amendment Bill 2003* is the result of ongoing interaction, coordination and negotiation between the Organised Crime Squad, the chemical and scientific industries, the WA Health Department and the WA Government over many years.



## People in the Parks Project

In February 2005, Perth Police Station formed a partnership with the Town of Vincent, Departments of: Community Development, Housing and Works, Health, the Nyoongar Patrol and local residents. The aim of the partnership was to facilitate the exchange of expertise and information to address anti-social behaviours exhibited by people frequenting a number of parks close to the Perth Central Business District. The working group develops solutions to address long-term homelessness of people frequenting the parks and homelessness among people who move to the city from remote locations. Some of these solutions involve investigating the feasibility or appropriateness of establishing alternative 'culturally appropriate' meeting places and investigating alternative models of intensive case-management outreach services.

## Programs for Young People

The Federation of Western Australian Police & Citizens' Youth Clubs (Inc) (PCYC) has increased its presence and proactive role within the community to reduce crime. PCYC provide safe, positive recreational experiences for young people, reducing their opportunities to offend or engage in anti-social behaviours, or to influence others to engage in such actions. There are currently 25 PCYC across Western Australia.

Traditional programs like gymnastics and boxing continue to encourage physical fitness. In addition, PCYC are focusing on delivering youth-oriented diversionary programs and crime prevention and reduction initiatives. PCYC provide the avenue for frontline police officers to refer youth at-risk during the course of their operational duties in a casual and non-intimidating environment. Engaging youth at-risk and implementing early intervention programs is fundamental to the *Frontline First* philosophy.

## INCREASE COMMUNITY AWARENESS OF POLICE SERVICES

### Media Liaison

The Police Media Unit deals on a daily basis with hundreds of inquiries from the news media regarding crime, traffic and other policing issues. The WA Police Service's policy is to be as open and accountable with information as the law and operational requirements allow. During the year, the unit facilitated interviews and other information-provision, with the aim of ensuring the agency's activities and roles are well understood by the general public. Police at all ranks and locations were also provided with appropriate media training to help them in dealing with the news media in their daily policing roles.

In addition to media management, the Public Affairs Branch conducted several public affairs activities during the year. These activities were designed to educate and inform the public about policing and the agency's achievements.

### Marketing

The Police Assistance Centre (PAC) was launched this year along with a media campaign to promote the new 131 444 telephone number. People can call 131 444 and report a range of crimes, from a bicycle being stolen to a home being ransacked. Although distressing incidents for the owners, they are not life-threatening situations. A major marketing campaign was implemented to educate people about the difference between using 000 and 131 444 telephone numbers.

A mail-out campaign to metropolitan households and businesses was also undertaken, with residents receiving fridge magnets and phone stickers to advise them of the 131 444 number. Since being launched, non-emergency calls to 000 have decreased by 38 per cent.

# FRONTLINE SERVICE DELIVERY OUTCOME 1

## Newsbeat

Newsbeat continues to be the official magazine of the WA Police Service to inform staff about what's happening in the agency. It is a magazine for police employees, law enforcement agencies, military, businesses, schools, politicians, other government agencies and any person interested in policing. As with any well-read publication, the circulation of Newsbeat – a publication produced every two months – has now increased to 7,500.

## Police Exhibition at Royal Show

As with previous years, the WA Police Service participated in the Perth Royal Show to enable community members to learn more about the delivery of policing services. In the 2004 Show, the WA Police Service exhibit won first prize in the Non-Commercial Exhibitor Award for Design and Presentation category. There were 80 entrants in this category.

Sections and initiatives displayed and highlighted during the exhibit were: Recruiting, Joondalup Police Academy, *Frontline First*, Mounted Unit, Dog Squad, Police Air Wing, Tactical Response Group, Regional Western Australia, Child Protection Squad, Neighbourhood Watch, Crime Stoppers, Alcohol and Drug Coordination Unit, Forensics, Missing Persons, Child Protection and Family Violence, Burglar Beware, Road Safety Section, Professional Standards and Water Police.

## Cultural Diversity and Language Service Outcomes

As part of providing multicultural communities in Western Australia with equitable and accessible policing services, this agency is involved with the Western Australia Police Ethnic Advisory Committee and Multicultural Community Safety Committee. These forums provide an opportunity for multicultural community representatives to provide feedback on police policies and their impact on diverse groups. They create collaborative partnerships with Government and non-Government stakeholders to introduce community safety

strategies. The forums also engage culturally and linguistically diverse groups to identify their issues and explore communication pathways into their community networks.

The WA Police Service has been actively engaged in breaking down some of the barriers to recruitment for people from diverse backgrounds. This initiative has included a review of the legislation under which people are employed as police officers, to ensure that dress and personal appearance requirements do not prevent diversity groups from applying to join the agency.

The WA Police Service endorses the Language Services strategy and supports it through:

- promoting the use of qualified interpreters;
- maintaining SMS assist and researching new technologies for communication among the hearing impaired; and
- developing a Multilingual Phrase Book in 40 languages for operational police.

## EMERGENCY MANAGEMENT

### Emergency Management Strategy

The formation of the Metropolitan North and East Recovery Group was an agreement between the Cities of Joondalup, Wanneroo, Stirling, Bayswater, Swan, the Town of Bassendean, Shire of Mundaring and the WA Police Service to provide assistance in the recovery aspect of emergency management. The agreement provides that in an event of an emergency, all participants would contribute to the assistance of victims and property owners to ensure their immediate care and needs are met and they are best positioned to ensure recovery of lifestyle as soon as possible.

As a result of this partnering agreement, the "recovery" phase of emergency management for the Smorgon Steel fire in December 2004, and the Raymond Street explosion in April 2005, saw a collaborative and focused approach between all parties and agencies involved in providing assistance.





## TSUNAMI DISASTER RESPONSE

Following the 26 December 2004 earthquake and tsunami, Australia deployed a Disaster Victim Identification (DVI) response to Thailand. Operation CADAW, as it was known, was commanded by the Australian Federal Police with support from State and Territory Police. From a starting point of over 10,000 possible Australian missing persons, DVI processes eventually reduced the number to 21 confirmed dead with grave concerns held for a further six Australians.

The WA Police Service supported the response to the tsunami disaster by establishing a local Major Incident Room (MIR) to facilitate the gathering of ante-mortem data and the coordination of DVI intelligence. DVI specialists from the WA Police Service were deployed to Thailand and undertook specialist identification, information coordination and senior management roles within the DVI processes. Field support was also provided to the DVI post-mortem processes by WA police officers. To date, 11 WA Police Service officers have assisted in the tsunami aid effort.

The experience has provided the Forensic Division with an opportunity to support the international law enforcement community and has also enhanced expertise in DVI response to a mass casualty incident.

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### Subiaco Oval

Subiaco Police and the WA Football Commission are working together regarding policing the Subiaco Oval, licensed premises, surrounding streets, crowd controllers and emergency management issues. Work is being carried out with a new Risk Plan and strategies are in place for a new Command Post to be equipped in case of an emergency situation.

### Darling Range Wildfire

In January 2005, the Darling Range Wildfire destroyed 29,000 hectares of natural forest and urban lands. Losses as a consequence of the fire included pasture, orchards, farm outbuildings, pine plantations and State forests.

Due to the magnitude of this wildfire, over 1,000 people from the Department of Conservation and Land Management (CALM), the Fire and Emergency Services Authority of WA (FESA), WA Police Service and volunteers were involved in managing the fire. The extensive time-frame of the incident required continuity of control throughout the incident necessitating a smooth transition between coordination and command.

During the peak of the fire, the Control Centre was under threat and it became necessary to evacuate the Incident Management Team. The team relocated from the Control Centre at the Mundaring CALM Centre to the purpose-built Emergency Operations Rooms at the Police Operations Centre. The transition occurred smoothly and was the first occasion that the new facilities at the Police Operations Centre were used for a community emergency.

# FRONTLINE SERVICE DELIVERY OUTCOME 1

## **Best Practice Emergency Management Standards**

In addition to conducting training, the Counter Terrorism and State Protection Portfolio constantly reviews emergency management plans, operating procedures and training programs. The Portfolio has representatives on various National and State committees to identify, implement and maintain best practice and meet National Standards. Some of these committees and sub-committees include:

- National Counter Terrorism Committee;
- Emergency Management Australia;
- Australasian Centre for Policing Research - Use of Lethal Force Guidelines, Deployment of Police in High-Risk Situations and Deployment of Police Negotiators working groups;


- Intelligence Managers forum;
- Dignitary Protection forum; and
- Counter Terrorism Commanders forum.

These committees and forums are instrumental in ensuring that capability gaps are identified and measures are taken to remedy inadequate response and emergency management capacity.

## **Counter Terrorism Exercises**

WA Police has conducted counter terrorism exercises with owners and/or operators of critical infrastructure. District Emergency Management Committee plans were reviewed to identify possible terrorist targets and critical infrastructure within the respective districts to enable appropriate prevention and response plans to be developed. Exercises to test





deployment and response capabilities were conducted with key stakeholders involved with:

- Maritime Transport Security and Port Security at Fremantle;
- BP Refinery at Kwinana;
- Broome Airport (including actual deployment);
- Fremantle Port Authority;
- Water Corporation Perth; and
- Water Corporation Bunbury.

### **Major Disaster Management Exercises**

Several major disaster management exercises, including a multi-agency response to a potential radiation hazard from visiting nuclear-powered warships and an air crash at Perth Airport were conducted:

- Exercise NEPTUNE responding to a radiation hazard from a visiting nuclear-powered warship; and
- Exercise FREEBIRD responding to an air crash at Perth Airport.

Issues raised and lessons learnt are being incorporated into the current review of WESTPLAN - Nuclear-Powered Warships.

### **Liaison with FESA**

Liaison with FESA has enabled the development of Standard Operating Procedures to ensure interoperability in incidents relating to Chemical, Biological and Radiological (CBR) events. Both agencies formed a close working partnership to plan and develop exercise CANNISTER - a multi-agency exercise designed to test the response and validate the training of various agencies that hold CBR personal protection equipment. This equipment can be deployed statewide as needed at public events, or as part of emergency response to “white powder” incidents.

### **Emergency Operations Unit**

In April 2005, the Emergency Operations Unit developed a CBR response capability and acquired specialist protective equipment such as suits, masks and respirators. CBR response protocols have been developed in conjunction with FESA and Emergency Management Australia.

### **Provided Intelligence Network for Critical Infrastructure Operators**

Critical infrastructure operators have a working relationship with the intelligence cell of the State Security Unit of the Counter Terrorism and State Protection Portfolio (CT&SP Portfolio). Under the current structure, information is exchanged on a weekly basis with the Australian Security Intelligence Organisation (ASIO) providing threat assessments as required. Formal ‘whole-of-government’ briefings with the WA Police Service, the Department of the Premier and Cabinet, and ASIO are conducted twice a year. These briefings advise key personnel involved with national critical infrastructure of the current identified risks/threats to their facilities.

Representatives of the CT&SP Portfolio have participated in Australian Government instigated forums and workshops for the protection of the Off-Shore Oil and Gas industry and the Surface, Marine and Aviation Transport industries.

The CT&SP Portfolio also coordinates a weekly intelligence sharing forum. The purpose of these forums is to ensure that all State and Federal agencies involved in counter terrorism in Western Australia are aware of the latest information pertaining to persons of interests and/or other terrorism related matters impacting on the State.

# FRONTLINE SERVICE DELIVERY

## OUTCOME 2

### **OUTCOME 2**

#### **OFFENDERS APPREHENDED AND DEALT WITH IN ACCORDANCE WITH THE LAW**

Police officers are the first point of contact in the justice process. They play a significant role in every part of the process from the apprehension of offenders to the final outcome. The police focus includes improving quality and timeliness of response, applying an intelligence-led approach to detecting and investigating crime and providing quality evidence to support prosecutions.



### **PROVIDE AN EFFECTIVE RESPONSE TO OFFENDING**

#### **New Approach to Investigation of Cold-case Homicides**

Advanced strategies are now adopted for investigation into selected cold-case homicides including actioning information received through media appeals and harnessing new technology. The Major Crime Investigation Unit is presently responsible for the investigation of 43 cold-case homicides. A cold-case investigation team has been set up and each case is progressively being reviewed utilising cold-case investigation methodology. This includes conducting audits of forensic exhibits, forensic examination of exhibits utilising current techniques, review of persons of interest to identify new investigative strategies and continuing media strategies.





## **Integrated Intelligence/Information Systems**

Further improvements to technology were progressed to provide timely and appropriate information to frontline officers, including:

- Frontline Incident Management System (IMS), and
- the PC Roll-Out Project (personal computer upgrade).

The Frontline IMS improvements involve commencing the integration of mainframe data into IMS. These enhancements will enable mainframe systems to be converted into Frontline IMS enabling these systems to be decommissioned. Enhanced functionality also includes the ability to capture and link incidents such as traffic crashes, domestic violence and child abuse. Additionally, interfaces to systems belonging to the Department of Justice (DoJ) and the Department for Planning and Infrastructure (DPI) will be implemented.

## **Computer-Aided Dispatch (CADCOM)**

The CAD system provides a more streamlined task management process by improving the capacity for staff statewide to initiate a task request using CAD Lite – intranet-based software.

Significant benefits have resulted from various enhancements to the system during the past year and include:

- improved coordination of operational tasking vehicles through tracking vehicle availability and assignment to tasks;
- improved access to information through direct interfaces to police databases thus providing greater background awareness for officers attending operational tasking;
- the combination of both of the above benefits leading to improved officer safety by making officers better informed and enhancing the awareness of all parties with regard to risk assessment; and

- the enhanced reporting capacity of the CAD system which provides a significant management tool for District Officers to monitor and manage the deployment of staff. The system allows a greater ability to identify both corporately and at a district level the balance of resource commitment to patrolling, tasking and administration.

## **The Police Metropolitan Radio Network**

The Police Metropolitan Radio Network, based at the new Midland Communications Centre, is a major police initiative that includes the procurement, design and installation of:

- a secure digital voice radio network to replace the existing analogue UHF network;
- a limited mobile data network; and
- an automatic vehicle location capability.

The new implementation phase which will cost \$59.3 million will be initiated in 2005 and completed in 2007.

## **National ID Working Party**

The National ID Crime Policing Strategy exists to raise awareness of identity crime for both public and private sector organisations and community and professional groups. To ensure a coordinated and holistic approach to identity crime, strong relationships exist with all private sector partners and, in particular, financial institutions, credit providers and educational institutions. Crime Analysts attached to the Commercial Crime Division are active participants in the informal “Fraud Analyst Group”. This group has been responsible for the timely dissemination of fraud alerts and intelligence between jurisdictions resulting in the successful apprehension and prosecution of identity crime offenders.

A legislation committee has been established within the Major Fraud Squad to review the adequacy of State legislation. In particular, the committee will examine the need for deeming provisions to place the onus of proof or lawfulness onto an accused person who is found in possession of proof of identity documents that are false, altered, or stolen.

# FRONTLINE SERVICE DELIVERY

## OUTCOME 2

### **THEFT OF ELECTRICAL EQUIPMENT FROM BOATS**

During the winter months there is an increase in thefts in the marine environment. Contributing factors are the school holidays and vessel owners not attending yacht clubs as frequently. Some of the larger vessels are often better equipped and cost more than the average home and can be attractive to thieves. Earlier this year, nine luxury vessels penned at some of Perth's yacht clubs were broken into and \$100,000 worth of electrical equipment (mainly LCD televisions) was stolen.

The Marine Investigation Unit (MIU) undertook an investigation and began by examining the crime scenes. DNA swabs were obtained from some of the vessels. At that point, no other clues as to the thieves' identity were forthcoming.

Following an attempt by a suspicious person to bank a large cheque drawn from a closed account, police conducted covert surveillance and executed search warrants on a person of interest. An amount of property matching the description of the stolen equipment was seized from two premises. Fingerprints, DNA and a photograph were obtained from one of the persons of interest. The DNA was found to match the DNA initially obtained from the vessel and the person who had attempted to bank the cheque, was also identified from a photoboard by bank staff.

In subsequent interviews conducted by police, the person of interest was charged with eight offences and later pleaded guilty in the Perth Court of Petty Sessions. Property recovered amounted to \$30,000. Restitution has been requested for the outstanding property.



## Tactical Investigations Group

The Tactical Investigations Group (TIG) has proved to be one of the most effective WA Police Service units in tackling volume crime. Staffed by selected detectives and uniform staff, the direction of the TIG was completely refocused during this year to concentrate on the resolution of volume crime in three major ways:

- *Active targeting of drug offences/offenders:* drug use is well documented to be the key to burglary, car theft and other forms of volume crime;
- *Clearance of Linked Crime Files:* where offenders have been identified on fingerprints or DNA; and
- *Special Operations:* that target specific types of premises or locations. These operations have included combined efforts of staff from other units, stations or Government agencies.

## Criminal Procedures Act 2004

Training of police officers and implementing a plan to ensure agency readiness following the enactment of the *Criminal Law Amendment (Simple Offences) Act 2004* and the *Criminal Procedures Amendment Act 2004* took place during the year. The Proclamation of the *Criminal Procedures Act 2004* in May 2005 signalled a radical change in the business processes used in the apprehension and processing of offenders by police officers in Western Australia. The changes have affected all officers and work units in the WA Police Service.

Since the proclamation of the *Criminal Procedures Act 2004*, it has been identified by the Department of Justice that a comprehensive review of the new legislation will be undertaken. This in part is to ensure that any operational issues encountered with the proclamation of the new legislation are identified and resolved through further legislative amendments. The Police Prosecuting Division will play a key role in this review process, representing the agency to ensure operating issues that are identified will be addressed through legislative reform.

## SUCCESSFULLY INVESTIGATE OFFENCES

The registration of reportable offenders convicted of sex offences against child victims commenced in Western Australia on 1 February 2005. The register of these offenders is occurring under the *Community Protection (Offender Reporting) Act 2004*. The register is a preventative measure and part of the ongoing management of sex offenders.

## National Automated Fingerprint Identification System

As a result of a review of the National Automated Fingerprint Identification System (NAFIS) computer terminals throughout the State, it was identified that in order to boost the crime fighting capacity of local police, it would be beneficial to locate a NAFIS terminal at the Cannington Scenes of Crime Office.

NAFIS computer terminals provide a link to a national database of fingerprints and assist in identifying offenders. The location of this NAFIS terminal has created the first "self-supporting satellite fingerprint facility" within a metropolitan police district. The matching of latent prints to an offender is expected to be quicker and more efficient through a centralised office.

This improvement combined with local intelligence-led policing has already led to the timely identification and apprehension of a number of offenders and in some cases, within 24 hours of having committed the offences.

Following the introduction of the NAFIS terminal at the South East Metropolitan District, statistics for the period April to June 2005, compared with the same period in 2004, identified that:

- the average turnaround time for identification of fingerprints had reduced from 7.4 days to 1.8 days; and
- the percentage hit rate (identifications/searches) had risen from 27 per cent to 41 per cent.

# FRONTLINE SERVICE DELIVERY

## OUTCOME 2

### **THE AUSTRALIAN NATIONAL CHILD OFFENDER REGISTRATION UNIT**

The Australian National Child Offender Registration Unit (ANCOR) at the WA Police Service is responsible for the coordination and ongoing management of the Register of Offenders under the *Community Protection (Offender Reporting) Act 2004*. This Act was proclaimed in December 2004.

The ANCOR Unit is primarily responsible for:

- providing specialist investigative services to the State;
- providing specialist support services to the regions;
- coordinating statewide strategies to help prevent and control serial child sex crime; and
- liaising with other State, national and international law enforcement and investigative authorities.

The Unit provides an information gathering, recording and dissemination service, providing support and assistance to police operations within the State and throughout Australia. Using a comprehensive data management system, they gather, analyse, evaluate and distribute all available criminal information in relation to the movements/actions of offenders against children. Information is gathered using the Unit's extensive information network and covert intelligence facilities.

In addition to the reporting requirements incorporated in the *Community Protection Act*, the Government is introducing further legislation (to include all sex offences, i.e. including 'On Adult' offences) which will add to the police reporting obligations. This legislation has been proclaimed, and is currently scheduled for enactment in November 2005.

On 1 July 2005, retrospective registration of Reportable Offenders convicted of a second sex offence against child victims in the last eight years commenced. Currently 235 reportable offenders are registered on the child sex offender register.

It is anticipated that by December 2005 with the implementation of the retrospective registration, over 2,000 reportable offenders will be registered on the child sex offender register.

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### **PROVIDE QUALITY EVIDENTIARY SUPPORT TO PROSECUTIONS**


#### **Criminal Law Amendment (Simple Offences) Act**

The procedural and system changes arising from the proclamation of the *Criminal Law Amendment (Simple Offences) Act 2004* were implemented in May 2005.

Changes were required to cater for the new/deleted/renamed offences as identified within the Act and for implementation of the new "move on notice" offence functionality.

The *Criminal Law Amendment (Simple Offences) Act 2004* system requirements were assessed in liaison with both police business representatives and other agencies to comply with the legislative changes. The system development phase is now complete. These changes also coincide with the *Criminal Procedures Amendment Act 2004* system changes.





The *Misuse of Drugs Amendment Act 2004* was designed to enable mandatory industry reporting of precursor chemical sales and create offences for being in possession of chemicals without lawful excuse. This legislation will significantly assist in the identification and targeting of persons involved in illicit drug manufacture.

### **Evidentiary Video Unit**

**A Government response to the Gordon Inquiry Recommendations** committed funding to set up the Evidentiary Video Unit to be staffed by Specialist Child Interviewers (SCIs) from the WA Police Service and the Department of Community Development. This collaborative initiative enhances a joint response to children who have been the subject of serious sexual and/or physical abuse.

**The Child Interview Unit (CIU)** at the WA Police Service was established in June 2004 to interview children who have experienced sexual and/or physical abuse. The safety and wellbeing of the child is the paramount concern of the SCIs. Interviews are conducted in an anti-discriminatory, culturally aware, developmentally sensitive, objective and legally defensible manner. The interview techniques used are child-centred with the purpose of determining truth and where offences are disclosed, the SCIs strive to maximise the attainment of admissible evidence. Statewide service provision of Specialist Child Interviewing has commenced.

**The Criminal Law Amendment (Sexual Assault and Other Matters) Act 2004** proclaimed in January 2005 provides a legislative process for the protection and disclosure of confidential communications, facilitates the visual recording of children and

allows for such recordings to be admitted in court proceedings. The spirit of this legislation is to protect child victims from the court process and obtain best evidence.

### **Electronic Interface with the Department of Justice**

As a result of a joint venture between the DoJ and the WA Police Service, the transfer of court results between these two agencies has been streamlined. The electronic interface of court briefs has been implemented to enable police court briefs to be automatically entered into DoJ's computer systems, allowing 98 per cent of briefs to be exchanged electronically. This application allows electronic data delivery via the BriefCase application, significantly streamlining court processes and information transfer time. Following a successful pilot program, the system has been rolled out statewide.

### **Administration of Justice (Custody) Project**

The Custody Project was developed to provide a single, agency-wide application to manage all information related to people in the custodial care of police. Its focus is on providing the highest standard of accountability and record keeping. A pilot program was conducted between August and October 2004, and the statewide roll-out of the application will occur in late 2005.

# FRONTLINE SERVICE DELIVERY

## OUTCOME 2

### AUDIO VIDEO SECTION

Advances in digital technology have resulted in the community having access to an abundance of low cost digital recording devices. This equipment has led to a significant increase in the availability of digital recordings for use by law enforcement agencies in legal proceedings.

These recordings are made available from, for example, Closed Circuit Television (CCTV) used extensively in public and commercial premises, digital still cameras, digital voice recorders and the image and audio recording capabilities in other personal electronic devices (such as mobile phones). For example CCTV recordings are very valuable in the investigation of major crime and terrorism.

The Audio Visual Unit has five staff dedicated to providing a range of forensic services relating to evidence gathered using multimedia equipment. The section works with both internal and external stakeholders to provide technical expertise and research on audio-visual matters. In 2004-05 the section assisted 3,078 investigators and worked on 1,810 case files. Staff also apply their skills throughout the State to the maintenance of equipment used in the video interview of suspects.



# FRONTLINE SERVICE DELIVERY

## OUTCOME 3

### OUTCOME 3

#### LAWFUL ROAD-USER BEHAVIOUR

The goal of this outcome is to improve road-user behaviour by contributing to road safety and whole-of-government road safety programs. The agency is focusing on the strategic deployment of resources, detecting and deterring recidivist drink-drivers, increasing enforcement of seatbelt use, applying intelligence-led policing to traffic management and enforcing road safety behaviour.

#### PROMOTE LAWFUL ROAD-USER BEHAVIOUR

##### Proactive Policing Strategies to Promote Lawful Road-user Behaviour

Continued emphasis on achieving the road safety outcomes has seen the WA Police Service using various methods and strategies to target and prevent major contributing factors in unlawful road-user behaviour and to support traffic-related enforcement. Below is a list of the major initiatives carried out over the year:

- conducted targeted patrols at known and reported traffic-related 'hot-spots';
- utilised traffic patrols to provide highly visible presence at priority times and support operations directed at crime and anti-social behaviour 'hot-spots'; and
- established the Traffic Enforcement Group to provide enhanced enforcement of freeways, major roads and highways.

##### Targeted Patrols at 'Hot-Spots'

- Operations have resulted in 304 vehicles being seized under the new Anti-Hoon Legislation.
- Attention to non-compliance with speed limits in school zones, construction and work zones, resulted in a focus of visible police presence and enforcement around these areas.
- Mobile Breath Testing Stations targeted to areas and times of high alcohol consumption.
- Automatic Number Plate Recognition (ANPR) technology was incorporated into Mobile Breath Testing Station operations to enhance effectiveness of vehicle and driver screening.

##### Recidivist Drink-driving Strategies

This program is being developed in partnership with the Office of Road Safety, Local Government and the RAC. The working group has drafted legislation which is expected to be implemented during 2005-06. Recidivist drink-driver strategies and legislation are included in the legislative package to include penalty amendments to the Road Traffic Code 2000.

##### Review of Strategic Traffic Enforcement Program

The Strategic Traffic Enforcement Program (STEP) provides police at district level an additional opportunity to target specific road safety problems using a strategic approach to enforcement. The Road Safety Council provides funding from the Road Trauma Trust Fund for specific, targeted enforcement operations based on applications received from police.

Overall, the STEP is progressing above expectations, which is due to the success of operations funded and the recognition by police districts of the positive outcomes. The information below is an overview of the total contacts for all operations concluded and still running.

Total vehicles stopped	58,629
Additional patrol hours	8,367
Total infringements issued	16,046
Total Random Breath Tests (RBT)	35,856
Non-RBT breath tests	8,783
Total drink-driving offences	255
Total arrests	313
Total summonses	1,040

# FRONTLINE SERVICE DELIVERY

## OUTCOME 3

### TRAFFIC ENFORCEMENT GROUP

The Traffic Enforcement Group (TEG) was established in December 2004 and commenced operations in February 2005. The TEG is a unit of specialist traffic officers consisting of two enforcement groups: Mobile Breath Testing Operations and Patrol Operations. These two groups closely support each other's operations.

The Patrol Operations Group has 24 specialist traffic officers, with the primary role of patrolling and enforcing traffic laws on freeways, highways and major roads. They also assist the metropolitan districts in traffic-related operations. From February to June 2005, 14,836 traffic infringements were issued.

Mobile Breath Testing Operations ('Booze Buses') operating in areas and times of high alcohol consumption involved conducting 272,917 preliminary breath tests and resulted in 2,798 evidentiary charges for drink-driving offences. Mobile Breath Testing has also resulted in a further 1,784 court charges, 2,268 infringement notices and 633 work orders. The combined operations approach has presented a very high police presence which also deters anti-social and criminal behaviour.

The Traffic Enforcement Group is equipped with purpose-built high visibility vehicles, and the latest in traffic enforcement technology. All TEG officers are fully trained in civil disorder response and can be deployed at short notice to any major civil disorder or emergency.

The TEG also has a training role for graduate probationary constables. Prior to their transfer to country or metropolitan districts, these constables are placed with the Patrol Operations Group and are mentored by experienced officers in traffic enforcement.

The Automatic Number Plate Recognition (ANPR) Unit is deployed with TEG operations. The ANPR scans the number plates of vehicles passing through the breath testing site. Between January and June 2005, 34,597 vehicles were scanned resulting in 2,600 vehicle occupants being interviewed. A number of these interviews directly linked to criminal issues. The use of ANPR was also of significant assistance to TEG and 'Booze Bus' activities throughout the year in detecting 766 drivers for using unlicensed motor vehicles on the road.

### Development of Legislation and Policy for Drug-driving Enforcement Protocols

The Office of Road Safety and the WA Police Service have recently completed the development of drug-driver policy and enforcement protocols. A Cabinet submission was prepared and submitted in October 2004 and has been endorsed.

The Department for Planning and Infrastructure has drafted legislation and is currently waiting for results of trials in Victoria prior to being passed. The draft is being reviewed as it is currently impairment-based

and does not allow for roadside saliva testing. Victoria has already introduced this type of legislation and is assessing the results and outcomes. The WA Police Service's Traffic Support Division is also monitoring and assessing the Victoria and New South Wales experience. This assessment will add considerable value to drafting instructions relating to the enforcement of drug-related offences in Western Australia. The Victorian experience will also help to ensure that best practice is introduced into the WA legislation. Additional legislation will be required to allow roadside saliva testing for drugs other than alcohol.



### **Automatic Number Plate Recognition**

The implementation of ANPR units occurred in late 2004. The WA Police Service presently has two units for enforcement. As referred to previously, one unit has been placed with the 'Booze Bus' operations and is in continuous use and the other unit is allocated to districts for special operations. ANPR equipment units have been named 'Argus' for operational use.

Since deployed into the operational environment, the units have scanned 101,176 vehicles with 7,447 requiring some form of police action ranging from traffic offences, warrants, stolen vehicles and identification of criminal activities. It is intended to investigate the ability of Argus data to be downloaded into the State Intelligence Division's Information and Data Management (IDM) system for statewide intelligence purposes.

### **Amendment of Road Traffic Act to Enhance the Anti-Hoon Legislation**

Amendments to the *Road Traffic (Impounding and Confiscation of Vehicles) Act 2004* referred to as the Anti-Hoon legislation further

enhanced powers and extended the current provisions to:

- enable police to impound a vehicle on statements obtained by an independent witness;
- permit the use of photographic and video evidence to be used for the impoundment and confiscation of vehicles;
- permit the courts to impound vehicles where the driver is convicted of new prescribed offences; and
- permit a vehicle to be impounded where the driver is involved in road-rage incidents.

In addition to the above provisions, it is also intended that a new reporting system will be established to enable the public to e-mail complaints to police. Operations relating to the Anti-Hoon legislation have resulted in 304 vehicles being seized. To date, only one person has been a repeat offender.



# FRONTLINE SERVICE DELIVERY

## OUTCOME 3

### **Coordinated Action Plan (CAP) Speed Project**

The CAP Speed Project implements a system to process speeding, red-light camera, as well as on-the-spot infringements. It directly supports the requirements of the Owner Onus legislation for the inclusion of images on infringements and the production of various notices and warnings on agreed timelines.

Phase 1 implementation allows for the proclamation and operation of the Owner Onus legislation but leaves some of the potential automation of business process changes incomplete. Phase 1 is due to be implemented in early 2006, subject to the vendor achieving an acceptable level of quality.

Phase 2 builds on Phase 1 and is aimed at delivering business process improvements including evidence tracking and location and identification of cameras. These improvements will enable further streamlining of business processes, remove the need for shift work and manage all corporate traffic infringements. Phase 2 will be completed later in 2006.

### **Link Traffic Management and Road Safety Enforcement with Community Safety and Crime Management**

- Quality vehicle stops are now part of everyday traffic patrol duties. This activity provides a valuable strategy towards assisting community safety and crime management. For example, 2.2 kg of cannabis was found in the wheel well of a vehicle stopped for a Random Breath Test by the Booze Bus in Leederville.
- As mentioned earlier, the use of ANPR technology has resulted in numerous crime-related and anti-social behaviour charges being preferred. 800,000 images per year are captured and provide valuable information regarding the movement and whereabouts of vehicles and alleged offenders. Information from the photographs is also forwarded to District Information Support Centre officers as they may provide valuable information relating to the identification of offenders and vehicle movements.

- Traffic and Operations has established a Traffic Intelligence Cell that drives proactive and reactive targeted traffic enforcement activities. A complaint 'hotline' is being established to link hoon and other errant driver behaviour so that planned and targeted traffic policing activities can be undertaken.

### **Driver Education**

Funding was obtained from the Office of Road Safety to implement a "Right to Ride - Ride Right" driver-training course. The course targets motor cycle riders and provides training in safe riding practices. It is anticipated that the course will involve regular road safety lectures which will be provided to university groups, school students and members of the public by a road safety education officer.

In collaboration with the City of Melville - RoadWise Committee, defensive driving courses for community groups are conducted. The aim of these courses is to improve road-user behaviour and increase driver knowledge of road rules and legislation. In addition, participation in a weekly talk-back radio program is designed to educate the public on traffic and road safety issues.

### **Operation Austrans**

This Operation was conducted in May 2005 and the objective of this year's National campaign was directed towards modifying illegal road-user behaviour through targeted enforcement and education of the heavy vehicle industry. Coordinated throughout Australia by the Police, Transport and Occupational Safety and Health authorities, the focus was on fatigue, speeding, over-mass and compliance with vehicle standards.

Evaluation of the Police, Main Roads and WorkSafe combined results from Operation Austrans 2005 identified that of the 2,449 vehicles over 4.5 tonnes intercepted during the Western Australian operation, a total of 676 offences were detected.

# REFORM AGENDA

The WA Police Service has implemented an organisational reform program aimed at increasing service delivery and corruption resistance. The framework shown on page six identifies that Frontline Service Delivery is one of the six key reform areas on which the agency is focusing. The remaining five areas include: Right People for the Job; Leadership, Management and Supervision; Response to Government Policy Initiatives; Changes to Legislation; and Corruption Resistant WA Police Service. These five reform areas and the agency's related achievements are described below.

## RIGHT PEOPLE FOR THE JOB

*Frontline First* is a service delivery philosophy focusing on back-to-basics policing. It is about a highly visible, professional police presence achieved through: more officers engaged in operational tasking; faster response times; better handling of telephone enquiries; and improved investigation outcomes.

### WA Police Service Strategic Plan 2005-07

The Plan reflects the focus on providing improved basic policing services to the community. The *Frontline First* philosophy underpins the Strategic Plan which in turn, outlines the strategic direction of the WA Police Service for the next three years.

The Strategic Plan outlines four key areas of focus:

- Better Frontline Services to the Community;
- Highly Visible Police Presence in the Community;
- The Right People, In The Right Place, At The Right Time, Doing The Right Things; and
- Innovation, Leadership and Business Improvement.

The Strategic Plan provides the framework to focus on the things that matter to the community of Western Australia, and contribute to the achievement of the Government's goals and relevant outcomes outlined in the *Better Planning: Better Services* - Strategic Planning Framework.

### Human Resource Management Review (Reshape Service Delivery)

Another initiative of *Frontline First* was a review of human resource management (HRM). The aim of the review was to identify a future platform for HRM in the agency. An external

consultant was engaged to undertake the review and a final report was presented in April 2005. The Commissioner's Executive Team endorsed the report's recommendations and an implementation plan has been developed. Recommendations from the review will be incorporated with other HRM initiatives and priorities to be progressively implemented over the next two years.

The main themes of the recommendations were:

- continuing to automate routine HR processes to assist *Frontline First* by reducing the administrative work done by police officers;
- locating HRM practitioners closer to senior managers to enable HR staff to add greater value and input into decision-making;
- targeting the deployment of HR resources into areas where they can be most effective, e.g. the development of a specialist Occupational Safety and Health Unit;
- defining the role of managers and supervisors in relation to people management and assisting in related training programs;
- developing additional HR systems/reports to improve the agency's HR capabilities; and
- providing opportunities for HR staff to develop their skills and gain a greater understanding of the agency's business.

# REFORM AGENDA

## **Elimination of One-Officer Police Stations**

The purpose of this project is to upgrade all one-officer police stations thereby reducing the risk to officer safety. The initiative is also aligned with the guidelines and principles of the Occupational Safety and Health (OSH) legislation. All single-officer stations within regional WA (10 stations) were identified and strategies put in place to upgrade them to two-officer police stations.

In addition to the upgrade, additional funding has been requested to cover costs associated with providing relief for officers on leave, thereby preserving two-officer status for these stations at all times.

The additional officers in these towns have enabled an increased policing presence within the town sites and provided a greater traffic presence on highways. The second officer also alleviates the need to call on other stations for assistance, particularly after hours and therefore reduces the potential for officer fatigue and emergency driving at night.

## **New Uniforms**

One of the most obvious symbols of change and organisational renewal has been the development, delivery and issue of new uniforms for police officers. The new uniforms are currently being phased in across the organisation

with the existing country khaki uniform being withdrawn. The adoption of a standardised uniform across the organisation will be a visual demonstration of the commitment to deliver a seamless standard of service statewide.

## **Recruiting Standards and Diversity**

As a result of a review into transfer and tenure within the WA Police Service, a Deployment Panel was implemented. The panel has enhanced efficiency in deployment of police personnel and more importantly, ensured management decisions relating to the transfer and tenure of officers are fair and equitable across the agency.

In an ongoing commitment to developing strategies to attract diverse applicants under the Kennedy Royal Commission recommendations, this agency has maintained a high priority for attracting and retaining quality applicants with diverse backgrounds and experience to reflect a multicultural workforce. The current State Government in its first term of government committed to increase the numbers of police officers by an additional 250 above the attrition rate. In December 2004, that figure was achieved and the additional police officers were deployed from the Police Academy to the frontline.

The State Government further committed to policing resources over the next four years, announcing an extra 350 police officers above



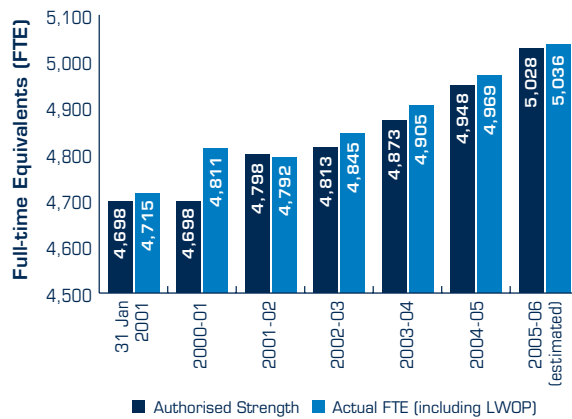


attrition and 160 administrative police staff. Together with the existing *Frontline First* strategy, these measures will enable more than 500 additional police officers to be deployed to frontline policing duties by 2008-09. Strategies being developed to achieve this recruiting target include:

- a recruiting campaign targeting overseas policing jurisdictions and officers with prior policing experience;
- a recruiting campaign targeting interstate applicants and officers from other Australian policing agencies; and
- the design and delivery of a fresh local advertising campaign targeting quality applicants with diverse backgrounds.

### Police Officer Staffing Profile

(31 January 2001 to 30 June 2006)



## POLICE ASSISTANCE CENTRE

The Minister for Police and Commissioner of Police officially launched the Police Assistance Centre (PAC) on 1 May 2005. This initiative resulted from a \$20-million investment made by the Government and a \$6-million investment in the 2004-05 budget.

In December 2004, the PAC commenced receiving calls from the public and by April 2005, the PAC was fully operational, providing a service to the public 24 hours a day, 7 days a week. Up to 20 call-takers are on duty during peak periods. At full capacity, the PAC is expected to answer 38,000 calls each month. These non-emergency calls are being diverted from police stations and district offices and will free-up a significant amount of time for our frontline officers.

A major marketing campaign to raise the public's awareness of the 131 444 telephone number began in May 2005. Television, radio and newspaper advertisements were initiated and 675,000 fridge magnets and phone stickers were distributed to metropolitan households.

Also based within the PAC is the Incident Recording Facility (IRF). The IRF enables metropolitan police officers to fax incident reports and information to dedicated and trained staff who enter the data onto police computer systems. The IRF is capable of handling up to 70 per cent of reported incidents from the metropolitan area.

The PAC and IRF reduce the amount of time that officers have to spend on desk activities such as answering non-emergency calls, or typing reports. Both initiatives allow officers to focus more time on frontline policing.



# REFORM AGENDA

## Civilianisation

Initiatives to release police officers from non-operational duties and enhance the policing services provided to the community by increasing staff availability at priority times have been implemented. Initiatives included:

- the review of administrative positions held by police officers and the re-allocation of police staff, including additional customer service officers in regional locations, to provide additional administrative support;
- the implementation of improved rostering practices;
- the identification and relocation of 60 positions from administrative areas within the agency to frontline areas. The positions moved were a combination of both police officers and police staff who were redeployed to critical frontline areas; and
- a trial that is currently being conducted at the Cannington Police Station on a new roster developed to maximise the number of staff available for frontline duties. If successful it will be implemented in the other major police stations.

## Health and Welfare

In addition to day-to-day service delivery, three major projects were undertaken by the Health and Welfare Branch:

- implementation of the *Occupational Safety and Health Act (OSH Act)*;
- review and assessment of non-operational officers; and
- improved management of sick leave.

The implementation of the OSH Act commenced in January 2003 when changes to the Act included coverage for police officers. In 2003, work entailed the establishment of the infrastructure, policy framework and safety representative structure to ensure compliance with the Act.

This year, the Safety and Health committee structure was consolidated at all levels within the agency and working parties have been established to address specific hazards such as fatigue, bullying, personal protective equipment and fitness for work.

Approximately 375 Safety and Health representatives have been trained for their roles as have 150 managers and supervisors. In conjunction with WorkSafe, guidelines relating to covert operations and dangerous operations have been endorsed by both agencies. The Inter-Agency Agreement negotiated in 2003 between WorkSafe and the WA Police Service has also been reviewed and endorsed for a further two-year period.

Recent amendments to the Act have increased the powers of the Safety and Health representatives enabling them to issue Provisional Improvement Notices. An on-line incident and hazard reporting and monitoring system has been developed to more effectively and transparently manage workplace hazards and injuries.

## Sick Leave Management

A number of strategies have been put in place to improve the agency's sick leave record. The Commissioner has introduced measures to reduce any misuse of sick leave provisions. However, support continues for officers who are genuinely injured in the course of performing their duties or who are unable to work through long-term illness.

A review and assessment of non-operational officers was conducted during the year and medical files of officers who claimed to be unable to be tasked operationally due to their medical condition were reviewed. As a result of this process, 24 officers were classified as fully operational and were able to be placed back in the frontline. This process will continue as the Health and Welfare Branch works with officers to manage their return to operational duties.

## Wellbeing Project

The Wellbeing Project is a joint project with Edith Cowan University (ECU). Called the Health of the Professions – Policing Survey, the project aims to assess the 'health' of the policing profession and the policing environment.

The survey was designed in consultation with policing staff over two years and seeks information on a wide range of topics such as job satisfaction, professional image of policing, occupational safety, job satisfaction, morale and workplace stress. The survey was piloted in 2004 with 800 staff and delivered to every police employee in May 2005.

The survey results will provide a range of information, including contributing to tracking the cultural changes in this agency over time. The survey was also conducted within the nursing and teaching professions and will be run annually. The results from the first survey will be available in late 2005.

## Exit Interview and Survey Process

The WA Police Service exit interview and survey process has been reviewed to ensure that the agency retains valued employees, gathers the views of people who are leaving, and formally thanks separating staff for their contribution.

The revised approach consists of simple forms and a survey which allow the use of independent interviewers where appropriate. Completion of the exit interview and survey process is mandatory for most people leaving the agency. Individual employee information is anonymous; data collected from the interviews and surveys is analysed and reported on at least annually or more regularly if trends appear. The Human Resources Directorate will be making use of the data by cross-referencing the findings with the information from the Wellness Survey and if indicated by the data, initiating improvements to the agency's human resource management policies and practices.



## Aboriginal Police Liaison Officer Transition Program

The year 2005, marks the 30th anniversary of the Aboriginal Police Aides Scheme within the WA Police Service. Over the years, the scheme has grown significantly from eight officers originally based in the Kimberley District, to the present day authorised strength of 144 positions deployed across the State. In aiming to increase the representation of Aboriginal people in the policing ranks, the agency has embarked upon a period of examination and transition of the present scheme to meet the future service delivery requirements of the public. Pivotal to the success of the program will be the developmental opportunities offered to current employees, aimed at opening up new career options. Particular emphasis is being placed on meeting certain requirements to ensure that service provision to the Aboriginal community is significantly enhanced.

## LEADERSHIP, MANAGEMENT AND SUPERVISION

Using the Kennedy Royal Commission as the platform for change, the WA Police Service is focusing on developing managers and leaders who can take the agency into a new era of professionalism. Issues included within this reform priority are developing a strategic focus on the policing environment, corporate governance, corporate performance and accountability and better management of individual performance.

### Commissioner's Executive Team

The Commissioner's Executive Team (CET) originated as a result of the WA Police Service implementing a new governance framework. The framework guides the agency as to how it should direct and control its functions in order to achieve corporate goals. The role of the CET is to maintain the highest level focus on the policing environment and the strategic direction to ensure accountability, transparency and integrity in conducting its business. Specifically, the role of the CET is to:

- develop corporate goals and strategic direction;
- approve corporate policy;
- monitor and evaluate corporate performance against targets and expectations;
- endorse the annual budget and monitor financial performance;
- monitor and evaluate compliance with internal and external requirements;
- oversee reporting to the Minister for Police, Government and external agencies; and
- monitor and report on CET delivery items.

The CET consists of the Commissioner, the two Deputy Commissioners, the Executive Director and the Assistant Commissioner Corruption Prevention and Investigation.

### Commissioner's Assurance Team

In line with the WA Police Service's continuing commitment to corporate governance, an independent review team has been formed. The team's mandate is to examine business areas to provide assurance to the Commissioner that *Frontline First* initiatives have been translated into tangible actions and that other key requirements are being complied with.

The review team comprises commissioned officers and is known as the Commissioner's Assurance Team (CAT). Their work will complement the work of the Management Audit Unit and other review mechanisms across the agency.

Business areas for review will be selected by the Commissioner at random or will be targeted based on available intelligence. Business areas are not advised in advance of an impending CAT review.

### Corruption and Crime Commission Evaluation Role

The Corruption and Crime Commission (CCC) independently audits and reports to State Parliament on the effectiveness of the WA Police Service Reform Program. An effective working relationship between this agency and the CCC is required and as such, a Joint Agency Steering Group was created with equal executive involvement from both agencies. The purpose of the Joint Agency Steering Group is to provide a forum where matters of joint collaboration, initiatives and areas of mutual concern can be addressed at the executive level. In addition, the group will through future analysis, make recommendations for further reforms to be progressed by the WA Police Service.

The Steering Group has agreed that the focus of evaluating reform should not only relate to the Kennedy Royal Commission recommendations but also include the entire organisational reform. A Memorandum of Understanding was signed with the CCC to deal more effectively and efficiently with a range of areas of mutual interest, including corruption prevention, organised crime and complaints and investigation review.



## REFORM COORDINATION TEAM PROFILE

In March 2004, the Kennedy Royal Commission Report (KRC) was tabled in State Parliament. The WA Police Service accepted the KRC Final Report recommendations which focused on improving corruption resistance by enhancing the culture, professionalism and integrity of the organisation.



*Reform Coordination Team*

To respond to the recommendations, this agency implemented a change program based on broad areas of reform with the aim of increasing corruption resistance. The Reform Coordination Team (RCT) is responsible for the coordination and evaluation of reforms through:

- improving the culture of the organisation;
- enhancing leadership, supervision and management; and
- implementing and applying appropriate corruption prevention strategies.

The RCT is undertaking this work by:

- maintaining and supporting a delivery and reporting framework that gives the Commissioner's Executive Team (CET) the capacity to lead and monitor reform in the WA Police Service;
- supporting those responsible for the implementation of reform in the agency with resources and expertise to ensure the timely delivery of reform initiatives;
- recognising and acting upon reform integration opportunities to maximise the overall reform efficiency and effectiveness;
- establishing and maintaining the evaluation framework for reporting periodically on the progress of reform;
- promoting open and direct communication on changes in the WA Police Service through the coordination of the Commissioner's Forums; and
- managing relationships with key external and internal stakeholders with a particular focus on the CET and the Corruption and Crime Commission of WA.

### Management Audit Unit

The agency's Management Audit Unit (MAU) provides police management with assurance that systems of internal control are efficient, effective and in place to enable the agency to achieve planned priorities and outcomes. The Unit also prepares reports identifying common themes and trends arising from the application of the Business Area Management Review (BAMR) Program. During the year, 56 audits of the BAMR were conducted in both metropolitan and country regions. The following are some of the other reviews and audits conducted during the year.

### Audit of the South Metropolitan District

This audit was undertaken following a number of high profile incidents which confirmed the Commissioner's concerns regarding the culture and management practices within the South Metropolitan District.

Conducted in September 2004 to assess business management and service delivery performance within the district, a team of officers examined management structures, systems, performance strategies and corporate governance measures. Industry-recognised audit methodology promulgated by the Canadian Comprehensive Auditing Foundation was used.

# REFORM AGENDA

The audit revealed that in some cases, the incumbent District Command Team was addressing long-standing issues and in other cases, issues affecting performance were not district-specific or seen in isolation, but were a result of corporate policies and business practices. In this regard it was concluded that local management and policy owners needed to share responsibility for the conditions presented and work together to implement effective solutions. When implemented, the recommendations of the audit should result in benchmarked better practice capable of being mirrored in other police regions and portfolios.

## **Review into Property Management (joint examination with the CCC)**

In March 2005, a joint inquiry into police property management practices was commissioned by the Commissioner of Police and Commissioner Hammond of the CCC. This was the first joint agency inquiry undertaken pursuant to the CCC's corruption prevention, education and research function under section 17 of the *Corruption and Crime Commission Act 2003*.

The inquiry, currently being undertaken by officers from the MAU and the CCC is focusing on all facets associated with the management of public property, including legislation, policy, processes and systems. Issues associated with property management have been a perennial problem and it is anticipated that the inquiry will provide a contemporary approach to property management practices and in turn provide a greater capacity for officers to concentrate on frontline service delivery.

## **Managing Information – Freedom of Information**

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

The financial year ended with 1,448 valid Freedom of Information (FOI) Act applications being made to the WA Police Service. This represents a 19.8 per cent increase over the previous year. A total of \$36,047 was

collected in fees and charges. As with previous years, more than 90 per cent of applicants were successful in obtaining access to documents in accordance with the Act. The agency also provides more detailed FOI activity statistics to the Office of the Information Commissioner and facilitates an on-line Information Statement via the WA Police Service's Internet pursuant to section 96 of the Act.

Following a review, the Freedom of Information Unit became part of the Office of Information Management. This brings a majority of the agency's internal and external information release functions together under a single division and is expected to deliver a more reliable and consistent response to public information requests. A key outcome for the Office of Information Management is to provide an excellent customer service with timely appraisal and release of police information and documentation.

## **Reporting on Record-keeping Plans**

This agency remains committed towards achieving compliance in Records Management and has registered a comprehensive Record-keeping Plan No RKP 200306 as required under the *State Records Act 2000*.

A comprehensive review of the WA Police Service's Retention and Disposal Schedule was conducted to reflect changes to legislative obligations, Royal Commission reforms and policing policies and processes. The new schedule will reduce on-site storage problems and improve efficiency in overall policing information lifecycle management.

In addition, a major project was initiated to replace obsolete corporate information and records management systems with a single, contemporary, electronic document management and tracking system that will become a strategic link between key operational and corporate information sources.



## Leave Management

The WA Police Service has continued to refine its policies and practices to ensure the effective management of leave liability. The management of leave liability includes reducing outstanding accrued leave to a manageable level, as well as clearing it in a planned manner. This approach ensures that operational efficiency is not compromised and employees have access to regular breaks from work for rest and relaxation. Management of leave liability (including the compilation, maintenance and compliance of Individual Leave Clearance Plans) will be included in performance agreements or assessments of managers, supervisors and employees, and forms part of the Organisational Performance Review process.

## Frontline Supervision Strategies

To further enhance frontline supervision, the roles and responsibilities of supervisors have been realigned from previous 'traditional' backline support to active frontline roles to lead and mentor junior staff. As a result, Perth Police Station is currently committing 94 per cent of officers to frontline duties.

## Performance Management

The WA Police Service has two formalised individual performance management systems:

- Senior Management Performance Framework; and
- Developing People for Success (DPS).

The Senior Management Performance Report is completed by all commissioned officers and senior police staff and enables:

- the agency to realise its service obligations through the allocation of business and management priorities/objectives to its senior managers;
- the monitoring of progress towards the achievement of allocated business and management priorities/objectives;
- the provision of performance feedback and identification of professional and personal development needs; and

- the determination of employment status following expiration of the term appointment or payment of salary increment.

The Performance Management Unit (PMU) is responsible for developing, coordinating and managing the agency's organisational and individual performance frameworks and standards.

In relation to organisational performance, the Unit is responsible for monitoring progress towards achieving the Annual Business Plan Outcomes. Progress is reported within a framework known as Organisational Performance Review (OPR). Trends and developments identified in OPR reporting are used as part of establishing a learning culture by linking them to organisational performance improvement.

In regard to individual performance management, the PMU is responsible for coordinating, managing and enhancing the agency's program known as DPS.

## Women's Advisory Network

The Kennedy Royal Commission Report highlighted a lack of representation of women within the agency and endorsed the strategic value and direction of the Women's Advisory Network (WAN). The Report recognised a need to "improve the current ratios of under-represented groups, including women, entering the organisation" and develop and implement more family-friendly policies. It also recognised gender diversity as a "crucial element in cultural change and integral to all aspects of the reform program".

At the December 2004 WAN State Conference, the WAN District Portfolio Representatives formulated action plans for implementation at the local level. The action plans are aligned to the outcomes and strategies outlined in the WAN Strategic Plan and articulate a focus on direction, partnerships, resources, environmental

# REFORM AGENDA

scanning, marketing and communication. The following are some of the achievements from the year:

- appointment of the Executive Director as the Chair and the appointment of a full-time coordinator;
- strategic partnerships formed with the internal Kookaburra Indigenous Officers Network (KION), as well as the Office of EEO, and Office for Women's Policy;
- representation on corporate projects including: Service Delivery Project, Uniform Committee, Anti-Bullying Project, Equal Opportunity Integrity Checking Project, Recruitment/Retention of Female Detectives Project, and Staff Rotational Project (Crime);
- in October 2004, the WAN Steering Committee was the recipient of an Australian Women and Policing Award presented in Adelaide, South Australia for the 'Most significant achievement in advancing the status of women in law enforcement'. The award recognised the contribution made by the WAN to achieving organisational goals relating to equity and diversity; and
- the Women Leading Change project is currently being undertaken in the South Metropolitan District.

## **Women Leading Change Project**

The South Metropolitan District was selected to pilot the Commonwealth-funded Australian Women and Policing (ACWAP) project Women Leading Change – 2005 Pilot Leadership Course. The overall aim of this project is to bring women in policing and women in the community together, enabling them to participate in a collaborative training program that will develop their leadership skills and knowledge whilst identifying and addressing community issues. The course has been designed to provide an innovative tool for community engagement and to build resilient and mutually beneficial partnerships that are likely to have a positive impact on policing and community relationships.

## **Mentoring Program**

The Mentoring Program this year focused on mentees from under-represented diversity groups (female, Indigenous and culturally diverse employees, and employees with disabilities) within the WA Police Service. Around 25 partnerships were established in July 2004 and all participants were provided with mentoring training and development. A coordinator was also permanently appointed to oversee the program and ensure participants were supported and appropriately managed.

Mentees identified benefits such as improved access to networks, greater visibility and options for mobility, increased feelings of confidence and empowerment and importantly, three-quarters of the group reported that the program increased the likelihood that they will stay with the agency. Mentors also benefited from their involvement in the program and reported being increasingly enthusiastic about their roles within the organisation and having greater overall levels of job satisfaction.

## **Equal Employment Opportunity**

The agency is progressing the development of a new Equity and Diversity Management Plan. The priority continues to be improving both the overall representation of women and the distribution of women through ranks/levels. Other priorities include an increase in the representation of Aboriginal and Torres Strait Islander peoples and people from culturally diverse backgrounds through all ranks/levels.

There has been an overall improvement in all targeted equity group areas except for Indigenous Australians. The agency exceeded the overall Public Sector's 2005 objective for the people from the culturally diverse backgrounds group and has achieved its own objective for this group and for the people with disabilities group. Other special programs and initiatives in place that relate to equity and diversity include:

- delivery of the pilot Leadership Development Program for women police officers and police staff (another program is being held in 2005);



## In-house Grievances Lodged 1999-00 to 2004-05

Source of Grievance	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Sworn Promotion System	4	8	24	13	2	5
Transfers/Deployment	5	8	6	7	7	12
Administrative Decisions	4	2	26	13	7	4
Relief/Secondment	3	0	8	11	0	3
Other	17	12	7	11	11	20
<b>Total</b>	<b>33</b>	<b>30</b>	<b>71</b>	<b>55</b>	<b>27</b>	<b>44</b>

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

- continuation of the Commissioner's scholarship for police staff women (\$100,000 has been utilised for self-nominated training and development courses by women with particular focus on levels 1-3);
- a proposal for the incorporation of equal opportunity information in integrity-checking processes; and
- a female police officer separations project.

### Leadership Development for Women Program

In October 2004, the WA Police Service launched the Leadership Development for Women (LDW) pilot program. The program was conducted by The University of Western Australia, after being designed to best assist female police officers and police staff to develop their leadership skills and knowledge. Specifically, the program aimed to assist participants with their careers within the agency and was customised to meet the needs of women working in a policing environment. The LDW pilot program was successfully completed on 1 June 2005 by 40 women. Information obtained from the inaugural program will be collated and used to develop future programs.

### Executive Development Program

The WA Police Service Commissioner has taken responsibility for the development of his Executive Team. Executive development has been linked to succession management and will be managed through the Commissioner's Executive Team.

A significant aim of the program will be to facilitate access to developmental programs and special placements that are tailored to the specific needs of individuals and the agency. Recent examples of these activities are the placements of two Assistant Commissioners – one as the Executive Director Prisons at the Department of Justice and the other as an Advisor to the Commissioner of Police in Fiji.

The agency will continue to place officers into suitable learning environments at the Australian Institute of Police Management in Manly and locally based courses in partnership with Edith Cowan University.

### Flexible Work Options

The WA Police Service's commitment to developing an equitable and diverse workforce at all levels is underpinned by an emphasis on enabling employees to manage work and family responsibilities. The agency's Flexible Work Options Coordination Service continues to be well patronised with verbal and written advice provided to employees, supervisors and managers.

Up-to-date information for employees on recent changes to industrial agreements and HR policies is accessible electronically throughout the State. Additionally, the agency has continued to provide training sessions for managers and supervisors to provide them with the necessary support and information concerning flexible work practices, including the rights and responsibilities of all employees.

## 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 WA 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 2004-05

Number lodged	5
Number of breaches found	0
Number still under review	0

### COMPLAINTS REGARDING COMPLIANCE WITH THE CODE OF ETHICS AND AGENCY CODE OF CONDUCT 2004-05

Number lodged	6
Number of breaches found	3
Number still under review	0



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

31 August 2005



## RESPONSE TO GOVERNMENT POLICY INITIATIVES

The WA Police Service is committed to playing a key role in whole-of-Government initiatives. Highlighted initiatives are the sustainability strategy and indigenous service delivery strategy.

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### Service Delivery to People with Disabilities

To meet the outcomes of the WA Police Service Disability Services Plan, all new capital works projects comply with the State Government's Disability Services Plan. A planned approach is being used to undertake maintenance to meet disability requirements on existing buildings, for example:

- Balgo Police Station was upgraded;
- policies and procedures were developed to outline standards for dealing with and interviewing people with disabilities;
- document formatting standards that make documents more accessible to visually impaired people were adopted;
- districts have an officer who maintains a working knowledge of the issues relating to delivering services to people with disabilities. It is also this officer's responsibility to communicate this information to other officers within the district;
- progressed initiatives relating to the representation and retention of people from targeted equity groups, including people with disabilities. Currently, over 150 police employees are identified as having a disability; and
- complaint reporting processes have been established to accept concerns and complaints from disabled persons about the agency. This input provides an opportunity to improve the agency's service delivery and to assist in identifying and addressing risk.

### Sustainability

The main focus in supporting the Government's Sustainability Strategy is to ensure that core police business contributes to building safer communities, an outcome that contributes directly to social and economic sustainability and facilitates environmental and regional sustainability. An example of this is the work undertaken to police remote communities, implemented as a result of the Gordon Inquiry.

Much of policing work already contributes to meeting specific sustainability objectives, such as diversity, community safety and better linkages with the community and across Government. Through infrastructural development, the WA Police Service is ensuring that all building projects include an investigation of the costs and benefits of incorporating durable designs that minimise waste and water-use and maximise energy efficiency.

A Sustainability Action Plan for 2005-07 is now in place and includes the development of a communication strategy to inform staff about agency contribution to sustainability. The Plan also addresses a number of actions to encourage sustainable thinking and support sustainable activities. This includes the drafting of a strategic policy on diversity that will guide the response of the agency to diversity issues. In addition, the WA Police Service also meets sustainability outcomes through fleet management, compliance with procurement policies, Energy Smart, and the management of buildings, assets and land.

# REFORM AGENDA

## Waste Paper Recycling

During the year, the WA Police Service recycled a total of 71 tonnes of waste paper comprising 42.5 tonnes of general paper and 28.5 tonnes of security shredding.

A contract has been awarded to audit waste produced by the agency. The development of recycling and waste minimisation strategies will be enabled by the identification and quantification of the total waste stream.

## Energy Smart Government Policy

In accordance with the Energy Smart Government Policy, the WA Police Service has committed to achieving a 12 per cent reduction in non-transport related energy use by 2006-07, with an 8 per cent reduction targeted for 2004-05.

Energy Smart Government Program	Baseline	2004-05	Variation %
Energy Consumption (GJ)	108,336	111,434	+2.9
Energy Cost (\$)	3,922,190	3,670,344	
Greenhouse Gas Emissions (tonnes of CO <sub>2</sub> )	26,137	26,488	
<b>Performance Indicators</b>			
<b>Police, Fire and Emergency Services Facilities</b>			
MJ/m <sup>2</sup>	681	727	
MJ/FTE	16,533	15981	
<b>Tertiary Educational Facilities – Joondalup</b>			
MJ/m <sup>2</sup>	446	429	
MJ/Effective Full-Time Student	32,331	22,222	

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

Sources: Western Power, Sustainable Energy Development Office and the WA Police Service (Resource Management Information System)

The WA Police Service continues to grow in size in line with our core business of contributing to building a safer community. With increases in police numbers and operational requirements, police facilities are being occupied for longer periods of time, impacting on energy consumption. The WA Police Service continues to evaluate and introduce energy consumption reduction strategies to endeavour to meet Energy Smart Government Policy targets. Some of the strategies include:

- initiating an energy management committee that meets regularly to discuss reporting levels on premises-based energy consumption. It identifies operational impacts on energy and communication strategies for reductions in energy usage and addresses issues brought about by the introduction of the Occupational Safety and Health legislation. This legislation necessitates the provision of additional external and internal lighting, exit signs, refrigerators for biohazards, security systems and other solutions to enhance the safety and wellbeing of staff;
- building new and replacement facilities that are energy efficient and also incorporate more sophisticated services and systems;
- trialling motion detectors in non-operational areas within six metropolitan police stations, with the intention of rolling out this new lighting technology to all 24-hour stations; and
- appointing a Sustainability Officer to assist with meeting energy-reduction targets. These strategies include the introduction of new energy-efficient lighting to police buildings, and energy-smart stickers placed next to all lighting switches.



## Implementing Gordon Inquiry Recommendations

One of the key initiatives in response to the Gordon Recommendations was the provision of a permanent policing presence in selected remote areas to provide a first-line of response for victims and policing services for community members. The Government provided a funding model of both capital and recurrent funding to meet the projected expenditure by police. The provision of the permanent policing facilities will also enable multi-agency use, providing an enhanced capacity for officers from different agencies to be co-located where resources and functionality permit and to develop better joint working relationships. The nine areas prioritised for a permanent policing presence through a Multi-Function Police Facility are:

Warburton	Dampier Peninsula
Kalumburu	Bidyadanga
Balgo	Warmun
Jigalong	Warakurna
Kintore (NT)	

During the year, the following initiatives were implemented:

- progressed the infrastructure requirements for deployment of a permanent police presence at Warburton, Balgo and Kalumburu;
- ensured the provision of interim service delivery strategies until permanent infrastructure requirements are completed;
- deployed a police officer to Kintore Police Station in the Northern Territory to contribute to a multi-jurisdictional approach to policing Indigenous communities in Central Australia;
- completed the policy "Police and Aboriginal People" to provide a framework for strategic approach for services to, and engagement with Aboriginal people; and
- delivered statewide training on Family and Domestic Violence to all districts to ensure the implementation of new protocols for dealing with family and domestic violence.

## Land and Building Management - Works In Progress

### Great Southern District Office - Albany Police Station Complex

The WA Police Service and the DoJ are jointly developing a modern co-located Police and Justice Complex in Albany. This complex will consolidate staff from the existing police station, traffic, and district offices and has been designed for 86 personnel. It will include the latest facilities such as video and public interview rooms, a forensic laboratory and a modern custodial facility. The complex was designed and developed in consultation with local police personnel and the local community to meet contemporary policing standards and community needs. Construction has commenced and it is anticipated that completion and occupancy of the complex will occur in September 2005.

### Laverton Police Station

The new Laverton Police Station will replace the existing overcrowded facility, which was constructed in 1974. The Laverton Police Station was designed and developed in consultation with local police personnel to ensure a purpose-built building, suited to contemporary policing and community needs. The building will include a shared operations room/courtroom, video interview room, staff amenities and a modern custodial facility.

The Laverton Police Station will be an important focal point for the local community. The design, whilst sympathetic to the immediate streetscape in terms of formal scale, recognises the building's important civic status. The completion of construction and occupation occurred in June 2005.

# REFORM AGENDA

## **Newman Police Station**

The new Newman Police Station will accommodate 19 general duties and traffic personnel. It will include the latest facilities such as video and public interview rooms, staff amenities, gymnasium, a courtroom and a modern custodial facility. The design, whilst sympathetic to the immediate streetscape in terms of formal scale, recognises the building's civic status and will provide the functionality required to meet contemporary policing standards. The completion of construction and occupancy is expected to occur in August 2005.

## **Operations Support Facility – Forensic Facility (Stage 1B)**

The staged development of the Operations Support Facility at Midland continued in 2004-05 with the tender for construction of the new \$25-million Forensic Facility. Construction commenced in January 2005 with completion anticipated in June 2006. The Forensic Facility will accommodate 140 police personnel and includes modern laboratories, offices, storage facilities, photography studios, vehicle inspection facilities and staff amenities.

## **Scheduled Equipment Replacement Program**

The delivery of contemporary policing services is heavily reliant on police officers having access to safe, functionally appropriate equipment. The WA Police Service owns approximately 53,454 individually recorded equipment items, with an estimated replacement value of \$97 million.

Equipment totalling \$1.68 million has been purchased in 2004-05; with further items totalling \$430,000 awaiting finalisation in awarding quotes and tenders.

## **Vehicle Management**

The Vehicle Management Branch contributed to local and regional development through the provision of seven new special purpose SV-6 highway patrol vehicles for regional WA and four silver highway patrol vehicles for the Metropolitan Traffic Enforcement Group.

The Vehicle Management Branch also sourced additional vehicles for special events such as New Year's Eve and the Sky Show and provided mobile lock-up facilities for special events.

## **International Financial Reporting Standards**

The WA Police Service is in the process of adopting international accounting standards in compliance with AASB 1: "First-time Adoption of Australian Equivalents to the International Financial Reporting Standards" (IFRS). This is a direct result of the Financial Reporting Council decision in July 2002 that International Accounting Standards (now International Financial Reporting Standards) would be applicable to all entities (Government and private) for financial years beginning on or after 1 January 2005.

Apart from changes in the way information is reported in the Financial Statements, the implementation of IFRS within the WA Police Service will require: enhancements to its Resource Management Information System to accommodate the new reporting requirements and processes; and new procedures and processes to be documented and adopted for recording of replacement values, disposals, future retirement dates, de-recognition and subsequent costs for physical assets.

## CHANGES TO LEGISLATION

In line with the law reform program, the WA Police Service has been significantly involved in the development and progression of major legislative reform. A number of pieces of legislation have been enacted and a large volume of new and amendment legislation is at various stages of development.

### Enabling Legislation

The WA Police Service administers the following legislation:

- *Australian Crime Commission (Western Australia) Act 2004*
- *Community Protection (Offender Reporting) Act 2004*
- *Criminal Investigation (Identifying People) Act 2002*
- *Firearms Act 1973*
- *Misuse of Drugs Act 1981*
- *Pawnbrokers and Second-hand Dealers Act 1994*
- *Police Act 1892*
- *Police Assistance Compensation Act 1964*
- *Prostitution Act 2000* (other than Section 62 and Part 5)
- *Protective Custody Act 2000*
- *Public Order in Streets Act 1984* (formerly *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*

### Legislation Enacted

Throughout 2004-05, the agency facilitated the progression of the following legislation through Parliament to enactment:

- *Community Protection (Offender Reporting) Act 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. This will be placed on the local register and the core data will be shared nationally;

- *Australian Crime Commission (Western Australia) Act 2004* and subsidiary Regulations – to allow for the full operation of the Australian Crime Commission in Western Australia;
- *Criminal Law Amendment (Simple Offences) Act 2004* – this legislation was progressed in conjunction with the Department of Justice and removes all simple offence provisions from the Police Act 1892, modernises the provisions and places them into The Criminal Code;
- *Misuse of Drugs Amendment Act 2004* – to allow for the prohibition of pre-cursor chemicals likely to be used in the manufacture of prohibited drugs;
- *Firearms Amendment Act 2004* – to provide for the Council of Australian Government Handgun Resolutions to be enacted, the legalisation and licensing of the game of paintball and a review of penalties; and
- *Road Traffic Amendment (Impounding and Confiscation of Vehicles) Act 2004* – amendments progressed in conjunction with the Department for Planning and Infrastructure to increase powers of police and provide for the forfeiture of vehicles through the courts.

### Legislative Amendments Being Progressed

Throughout 2004-05, the agency facilitated the progression of the following amending or new legislation:

- *Pawnbrokers and Second-hand Dealers Amendment Bill 2005* – amends the *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 WA Police Stealing and Stolen Goods Reduction Strategy;

# REFORM AGENDA

- *Criminal and Found Property Disposal Bill 2005* – the Bill sets out procedures on how held property is to be dealt with;
- Cross-Border Investigative Powers for Law Enforcement – development of proposals for cross-border powers in relation to controlled operations, assumed identities, witness anonymity and surveillance devices;
- Cyber Predators legislation – amendments to *The Criminal Code* aimed at combating the increasing use of electronic means, particularly the internet, to facilitate and commit sexual offences involving children;
- Misuse of Drugs Amendment legislation amends the *Misuse of Drugs Act 1981* to include an offence of exposing a child to the dangers of a clandestine drug manufacturing laboratory and include a circumstance of aggravation for selling/supplying a drug to a minor;
- *Road Traffic Act (Drug-Impaired Driving) Bill 2005* – creates the offences and procedures for drug-driving offences;
- *Security and Related Activities (Control) Act 1996* – amendment legislation to provide for increased probity of applicants, improved administrative arrangements and a Code of Conduct;
- Police Administration legislation – is proposed to repeal the now largely outdated administrative provisions of the *Police Act 1892* and introduce the necessary administrative and managerial changes needed to underpin a modern policing agency. During the current year, the Commissioner's Executive Team made key policy determinations for inclusion in the Bill that is to be ultimately drafted; and
- *Criminal Investigation Bill 2005* – proposes to amalgamate and modernise police powers from various Acts into a single Statute. In addition, it proposes to create new powers and codify some common law powers. Significant new powers include a power to declare and control crime scenes and a power to detain suspects for the purposes of questioning in the course of investigating an offence. This agency has worked along with the State Solicitor's Office in progressing the drafting of this Bill.

## CORRUPTION RESISTANT WA POLICE SERVICE

Following the release of the Kennedy Royal Commission (KRC) Final Report, the Government provided funding for the WA Police Service to implement a range of strategies to build a corruption resistant culture. Strategies associated with improving corruption resistance include corruption prevention planning, improving complaint management processes and faster resolution of internal investigations.

The Corruption Prevention and Investigation Portfolio (CP&I) continued to progress a number of significant WA Police Service reform projects that will set the standards across the agency by providing a contemporary approach to corruption resistant policing and in turn will improve policing services at the frontline.

Review of the Secondary Employment Policy is being progressed by the CP&I Portfolio and a number of issues were highlighted with the policy recently being challenged through the Industrial Relations Court. Secondary Employment taken in conjunction with Leave Without Pay has, for some years had a significant impact on the ability to fully complement staffing strengths across districts and divisions.

Investigation files returned by the CCC for further attention are addressed by the 11 Complaint Managers recentralised to the Police Complaints Administration Centre (PCAC). The CP&I Portfolio continues to provide Complaint Management Services across the organisation including: Fortnightly Reports, Complaint Early Warning System, Blueline and Supported Internal Witness Program, Specialist Support and oversight of internal investigations and disciplinary sanctions.

The Public Sector Investigations Unit responds to and investigates complex, sensitive, or otherwise problematic allegations against public officers (police staff and external public sector employees) in a timely manner. Only allegations of a minor nature are referred to the districts and divisions, however, the Unit monitors these files and keeps the CCC apprised of their progress.





## CORRUPTION PREVENTION PLAN

The WA Police Service's Corruption Prevention Plan (called *Building and Sustaining Integrity: A Corruption Prevention Plan for the Western Australia Police Service*) is designed to strengthen and build on existing corruption prevention strategies within the organisation. The aim of the Plan is to create:

- an increase in the level of community confidence that the WA Police Service is reducing corruption and misconduct;
- a reduction in the incidence of serious misconduct and corruption; and
- a more professional and ethical working environment.

The Plan was developed based on a literature review and extensive consultation with internal and external stakeholders including the CCC and RiskCover.

It includes a suite of measures designed to strengthen the ethical culture of the organisation and target potential areas of corruption. The Plan also requires all business units to develop corruption prevention plans.

Copies of *Building and Sustaining Integrity* and *Doing the Right Thing* are available on the agency's internet website for members of the public who are interested.

In conjunction with the CCC, the WA Police Service Reform Coordination Team has developed an evaluation framework which will assess the agency's progression towards a corruption resistant organisation.

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### Commissioner's Loss of Confidence

During 2004-05, 125 current or former serving WA Police Service officers were subject to allegations before the Royal Commission. The subsequent investigations led to 140 current or former serving officers being interviewed. 25 of the officers have been the subject of adverse outcomes. The allegations against the remaining 115 have resulted in recommendations of 'unfounded' or 'not sustained'.

Of the 25 officers subject to adverse outcomes, four police officers and three police staff were charged with criminal offences, nine officers were subject to the Loss of Confidence process, and 13 officers were subject to the disciplinary process by way of 15 discipline charges (Under *section 23 of the Police Act*) and three Unfavourable Reports.

Investigation outcomes indicated that poor recording practices prior to 1992, particularly in regards to entries made in officers' journals, made it difficult to particularise the movements and activities of officers. However, those past

practices, like many others, have been corrected over time with the introduction of a range of best practice methodologies including: videoing of suspect interviews and high-risk searches, the implementation of a comprehensive informant management policy, advances in exhibit management, bar-coding of officers' journals and importantly, a noticeable shift in policing culture to do the right thing.

### Drug and Alcohol Testing

Research undertaken into drug and alcohol testing supports the Royal Commission view that drug testing will assist the detection or prevention of the use of illicit drugs by police. It should also ensure the increased safety of police and the public, as persons impaired by drugs or alcohol will be able to be readily tested. Information from other Australian policing jurisdictions shows recreational use of illicit drugs has become more prevalent. The CCC has expressed concern about drug-use by Western Australian police officers and evidence of use of illicit drugs by some police officers has been detected internally.

# REFORM AGENDA

It is proposed that a drug and alcohol testing program, limited to police officers only, will commence sometime after August 2005 by way of amendments to the Police Regulations. Amendments are being progressed to reflect random and targeted drug and alcohol testing as being legislatively compliant. Policies, procedures and facilities are currently being developed to follow national best practice standards on drug and alcohol testing. The nationally recognised best practice of drug testing is by way of obtaining urine samples. The WA Police Union does not disagree with urine testing, but claims that a voluntary option of blood testing should be made available to members. The WA Police Union has endorsed the proposed legislative amendments.

## **Integrity Testing**

The WA Police Service has made significant progress with Integrity Testing and has been successful in apprehending police in the act of committing corrupt offences. The apprehension of an officer, on duty and in uniform, assisting a criminal accomplice to steal money from a 'drug dealer', after the Royal Commission, provides a good indicator of the need for an effective integrity testing strategy. The following outcomes have been delivered under this category:

- Integrity testing is recognised by various Royal Commissioners as an effective method of targeting corruption in a policing environment. Currently, the Legal Services Unit is in the process of developing legislation for integrity testing to be included in the proposed Police Administration Bill; and
- Police officers from the Integrity Testing Unit are working with the CCC staff in the planning and conduct of integrity tests. This arrangement has resulted in the successful outcome of integrity tests and two police officers have been charged this year.

## **Personnel Security Vetting**

The Kennedy Royal Commission recommended that the WA Police Service introduce personnel vetting as part of its corruption prevention plan for police working in nominated high-risk areas.

The Royal Commission also recommended that the Australian Security Vetting Service (ASVS) would be an ideal provider for this purpose. This recommendation has been researched and this agency has signed a Memorandum of Understanding with the ASVS to undertake personnel vetting.

The implementation of personnel security vetting is being developed for police and police staff working in identified high-risk areas of: Police Senior Management Group, Organised Crime Division, the State Intelligence Division, Tactical Investigation Group and the Corruption Prevention and Investigation Portfolio. As many as 450 personnel will be involved in this process. Implementation of a personnel vetting program will enable police to meet the national standards for protective security and comply with projected standards for staff involved with counter terrorism investigations.

The program has raised the interest of the Department of the Premier and Cabinet with the possibility of implementing such a program across the whole-of-Government. The program will provide the Government and the community with an assurance that the right personnel will be selected to work in these high-risk areas.

## **Information Security**

The WA Police Service is enhancing its approach to information security through the development of a new corporate Information Security Management System. This System is aimed at improving the overall management of information security issues throughout the police by using risk-management based techniques.

The System is based on the ISO 17799 and AS/NZS 7799 information security standards and involves the establishment of organisational structures and committees to manage Information Security; the development of Information Security Policies, procedures and guidelines; the adoption of an Information Security Classification scheme; the use of a risk-based methodology for Information Security control assessments and implementations; and establishing a program of review.



## Public Interest Disclosure

The WA Police Service complies with its obligations pursuant to section 23(1) of the Act. A dedicated position has been created as the agency's Manager – Public Interest Disclosure (PID) at the Police Complaints Administration Centre. This role has been appropriately aligned to the broader Complaints Against Police process, in that the Manager, Complaints sees all reports of allegations against police and is ideally placed to identify complaints which may come within the ambit of the legislation.

The agency meets its obligation to provide protection for people who make a public interest disclosure by providing the complainant with appropriate information relating to the

complaint/investigation process and ensuring strict adherence to the secrecy provisions established in legislation by officers designated to undertake investigations.

Completed investigations are reviewed both internally and by an external oversight body (CCC) in terms of the adequacy and management of the inquiry and the appropriateness of the outcomes. To the extent the legislation permits, persons who make disclosures will be managed and supported in line with the principles espoused by the agency's Blueline electronic confidential complaints mechanism and the Supported Internal Witness Program, both of which were introduced to promote an environment conducive to the reporting and investigation of misconduct.

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## POLICE COMPLAINTS ADMINISTRATION CENTRE

One of the recommendations from the Kennedy Royal Commission was to streamline complaints and investigations management. As a consequence, the Police Complaints Administration Centre (PCAC) was initiated and has overall responsibility for enhancing the complaint management and discipline system for the WA Police Service.

An early intervention initiative is being trialled by PCAC which involves making direct contact with the complainant in the first instance. This strategy is aimed at resolving the complaint early, or working with the complainant to clearly identify the issues for the inquiry. The outcomes of this approach are expected to be increased customer focus and satisfaction and a reduction in timelines for dealing with complaints.

Analysis of the benefits of this early intervention model has shown that around half of the complaints can be resolved by PCAC Complaint Assessors without the districts having to provide resources to complete the inquiry.

PCAC Complaint Assessors also assist districts with their inquiries by conducting interviews and providing advice/guidance in relation to complaint files on hand. Districts and divisions are encouraged and supported by PCAC to deal with complaint outcomes in a managerial way rather than with a discipline focus. This approach will assist police with a transition to the Behavioural Management Model to be implemented during 2005-06.

The PCAC also manages the Supported Internal Witness Program (SIWP) and the Blueline. The SIWP facilitates support and assistance to all personnel who report unethical conduct by any employees and who, as a consequence of doing so, experience a detriment in their workplace.

The Blueline is a dedicated telephone line and confidential reporting facility for all personnel seeking advice on ethical issues, or who wish to report unethical conduct.

## ADVERTISING AND SPONSORSHIP

Requirement under the Electoral Act 1907, Section 175ZE

### Advertising

Organisation	Purpose	Amount
Marketforce Productions	Police Assistance Centre Advertising	\$391,488
Marketforce Productions	Advertising for the Police Pipe Band	\$1,840

Source: Western Australia Police Service, Finance Directorate

### Sponsorship

- Burswood Resort
- Perth Rotary Club
- Police and Nurses Credit Society
- Novotel Langley Hotel
- Retail Protection Group
- Office of Crime Protection
- Fujitsu
- Road Trauma Trust Fund
- Kwinana Industries Council
- BP Refinery
- Office of the Federal Attorney-General

## PUBLICATIONS

Requirement under Treasurer's Instruction 903

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

### Road Safety

- Bicycle Education Instructors Training Manual
- Defensive Driving Instructors Manual
- Defensive Driving Participants Manual
- Cops for Kids
- Assorted brochures dealing with road safety issues

### Community Safety Branch

- 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
- Elder Abuse
- WA Police SMS Assist Registration Form
- WA Police SMS Assist User Guide
- Burglar Beware pamphlet
- Protect Your Handbag pamphlet
- Policing in a Multicultural Society
- Serving Western Australia's Culturally Diverse Communities
- Domestic Violence – What You Can Do

### Organisational Performance

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

### Strategic Policy

- Western Australia Police Strategic Plan

### Corruption Prevention and Investigation

- Corruption Prevention Plan
- Making a Complaint Against Police
- The Supported Internal Witness Program
- Ethical Guidelines
- Code of Conduct
- The Blueline

### Alcohol and Drug Coordination Unit

- Drug Awareness Package
- Drug Identification Slider
- Alcohol & Drug Poster Series
- Common Drug I.D. 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

- Step Forward and Make a Difference

For a complete list of publications available to the public, please refer to the Freedom of Information Coordinator on (08) 9268 7894.



# KEY PERFORMANCE INDICATORS

## CERTIFICATION OF PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2005

I hereby certify that the Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess the Western Australia Police Service's performance, and fairly represent the performance of the Western Australia Police Service for the financial year ended 30 June 2005.



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

10 August 2005



## AUDITOR GENERAL

### INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

### POLICE SERVICE PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2005

#### 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 30 June 2005.

#### 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

9 September 2005

# KEY PERFORMANCE INDICATORS

## INTRODUCTION

Under the provisions of the *Financial Administration and Audit Act 1985* and *Treasurer's Instruction 904*, agencies are required to disclose in their annual report key effectiveness and efficiency indicators that provide information on the extent to which agency level government desired outcomes have been achieved, or contributed to, through the delivery of services and the allocation of resources.

As a result of an extensive review in 2003-04, the WA Police Service adopted a new Outcome Based Management (OBM) framework in 2004-05 to facilitate, monitor and evaluate the best use of resources for policing. 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 WA Police Service use key effectiveness and efficiency indicators showing how services 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: Lawful behaviour and community safety; Offenders apprehended and dealt with in accordance with the law; and Lawful road-user behaviour. These primary outcomes contribute towards Goal 1 (People and Communities) in *Better Planning: Better Services – State Strategic Planning Framework* "To enhance the quality of life and wellbeing of all people throughout Western Australia".

There are five services that relate to the three outcomes and these describe the policing services provided to the community. As part of continuous improvement, the services were reviewed to better reflect the WA Police Service's strategic focus and achievement of primary outcomes. As a result of this review, seven services instead of five, will be reported against next year. In this revised structure, Service 1: Services to maintain lawful behaviour and prevent crime will be replaced by the following three new services:

- Service 1: Intelligence and protective services.
- Service 2: Crime prevention and public order.
- Service 3: Community support (non-offence incidents).

Government Goal(s)	What we sought to achieve (Outcomes)	The services we provided in 2004-05
Goal 1 (People and Communities) To enhance the quality of life and wellbeing of all people throughout Western Australia	Lawful behaviour and community safety	<p><b>Service 1:</b> Services to maintain lawful behaviour and prevent crime</p> <p><b>Service 2:</b> Emergency management and coordination</p>
	Offenders apprehended and dealt with in accordance with the law	<p><b>Service 3:</b> Response to and investigation of offences</p> <p><b>Service 4:</b> Services to the judicial process</p>
	Lawful road-user behaviour	<p><b>Service 5:</b> Traffic law enforcement and management</p>

## PERFORMANCE FRAMEWORK

The performance of the WA Police Service is measured through Key Performance Indicators (KPIs) comprised of *effectiveness indicators* and *efficiency indicators*. Effectiveness indicators provide information about the extent to which the agency is achieving its outcomes, while efficiency indicators monitor the efficiency with which a service is delivered.

The three outcomes of the WA Police Service are assessed through seven key effectiveness indicators. As there are not necessarily clear-cut boundaries between each outcome, which can overlap, some of these KPIs are relevant to more than one outcome. For example, KPI 1 – Community satisfaction with police services is the main performance indicator for Outcome 1 – Lawful behaviour and community safety, but is also a secondary KPI for Outcomes 2 and 3. The following table shows the KPIs for each of the outcomes. For reporting purposes, each outcome has at least one KPI that has been highlighted in bold, with secondary KPIs shown in italics.

## KEY EFFECTIVENESS INDICATORS

<b>Outcome 1: Lawful behaviour and community safety</b>	<b>Outcome 2: Offenders apprehended and dealt with in accordance with the law</b>	<b>Outcome 3: Lawful road-user behaviour</b>
<b>KPI 1 Community satisfaction with police services</b>	<i>KPI 1 Community satisfaction with police services</i>	<i>KPI 1 Community satisfaction with police services</i>
<b>KPI 2 Community perception of level of crime</b>	<i>KPI 2 Community perception of level of crime</i>	
<b>KPI 3 Emergency management preparedness</b>		
<i>KPI 4 Selected offences cleared</i>	<b>KPI 4 Selected offences cleared</b>	
<i>KPI 5 Support to judicial processes resulting in successful prosecutions</i>	<b>KPI 5 Support to judicial processes resulting in successful prosecutions</b>	
<i>KPI 6 Road-user behaviour</i>		<b>KPI 6 Road-user behaviour</b>
<i>KPI 7 Community perception of road behaviour</i>		<b>KPI 7 Community perception of road behaviour</b>

Note that with the implementation of the new Outcome Based Management framework, the following Key Effectiveness Indicators that were reported in previous Annual Reports have been either discontinued or modified and no longer form part of our performance framework:

- Community perceptions of safety (discontinued due to it being considered more relevant as a whole-of-government indicator of community safety).
- Major factors contributing to fatal road crashes (replaced by KPI 6 – Road-user behaviour).
- Victims of crime (discontinued due to it being considered more relevant as a whole-of-government indicator of community safety and data only being available from the Australian Bureau of Statistics *Crime and Safety Survey* every three years).
- Offences reported and detected (discontinued as it is more relevant as a whole-of-government indicator of community safety).
- Investigation of offences (replaced by KPI 4 – Selected offences cleared).

# KEY PERFORMANCE INDICATORS

Each of the effectiveness indicators include a brief statement about a medium/long-term target. A number of factors impact on our progress towards achieving these targets such as: media representation, the Royal Commission, legislative changes 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.

The efficiency of the five services delivered by the WA Police Service is assessed through a range of cost and timeliness *key efficiency indicators* as shown in the table below.

## KEY EFFICIENCY INDICATORS

<b>Service 1: Services to maintain lawful behaviour and prevent crime</b>	<b>Service 2: Emergency management and coordination</b>	<b>Service 3: Response to and investigation of offences</b>	<b>Service 4: Services to the judicial process</b>	<b>Service 5: Traffic law enforcement and management</b>
<b>Cost</b>				
Cost of service (\$)	Cost of service (\$)	Cost of service (\$)	Cost of service (\$)	Cost of service (\$)
Average cost (\$) per hour for providing service(s)	Average cost (\$) per hour for providing service(s)	Average cost (\$) per hour for providing service(s)	Average cost (\$) per hour for providing service(s)	Average cost (\$) per hour for providing service(s)
		Average cost (\$) per response/ investigation	Average cost (\$) per guilty plea	
			Average cost (\$) per non-guilty plea	
<b>Timeliness</b>				
General calls for police assistance (not including '000' calls) answered within 20 seconds		Emergency calls (000) for police assistance answered within 20 seconds		
		Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received to arrival at scene for Priority 1-2 and 3 calls		



# EFFECTIVENESS INDICATORS

## OUTCOME 1: LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

This outcome relates to the WA Police Service influencing lawful behaviour, safety, security and public order by providing services and delivering programs that are responsive to the needs of a diverse community. This is achieved through:

- Working together with the community.
- Visible and targeted policing.
- Establishing and maintaining partnerships with other relevant agencies to develop crime prevention strategies.
- Identifying, assessing and managing risks to the community.
- Maintaining a high level of preparedness for emergencies including appropriate responses to terrorism.

The three indicators of effectiveness for this outcome are community satisfaction with police services, community perception of level of crime, and emergency management preparedness.

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### 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.**

Customer satisfaction is a widely accepted measure of organisational performance. The WA community are the customers of the services provided by the WA Police Service. The community's satisfaction with police services, which reflects the perceived level of lawful behaviour, safety, security and public order, is measured by a national survey coordinated by the Australasian Centre for Policing Research. This survey measures two aspects of satisfaction with police services – general satisfaction overall and satisfaction with services received during their most recent contact with police. Together, these provide a relevant primary indicator of how effectively the WA Police Service is achieving Outcome 1 - Lawful behaviour and community safety and a secondary indicator of Outcomes 2 and 3.

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 the community who were 'satisfied' or 'very satisfied' with police services.

It is important to note that a number of issues impact on the community's level of satisfaction with police services, including the extent of crime reporting in the media, personal experiences or indirect contacts with police. Consequently, community satisfaction can alter over time.

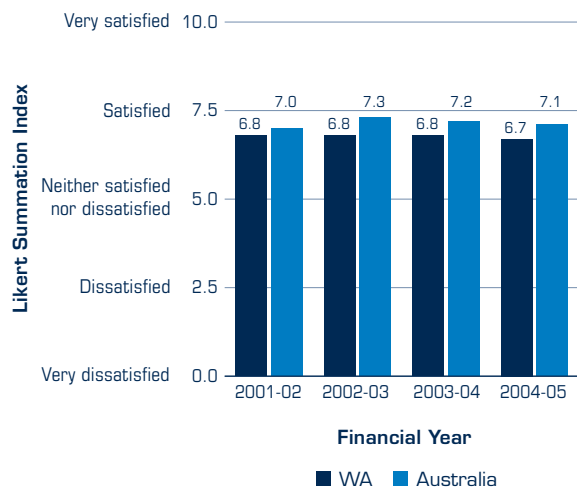
# EFFECTIVENESS INDICATORS

## OUTCOME ONE

### INDICATOR 1.1: THE COMMUNITY'S LEVEL OF SATISFACTION WITH SERVICES PROVIDED BY POLICE, 2001-02 TO 2004-05 <sup>(a)(b)(c)</sup>

#### Analysis

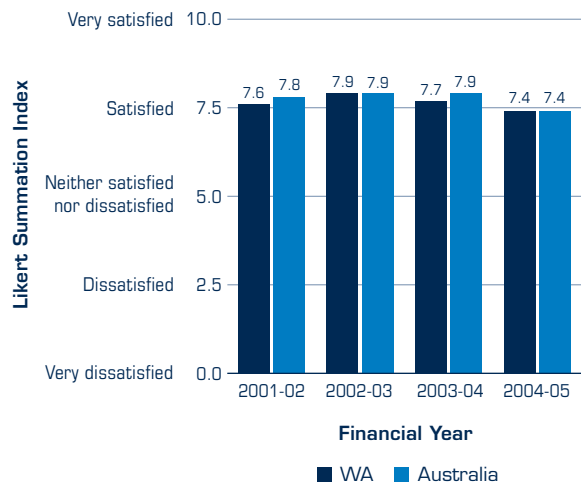
- The level of satisfaction with police services in WA during 2004-05 was 6.7. Statistically, this is not significantly different to the 2001-02 level of 6.8. The national level of satisfaction has decreased significantly from 7.3 in 2002-03 to 7.1 in 2004-05.
- The WA Police Service did not achieve the 2004-05 target of >6.8 (see 2004-05 Budget Statements), but is on track to achieve the medium/long-term target of returning to the level of satisfaction achieved in WA during 2001-02 (pre Royal Commission) by 2005-06.
- In 2004-05, the proportion of the WA community satisfied or very satisfied with services provided by the police was 62.3 per cent. The equivalent figure nationally was 68.9 per cent.



### INDICATOR 1.2: THE COMMUNITY'S LEVEL OF SATISFACTION WITH SERVICES RECEIVED DURING THEIR MOST RECENT CONTACT WITH POLICE, 2001-02 TO 2004-05 <sup>(a)(b)(c)</sup>

#### Analysis

The WA community's level of satisfaction with their most recent contact with police during 2004-05 was 7.4 which was the same as the national level. The WA result for 2004-05 was not significantly different to 2003-04, but was significantly lower than the 2001-02 national level of 7.8. The national result for 2004-05 was significantly lower than 2003-04.



The WA Police Service did not achieve the 2004-05 target of >7.8 (see 2004-05 Budget Statements), but is working towards achieving the medium/long-term target of a level of satisfaction with services that more closely aligns with or exceeds, the 2001-02 national level (7.8) by 2005-06.

In 2004-05:

- 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 74.9 per cent. The equivalent figure nationally was 74.1 per cent.

- 47.6 per cent of the WA community had recent contact with police of which 51.0 per cent were males.
- The most common reason for the most recent contact with police was to conduct a random breath test (23.1 per cent) followed by the reporting of a crime (16.2 per cent), and recording a traffic violation (12.8 per cent).

Notes:

(a) Data are based on an ongoing survey of people aged 15 years and over. The survey is coordinated by the Australasian Centre for Policing Research and commenced in July 2001. Nationally about 23,000 people are surveyed over a twelve-month period with about 1,800 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 estimates with 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 sample estimates used in compiling the charts for Indicators 1.1 to 1.2 are lower than 1.8 per cent.

(c) This indicator uses as a unit of measurement the Likert Summation Index. This 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 using a Likert scale into an interval scale, and then derives a measure of centrality.

The Likert scale is converted into an interval scale by assigning equal-distant 'scores' to each category in the scale. For example, where the indicator relates to satisfaction with police services, the five response categories 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* coordinated by the Australasian Centre for Policing Research (unpublished data).

# EFFECTIVENESS INDICATORS

## OUTCOME ONE

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

Indicator 2.1 Extent to which the community thought physical assault in a public place was a problem in their own neighbourhood.

**Target: To lower or maintain the perception that physical assault in a public place is a problem.**

Indicator 2.2 Extent to which the community thought housebreaking was a problem in their own neighbourhood.

**Target: To lower or maintain the perception that housebreaking is a problem.**

Indicator 2.3 Extent to which the community thought motor vehicle theft was a problem in their own neighbourhood.

**Target: To lower or maintain the perception that motor vehicle theft is a problem.**

Indicator 2.4 Extent to which the community thought illegal drugs was a problem in their own neighbourhood.

**Target: To lower or maintain the perception that illegal drugs is a problem.**

Indicator 2.5 Extent to which the community thought louts or gangs was a problem in their own neighbourhood.

**Target: To lower or maintain the perception that louts or gangs are a problem.**

Indicator 2.6 Extent to which the community thought drunken and disorderly behaviour was a problem in their own neighbourhood.

**Target: To lower or maintain the perception that drunken and disorderly behaviour is a problem.**

Indicator 2.7 Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood.

**Target: To lower or maintain the perception that speeding cars, dangerous or noisy driving is a problem.**

Community perception of the level of crime is an indicator of the extent to which the WA Police Service influences lawful behaviour, safety, security and public order. A national survey coordinated by the Australasian Centre for Policing Research measures the extent to which the community thought that a range of issues were a problem in their own neighbourhood. These include: physical assault in a public place, housebreaking, motor vehicle theft, illegal drugs, louts or gangs, drunken and disorderly behaviour, and speeding cars, dangerous or noisy driving. The police can

influence factors that affect the perceived level of these crimes including preventing and reducing the actual incidence of offences. Media coverage of crime and personal experiences also significantly impact on community perceptions. The same survey found that for the WA community, personal views on the level of crime were influenced mainly by television (47 per cent) whereas 16 per cent were influenced by state and national newspapers and 12 per cent by personal experience. Consequently, the perceived level of crime can alter over time.



The national Report on Government Services also uses perceptions of crime as a performance indicator, but states that:

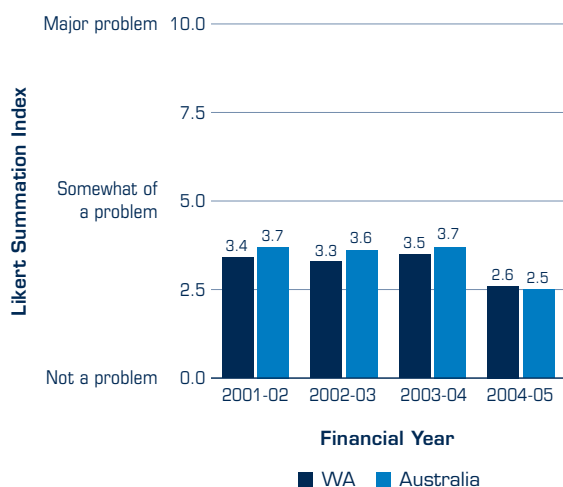
*Care needs to be taken in interpreting data on perceptions of crime. Reducing people's concerns about crime and reducing the actual level of crime are two separate, but related challenges for police. Comparisons between perceptions of crime problems and the level of crime raise questions about the factors that affect perceptions. More generally, such comparisons highlight the importance of considering the full suite of performance indicators rather than assessing performance on the basis of specific measures in isolation.*

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 the community who thought housebreaking was a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

Indicators 2.1, 2.2, 2.3, 2.4, 2.5, 2.6 and 2.7 illustrate the WA community's perception of the level of crime in their neighbourhood over time and in comparison with Australia. This provides a relevant primary indicator of how effectively the WA Police Service is achieving Outcome 1 – Lawful behaviour and community safety, and a secondary indicator of Outcome 2.

**INDICATOR 2.1: EXTENT TO WHICH THE COMMUNITY THOUGHT PHYSICAL ASSAULT IN A PUBLIC PLACE WAS A PROBLEM IN THEIR OWN NEIGHBOURHOOD, 2001-02 TO 2004-05** (a)(b)(c)(d)



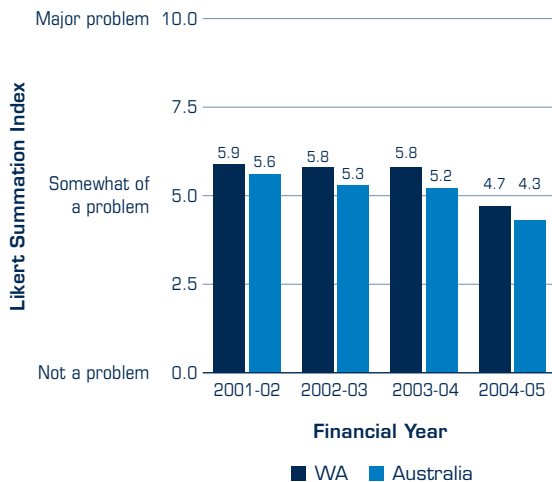
**Analysis**

- In 2004-05, the extent to which the community thought physical assault in a public place was a problem in their own neighbourhood decreased significantly in both WA and Australia compared with 2003-04. The WA result of 2.6 was 25.7 per cent lower than the previous year and not significantly different to the national result. In July 2004, the wording of this category in the survey changed from 'physical assault - excluding sexual assault' to 'physical assault in a public place' which may have affected data comparability with previous periods.
- The WA Police Service achieved the 2004-05 target of <3.4 (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of lowering or maintaining the perception that physical assault in a public place is a problem.
- In 2004-05, 42.2 per cent of the WA community thought physical assault in a public place was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

# EFFECTIVENESS INDICATORS

## OUTCOME ONE

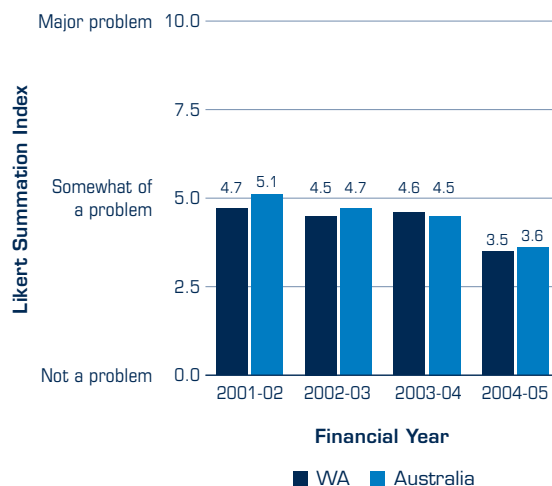
### INDICATOR 2.2: EXTENT TO WHICH THE COMMUNITY THOUGHT HOUSEBREAKING WAS A PROBLEM IN THEIR OWN NEIGHBOURHOOD, 2001-02 TO 2004-05 <sup>(a)(b)(c)(d)</sup>



#### Analysis

- In 2004-05, the extent to which the community thought housebreaking was a problem in their own neighbourhood decreased significantly in both WA and Australia compared with 2003-04, but WA's rate of decrease (19.0 per cent) was greater than that for Australia (17.3 per cent). However, the WA result for 2004-05 of 4.7 is significantly higher than Australia (4.3).
- The WA Police Service achieved the 2004-05 target of <5.8 (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of lowering or maintaining the perception that housebreaking is a problem.
- In 2004-05, 70.5 per cent of the WA community thought housebreaking was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood. The equivalent figure nationally was 65.2 per cent.

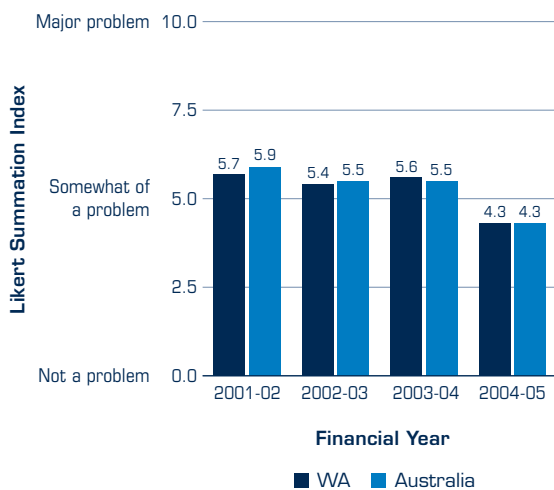
### INDICATOR 2.3: EXTENT TO WHICH THE COMMUNITY THOUGHT MOTOR VEHICLE THEFT WAS A PROBLEM IN THEIR OWN NEIGHBOURHOOD, 2001-02 TO 2004-05 <sup>(a)(b)(c)(d)</sup>



#### Analysis

- In 2004-05, the extent to which the community thought motor vehicle theft was a problem in their own neighbourhood decreased significantly in both WA and Australia compared with 2003-04, but WA's rate of decrease (23.9 per cent) was greater than that for Australia (20.0 per cent). Statistically, the WA result for 2004-05 of 3.5 is not significantly different to Australia (3.6).
- The WA Police Service achieved the 2004-05 target of <4.6 (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of lowering or maintaining the perception that motor vehicle theft is a problem.
- In 2004-05, 54.2 per cent of the WA community thought motor vehicle theft was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

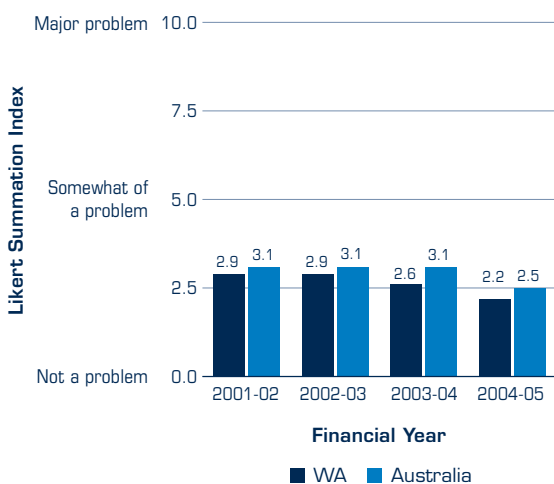
**INDICATOR 2.4: EXTENT TO WHICH THE COMMUNITY THOUGHT ILLEGAL DRUGS WAS A PROBLEM IN THEIR OWN NEIGHBOURHOOD, 2001-02 TO 2004-05** (a)(b)(c)(d)



**Analysis**

- In 2004-05, the extent to which the community thought illegal drugs was a problem in their own neighbourhood decreased significantly in both WA and Australia compared with 2003-04, but WA's rate of decrease (23.2 per cent) was greater than that for Australia (21.8 per cent). The WA result for 2004-05 of 4.3 was the same as Australia.
- The WA Police Service achieved the 2004-05 target of <5.4 (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of lowering or maintaining the perception that illegal drugs is a problem.
- In 2004-05, 61.2 per cent of the WA community thought illegal drugs were either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

**INDICATOR 2.5: EXTENT TO WHICH THE COMMUNITY THOUGHT LOUITS OR GANGS WAS A PROBLEM IN THEIR OWN NEIGHBOURHOOD, 2001-02 TO 2004-05** (a)(b)(c)(d)



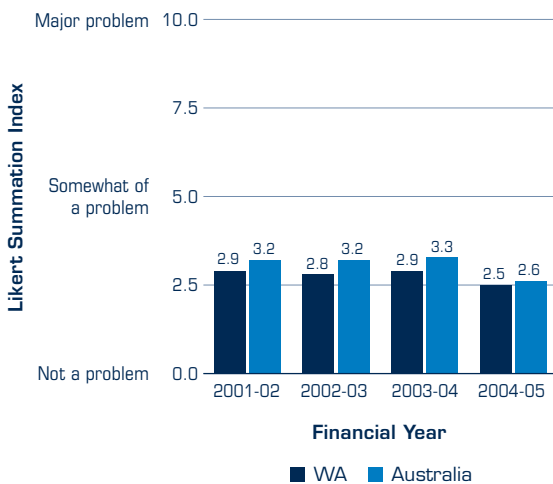
**Analysis**

- In 2004-05, the extent to which the community thought louts or gangs were a problem in their own neighbourhood decreased significantly in both WA and Australia compared with 2003-04. The WA result of 2.2 was 15.4 per cent lower than the previous year and significantly lower than Australia (2.5).
- The WA Police Service achieved the 2004-05 target of <2.8 (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of lowering or maintaining the perception that louts and gangs are a problem.
- In 2004-05, 36.1 per cent of the WA community thought louts or gangs were either a 'major problem' or 'somewhat of a problem' in their own neighbourhood. The equivalent figure nationally was 39.9 per cent.

# EFFECTIVENESS INDICATORS

## OUTCOME ONE

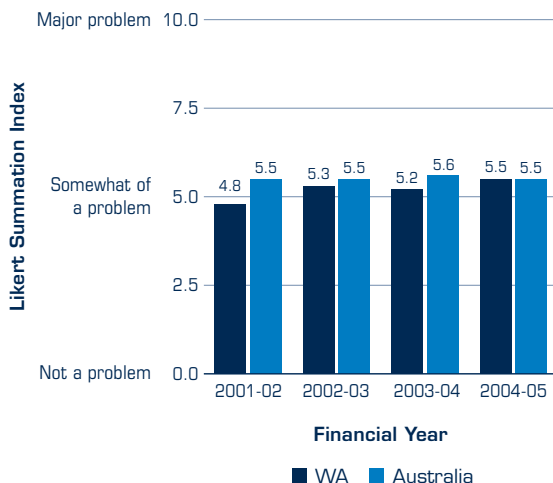
### INDICATOR 2.6: EXTENT TO WHICH THE COMMUNITY THOUGHT DRUNKEN AND DISORDERLY BEHAVIOUR WAS A PROBLEM IN THEIR OWN NEIGHBOURHOOD, 2001-02 TO 2004-05 <sup>(a)(b)(c)(d)</sup>



#### Analysis

- In 2004-05, the extent to which the community thought drunken and disorderly behaviour was a problem in their own neighbourhood decreased significantly in both WA and Australia compared with 2003-04. The WA result of 2.5 was 13.8 per cent lower than the previous year and not significantly different to Australia.
- The WA Police Service achieved the 2004-05 target of <2.7 (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of lowering or maintaining the perception that drunken and disorderly behaviour is a problem.
- In 2004-05, 41.0 per cent of the WA community thought drunken and disorderly behaviour was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

### INDICATOR 2.7: EXTENT TO WHICH THE COMMUNITY THOUGHT SPEEDING CARS, DANGEROUS OR NOISY DRIVING WAS A PROBLEM IN THEIR OWN NEIGHBOURHOOD, 2001-02 TO 2004-05 <sup>(a)(b)(c)(d)</sup>



#### Analysis

- In 2004-05, the extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood increased significantly in WA, but decreased significantly for Australia. However, the WA result of 5.5 for 2004-05 was the same as Australia.
- The WA Police Service did not achieve the 2004-05 target of <5.3 (see 2004-05 Budget Statements), but is working towards achieving the medium/long-term target of lowering or maintaining the perception that speeding cars, dangerous or noisy driving is a problem.
- In 2004-05, 77.2 per cent of the WA community thought speeding cars, dangerous or noisy driving was either a 'major problem' or 'somewhat of a problem' in their neighbourhood.



Notes:

- (a) Data are based on an ongoing survey of people aged 15 years and over. The survey is coordinated by the Australasian Centre for Policing Research and commenced in July 2001. Nationally, about 23,000 people are surveyed over a twelve-month period with about 1,800 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 estimates with 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 sample estimates used in compiling the charts for Indicators 2.1, 2.2, 2.3, 2.4, 2.5, 2.6 and 2.7 are lower than 4.3 per cent.
- (c) This indicator uses as a unit of measurement the Likert Summation Index. This 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 using a Likert scale into an interval scale, and then derives a measure of centrality.
- The Likert scale is converted into an interval scale by assigning equal-distant 'scores' to each category in the scale. For example, where the indicator relates to problems in the neighbourhood, the three response categories are assigned scores as follows:
- 'major problem' (10);
  - 'somewhat of a problem' (5); and
  - 'not a problem' (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.
- (d) The term 'neighbourhood' replaced the term 'local area' in July 2004 which may have affected data comparability with previous periods.

Source:

*National Survey of Community Satisfaction with Policing* coordinated by the Australasian Centre for Policing Research (unpublished data).

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## KEY PERFORMANCE INDICATOR 3 - EMERGENCY MANAGEMENT PREPAREDNESS

Indicator 3.1 State emergency plans in place and current, and resources committed, where the WA Police Service is the designated hazard management authority, to prevent and minimise risk.

**Target: The six state emergency plans are in place and current.**

Indicator 3.2 Percentage of police districts that met or exceeded the required number of police officers who have a key emergency-related qualification.

**Target: Increase the number of police officers who have a key emergency-related qualification.**

The WA Police Service is the Hazard Management Agency for six Emergency Management Plans: air transport emergencies; land search and rescue; road transport emergencies; marine search and rescue; nuclear powered warships; and radioactive space re-entry debris. Indicator 3.1 provides a five-year summary of the state emergency plans in place and current, and resources committed, where the WA Police Service is the designated hazard management authority, to prevent and minimise risk.

In order to prepare emergency personnel involved in coordinating and attending an

emergency situation, it is important to develop skills through training. Indicator 3.2 outlines the number and percentage of police districts that met or exceeded the required number of police officers who have a key emergency-related qualification. This indicator is based on the number and percentage of districts that met or exceeded their respective targets on each key emergency-related qualification. Additionally, the target and actual number of police officers at a state level that have a key emergency-related qualification as at 30 June 2005 is included. As this indicator was introduced in 2004-05, historical data is not available and therefore not included.

# EFFECTIVENESS INDICATORS

## OUTCOME ONE

**INDICATOR 3.1: STATE EMERGENCY PLANS IN PLACE AND CURRENT, AND RESOURCES COMMITTED, WHERE THE WA POLICE SERVICE IS THE DESIGNATED HAZARD MANAGEMENT AUTHORITY, TO PREVENT AND MINIMISE RISK <sup>(a)</sup>**

2000-01	2001-02	2002-03	2003-04	2004-05
6	6	6	6	6

### Analysis

The WA Police Service achieved the 2004-05 target (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of six state emergency plans in place and current.

**INDICATOR 3.2: PERCENTAGE OF POLICE DISTRICTS THAT MET OR EXCEEDED THE REQUIRED NUMBER OF POLICE OFFICERS WHO HAVE A KEY EMERGENCY-RELATED QUALIFICATION <sup>(b)</sup>**

Districts 2004-05		State (as at 30 June 2005)	
Number of districts	Percentage of districts	Target <sup>(d)</sup> (number of officers)	Actual (number of officers)

### Key emergency-related qualification

Diploma - Search and Rescue (land and marine) - 3 week course <sup>(c)</sup>	5	36	44	32
Certificate - Land Search and Rescue - 5 day course	7	50	421	408
Certificate - Marine Search and Rescue - 5 day course	12	86	160	248
Certificate - Emergency Management - 4 day course	8	57	192	230
Chemical, Biological and Radiological Familiarisation - 2 day course	12	86	129	306

### Analysis

The WA Police Service did not achieve its 2004-05 target of 100 per cent (see 2004-05 Budget Statements), but is working towards achieving the medium/long-term target of increasing the number of police officers who have a key emergency-related qualification.

Notes:

- (a) Current means that plans have been reviewed and, where possible, exercised in the previous twelve-month period.
- (b) At an overall state level, the WA Police Service has a sufficient number of police officers who have a key emergency-related qualification and these officers can be deployed to assist in emergencies if required. The current requirements for the number of police officers in a district who have a key emergency-related qualification (Certificate - Land Search and Rescue; Certificate - Marine Search and Rescue; Diploma - Search and Rescue (Land and Marine); Certificate - Emergency Management; and Chemical, Biological and Radiological Familiarisation), are subject to revision. The percentage of police districts that met or exceeded the required number of police officers who have a key emergency-related qualification is based on a quarterly average during the period and is subject to variation due to the: transfer of police officers with these qualifications from one district to other locations within the WA Police Service; provision of emergency management training; and resignation or retirement of qualified police officers.
- (c) The Diploma - Search and Rescue (land and marine) is no longer being conducted and has not been run for several years since the licensing agreement ceased. This explains why there is a low percentage of districts with officers trained in this qualification. The Emergency Operations Unit is currently negotiating the reinstatement of this course and it is therefore anticipated that the number of police officers trained in this qualification will increase in subsequent financial years.
- (d) The State target is based on the aggregation of district targets and does not take into account specialist/support areas.

Source:

WA Police Service, Emergency Operations Unit.

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

The WA 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 the *Lawful behaviour and community safety* and *Lawful road-user behaviour* 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 WA 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, statewide. The efforts of the WA Police Service in this area have been supported by legislative changes and increased police powers.

The two indicators of effectiveness for this outcome are selected offences cleared, and support to the judicial system resulting in successful prosecutions.

# EFFECTIVENESS INDICATORS

## OUTCOME TWO

### KEY PERFORMANCE INDICATOR 4 - SELECTED OFFENCES CLEARED

Indicator 4.1 Number and percentage of selected recorded offences against the person cleared.

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

Indicator 4.2 Number and percentage of selected recorded property offences cleared.

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

Indicator 4.3 Number and percentage of recorded drug trafficking offences cleared.

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

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>(9)</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.

The number of reported 'offences against the person' has increased due to a significant increase in the number of 'assault' and 'threatening behaviour' offences recorded. These increases do not reflect an actual increase in crime trends, but are due to the following reporting and recording factors:

- The increase in 'assault' offences is attributable to improved recording capabilities of the FrontLine Incident Management System (IMS) in relation to domestic assaults and enhancements to family and domestic violence legislation and ongoing Government and police strategies to encourage the reporting of offences.
- 'Threatening behaviour' offences have increased due to improvements to the IMS in 2004-05 that now enable the recording of all threatening behaviour offences in the Police Act and Criminal Code.

As a consequence of this increase in the number of 'offences against the person' recorded, the number of these offences cleared has also increased in 2004-05 and is reflected in Indicator 4.1: Number and percentage of selected recorded offences against the person cleared.

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 IMS 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 IMS 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 IMS have had an impact on some data.

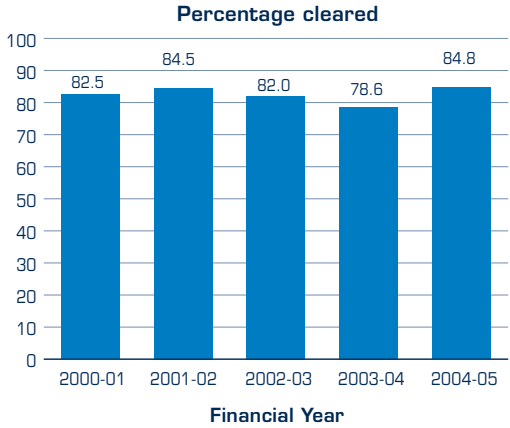
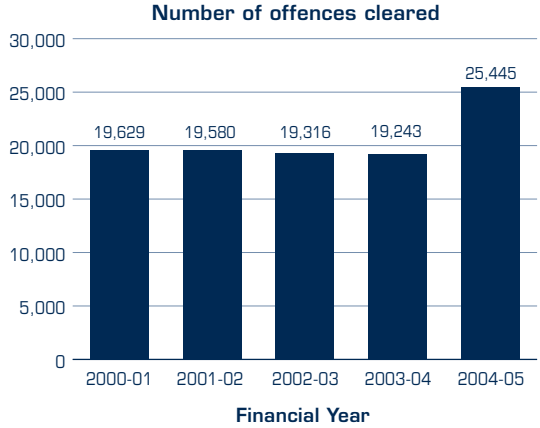
Of all these factors, those affecting the offence categories of 'fraud' and 'graffiti' were considered to be significant enough to warrant their exclusion from the broad offence category of 'offences against property' for performance measurement purposes. In addition, the offence category of 'receiving/illegal use' has also been excluded. 'Receiving/illegal use' offences are usually detected by police rather than reported to police, and therefore the number of offences reflects police activity or initiatives such as the burglary reduction strategy. Including these offence types artificially inflates the number of property offences and the number and percentage cleared. As a consequence, the data for Indicator 4.2: Number and percentage of selected recorded offences against property cleared, excludes 'fraud', 'graffiti' and 'receiving/illegal use' offences.

Indicator 4.3 illustrates the number and percentage of recorded drug trafficking offences cleared which reflects the WA Police Service's focus on detecting and investigating drug trafficking offences.

Note that due to the implementation of the new Outcome Based Management framework, this Key Performance Indicator (KPI) replaces KPI 6 that appeared in previous Annual Reports.



**INDICATOR 4.1: NUMBER AND PERCENTAGE OF SELECTED RECORDED OFFENCES AGAINST THE PERSON CLEARED, 2000-01 TO 2004-05** (a)(b)(c)(d)(e)(f)(g)(h)(i)



**Analysis**

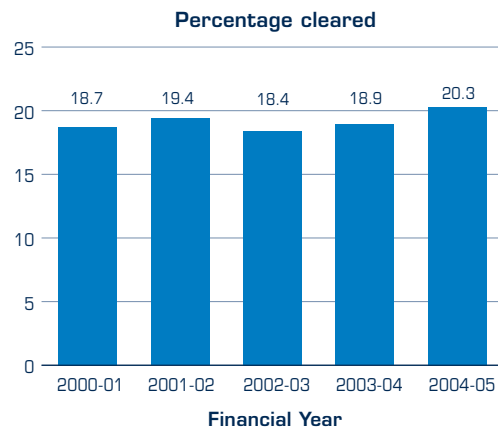
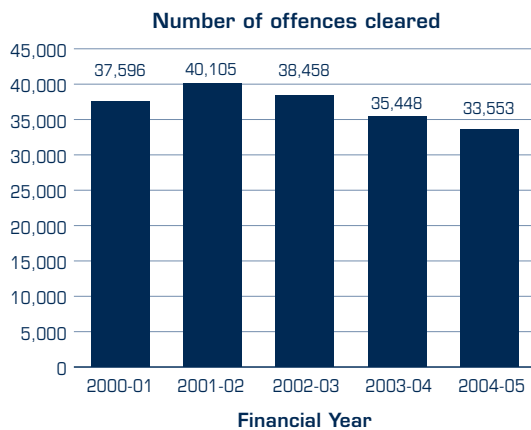
- The clearance rate has increased from 84.5 per cent in 2001-02 to 84.8 per cent in 2004-05. This was the result of a 30.0 per cent (5,865) increase in the number of offences cleared (from 19,580 in 2001-02 to 25,445 in 2004-05) and a 29.6 per cent increase (6,849) in reported offences (from 23,158 in 2001-02 to 30,007 in 2004-05). The WA Police Service achieved the 2004-05 targets of clearing more than 18,000 offences and a clearance rate of >81 per cent (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of improving on the 2001-02 clearance rate by 2005-06.
- The investigation of 'offences against the person' is given the highest priority. This is reflected in the relatively high clearance rate for such offences.



# EFFECTIVENESS INDICATORS

## OUTCOME TWO

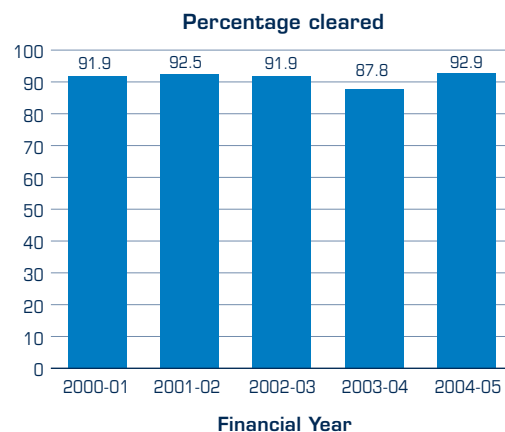
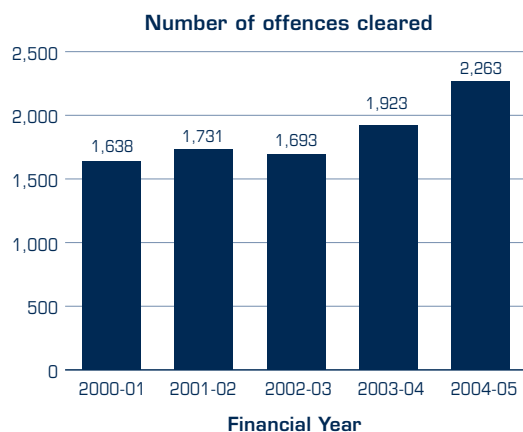
### INDICATOR 4.2: NUMBER AND PERCENTAGE OF SELECTED RECORDED OFFENCES AGAINST PROPERTY CLEARED, 2000-01 TO 2004-05 (a)(b)(c)(d)(e)(f)(g)(h)(j)



#### Analysis

- The clearance rate increased from 19.4 per cent in 2001-02 to 20.3 per cent in 2004-05. This improvement in the clearance rate was achieved despite a 16.3 per cent (-6,552) decrease in the number of offences cleared (from 40,105 in 2001-02 to 33,553 in 2004-05). However, the number of reported offences decreased at a greater rate than the number cleared (by 20.4 per cent or -42,283 from 207,168 in 2001-02 to 164,885 in 2004-05) resulting in the improved clearance rate. The WA Police Service achieved the 2004-05 target of a clearance rate of >19 per cent (see 2004-05 Budget Statements), but did not achieve the target of clearing more than 37,000 offences due to the significant decrease in the number of reported offences and the exclusion of 'receiving/illegal use' offences. The WA Police Service is on track to achieve the medium/long-term target of improving on the 2001-02 clearance rate by 2005-06.

### INDICATOR 4.3: NUMBER AND PERCENTAGE OF RECORDED DRUG TRAFFICKING OFFENCES CLEARED, 2000-01 TO 2004-05 (a)(b)(c)(d)(e)(f)(g)(h)(k)



## Analysis

- The clearance rate for 'drug trafficking' offences increased from 92.5 per cent in 2001-02 to 92.9 per cent in 2004-05. This was the result of a 30.7 per cent (532) increase in the number of offences cleared (from 1,731 in 2001-02 to 2,263 in 2004-05) and a 30.2 per cent (565) increase in the number of detected offences (from 1,871 in 2001-02 to 2,436 in 2004-05). The WA Police Service achieved the 2004-05 targets of clearing more than 1,600 offences and a clearance rate of >90 per cent (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of improving on the 2001-02 clearance rate by 2005-06.
- The majority of 'drug trafficking' offences are detected by police rather than reported to police. As a result, the clearance rate for 'drug trafficking' offences has been consistently high.

### 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.
- (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 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.
- (i) 'Offences against the person' include: homicide, driving causing death, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.
- (j) In Indicator 4.2, 'offences against property' include: burglary, steal motor vehicle, theft, arson, and property damage.
- (k) Drug trafficking is the unlawful sale, supply, cultivation or manufacture of a prohibited drug or plant.
- (l) For the number of offences cleared and the clearance rate by offence category, please refer to the Statistical Appendix.

### Source:

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

# EFFECTIVENESS INDICATORS

## OUTCOME TWO

### KEY PERFORMANCE INDICATOR 5 - SUPPORT TO JUDICIAL PROCESSES RESULTING IN SUCCESSFUL PROSECUTIONS

Indicator 5.1: Percentage of guilty pleas before trial.

**Target: Greater than 90%.**

Indicator 5.2: Percentage of convictions for matters listed for trial.

**Target: Greater than 60%.**

Indicator 5.3: Number of deaths in custody for which the WA Police Service is culpable.

**Target: Nil deaths in custody for which the WA Police Service is culpable.**

Indicator 5.4: Number of escapes from police custody.

**Target: Nil escapes from police custody.**

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.

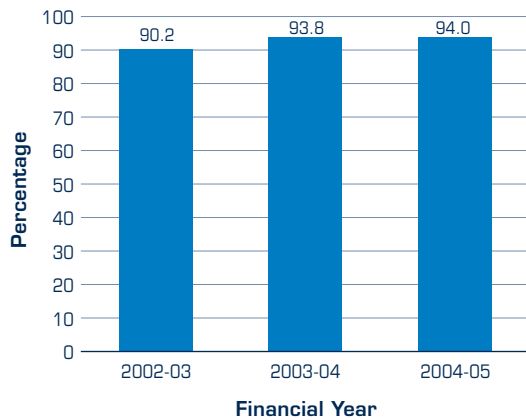
A successful prosecution can be achieved in two ways. An accused person may enter a plea of guilty to a charge(s). This is usually a reflection of the evidence disclosed to the defence by police prosecutors in accordance with our 'Disclosure Policy' <sup>(a)</sup>. If the accused person chooses to defend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

Indicators 5.1 and 5.2 encompass two aspects of effectiveness: the percentage of guilty pleas before trial and the percentage of convictions for matters listed for trial.

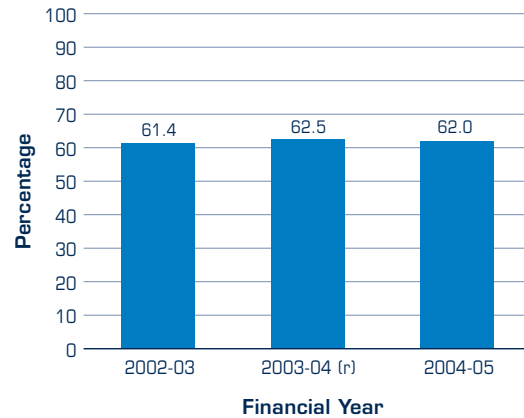
A significant amount of police effort is also spent on custodial services such as prisoner security and care, escorts and bail processes. However, the effectiveness of this aspect of Outcome 2 has not been previously measured. Indicators 5.3 and 5.4 have been developed to show the effectiveness of the WA Police Service in relation to its duty of care and security of persons in police custody.

Note that as a consequence of the adoption of the new Outcome Based Management framework, this Key Performance Indicator (KPI) replaces KPI 7 that appeared in previous Annual Reports. KPI 7 comprised Indicator 7.1: *Conviction rate for matters placed before the courts by the Police* which was subject to the target of *improving the overall conviction rate above 94.7 per cent by 2005-06*. In 2002-03, 2003-04 and 2004-05, the WA Police Service achieved an overall conviction rate that exceeded this target. <sup>(b)</sup>

**INDICATOR 5.1: PERCENTAGE OF GUILTY PLEAS BEFORE TRIAL, 2002-03 TO 2004-05** <sup>(c)(d)</sup>



**INDICATOR 5.2: PERCENTAGE OF CONVICTIONS FOR MATTERS LISTED FOR TRIAL, 2002-03 TO 2004-05** <sup>(c)(d)</sup>



**Analysis**

- The percentage of guilty pleas before trial increased from 93.8 per cent in 2003-04 to 94.0 per cent in 2004-05. The WA Police Service achieved its 2004-05 target of >91 per cent (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of greater than 90 per cent.
- The percentage of convictions for matters listed for trial decreased from 62.5 per cent in 2003-04 to 62.0 per cent in 2004-05 (only 6.0 per cent of total matters <sup>(e)</sup> were listed for trial in 2004-05). The WA Police Service did not achieve the 2004-05 target of >63 per cent (see 2004-05 Budget Statements), but is on track to achieve the medium/long-term target of greater than 60 per cent. The reduction in percentage of convictions for matters listed for trial may be due to the impact of the following factors:
  1. Removal of the Direction Hearings process in late 2004. In previous years, this process ensured contentious issues were removed prior to hearing along with a number of concessions that facilitated an early plea of guilty. Removal of the process has contributed to a number of not guilty pleas being maintained.
  2. Introduction of new legislation. For example, the 'either way legislation' has precipitated a greater majority of serious charges into the Magistrates' Courts. As a result, the number of matters listed for trial has increased significantly. With an increased number of more serious/technical cases coming before the Magistrates' Courts, the propensity for acquittal on issues of law/technicality may increase. In consideration of the more serious nature of charges, a greater bearing will be placed upon prosecutorial/judicial decisions to either plead guilty or go to trial, having regard to certain sentencing dispositions.

# EFFECTIVENESS INDICATORS

## OUTCOME TWO

Notes:

- (a) As of 2 May 2005, new legislation created a statutorily imposed 'disclosure obligation' for all matters.
- (b) The overall conviction rate was 96.2 per cent in 2002-03 and 97.7 per cent in both 2003-04 and 2004-05.
- (c) For the purpose of this indicator, matters represent charges. This indicator includes matters that have been placed before the Children's Court and Magistrates' Courts throughout the State by the Police 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.
- (d) The percentage of guilty pleas before trial is based on the number of guilty pleas expressed as a percentage of the sum of the number of guilty pleas and matters listed for trial. The percentage of convictions for matters listed for trial is based on the number of convictions expressed as a percentage of the number of 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.
- (e) Total matters comprise the sum of guilty pleas and matters listed for trial.
- (r) Revised figure from that shown in the previous Annual Report.

Source:

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

**INDICATOR 5.3: NUMBER OF DEATHS  
IN CUSTODY FOR WHICH THE WA  
POLICE SERVICE IS CULPABLE <sup>(a)</sup>**

2000-01	2001-02	2002-03	2003-04	2004-05 <sup>(p)</sup>	2004-05 Target
Nil	Nil	Nil	Nil	Nil	Nil

**Analysis**

- During the period 2000-01 to 2004-05, there were no deaths in custody for which the WA Police Service was culpable. Subject to the completion of all coronial inquiries, the WA Police Service has achieved its 2004-05 target (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of nil deaths in custody for which the WA Police Service is culpable.

Notes:

- (a) The State Coroner is responsible for determining the culpability of the WA Police Service in the death of a person in custody.
- (p) Preliminary figure pending the completion of all coronial inquiries.

Source:

WA Police Service, Police Complaint Administration.



**INDICATOR 5.4: NUMBER OF ESCAPES FROM POLICE CUSTODY** <sup>(a)</sup>

2000-01 <sup>(b)</sup>	2001-02 <sup>(c)</sup>	2002-03 <sup>(d)</sup>	2003-04 <sup>(e)</sup>	2004-05	2004-05 Target
2	2	1	5	3	Nil

**Analysis**

- In 2004-05, three persons escaped from police lock-ups compared with five in 2003-04. One person escaped from the Onslow Lock-up and two persons escaped from the Fitzroy Crossing Lock-up. All were recaptured. The WA Police Service did not achieve the 2004-05 target of nil escapes (see 2004-05 Budget Statements), but continues to work towards improving the security of persons in police custody in order to achieve its medium/long-term target of nil escapes from police custody.
- Between 2000-01 and 2004-05, the number of persons that have escaped from police lock-ups has ranged from one in 2002-03 to five in 2003-04.
- The number of escapes from police lock-ups is relatively small given that over 40,000 persons pass through lock-ups each year.

Notes:

- (a) Comprises persons escaping from police lock-ups only. The legal status of offenders passing through police lock-ups includes: arrested; fine defaulters; persons on remand; sentenced prisoners; and persons held on warrants.
- (b) One person escaped from Fremantle Lock-up and one person escaped from Northam Lock-up. Both were recaptured.
- (c) One person escaped from Broome Lock-up and one person escaped from East Perth Lock-up. Both were recaptured.
- (d) One person escaped from Laverton Lock-up and was recaptured.
- (e) Three persons escaped from the Carnarvon Lock-up and two escaped from the Kalgoorlie Lock-up. All were recaptured.

Sources:

WA Police Service, Prison Squad.  
 Crime Research Centre, University of Western Australia, *Crime and Justice Statistics for Western Australia* - number of police lock-up receivals.

# EFFECTIVENESS INDICATORS

## OUTCOME THREE

### OUTCOME 3: LAWFUL ROAD-USER BEHAVIOUR

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

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

The two indicators of effectiveness for this outcome are road-user behaviour, and the community perception of road behaviour.

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### KEY PERFORMANCE INDICATOR 6 - ROAD-USER BEHAVIOUR

Indicator 6.1: Percentage of drivers tested for drink-driving who are found to exceed the lawful alcohol limit.

**Aim:** To target more specifically the locations where and at times when unlawful road-user behaviour is more likely.

Indicator 6.2: Percentage of vehicles monitored for speeding by speed cameras that are found to exceed the lawful speed limit.

**Aim:** To target more specifically the locations where and at times when unlawful road-user behaviour is more likely.

Indicator 6.3: Percentage of drivers who have never driven when they felt they might be over the 0.05 alcohol limit in the last six months.

**Target:** To improve or maintain the perceived level of lawful road-user behaviour.

Indicator 6.4: Percentage of drivers who have never exceeded the speed limit by 10 kph or more in the last six months.

**Target:** To improve or maintain the perceived level of lawful road-user behaviour.

Indicator 6.5: Percentage of people who have never driven without wearing a seatbelt in the last six months.

**Target:** To improve or maintain the perceived level of lawful road-user behaviour.

Indicator 6.6: Number of fatal road crashes per 100,000 registered motor vehicles where drink-driving was a major contributing factor.

**Target:** Contribute to reducing the number of fatal road crashes per 100,000 registered motor vehicles where drink-driving was a major contributing factor.

Indicator 6.7: Number of fatal road crashes per 100,000 registered motor vehicles where excessive speed was a major contributing factor.

**Target:** Contribute to reducing the number of fatal road crashes per 100,000 registered motor vehicles where excessive speed was a major contributing factor.

KPI 6 comprises several indicators of effectiveness. Indicators 6.1 and 6.2 reflect the WA Police Service's focus on enforcement as the primary strategy for influencing lawful road-user behaviour in relation to drink-driving and speeding. The aim of traffic enforcement is to both detect and deter unlawful road-user behaviour. Improving the effectiveness of traffic enforcement through, for example, intelligence-led proactive targeting of locations where and at times when there is likely to be a greater incidence of offending drivers may result in an increase in the percentage of drivers tested or monitored who are found to exceed the lawful alcohol or speed limit. However, such an increase does not necessarily mean that, overall, more people are drink-driving or speeding, but rather it indicates that the WA Police Service has been more effective in their detection of these unlawful road-user behaviours. This in turn has a significant deterrence value that influences the outcome of lawful road-user behaviour.

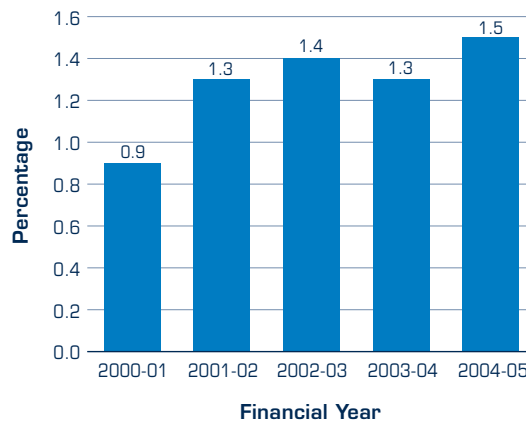
Indicators 6.3, 6.4 and 6.5 illustrate the level of lawful road-user behaviour in relation to drink-driving, excessive speed and seatbelt usage based on a driver's perception of their own behaviour in the last six months. These indicators are derived from a national survey coordinated by the Australasian Centre for Policing Research. It is important to note that road-user behaviour is not only influenced by police enforcement, but also through road safety advertising campaigns and education, commercial advertising and social factors. Consequently, the level of lawful road-user behaviour can alter over time.

Improvements in road-user behaviour can reasonably be expected to result in fewer fatal road crashes being caused through drink-driving and excessive speed. Indicators 6.6 and 6.7 show the number of fatal road crashes per 100,000 registered motor vehicles where drink-driving and excessive speed were major contributing factors.

**INDICATOR 6.1: PERCENTAGE OF DRIVERS TESTED FOR DRINK-DRIVING WHO ARE FOUND TO EXCEED THE LAWFUL ALCOHOL LIMIT, 2000-01 TO 2004-05** <sup>(a)(b)</sup>

**Analysis**

- The outcome of lawful road-user behaviour is strongly influenced by the effectiveness of police traffic enforcement activities that detect and deter *unlawful* road-user behaviour such as drink-driving. An increase in the percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit reflects more effective detection.
- Police drink-driving enforcement initiatives in the *Road Safety Strategy For Western Australia 2003-2007* produced by the Road Safety Council include: boosting the charge rate by improving strategic deployment of Random Breath Testing; fine-tuning operations to detect and deter recidivist drink-drivers (e.g. by targeting drink-driving locations); and analysing crash data to deploy resources where and when drink-driving is most common.



- The percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit increased from 1.3 per cent in the 2003-04 financial year to 1.5 per cent in the 2004-05 financial year. This increase reflects a change in enforcement focus and intelligence-led policing that targets high volume alcohol locations and times.
- The increase in the percentage of drivers found to exceed the lawful alcohol limit was achieved despite a 16.7 per cent (180,037) decrease in the number of drivers tested for drink-driving from 1,079,613 in 2003-04 to 899,576 in 2004-05.

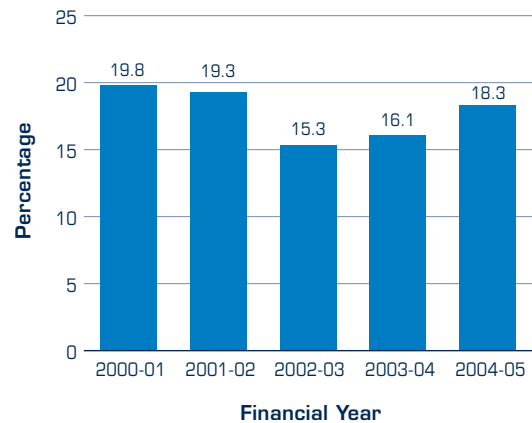
# EFFECTIVENESS INDICATORS

## OUTCOME THREE

### INDICATOR 6.2: PERCENTAGE OF VEHICLES MONITORED FOR SPEEDING BY SPEED CAMERAS THAT ARE FOUND TO EXCEED THE LAWFUL SPEED LIMIT, 2000-01 TO 2004-05 <sup>(c)(d)</sup>

#### Analysis

- The outcome of lawful road-user behaviour is strongly influenced by the effectiveness of police traffic enforcement activities that detect and deter *unlawful* road-user behaviour such as speeding. An increase in the percentage of vehicles monitored by speed cameras for speeding that were found to exceed the lawful speed limit reflects more effective detection.
- Police speed enforcement initiatives in the *Road Safety Strategy For Western Australia 2003-2007* produced by the Road Safety Council include: increase police visibility and unpredictability of enforcement; increase speed camera locations and supplement current camera use with a more unpredictable approach; determine optimal enforcement strategies for the use of speed and redlight cameras and radar/laser equipment; increase use of radar/laser equipment in rural areas; and analyse data for more strategic deployment.

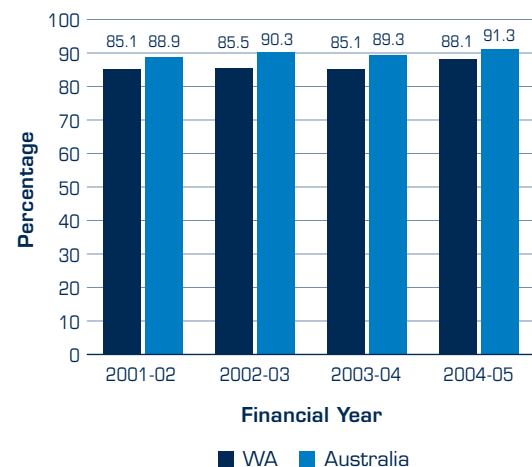


- The percentage of vehicles monitored for speeding that were found to exceed the lawful speed limit increased from 15.3 per cent in 2002-03 to 18.3 per cent in 2004-05. This increase is attributable to the placement of five additional cameras over the Christmas/ New Year period and a targeted enforcement presence at selected children's crossings.
- The increase in the percentage of vehicles found to exceed the lawful speed limit was achieved despite a 5.2 per cent (1,086,452) decrease in the number of vehicles monitored by speed cameras from 20,766,824 in 2002-03 to 19,680,372 in 2004-05.

### INDICATOR 6.3: PERCENTAGE OF DRIVERS WHO HAVE NEVER DRIVEN WHEN THEY FELT THEY MIGHT BE OVER THE 0.05 ALCOHOL LIMIT IN THE LAST SIX MONTHS, 2001-02 TO 2004-05 <sup>(e)(f)(g)</sup>

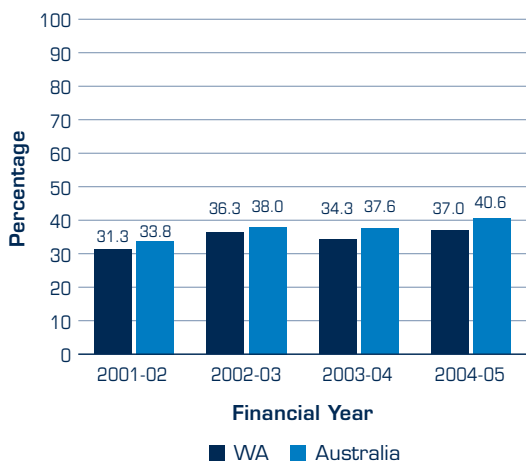
#### Analysis

- In 2004-05, 88.1 per cent of WA drivers perceived that they had never driven when they felt they might be over the 0.05 alcohol limit in the last six months. Statistically, this result is not significantly different to previous years or the national figure of 91.3 per cent.
- The WA Police Service achieved the 2004-05 target of exceeding 86 per cent (see



2004-05 Budget Statements) and is on track to achieve the medium/long-term target of improving or maintaining the perceived level of road-user behaviour.

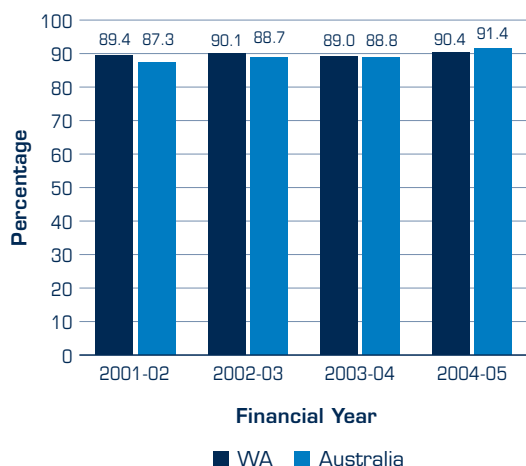
**INDICATOR 6.4: PERCENTAGE OF DRIVERS WHO HAVE NEVER EXCEEDED THE SPEED LIMIT BY 10 KPH OR MORE IN THE LAST SIX MONTHS, 2001-02 TO 2004-05** (e)(f)(g)



**Analysis**

- In 2004-05, 37.0 per cent of WA drivers perceived that they had never exceeded the speed limit by 10 kph or more in the previous six months. Statistically, this result is not significantly different to previous years or the national figure of 40.6 per cent.
- The WA Police Service achieved the 2004-05 target of exceeding 36 per cent (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of improving or maintaining the perceived level of road-user behaviour.

**INDICATOR 6.5: PERCENTAGE OF PEOPLE WHO HAVE NEVER DRIVEN WITHOUT WEARING A SEATBELT IN THE LAST SIX MONTHS, 2001-02 TO 2004-05** (e)(f)(g)



**Analysis**

- In 2004-05, 90.4 per cent of WA drivers perceived that they had not driven without wearing a seatbelt in the last six months. Statistically, this result is not significantly different to previous years or the national figure of 91.4 per cent.
- The WA Police Service achieved the 2004-05 target of exceeding 90 per cent (see 2004-05 Budget Statements) and is on track to achieve the medium/long-term target of maintaining or improving the perceived level of road-user behaviour.

**Notes:**

- Achieved through the use of strategies that focus (Random Breath Test) RBT and (Mobile Breath Test) MBT enforcement activities at high alcohol consumption times and locations.
- Based on the number of evidentiary charges expressed as a percentage of the total number of preliminary breath tests. The number of preliminary breath tests and evidentiary charges are derived from the Daily Traffic Returns. These statistics therefore reflect the returns that have been submitted and the accuracy of the data in those returns.
- The lawful speed limit is defined as the posted speed limit shown on road signage.



# EFFECTIVENESS INDICATORS

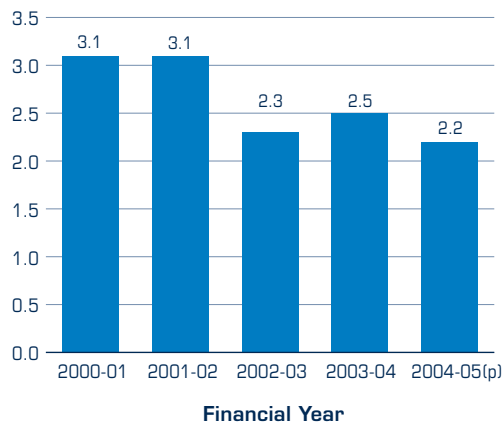
## OUTCOME THREE

- (d) Achieved through the targeted use of speed measuring equipment, both camera and officer operated, in known black-spot areas, areas of complaint or those identified as having low-speed limit compliance.
- (e) Data are based on an ongoing survey of people aged 15 years and over. The survey is coordinated by the Australasian Centre for Policing Research (ACPR) and commenced in July 2001. Nationally, about 23,000 people are surveyed over a twelve-month period with about 1,800 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.
- (f) The wording of the questions in the survey changed from '12 months' to 'six months' in July 2004, which may affect data comparability with previous periods.
- (g) 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 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 sample estimates reported in the indicators is lower than 5.6 per cent.

**Sources:**

WA Police Service, Traffic Enforcement and Crash Executive Information System (TEACEIS). Data extracted on 12 July 2005.  
 National Survey of Community Satisfaction with Policing coordinated by the Australasian Centre for Policing Research (unpublished data).

**INDICATOR 6.6: NUMBER OF FATAL ROAD CRASHES PER 100,000 REGISTERED MOTOR VEHICLES WHERE DRINK-DRIVING WAS A MAJOR CONTRIBUTING FACTOR** (a)(b)(c)



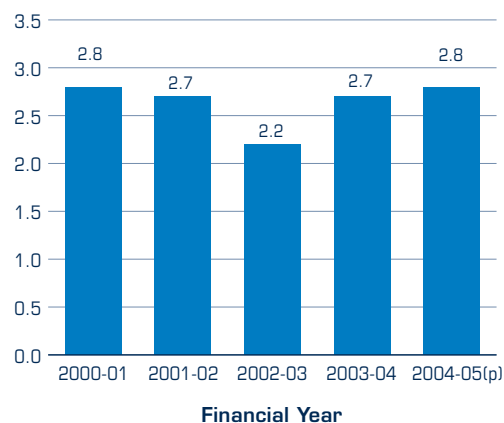
**Analysis**

- The number of fatal crashes per 100,000 registered motor vehicles where drink-driving was a major contributing factor, decreased by 12.0 per cent from 2.5 in 2003-04 to an estimated 2.2 in 2004-05. This was the lowest rate for at least five years and 29.0 per cent lower than the rate of 3.1 in 2000-01 and 2001-02.
- Despite this improvement in performance, the WA Police Service did not achieve the ambitious 2004-05 target of <1.5 fatal crashes per 100,000 registered motor vehicles where drink-driving was a major contributing factor (see 2004-05 Budget Statements). However, it has achieved the medium/long-term target of contributing to the reduction in the number of fatal road crashes per 100,000 registered motor vehicles where drink-driving was a major contributing factor.
- In 2005-06, the WA Police Service will no longer report against this indicator as the Office of Road Safety that is the lead agency for road safety is reporting against the indicator 'Deaths from road crashes per 100,000 estimated population'.

**INDICATOR 6.7: NUMBER OF FATAL ROAD CRASHES PER 100,000 REGISTERED MOTOR VEHICLES WHERE EXCESSIVE SPEED WAS A MAJOR CONTRIBUTING FACTOR <sup>(a)(b)(c)</sup>**

**Analysis**

- In 2004-05, the estimated number of fatal crashes per 100,000 registered motor vehicles where excessive speed was a major contributing factor was 2.8. Based on this estimate, the WA Police Service achieved the 2004-05 target of <3.2 (see 2004-05 Budget Statements).
- The rates have remained relatively stable between 2001-02 and 2004-05 at 2.7 to 2.8 with the exception of the significant decrease in 2002-03 (2.2). This should be considered in assessing the extent to which the medium/long-term target of contributing to the reduction in the number of fatal road crashes per 100,000 registered motor vehicles where excessive speed was a major contributing factor, was achieved.



- In 2005-06, the WA Police Service will no longer report against this indicator as the Office of Road Safety that is the lead agency for road safety is reporting against the indicator 'Deaths from road crashes per 100,000 estimated population'.

Notes:

- (a) 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.
- (b) Registered motor vehicles excluding caravans, trailers and plant and equipment.
- (c) 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.
- (d) 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.
- (p) Preliminary figure: the 2004-05 rate is an estimate based on 2004 calendar year data (January–December) pending the completion of all coronial inquiries into fatal crashes for 2004-05 and is therefore subject to revision.

Sources:

WA Police Service, Traffic Enforcement and Crash Executive Information System (TEACEIS).  
Department for Planning and Infrastructure vehicle registration data as at 31 December 2000, 2001, 2002, 2003 and 2004.

# EFFECTIVENESS INDICATORS

## OUTCOME THREE

### KEY PERFORMANCE INDICATOR 7 - COMMUNITY PERCEPTION OF ROAD BEHAVIOUR

Indicator 7.1: Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood.

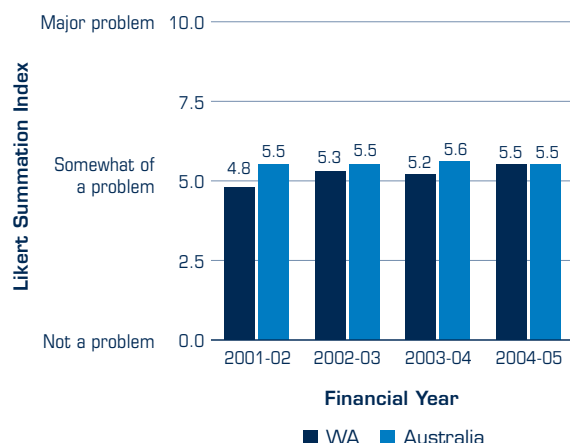
**Target: To lower or maintain the perception that speeding cars, dangerous or noisy driving is a problem.**

Unlike indicators 6.3, 6.4 and 6.5 that are based on the driver's own perceived level of lawful road-user behaviour, indicator 7.1 reflects the broader community's perception of the incidence of adverse road-user behaviours in their own neighbourhood. The extent to which speeding cars, dangerous or noisy driving is perceived as a problem can be influenced by the police and therefore it is considered a relevant effectiveness indicator for Outcome 3 - Lawful road-user behaviour. The data for this indicator is also obtained from the national survey coordinated by the Australasian Centre for Policing Research.

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 indicator.
- A response frequency basis - expressed as the proportion (percentage) of responses by category, for example, the proportion of the community who thought speeding cars, dangerous or noisy driving was a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

#### INDICATOR 7.1: EXTENT TO WHICH THE COMMUNITY THOUGHT SPEEDING CARS, DANGEROUS OR NOISY DRIVING WAS A PROBLEM IN THEIR OWN NEIGHBOURHOOD, 2001-02 TO 2004-05 <sup>(a)(b)(c)(d)</sup>



#### Analysis

- In 2004-05, the extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood increased significantly in WA, but decreased significantly for Australia. However, the WA result of 5.5 for 2004-05 was the same as Australia.
- The WA Police Service did not achieve the 2004-05 target of <5.3 (see 2004-05 Budget Statements), but is working towards achieving the medium/long-term target of lowering or maintaining the perception that speeding cars, dangerous or noisy driving is a problem.
- In 2004-05, 77.2 per cent of the WA community thought speeding cars, dangerous or noisy driving was either a 'major problem' or 'somewhat of a problem' in their neighbourhood.

Notes:

- (a) Data are based on an ongoing survey of people aged 15 years and over. The survey is coordinated by the Australasian Centre for Policing Research and commenced in July 2001. Nationally about 23,000 people are surveyed over a twelve-month period with about 1,800 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 estimates with 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 sample estimates used in compiling the chart for Indicator 7.1 is lower than 2.3 per cent.
- (c) This indicator uses as a unit of measurement the Likert Summation Index. This 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 using a Likert scale into an interval scale, and then derives a measure of centrality.
- The Likert scale is converted into an interval scale by assigning equal-distant 'scores' to each category in the scale. For example, where the indicator relates to problems in the neighbourhood, the three response categories are assigned scores as follows:
- 'major problem' (10);
  - 'somewhat of a problem' (5); and
  - 'not a problem' (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.
- (d) The term 'neighbourhood' replaced the term 'local area' in July 2004 which may have affected data comparability with previous periods.

Source:

*National Survey of Community Satisfaction with Policing* coordinated by the Australasian Centre for Policing Research (unpublished data).



# EFFICIENCY INDICATORS

Key efficiency indicators demonstrate the efficiency with which the WA Police Service allocates its resources to the appropriate services to create a safer and more secure community. Efficiency can be measured in terms of both cost and timeliness. The following tables show the cost and timeliness efficiency indicators and the service(s) to which they apply together with the comparative performance for the 2003-04 and 2004-05 financial years and the targets for 2005-06.

**TABLE 1: KEY EFFICIENCY INDICATORS - COST AND TIMELINESS OF POLICE SERVICES**

Efficiency Indicators		OUTCOMES / SERVICES											
		Lawful behaviour and community safety				Offenders apprehended and dealt with in accordance with the law				Lawful road-user behaviour		TOTALS	
		1. Services to maintain lawful behaviour and prevent crime		2. Emergency management and coordination		3. Response to and investigation of offences		4. Services to the judicial process		5. Traffic law enforcement and management			
Cost	2003-04	2004-05	2003-04	2004-05	2003-04	2004-05	2003-04	2004-05	2003-04	2004-05	2003-04	2004-05	
Cost of service (\$million)	221.003	247.683	10.055	11.282	199.384	227.116	60.556	60.018	103.198	106.440	<b>594.196</b>	<b>652.539</b>	
Average cost (\$) per hour for providing services <sup>(a)(b)</sup>	72	77	81	88	72	76	74	81	66	71	<b>71</b>	<b>76</b>	
Average cost (\$) per person per service <sup>(c)</sup>	112	124	5	6	101	114	31	30	52	53	<b>302</b>	<b>327</b>	
Average cost (\$) per response/investigation <sup>(d)</sup>					na	1,061							
Average cost (\$) per guilty plea <sup>(e)</sup>							na	38					
Average cost (\$) per Non-guilty plea <sup>(e)</sup>							na	307					
Timeliness													
General calls for police assistance (not including '000' calls) answered within 20 seconds <sup>(f)(g)</sup>	78%	79%											
Emergency calls (000) for police assistance answered within 20 seconds <sup>(h)</sup>					83%	78%							
Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene <sup>(i)(j)(k)(l)(m)(n)(o)</sup>													
Priority 1 – 2 calls					9 mins	8 mins							
Priority 3 calls					20 mins	20 mins							



**TABLE 2: KEY EFFICIENCY INDICATORS -  
COST AND TIMELINESS TARGETS FOR 2005-06**

**OUTCOMES / SERVICES**

Efficiency Indicators	Lawful behaviour and community safety		Offenders apprehended and dealt with in accordance with the law		Lawful road-user behaviour
	1. Services to maintain lawful behaviour and prevent crime	2. Emergency management and coordination	3. Response to and investigation of offences	4. Services to the judicial process	5. Traffic law enforcement and management
Cost	2005-06 Target	2005-06 Target	2005-06 Target	2005-06 Target	2005-06 Target
Cost of service (\$million)	263.877	14.442	242.948	70.800	111.412
Average cost (\$) per hour for providing services <sup>(p)(q)</sup>	82	92	na	86	75
Average cost (\$) per person per service <sup>(r)</sup>	130	7	120	35	55
Average cost (\$) per response/investigation <sup>(d)</sup>			1,148		
Average cost (\$) per guilty plea <sup>(e)</sup>				45	
Average cost (\$) per Non-guilty plea <sup>(e)</sup>				361	
Timeliness					
General calls for police assistance (not including '000' calls) answered within 20 seconds <sup>(f)(g)</sup>	80%				
Emergency calls (000) for police assistance answered within 20 seconds <sup>(h)</sup>			90%		
Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene <sup>(i)(j)(k)(l)(m)(n)(o)</sup>					
Priority 1 – 2 calls			9 mins		
Priority 3 calls			20 mins		

# EFFICIENCY INDICATORS

## Analysis

### Cost Efficiency Indicators

- Services to maintain lawful behaviour and prevent crime represented the largest resource commitment in both 2003-04 and 2004-05. This service represented approximately 38 per cent of police resources in 2004-05. 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 (35 per cent) and Traffic law enforcement and management (16 per cent) were also major commitments and reflect priorities directed towards safety and security issues.

In 2004-05:

- The average cost per hour of police services increased for all services. With the exception of Services to the judicial process, this increase reflects a moderate increase in appropriation. The average cost per hour of Services to the judicial process increased due to a decrease in the number of hours allocated to this service.
- The average cost per person increased for all services with the exception of Services to the judicial process.
- The average cost per response/investigation was \$1,061. This result can not be compared with the inaugural 2004-05 target of \$589 (see 2004-05 Budget Statements) as it was understated due to incorrect calculation/data. There were no previous targets against which to assess appropriateness of the target for 2004-05.

- The average cost per guilty plea was \$38 while the average cost per non-guilty plea was \$307. These results can not be compared with the inaugural 2004-05 targets of \$26 and \$207, respectively (see 2004-05 Budget Statements), as these targets were understated due to lower than appropriate moneys being allocated to 'prosecution' activities used in the calculation. There were no previous targets against which to assess appropriateness of the targets for 2004-05.

### Timeliness Efficiency Indicators

In 2004-05:

- The percentage of general calls for police assistance answered within 20 seconds was 79 per cent. The WA Police Service did not achieve its ambitious 2004-05 target of 90 per cent (see 2004-05 Budget Statements). A more realistic target of 80 per cent has been set for 2005-06.
- The percentage of emergency calls (000) for police assistance answered within 20 seconds was 78 per cent. The WA Police Service did not achieve its ambitious 2004-05 target of 93 per cent (see 2004-05 Budget Statements). A more realistic target of 90 per cent has been set for 2005-06.
- The average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene for priority 1-2 calls was 8 minutes and 20 minutes for priority 3 calls. The WA Police Service achieved its 2004-05 targets of 9 minutes for priority 1-2 calls and 20 minutes for priority 3 calls.

Notes:

- (a) Calculated by dividing Actual Total Cost for each Service by the actual operational hours for each Service.
- (b) Allocation of cost and hours based on WA Police Service Activity Surveys for the period.
- (c) Calculated by dividing Actual Total Cost for each Service by the Estimated Resident Population for Western Australia as at December 2003 and December 2004, respectively.
- (d) The number of responses/investigations is based on the total number of selected reported offences excluding receiving/illegal use, fraud and graffiti offences.
- (e) For the purpose of this indicator, matters represent charges. This indicator includes matters that have been placed before the Children's Court and Magistrates' Courts throughout the State by the WA Police Service. The data 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.
- (f) General calls to the Police Assistance Centre (131444) not including emergency '000' calls or calls from security firms, education security, St John Ambulance, Fire & Emergency Services, Cab Alert and Western Power.
- (g) On 2 May 2005 the WA Police Service introduced 131444 as the general telephone number for the Police Assistance Centre. The catchment area for 131444 includes the general telephone calls previously made to 92221111 and the majority of calls previously directed to Police sub districts. Prior to 2 May 2005, telephone calls directed to Police sub districts were not counted in this Key Efficiency Indicator as there was no record of the volume of calls, or the time taken to answer these calls.
- (h) Emergency calls to the Police Operations Centre ('000') not including general (131444) calls or calls from security firms, education security, St John Ambulance, Fire & Emergency Services, Cab Alert, and Western Power.
- (i) On 28 April 2004, the Police Operations Centre commenced using the new Computer Aided Dispatch (CAD) system. This system replaced the Computer Dispatch System (CDS) for creating and managing tasks for police attendance within the metropolitan area.
- (j) EXCEPTIONS  
In order to provide an accurate indication of response times, the following types of incidents have been excluded from calculations as they do not contribute to measuring service delivery or have the potential to skew results:
- **Scheduled Events** - are incidents created for attendance at a later time (e.g. Royal Flying Doctor escorts).
  - **Pursuits** - are deemed 'arrived' at the time of initiating the CAD incident.
  - **Change of Incident Response Priority** - incidents are subject to a priority upgrade (e.g. priority 4 to priority 2), the applicable response target time becomes that of the new priority group, however the Target response time for that Priority may already have expired.
  - **Incidents with no recorded 'At Scene' time** - due to a number of circumstances these do not have an 'At Scene' time recorded.
- (k) Priority 1 tasks cover offences such as: an armed hold-up in progress; armed offender incident in progress; and other life threatening incidents. Priority 2 tasks cover incidents where life or property is, or may be, in a state of threat or imminent danger. Due to the extremely small number of Priority 1 incidents (which are statistically insignificant), these are included with Priority 2 incidents to calculate a combined response time.
- (l) Priority 3 tasks cover incidents requiring immediate attention, but are not life threatening at that time. Priority 3 incidents may involve the welfare of a person, the possible apprehension of offenders or the preservation of evidence. This requires the dispatch of the first available local/district or other resource.
- (m) The response time has been formulated from the time the incident was initiated in the CAD system to arrival of the first resource at the scene. The response times of other resources that may also attend the same incident are excluded.
- (n) The paramount considerations in responding to all incidents are the safety of the community and police officers, and the quality of the response. Response times are therefore considered to be indicative and only one aspect of police performance when responding to incidents.
- (o) Population growth and the development of new housing estates in the metropolitan area have a significant impact on existing Policing Districts. Several of the metropolitan Districts have Police sub districts that lay on the periphery of the metropolitan area. Whilst patrolling of these outlying sub districts is contained within a District's service delivery model it is not necessarily true that an operational unit will be in the area when a high priority task arises. It is reasonable to assume that responding to Priority 1, 2 or 3 tasks in these marginal metropolitan areas may experience delays beyond the target response times.
- (p) Calculated by dividing the 2005-06 Budget Total Cost for each Service by the 2005-06 Budget operational hours for each Service.
- (q) Allocation of cost and hours estimated using WA Police Service Activity Surveys.
- (r) Calculated by dividing 2005-06 Budget Total Cost for each Service by the Series B Projected Estimated Resident Population for Western Australia as at June 2006. Series B Projected Estimated Resident Population assumes medium levels of fertility, life expectancy, overseas migration and interstate migration flows.
- na Denotes not applicable

Sources:

Total cost of Service from *Schedule of Expenses and Revenues by Service* for the years ending 30 June 2004 and 30 June 2005, respectively.

Operating hours are obtained from the Resource Management Information System and are distributed according to percentages from WA Police Service Activity Surveys.

Australian Bureau of Statistics, *Australian Demographic Statistics, December Quarter 2004* (ABS Cat. No. 3101.0).

WA Police Service, Communications Division, Computer Aided Dispatch System.

# STATISTICAL APPENDIX

RESOURCE PROFILE (as at 30 June 2005)

	Personnel <sup>(a)</sup>		Expenditure <sup>(b)(c)(d)</sup>		
	Police Officers	Police Staff	Operating <sup>(e)</sup> \$'000	Capital <sup>(f)(g)(h)(i)</sup> \$'000	Total \$'000
North Metropolitan Region	999	92	85,002	5,495	90,497
South Metropolitan Region	1,054	105	87,352	5,626	92,978
Regional Western Australia	1,381	144	159,477	19,772	179,249
Specialist Crime	465	103	49,804	2,571	52,375
Traffic and Operations Support	493	323	73,843	4,287	78,130
Counter Terrorism and State Protection	108	9	11,055	1,482	12,537
Corruption Prevention and Investigation	63	30	7,913	507	8,420
Metropolitan Regional Coordinator	171	4	14,125	771	14,896
Other	55	17	2,463	9	2,472
<b>Support Services</b>					
Administration	35	54	5,314	280	5,594
Asset Management	0	27	31,540	188	31,728
Financial Management	0	38	2,557	113	2,670
Human Resources	14	103	16,856	356	17,212
Professional Development	25	14	938	116	1,054
– Academy	80	30	21,714	327	22,041
– Recruits	150	-	-	-	-
Corporate Programs and Development	48	201	71,428	1,476	72,904
Strategic Policy	47	54	9,933	313	10,246
Performance Management	3	17	1,225	59	1,284
Wages staff	-	114	-	-	-
<b>TOTALS</b>	<b>5,191</b>	<b>1,479</b>	<b>652,539</b>	<b>43,748</b>	<b>696,287</b>
Crossing Guards employed by the WA Police Service	-	533			

Notes:

- (a) Personnel figures are based on a headcount, which includes employees on leave without pay as at 30 June 2005 (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 net cost of services. This is net of operating revenue.
- (f) Capital expenditure relating to the Operational Support Facility has been apportioned across all portfolios according to total Police Officer FTE numbers, excluding recruits.
- (g) Capital expenditure relating to Information Technology projects such as DCAT and CADCOM has been apportioned across all portfolios according to total Police Officer and Police Staff FTE numbers, excluding recruits, wages and crossing guards.
- (h) Corporate capital expenditure has been apportioned across all portfolios according to total Police Officer and Police Staff FTE numbers, excluding recruits, wages and crossing guards.
- (i) Capital expenditure has been adjusted for items that have been expensed to and items capitalised from operating funding.

Sources:

- WA Police Service, Resource Management Information System (RMIS).
- WA Police Service, Finance Directorate.

# STATISTICAL APPENDIX

## HUMAN RESOURCES INFORMATION

### AUTHORISED STRENGTH <sup>(a)</sup>

As at 30 June	2001	2002	2003	2004	2005
Senior Police	8	8	7	8	11
Police Officers	4,698	4,798	4,813	4,873	4,948
Aboriginal Police Liaison Officers	104	114	124	134	144
Special Constables	1	1	1	na	na
<b>Total Police Officers</b>	<b>4,811</b>	<b>4,921</b>	<b>4,945</b>	<b>5,015</b>	<b>5,103</b>
Police Staff	1,105	1,045	1,042	1,063	1,276
<b>TOTALS</b>	<b>5,916</b>	<b>5,966</b>	<b>5,987</b>	<b>6,078</b>	<b>6,379</b>

### ADDITIONAL 250 POLICE OFFICERS AND 40 ABORIGINAL POLICE LIAISON OFFICERS <sup>(b)</sup>

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

	31 January 2001	30 June 2001 <sup>(c)</sup>	30 June 2002	30 June 2003	30 June 2004	30 June 2005	Variance between 31 January 2001 and 30 June 2005
<b>Police Officers</b>							
Authorised Strength (FTE)	4,698	4,698	4,798	4,813	4,873	4,948	250
Actual (FTE) includes LWOP	4,715	4,811	4,792	4,845	4,905	4,969	254
Government 250 Program	-	50	50	15	60	75	-
<b>Aboriginal Police Liaison Officers</b>							
Authorised Strength (FTE)	104	104	114	124	134	144	40
Actual (FTE) includes LWOP	100	99	109	121	128	131	31
Government 40 Program	-	-	10	10	10	10	-

### POLICE OFFICERS BY RANK <sup>(c)</sup>

As at 30 June	2001 <sup>(d)</sup>	2002	2003	2004	2005
Senior Executive	8	8	7	6	11
Commissioned Officers	143	140	137	145	161
Sergeants	1,005	991	991	1,021	1,021
Senior Constables	1,633	1,647	1,702	1,828	1,992
Constables	1,919	1,948	1,921	1,854	1,726
Recruits in Training	184	111	182	153	149
Aboriginal Police Liaison Officers	100	109	122	125	131
Special Constables	1	1	1	na	na
<b>TOTALS</b>	<b>4,993</b>	<b>4,955</b>	<b>5,063</b>	<b>5,132</b>	<b>5,191</b>



# STATISTICAL APPENDIX

## HUMAN RESOURCES INFORMATION

### GENDER PROFILE OF POLICE OFFICERS <sup>(c)</sup>

As at 30 June	2001 <sup>(d)</sup>	2002	2003	2004	2005
<b>Senior Executive</b>					
Male	8	8	7	6	10
Female	0	0	0	0	1
<b>TOTALS</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>6</b>	<b>11</b>
<b>Police Officers</b>					
Male	4,244	4,168	4,199	4,214	4,176
Female	640	669	734	787	873
<b>TOTALS</b>	<b>4,884</b>	<b>4,837</b>	<b>4,933</b>	<b>5,001</b>	<b>5,049</b>
<b>Aboriginal Police Liaison Officers</b>					
Male	83	83	89	89	92
Female	17	26	33	36	39
<b>TOTALS</b>	<b>100</b>	<b>109</b>	<b>122</b>	<b>125</b>	<b>131</b>
<b>Special Constables</b>					
Male	1	1	1	na	na
Female	0	0	0	na	na
<b>TOTALS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>na</b>	<b>na</b>
<b>Total Males</b>	<b>4,336</b>	<b>4,260</b>	<b>4,296</b>	<b>4,309</b>	<b>4,278</b>
<b>Total Females</b>	<b>657</b>	<b>695</b>	<b>767</b>	<b>823</b>	<b>913</b>
<b>TOTALS</b>	<b>4,993</b>	<b>4,955</b>	<b>5,063</b>	<b>5,132</b>	<b>5,191</b>

### SICK-LEAVE (POLICE OFFICER) <sup>(e)</sup>

Financial Year	2000-01	2001-02	2002-03	2003-04	2004-05 <sup>(f)</sup>
Total number of sick days involved	31,162	34,610	43,089	44,288	51,033
Average number of days sick leave across the agency per FTE	6.4	7.1	8.9	9.0	10.1
Estimated \$ cost in lost productivity	6,350,372	6,559,610	8,527,531	9,186,652	10,992,492

## HUMAN RESOURCES INFORMATION

### PROFILE OF POLICE STAFF BY GENDER AND CLASSIFICATION <sup>(c)</sup>

Level	As at 30 June 2003			As at 30 June 2004			As at 30 June 2005		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Group 2	0	0	0	0	0	0	0	1	1
Level 9	3	0	3	3	0	3	5	0	5
Level 8	4	2	6	8	2	10	9	2	11
Level 7	16	3	19	15	3	18	16	6	22
Level 6/7	2	1	3	0	1	1	0	0	0
Level 6	34	17	51	39	18	57	42	15	57
Level 5	42	24	66	39	24	63	41	34	75
Level 4	60	50	110	57	69	126	76	73	149
Level 3 (includes Band Officers)	49	45	94	44	46	90	41	61	102
Level 2/4	1	3	4	0	2	2	0	2	2
Level 2/3	0	0	0	0	0	0	0	1	1
Level 2	103	152	255	105	153	258	151	294	445
Level 1	176	388	564	198	397	595	183	311	494
Other	1	0	1	1	0	1	1	0	1
Wages	8	100	108	9	96	105	15	99	114
<b>TOTALS</b>	<b>499</b>	<b>785</b>	<b>1,284</b>	<b>518</b>	<b>811</b>	<b>1,329</b>	<b>580</b>	<b>899</b>	<b>1,479</b>
Crossing Guards employed by the WA Police Service			522			530			533

### SICK-LEAVE (POLICE STAFF) <sup>(e)(g)</sup>

Financial Year	2002-03	2003-04	2004-05
Total number of sick days involved	8,422	9,884	11,143
Average number of days sick leave across the agency per FTE	8.2	9.4	9.0
<b>Estimated \$ cost in lost productivity</b>	<b>1,269,899</b>	<b>1,599,257</b>	<b>1,827,745</b>

#### Notes:

- (a) Statistics based on full-time equivalent (FTE) employees. Police Staff includes Public Servants and Wages employees but does not include Crossing Guards.
- (b) An additional 250 Police Officers and 40 Aboriginal Police Liaison Officers were recruited over the 1<sup>st</sup> term of the Government. The table shows the progress of the recruitment of these resources that were 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 Police Officers increased above authorised strength to allow for the move of the Police Academy to Joondalup.
- (e) Statistics based on full-time equivalent (FTE) employees.
- (f) In 2004-05, the increase in Police Officer sick leave is in part due to Police Officers recording partial day sick leave and the balance of time off when undertaking a graduated return to work.
- (g) Does not include Crossing Guards.
- na not applicable. As from 30 June 2004, no Special Constables were employed by WA Police Service.

#### Source:

WA Police Service, Resource Management Information System (RMIS).

# STATISTICAL APPENDIX

## CRIME INFORMATION

### NUMBER OF OFFENCES REPORTED AND CLEARED AND CLEARANCE RATE <sup>(a)(b)(c)(d)(e)(f)(g)(h)(i)(j)(k)(l)(m)</sup>

Offences against the person	Financial year	2000-01	2001-02	2002-03	2003-04	2004-05
Homicide <sup>(n)</sup>	Reported	76	84	81	108	107
	Cleared	81	78	70	106	131
	Clearance rate (%)	106.6	92.9	86.4	98.1	122.4
Sexual assault <sup>(o)</sup>	Reported	3,153	2,690	2,679	2,587	2,527
	Cleared	2,812	2,656	2,687	2,309	2,708
	Clearance rate (%)	89.2	98.7	100.3	89.3	107.2
Assault <sup>(p)</sup>	Reported	15,188	15,519	15,688	16,988	20,917
	Cleared	13,083	13,533	13,233	13,731	17,817
	Clearance rate (%)	86.1	87.2	84.4	80.8	85.2
Threatening behaviour	Reported	2,853	2,620	2,565	2,313	4,156
	Cleared	2,327	2,168	2,056	1,875	3,412
	Clearance rate (%)	81.6	82.7	80.2	81.1	82.1
Deprivation of liberty	Reported	368	315	355	357	470
	Cleared	312	250	264	294	402
	Clearance rate (%)	84.8	79.4	74.4	82.4	85.5
Aggravated robbery	Reported	1,027	861	1,012	1,301	1,186
	Cleared	511	426	496	553	637
	Clearance rate (%)	49.8	49.5	49.0	42.5	53.7
Non-aggravated robbery	Reported	1,131	1,069	1,164	825	644
	Cleared	503	469	510	375	338
	Clearance rate (%)	44.5	43.9	43.8	45.5	52.5
<b>Total offences against the person</b>	<b>Reported</b>	<b>23,796</b>	<b>23,158</b>	<b>23,544</b>	<b>24,479</b>	<b>30,007</b>
	<b>Cleared</b>	<b>19,629</b>	<b>19,580</b>	<b>19,316</b>	<b>19,243</b>	<b>25,445</b>
	<b>Clearance rate (%)</b>	<b>82.5</b>	<b>84.5</b>	<b>82.0</b>	<b>78.6</b>	<b>84.8</b>

## CRIME INFORMATION

### NUMBER OF OFFENCES REPORTED AND CLEARED AND CLEARANCE RATE (a)(b)(c)(d)(e)(f)(g)(h)(i)(j)(k)(l)(m)

Offences against property	Financial year	2000-01	2001-02	2002-03	2003-04	2004-05
Burglary (dwelling)	Reported	40,721	39,913	40,639	33,917	26,813
	Cleared	5,324	5,870	5,612	5,425	4,526
	Clearance rate (%)	13.1	14.7	13.8	16.0	16.9
Burglary (non-dwelling)	Reported	21,228	21,269	20,138	17,807	13,973
	Cleared	2,765	3,163	2,859	2,844	2,533
	Clearance rate (%)	13.0	14.9	14.2	16.0	18.1
Steal motor vehicle <sup>(n)</sup>	Reported	12,350	12,701	11,101	9,281	7,468
	Cleared	2,644	3,120	2,774	2,470	2,194
	Clearance rate (%)	21.4	24.6	25.0	26.6	29.4
Theft	Reported	90,532	95,361	96,514	86,653	77,524
	Cleared	19,270	19,599	19,023	16,600	15,556
	Clearance rate (%)	21.3	20.6	19.7	19.2	20.1
Receiving/illegal use	Reported	694	639	570	831	1,014
	Cleared	696	682	549	840	1,098
	Clearance rate (%)	100.3	106.7	96.3	101.1	108.3
Fraud	Reported	8,294	7,723	7,008	5,774	6,949
	Cleared	6,577	6,569	6,078	4,940	5,434
	Clearance rate (%)	79.3	85.1	86.7	85.6	78.2
Arson	Reported	1,065	1,279	1,181	1,111	1,083
	Cleared	276	333	359	269	327
	Clearance rate (%)	25.9	26.0	30.4	24.2	30.2
Graffiti	Reported	14,747	14,024	9,416	10,436	9,413
	Cleared	1,090	1,248	544	717	835
	Clearance rate (%)	7.4	8.9	5.8	6.9	8.9
Property damage	Reported	34,801	36,645	39,906	38,899	38,024
	Cleared	7,317	8,020	7,831	7,840	8,417
	Clearance rate (%)	21.0	21.9	19.6	20.2	22.1
<b>Total offences against property</b>	<b>Reported</b>	<b>224,432</b>	<b>229,554</b>	<b>226,473</b>	<b>204,709</b>	<b>182,261</b>
	<b>Cleared</b>	<b>45,959</b>	<b>48,604</b>	<b>45,629</b>	<b>41,945</b>	<b>40,920</b>
	<b>Clearance rate (%)</b>	<b>20.5</b>	<b>21.2</b>	<b>20.1</b>	<b>20.5</b>	<b>22.5</b>

# STATISTICAL APPENDIX

## CRIME INFORMATION

Other selected offences	Financial year	2000-01	2001-02	2002-03	2003-04	2004-05
Breach of restraint	Reported	2,720	2,916	2,918	3,110	4,397
	Cleared	2,550	2,798	2,718	2,757	4,076
	Clearance rate (%)	93.8	96.0	93.1	88.6	92.7
Drugs (trafficking) <sup>(c)</sup>	Reported	1,782	1,871	1,842	2,190	2,436
	Cleared	1,638	1,731	1,693	1,923	2,263
	Clearance rate (%)	91.9	92.5	91.9	87.8	92.9
Drugs (possession) <sup>(e)</sup>	Reported	13,878	13,572	12,463	11,129	12,286
	Cleared	12,427	12,119	11,159	9,876	11,661
	Clearance rate (%)	89.5	89.3	89.5	88.7	94.9
<b>Total other selected offences</b>	<b>Reported</b>	<b>18,380</b>	<b>18,359</b>	<b>17,223</b>	<b>16,429</b>	<b>19,119</b>
	<b>Cleared</b>	<b>16,615</b>	<b>16,648</b>	<b>15,570</b>	<b>14,556</b>	<b>18,000</b>
	<b>Clearance rate (%)</b>	<b>90.4</b>	<b>90.7</b>	<b>90.4</b>	<b>88.6</b>	<b>94.1</b>
<b>TOTAL SELECTED OFFENCES</b>	<b>Reported</b>	<b>266,608</b>	<b>271,071</b>	<b>267,240</b>	<b>245,617</b>	<b>231,387</b>
	<b>Cleared</b>	<b>82,203</b>	<b>84,832</b>	<b>80,515</b>	<b>75,744</b>	<b>84,365</b>
	<b>Clearance rate (%)</b>	<b>30.8</b>	<b>31.3</b>	<b>30.1</b>	<b>30.8</b>	<b>36.5</b>

Notes:

- (a) The statistics are provisional and subject to revision.
- (b) The number of reported offences is not within the direct control of the police.
- (c) Selected offences reported to or becoming known to police, and resulting in the submission of an offence/incident report in 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 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:
- 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 impacted on 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 IMS 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 IMS have had an impact on some data.

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 number of reported 'Offences Against the Person' has increased in 2004-05 due to significant increases in reported 'assault' and 'threatening behaviour' offences. These increases do not reflect an actual increase in crime trends, but are due to the following reporting and recording factors:
- The increase in 'assault' offences is attributable to improved recording capabilities of the IMS in relation to domestic assaults and enhancements to family and domestic violence legislation and ongoing Government and police strategies to encourage the reporting of offences.
  - 'Threatening behaviour' offences have increased due to improvements to the IMS in 2004-05 that now enable the recording of all 'threatening behaviour' offences in the Police Act and the Criminal Code.
- (h) The 2004-05 increase in the number of 'fraud' offences is due to an enhancement to the IMS in February 2005 that enables multiple offences of the same type on the same incident report to be more easily recorded for reporting purposes.
- (i) The increase in the number of 'breach of restraint' offences in 2004-05 may reflect enhancements to family and domestic violence legislation in December 2004 that included provision for police-initiated Violence Restraining Orders and ongoing Government and police strategies relating to an increased focus on reporting these types of offences.
- (j) 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.
- (k) 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. These 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.
- (l) The number of offences cleared (clearances) for a period (e.g. financial year) comprises all offences for which the 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.
- (m) 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.
- (n) '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'.
- (o) 'Sexual assault' includes: aggravated sexual assault and non-aggravated sexual assault.
- (p) 'Assault' includes: aggravated assault and non-aggravated assault.
- (q) '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) The unlawful sale, supply, cultivation or manufacture of a prohibited drug or plant.
- (s) The unlawful possession or use of a prohibited drug or plant, or the unlawful possession of a smoking implement.

Source:

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

# STATISTICAL APPENDIX

## ROAD SAFETY INFORMATION

### ROAD SAFETY INFORMATION

#### Crashes and Casualties

Calendar year <sup>(a)</sup>	2000	2001	2002	2003	2004 <sup>(p)</sup>
Number of crashes <sup>(b)</sup>	38,117 <sup>(r)</sup>	37,524 <sup>(r)</sup>	36,369 <sup>(r)</sup>	36,012 <sup>(r)</sup>	37,914
Number of fatal crashes <sup>(c)</sup>	184	151	159	154	163
Number of fatalities <sup>(d)</sup>	212	165	179	179	179
Number of casualties <sup>(e)</sup>	12,211	11,885 <sup>(r)</sup>	10,710 <sup>(r)</sup>	10,276 <sup>(r)</sup>	10,494
Casualties per 100,000 population	651.4	625.1 <sup>(r)</sup>	556.5 <sup>(r)</sup>	527.0 <sup>(r)</sup>	529.4
Casualties per 100,000 licensed drivers	974.2	933.4 <sup>(r)</sup>	828.5 <sup>(r)</sup>	778.0 <sup>(r)</sup>	782.5
Casualties per 100,000 registered motor vehicles <sup>(f)</sup>	877.9	840.6 <sup>(r)</sup>	742.5 <sup>(r)</sup>	696.3 <sup>(r)</sup>	689.8
Estimated Resident Population as at 30 June	1,874,459	1,901,159	1,924,553	1,949,948 <sup>(r)</sup>	1,982,204
Licensed drivers as at 30 June	1,253,422	1,273,275	1,292,751	1,320,777	1,341,116
Registered motor vehicles as at 30 June <sup>(f)</sup>	1,390,874	1,413,848	1,442,339	1,475,772	1,521,319

#### Number of road fatalities by road-user

Calendar year <sup>(a)</sup>	2000	2001	2002	2003	2004 <sup>(p)</sup>
Motor vehicle driver	90	72	79	83	85
Motor vehicle passenger	64	40	46	54	43
Motorcyclist (incl. pillion passengers)	22	28	23	24	23
Bicyclists, pedestrians and other <sup>(g)</sup>	36	25	31	18	28
<b>Total</b>	<b>212</b>	<b>165</b>	<b>179</b>	<b>179</b>	<b>179</b>

#### Drink-driving and speeding behaviour and enforcement

Financial year	2000-01	2001-02	2002-03	2003-04	2004-05 <sup>(p)</sup>
<b>Drink-driving</b>					
Number of preliminary breath tests <sup>(h)</sup>	1,178,172	975,031	1,003,707 <sup>(r)</sup>	1,079,613 <sup>(r)</sup>	899,576
Number of drivers who were found to <i>exceed</i> the lawful alcohol limit	11,122	13,139	14,332	14,154	13,610
Percentage of drivers tested who were found to <i>exceed</i> the lawful alcohol limit	0.9%	1.3%	1.4%	1.3%	1.5%
<b>Speeding (Speed Cameras Only)</b>					
Number of drivers monitored for speeding by speed cameras	18,794,049	19,178,152	20,766,824	19,976,150 <sup>(r)</sup>	19,680,372
Number of drivers monitored who were found to <i>exceed</i> the lawful speed limit <sup>(i)</sup>	3,713,725	3,694,805	3,186,563	3,215,650	3,605,502
Percentage of drivers monitored who were found to <i>exceed</i> the lawful speed limit <sup>(i)</sup>	19.8%	19.3%	15.3%	16.1%	18.3%

## ROAD SAFETY INFORMATION

### 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 road 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) 'Other road-users' include skateboarders, rollerbladers/skaters, persons in non-powered wheelchairs and horseriders.
- (h) 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.
- (i) 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:

WA Police Service, Traffic Enforcement and Crash Executive Information System (TEACEIS). Data extracted on 12 July 2005.

Main Roads Western Australia, crash and casualty data for 2000-2004 extracted in June 2005.

Australian Bureau of Statistics, *Australian Demographic Statistics, December Quarter 2004* (ABS Cat. No. 3101.0).

Department for Planning and Infrastructure, licensed motor vehicle drivers data and vehicle registration data as at 30 June 2000, 2001, 2002, 2003 and 2004 extracted in July 2005.

## 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 WA 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.

### STEP and Random Road Watch enforcement activity <sup>(a)</sup>

	2003-04	2004-05
Traffic patrol hours	5,517	8,367
Number of vehicles stopped	51,056	58,629
Vehicles monitored for speeding by speed camera	0	0
Non-camera speed contacts – briefs, infringements and cautions (BIC)	8,393	18,241
Drivers tested for drink-driving	46,580	44,639
Drivers charged for drink-driving offences	495	255
Seatbelt contacts (BIC)	392	765
Other traffic contacts (BIC)	5,670	9,590
Vehicle work orders	303	582

### Note:

- (a) STEP and Random Road Watch enforcement contacts for a period (e.g. financial year) comprises 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.

### Source:

WA Police Service, State Traffic Coordination.

# STATISTICAL APPENDIX

## CORRUPTION PREVENTION AND INVESTIGATION INFORMATION

### POLICE COMPLAINTS ADMINISTRATION CENTRE

Inquiries <sup>(a)</sup>			2004-05	
Public Complaints	Serious Misconduct	Assault	76	
		Corruption	14	
		Domestic Violence	4	
		Drugs	3	
		Equal Opportunity	1	
		Information Security	29	
		Stealing	13	
		<b>Total</b>	<b>140</b>	
	Reviewable Police Action	Conduct	49	
		Neglect	39	
		Professionalism	640	
		Use of Force	97	
		<b>Total</b>	<b>825</b>	
	<b>TOTAL PUBLIC COMPLAINTS</b>			<b>965</b>
Commissioner of Police	Serious Misconduct	Assault	14	
		Corruption	31	
		Equal Opportunity	3	
		Domestic Violence	8	
		Drugs	7	
		Information Security	35	
		Stealing	14	
		<b>Total</b>	<b>112</b>	
	Reviewable Police Action	Computers	2	
		Conduct	49	
		Escape Custody	10	
		Neglect	13	
		Professionalism	3	
		Use of Force	7	
	<b>Total</b>	<b>84</b>		
Non-Reportable <sup>(b)</sup>	Computer Misuse	6		
	Drive <sup>(c)</sup>	4		
	Equipment Loss	40		
	Performance Management	1		
	<b>Total</b>	<b>51</b>		
<b>TOTAL COMMISSIONER OF POLICE</b>			<b>247</b>	
Other	Reviewable Police Action	BAMR <sup>(d)</sup>	Missing	5
			FIREARMS	Discharge
			Draw	5
			Loss	2
			<b>Total</b>	<b>19</b>
	Non-Reportable <sup>(b)</sup>	CRASHES	Police	51
			Urgent Duty Driving	44
	DEATHS AND INJURIES	Deaths	16	
		Injuries	78	
		<b>Total</b>	<b>189</b>	
	<b>TOTAL OTHER</b>			<b>208</b>
<b>GRAND TOTAL</b>			<b>1,420</b>	

Notes:

(a) From 1 July 2004 categories changed to align with the *Corruption and Crime Commission Act 2003*. Therefore, historical data cannot be included in this table.

(b) Not required to be reported to the Corruption and Crime Commission.

(c) This category includes breaches of policy and minor traffic infringements.

(d) Business Area Management Review.

## LOCAL COMPLAINT RESOLUTION (LCR) MATTERS

Inquiries can be resolved in two ways - Local Complaint Resolution (LCR) and Full Inquiry. Local Resolution is a process of resolving complaints and issues by reconciliation. This method is now encouraged for many issues that formerly were subject of full inquiry processes, for faster complaint handling and more efficient use of resources. The table below outlines both matters that were historically resolved using LCR (sub-heading 'professionalism'), as well as matters that historically would have been resolved with a full inquiry but are now resolved through LCR (sub-heading 'Additional Categories resolved by LCR').

Local Complaint Resolution (LCR) Matters		2004-05
<b>Public Complaints</b>		
Professionalism		640
Additional Categories resolved by LCR		69
<b>Total</b>		<b>709</b>
<b>Commissioner of Police</b>		
Professionalism		3
Additional Categories resolved by LCR		8
<b>Total</b>		<b>11</b>
<b>TOTAL LCRS</b>		<b>720</b>

## Police Complaints Administration Centre (continued) <sup>(a)(b)</sup>

Outcome of Allegations	2000-01	2001-02	2002-03	2003-04	2004-05
<b>Public Complaints</b>					
Conciliated	45	6	3	7	11
Not Conciliated	21	1	1	4	0
Sustained	191	174	155	212	221
Not sustained	751	631	726	644	983
Unfounded	31	15	16	19	36
Withdrawn	23	21	9	8	57
No action required	5	0	2	0	0
Complainant unavailable	15	14	4	1	8
Exonerated	6	1	22	25	16
Declined to Disclose	0	0	0	1	0
Not finalised	402	425	605	865	547
<b>Total Public Complaints</b>	<b>1,490</b>	<b>1,288</b>	<b>1,543</b>	<b>1,786</b>	<b>1,879</b>
<b>Commissioner of Police <sup>(c)</sup></b>					
Conciliated	0	0	0	0	0
Not conciliated	0	0	0	0	0
Sustained	144	107	90	131	271
Not sustained	43	88	70	38	183
Unfounded	9	0	2	11	16
Withdrawn	1	0	0	0	0
No action required	1	0	1	0	0
Complainant unavailable	0	0	0	0	0
Exonerated	18	2	2	4	14
Declined to Disclose	0	0	0	1	0
Not finalised	114	149	162	124	239
<b>Total Commissioner of Police</b>	<b>330</b>	<b>346</b>	<b>327</b>	<b>309</b>	<b>723</b>
<b>Total Outcome of Allegations</b>	<b>1,820</b>	<b>1,634</b>	<b>1,870</b>	<b>2,095</b>	<b>2,602</b>



# STATISTICAL APPENDIX

## CORRUPTION PREVENTION AND INVESTIGATION INFORMATION

Notes:

- (a) All 'Other' inquiries listed in the Inquiries table are incorporated into the 'Commissioner of Police' category of this table.
- (b) Total Outcomes of 'Public Complaints' and 'Commissioner of Police' in this table do not equal the total 'Public Complaints' and 'Commissioner of Police' in the Inquiries table because inquiries may contain more than one allegation. Inquiries may also involve more than one subject officer, and each may have multiple allegations. Once inquiries are completed, outcomes are recorded for every allegation.
- (c) Inquiries initiated from internally sourced information.

<b>Action resulting from Inquiries</b> <i>(Number of Officers in brackets)</i>	<b>2000-01</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>
Statutory charges	43 (18)	46 (19)	18 (14)	92 (19)	57 <sup>(a)</sup> (19) <sup>(b)</sup>
Discipline charges	51 (32)	108 (70)	45 (35)	37 (27)	69 <sup>(c)</sup> (37) <sup>(d)</sup>
Unfavourable reports	(61)	(87)	75 (70)	49 (46)	73 (62)
Dismissals	(4)	(0)	(0)	(6)	(9)
Resignation	(6)	(7)	(4)	(4)	(16)
Nomination for Loss of Confidence	na	na	(36)	(25)	(24)
Notice of intention to remove	(5)	(3)	(7)	(11)	(28)
Reprimand (Public Sector Management Act)	2 (2)	(0)	2 (2)	3 (1)	0
Notice of Breach of COPS <sup>(e)</sup>					
Manual (Email Use)	15 (15)	68 (67)	14 (14)	22 (22)	0
Commendations	0	0	0	0	(7)

Notes:

- (a) Five charges arising from an inquiry commenced prior to July 2004.
- (b) One officer charged arising from an inquiry commenced prior to July 2004.
- (c) Fifty charges arising from inquiries commenced prior to July 2004.
- (d) Twenty-four officers charged arising from inquiries commenced prior to July 2004.
- (e) Commissioner's Orders and Procedures.
- na not applicable.

Source:

WA Police Service, Investigation Information System.

# FINANCIAL STATEMENTS

for the year ended 30 June 2005

## CERTIFICATION OF FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2005

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 2005 and the financial position as at 30 June 2005.

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 APM**  
COMMISSIONER OF POLICE



**MICK de MAMIEL**  
DIRECTOR OF FINANCE  
(PRINCIPAL ACCOUNTING OFFICER)

3 August 2005



## AUDITOR GENERAL

### INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

### POLICE SERVICE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2005

#### 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 30 June 2005 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, Schedule of Expenses and Revenues by Service, 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

9 September 2005

# STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 30 June 2005

	Note	2005 \$'000	2004 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses from ordinary activities</b>			
Employee expenses	5	472,972	432,913
Services and contracts	6	103,217	98,096
Capital user charge	7	30,111	24,386
Depreciation and amortisation expense	8	17,003	16,773
Other expenses from ordinary activities	9	29,236	22,028
<b>Total Cost of services</b>		<b>652,539</b>	<b>594,196</b>
<b>Revenues from ordinary activities</b>			
<i>Revenue from operating activities</i>			
User charges and fees	10	12,022	12,181
Commonwealth grants	11	651	758
Contributions, sponsorships and donations	12	6,204	5,401
<i>Revenue from non-operating activities</i>			
Proceeds from disposal of non-current assets	13	113	-
Other revenues from ordinary activities	14	370	872
<b>Total Revenues from ordinary activities</b>		<b>19,360</b>	<b>19,212</b>
<b>NET COST OF SERVICES</b>		<b>633,179</b>	<b>574,984</b>
<b>Revenues from State Government</b>			
Service appropriation	15	622,144	573,018
State grants	16	3,427	3,252
Superannuation liability assumed by the Treasurer	17	7,761	1,163
Initial recognition of assets not previously recognised	18	525	448
Resources received free of charge	19	1,602	503
<b>Total Revenues from State Government</b>		<b>635,459</b>	<b>578,384</b>
<b>CHANGE IN NET ASSETS</b>			
Net Increase/(decrease) in the Asset Revaluation Reserve		24,518	7,433
<b>Total revenues, expenses and valuation adjustments recognised directly in equity</b>		<b>24,518</b>	<b>7,433</b>
<b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH WA STATE GOVERNMENT AS OWNER</b>			
	30 (d)	<b>26,798</b>	<b>10,833</b>

The Statement of Financial Performance should be read in conjunction with the accompanying notes.

# STATEMENT OF FINANCIAL POSITION

as at 30 June 2005

	Note	2005 \$'000	2004 \$'000
<b>Current Assets</b>			
Cash assets	20	64,885	45,563
Restricted cash assets	21	1,623	16,400
Receivables	22	3,624	3,775
Amounts receivable for services	23	18,400	17,907
Other assets	24	5,658	5,873
<b>Total Current Assets</b>		<b>94,190</b>	<b>89,518</b>
<b>Non-Current Assets</b>			
Amounts receivable for services	23	32,743	23,730
Property, vehicles, plant and equipment	25	364,937	321,054
Intangible assets	26	73,169	64,719
<b>Total Non-Current Assets</b>		<b>470,849</b>	<b>409,503</b>
<b>TOTAL ASSETS</b>		<b>565,039</b>	<b>499,021</b>
<b>Current Liabilities</b>			
Provisions	27	54,541	48,756
Payables	28	7,442	3,923
Other liabilities	29	5,261	19,208
<b>Total Current Liabilities</b>		<b>67,244</b>	<b>71,887</b>
<b>Non-Current Liabilities</b>			
Provisions	27	73,233	73,011
<b>Total Non-Current Liabilities</b>		<b>73,233</b>	<b>73,011</b>
<b>TOTAL LIABILITIES</b>		<b>140,477</b>	<b>144,898</b>
<b>Equity</b>			
Contributed equity	30 (a)	153,352	111,207
Reserves	30 (b)	214,511	189,993
Accumulated surplus/(deficiency)	30 (c)	56,699	52,923
<b>TOTAL EQUITY</b>		<b>424,562</b>	<b>354,123</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>565,039</b>	<b>499,021</b>

*The Statement of Financial Position should be read in conjunction with the accompanying notes.*

# STATEMENT OF CASH FLOWS

for the year ended 30 June 2005

	Note	2005 \$'000	2004 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Service appropriation		594,731	548,504
Capital contributions		43,434	57,263
Holding account drawdowns		17,907	3,018
State grants received		2,158	3,373
<b>Net Cash provided by State Government</b>		<b>658,230</b>	<b>612,158</b>
<b>Utilised as follows:</b>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Payments			
Employee costs		(472,586)	(419,052)
Services and contracts		(100,023)	(98,968)
Capital user charge		(30,136)	(23,729)
GST payments on purchases		(17,137)	(14,598)
GST payments to taxation authority		-	-
Other payments		(24,687)	(20,135)
		<b>(644,569)</b>	<b>(576,482)</b>
Receipts			
User charges and fees		11,940	12,111
Commonwealth grants		761	693
Contributions, sponsorships and donations		3,872	3,860
GST receipts on sales		1,264	1,312
GST receipts from taxation authority		15,929	12,234
Other receipts		754	342
		<b>34,520</b>	<b>30,552</b>
<b>Net Cash (used in)/provided by operating activities</b>	31(b)	<b>(610,049)</b>	<b>(545,930)</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Purchase of non-current physical assets		(43,749)	(24,198)
Proceeds from sale of non-current physical assets		113	-
<b>Net Cash (used in)/provided by investing activities</b>		<b>(43,636)</b>	<b>(24,198)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>		<b>4,545</b>	<b>42,030</b>
CASH ASSETS AT THE BEGINNING OF THE FINANCIAL YEAR		61,963	19,933
<b>CASH ASSETS AT THE END OF THE FINANCIAL YEAR</b>	31(a)	<b>66,508</b>	<b>61,963</b>

*The Statement of Cash Flows should be read in conjunction with the accompanying notes.*



# SUMMARY OF CONSOLIDATED FUND APPROPRIATIONS AND REVENUE ESTIMATES

for the year ended 30 June 2005

	2005 Estimate \$'000	2005 Actual \$'000	2005 Variation \$'000	2005 Actual \$'000	2004 Actual \$'000	Variation \$'000
<b>DELIVERY OF SERVICES</b>						
Item 74 Net amount appropriated to deliver services	614,400	619,769	5,369	619,769	571,543	48,226
Amounts Authorised by Other Statutes <i>Salaries and Allowances Act 1975</i>	1,475	2,375	900	2,375	1,475	900
<b>Total appropriations provided to deliver services</b>	<b>615,875</b>	<b>622,144</b>	<b>6,269</b>	<b>622,144</b>	<b>573,018</b>	<b>49,126</b>
<b>CAPITAL</b>						
Item 142 Capital Contribution	43,434	43,434	-	43,434	57,263	(13,829)
<b>ADMINISTERED TRANSACTIONS</b>						
Administered grants, subsidies and other transfer payments	-	-	-	-	1,255	(1,255)
<b>Total administered transactions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,255</b>	<b>(1,255)</b>
<b>GRAND TOTAL</b>	<b>659,309</b>	<b>665,578</b>	<b>6,269</b>	<b>665,578</b>	<b>631,536</b>	<b>34,042</b>
<b>Details of Expenses by Service</b>						
Services to Maintain Lawful Behaviour and Prevent Crime	242,443	247,683	5,240	247,683	221,003	26,680
Emergency Management and Co-ordination	13,242	11,282	(1,960)	11,282	10,055	1,227
Traffic Law Enforcement and Management	102,606	106,440	3,834	106,440	103,198	3,242
Response to and Investigation of Offences	224,122	227,116	2,994	227,116	199,384	27,732
Services to the Judicial Process	64,364	60,018	(4,346)	60,018	60,556	(538)
<b>Total Cost of Services</b>	<b>646,777</b>	<b>652,539</b>	<b>5,762</b>	<b>652,539</b>	<b>594,196</b>	<b>58,343</b>
(Less) Total revenues from ordinary activities	(17,280)	(19,360)	(2,080)	(19,360)	(19,212)	(148)
<b>Net Cost of Services</b>	<b>629,497</b>	<b>633,179</b>	<b>3,682</b>	<b>633,179</b>	<b>574,984</b>	<b>58,195</b>
(Less)/Add Adjustments	(13,622)	(11,035)	2,587	(11,035)	(1,966)	(9,069)
<b>Total appropriations provided to deliver services</b>	<b>615,875</b>	<b>622,144</b>	<b>6,269</b>	<b>622,144</b>	<b>573,018</b>	<b>49,126</b>
<b>Capital Expenditure</b>						
Purchase of non-current physical assets	83,220	42,959	(40,261)	42,959	23,388	19,571
Adjustments for other funding sources	(39,786)	475	40,261	475	33,875	(33,400)
<b>Capital Contribution (appropriation)</b>	<b>43,434</b>	<b>43,434</b>	<b>-</b>	<b>43,434</b>	<b>57,263</b>	<b>(13,829)</b>
<b>DETAILS OF REVENUE ESTIMATES</b>						
Revenues disclosed as Administered Revenues	390	799	409	799	741	58
<b>Total Revenue Estimates</b>	<b>390</b>	<b>799</b>	<b>409</b>	<b>799</b>	<b>741</b>	<b>58</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 39.

# SCHEDULE OF EXPENSES AND REVENUES BY SERVICE

for the year ended 30 June 2005

	Services to Maintain Lawful Behaviour and Prevent Crime		Emergency Management and Co-ordination		Traffic Law Enforcement and Management	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
<b>COST OF SERVICES</b>						
<b>Expenses from ordinary activities</b>						
Employee expenses	181,329	162,216	7,635	6,777	76,545	74,721
Services and contracts	37,343	35,223	2,068	1,845	16,751	16,779
Capital user charge	11,393	9,002	514	414	4,879	4,242
Depreciation and amortisation expense	6,796	6,570	495	483	3,276	3,327
Other expenses from ordinary activities	10,822	7,992	570	536	4,989	4,129
<b>Total Cost of services</b>	<b>247,683</b>	<b>221,003</b>	<b>11,282</b>	<b>10,055</b>	<b>106,440</b>	<b>103,198</b>
<b>Revenues from ordinary activities</b>						
<i>Revenue from operating activities</i>						
User charges and fees	5,710	6,385	141	90	2,071	2,717
Commonwealth grants	231	276	12	10	112	137
Contributions, sponsorships and donations	2,816	2,188	131	78	847	850
<i>Revenue from non-operating activities</i>						
Proceeds from disposal of non-current assets	58	-	10	-	12	-
Other revenues from ordinary activities	137	543	6	13	55	96
<b>Total Revenues from ordinary activities</b>	<b>8,952</b>	<b>9,392</b>	<b>300</b>	<b>191</b>	<b>3,097</b>	<b>3,800</b>
<b>NET COST OF SERVICES</b>	<b>238,731</b>	<b>211,611</b>	<b>10,982</b>	<b>9,864</b>	<b>103,343</b>	<b>99,398</b>
<b>Revenues from State Government</b>						
Service appropriation	234,568	210,886	10,791	9,830	101,542	99,056
State grants	1,237	1,197	64	44	578	581
Superannuation liability assumed by the Treasurer	2,910	426	109	13	1,333	237
Initial recognition of assets not previously recognised	256	158	7	4	79	73
Resources received free of charge	290	114	10	2	116	27
<b>Total Revenues from State Government</b>	<b>239,261</b>	<b>212,781</b>	<b>10,981</b>	<b>9,893</b>	<b>103,648</b>	<b>99,974</b>
<b>CHANGE IN NET ASSETS</b>	<b>530</b>	<b>1,170</b>	<b>(1)</b>	<b>29</b>	<b>305</b>	<b>576</b>

The Schedule of Expenses and Revenues by Service should be read in conjunction with the accompanying notes.

	Response to and Investigation of Offences		Services to the Judicial Process		TOTAL	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
<b>COST OF SERVICES</b>						
<b>Expenses from ordinary activities</b>						
Employee expenses	163,287	144,301	44,176	44,898	472,972	432,913
Services and contracts	38,024	34,723	9,031	9,526	103,217	98,096
Capital user charge	10,485	8,288	2,840	2,440	30,111	24,386
Depreciation and amortisation expense	5,061	4,880	1,375	1,513	17,003	16,773
Other expenses from ordinary activities	10,259	7,192	2,596	2,179	29,236	22,028
<b>Total Cost of services</b>	<b>227,116</b>	<b>199,384</b>	<b>60,018</b>	<b>60,556</b>	<b>652,539</b>	<b>594,196</b>
<b>Revenues from ordinary activities</b>						
<i>Revenue from operating activities</i>						
User charges and fees	3,016	2,228	1,084	761	12,022	12,181
Commonwealth grants	236	268	60	67	651	758
Contributions, sponsorships and donations	1,761	1,650	649	635	6,204	5,401
<i>Revenue from non-operating activities</i>						
Proceeds from disposal of non-current assets	27	-	6	-	113	-
Other revenues from ordinary activities	140	169	32	51	370	872
<b>Total Revenues from ordinary activities</b>	<b>5,180</b>	<b>4,315</b>	<b>1,831</b>	<b>1,514</b>	<b>19,360</b>	<b>19,212</b>
<b>NET COST OF SERVICES</b>	<b>221,936</b>	<b>195,069</b>	<b>58,187</b>	<b>59,042</b>	<b>633,179</b>	<b>574,984</b>
<b>Revenues from State Government</b>						
Service appropriation	218,069	194,405	57,174	58,841	622,144	573,018
State grants	1,249	1,129	299	301	3,427	3,252
Superannuation liability assumed by the Treasurer	2,834	333	575	154	7,761	1,163
Initial recognition of assets not previously recognised	151	124	32	89	525	448
Resources received free of charge	963	290	223	70	1,602	503
<b>Total Revenues from State Government</b>	<b>223,266</b>	<b>196,281</b>	<b>58,303</b>	<b>59,455</b>	<b>635,459</b>	<b>578,384</b>
<b>CHANGE IN NET ASSETS</b>	<b>1,330</b>	<b>1,212</b>	<b>116</b>	<b>413</b>	<b>2,280</b>	<b>3,400</b>

The Schedule of Expenses and Revenues by Service should be read in conjunction with the accompanying notes.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 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. The financial statements encompass all funds through which the Police Service controls resources to carry on its functions.

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 1985* 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 Standard AAS 29 'Financial Reporting by Government Departments'.

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 benefits 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) Service Appropriation**

Service 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 service 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 Police Service retained \$36.791 million in 2005 (\$33.925 million in 2004).

Retained revenues may only be applied to the services specified in the 2004-05 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 THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 2. SIGNIFICANT ACCOUNTING POLICIES (cont)

### (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 calculated 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 expected useful lives for each class of depreciable asset are:

CLASS OF ASSETS	2004-05 Years
Buildings	50
Transportables	20
Vehicles	
- Motor vehicles and cycles	5
- All Other Vehicles	7
Aircraft and Vessels	
- Aircraft	20
- Vessels	10 to 15
Computing and Office Equipment	
- Computing hardware	4 to 8
- Office equipment	7
- Furniture and fittings	10
- Communication equipment	7
Livestock	
- Dogs and horses	8 to 20
Other Plant and Equipment	
- Radio equipment	7
- Audio-visual equipment	7
- Firearms equipment	10
- Photographic equipment	8
- Traffic equipment	8
- Scientific equipment	10
- Other Plant and Equipment	10

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 and 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 was performed in July 2004 in accordance with an independent valuation by the Department of Land Information (Valuation Services). 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.

The revaluation of livestock was performed in July 2004 in accordance with an independent valuation by Australian Valuation Partners. Fair value of livestock has been determined on the basis of current market buying values.

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 four to eight 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 amounts receivable as they 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 120 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. Costs are assigned by the method most appropriate to each particular class of inventory, with the majority being valued on a first in first out basis.

**(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 THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 2. SIGNIFICANT ACCOUNTING POLICIES (cont)

### *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 yields 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.

### *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 and 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 this liability 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 who 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 who 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 liability is settled.

### *Time Off in Lieu*

The liability for accumulated days off (time off in lieu) expected to be paid within 12 months of the reporting date are recognised and are measured as the amount unpaid at the reporting date at the rates expected to be paid when the liability is settled.

### *On-costs*

Employee on-costs, including Superannuation and WorkCover premiums, are recognised and included in employee benefit liabilities and costs when the employee benefits to which they relate are recognised as liabilities and expenses. The associated expense is included under Note 5, Employee expenses.

**(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. The Police Service contributes to this accumulation fund in compliance 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 two elements:

- 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
- 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 the first element above 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 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.

The liabilities for superannuation charges under the Gold State Superannuation Scheme and West State Superannuation Scheme are extinguished by payment of employer contributions to the GESB.

**(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) Resources Provided Free of Charge or For Nominal Value**

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 2005-06.

**(u) Monies held in Trust**

The Police Service receives money in a trustee capacity in the form of Found Money, Stolen Money and Seized Monies. As the Police Service only performs a custodial role in respect of these monies, and because the monies cannot be used for achievement of the Police Service's objectives, they are not brought to account in the Financial Statements, but are reported within the notes to the Financial Statements (refer Note 42).

**(v) Comparative Figures**

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

**(w) Rounding of Amounts**

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

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 3. SERVICES OF THE POLICE SERVICE

Information about the services of the Police Service is set out in the Schedule of Expenses and Revenues by Service.

The five key services of the Police Service are:

***Service 1: Services to Maintain Lawful Behaviour and Prevent Crime***

Lawful behaviour and community safety.

***Service 2: Emergency Management and Co-ordination***

Lawful behaviour and community safety.

***Service 3: Traffic Law Enforcement and Management***

Lawful road-user behaviour.

***Service 4: Response to and Investigation of Offences***

Offenders apprehended and dealt with in accordance with the law.

***Service 5: Services to the Judicial Process***

Offenders apprehended and dealt with in accordance with the law.

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 (Note 40).

## 4. IMPACT OF ADOPTING AUSTRALIAN EQUIVALENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS (AIFRS)

Under AASB 1047(4.2) the Police Service shall disclose in its financial report:

- any known or reliably estimable information about the impacts on the financial report had it been prepared using the AIFRS; or
- if the impacts above are not known or reliably estimable, a statement to that effect.

The Police Service has conducted its review in restating the 1 July 2004 opening balance sheet and the 30 June 2005 balance sheet under the AIFRS. The outcome has been provided in reconciliations reported in Note 41.



## 5. EMPLOYEE EXPENSES

	2005 \$'000	2004 \$'000
Salaries and wages	337,205	315,031
Leave expenses (i)	56,806	52,920
Superannuation	44,998	36,137
Employee housing	15,270	13,701
Relocation and relieving expenses	5,666	4,125
Fringe benefits tax	2,826	2,694
Uniforms and protective clothing	2,957	2,964
Medical expenses	3,085	2,577
Other	4,159	2,764
	<b>472,972</b>	<b>432,913</b>

(i) These employee expenses include superannuation, workers compensation premiums and other employment on-costs associated with the recognition of annual leave, long service leave and special paid leave. The related on-costs liability is included in employee benefit liabilities at Note 27.

## 6. SERVICES AND CONTRACTS

Repairs and maintenance	20,401	17,866
Rental, leases and hire	14,789	15,476
Insurances and licences	5,334	5,572
Travel expenses	4,688	4,977
Electricity, water and rates	4,862	4,773
Communication expenses	7,466	7,593
Other services and contracts	45,677	41,839
	<b>103,217</b>	<b>98,096</b>

## 7. CAPITAL USER CHARGE

A capital user charge rate of 8 per cent 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 services. 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.

	<b>30,111</b>	<b>24,386</b>
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## 8. DEPRECIATION AND AMORTISATION EXPENSE

Depreciation		
Buildings	5,451	5,070
Vehicles	451	547
Aircraft and vessels	396	418
Computing and office equipment	1,637	1,376
Livestock	270	225
Leasehold improvements	75	121
Other plant and equipment	1,804	1,448
	<b>10,084</b>	<b>9,205</b>
Amortisation		
Software	6,919	7,568
	<b>6,919</b>	<b>7,568</b>
	<b>17,003</b>	<b>16,773</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

	2005 \$'000	2004 \$'000
<b>9. OTHER EXPENSES FROM ORDINARY ACTIVITIES</b>		
Fuels and oils	5,709	5,190
Consumables	5,363	5,134
Equipment acquisitions	12,827	8,744
Doubtful debts	100	77
Carrying amount on non-current assets disposed of	86	4
Other assets written off not elsewhere reported*	698	642
Services received free of charge	1,602	503
Grants, subsidies and transfer payments	750	478
Other expenses from ordinary activities	2,101	1,256
	<b>29,236</b>	<b>22,028</b>
<i>*Other assets written off not elsewhere reported includes items sold, reductions due to capitalisation policy changes and those write-offs in accordance with the Financial Administration and Audit Act 1985 s45 located within Note 36.</i>		
<b>10. USER CHARGES AND FEES</b>		
Regulated fees		
Firearms	3,080	2,941
Security and related activities	731	861
Pawnbrokers and secondhand dealers	103	109
Vehicle escorts	1,313	1,618
Clearance certificates	3,367	2,552
Crash information	124	185
Other regulated fees	290	271
	<b>9,008</b>	<b>8,537</b>
Recoups of services provided		
Gold stealing	572	437
National Crime Authority	169	283
Family Law Court security	76	73
Search and rescue	16	65
Response to child abuse	-	23
Other	527	391
	<b>1,360</b>	<b>1,272</b>
Other Recoups	1,654	2,372
	<b>12,022</b>	<b>12,181</b>
<b>11. COMMONWEALTH GRANTS</b>		
Police Recruit Traineeship Program	432	499
National Campaign Against Drug Abuse	146	146
Standing Action Committee for Protection Against Violence	70	100
Other	3	13
	<b>651</b>	<b>758</b>

## 12. CONTRIBUTIONS, SPONSORSHIPS AND DONATIONS

### Contributions

Employee rental contributions	3,440	3,139
Executive vehicle contributions	103	100
Other contributions	416	931

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	3,959	4,170
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### Sponsorships and Donations

Sponsorships	49	241
Cash donations	1	-
Non-cash donations	2,195	990

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	2,245	1,231
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	<b>6,204</b>	<b>5,401</b>
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## 13. NET GAIN (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

### (a) Net Gain on Disposal of Non-Current Assets

Vehicles	9	-
Aircraft and Vessels	27	-
Other Plant and Equipment	6	-

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	42	-
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### (b) Net Loss on Disposal of Non-Current Assets

Computing and Office Equipment	(4)	(4)
Other Plant and Equipment	(11)	-

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	(15)	(4)
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### Net gain/(loss)

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	<b>27</b>	<b>(4)</b>
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Vehicle sale proceeds are not retained by the Police Service and are disclosed in Note 40, Administered Expenses and Revenues. In 2004-05 the net book value of vehicles is disclosed within Contributed Equity (refer Note 30 (a)).

## 14. OTHER REVENUES FROM ORDINARY ACTIVITIES

Proceeds from Sale of Equipment items	16	18
Other revenues from ordinary activities	354	854

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	<b>370</b>	<b>872</b>
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## 15. SERVICE APPROPRIATION

Service appropriation received during the year	619,769	571,543
<i>Salaries and Allowances Act 1975</i>	2,375	1,475

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	<b>622,144</b>	<b>573,018</b>
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Service appropriations are accrual amounts reflecting the full cost paid for services 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 THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 16. STATE GRANTS

Road Trauma Trust Fund  
Other

	2005 \$'000	2004 \$'000
Road Trauma Trust Fund	3,420	3,250
Other	7	2
	<b>3,427</b>	<b>3,252</b>

## 17. SUPERANNUATION LIABILITY ASSUMED BY THE TREASURER

The following liability has been assumed by the Treasurer during the financial year:

- Superannuation

- Superannuation	7,761	1,163
	<b>7,761</b>	<b>1,163</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 Superannuation Scheme.

## 18. INITIAL RECOGNITION OF ASSETS NOT PREVIOUSLY RECOGNISED

Initial recognition of assets not previously recognised in the financial statements:

- Vehicles	-	34
- Computing and Office Equipment	35	27
- Livestock	110	-
- Other Plant and Equipment	380	197
- Intangibles	-	46
- Firearms library	-	139
- Artwork	-	5
	<b>525</b>	<b>448</b>

Where assets have been discovered or have not been previously recognised in the financial statements, the Police Service recognises the corresponding credit as revenue.

## 19. RESOURCES RECEIVED FREE OF CHARGE

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 Information	970	368
- Collection of firearm licences provided by the Department for Planning and Infrastructure	38	42
- Leased management services provided by the Department of Housing and Works	65	53
- Labour relation services provided by the Department of Consumer and Employment Protection	8	36
- Recruitment services provided by the Department of the Premier and Cabinet, Public Sector Management Division	5	4
- Procurement services provided by the Department of Treasury and Finance	516	-
	<b>1,602</b>	<b>503</b>

Where services have been received free of charge or for nominal consideration, the Police Service recognises revenues equivalent to the fair value of those services that can be reliably determined and which would have been purchased if not donated, and those fair values shall be recognised as expenses.

## 20. CASH ASSETS

### Operating Account

Amounts appropriated and any revenues subject to net appropriation determinations are deposited into this account, from which all payments are made.

2005 \$'000	2004 \$'000
64,510	45,222

### Advances

Advances include permanent and temporary advances allocated to areas within the Police Service.

375	341
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<b>64,885</b>	<b>45,563</b>
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## 21. RESTRICTED CASH ASSETS

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

### Accrued Salaries Suspense Account

Pursuant to section 27 (2) of the Financial Administration and Audit Act 1985, amounts are annually transferred to this Trust to provide for the payment of a 27th pay period occurring every eleven years.

-	14,376
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### Police Recruit Traineeship Fund

To hold grant moneys received from the Commonwealth for the funding of the Recruit Traineeship Program.

846	1,070
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### National Campaign Against Drug Abuse (NCADA)

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.

347	290
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### Road Trauma Trust Fund

To hold grant moneys received from the Road Trauma Trust Fund to facilitate the implementation of approved road safety programs and initiatives.

-	523
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### Receipts in Suspense

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.

165	121
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### Police Youth Drug Strategy Project (GURD)

To hold unspent money received from Bunnings in relation to the Police Youth Drug Strategy Project.

2	2
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### Moneys held for Rewards

To hold moneys received by the Police Service from the private sector for the purpose of issuing rewards.

12	12
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### National Counter-Terrorism Committee (NCTC)

To hold moneys received by the Police from the Commonwealth for the funding of National Counter-Terrorist exercises.

251	6
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<b>1,623</b>	<b>16,400</b>
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## 22. RECEIVABLES

Trade Debtors

1,274	1,648
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Provision for Doubtful Debts

(176)	(116)
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GST Receivable

2,526	2,243
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<b>3,624</b>	<b>3,775</b>
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# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

	2005 \$'000	2004 \$'000
<b>23. AMOUNTS RECEIVABLE FOR SERVICES</b>		
Current	18,400	17,907
Non-current	32,743	23,730
	<b>51,143</b>	<b>41,637</b>

This asset represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

## 24. OTHER CURRENT ASSETS

Inventories*	1,297	1,708
Accrued Income	1,101	200
Prepayments	3,260	3,965
	<b>5,658</b>	<b>5,873</b>

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

## 25. PROPERTY, VEHICLES, PLANT AND EQUIPMENT

### (a) Property, Vehicles, Plant and Equipment comprise the following asset classes:

<b>Land</b>		
At fair value	100,633	91,777
	<b>100,633</b>	<b>91,777</b>
<b>Buildings</b>		
At fair value	221,263	206,601
Accumulated depreciation	(6,151)	(5,733)
	<b>215,112</b>	<b>200,868</b>
<b>Works in Progress</b>		
Buildings under construction—at cost	22,943	3,120
	<b>22,943</b>	<b>3,120</b>
<b>Vehicles</b>		
At cost	5,764	5,624
Accumulated depreciation	(3,594)	(3,407)
	<b>2,170</b>	<b>2,217</b>
<b>Aircraft and Vessels</b>		
At fair value	4,634	4,500
Accumulated depreciation	(1,225)	(904)
	<b>3,409</b>	<b>3,596</b>
<b>Computing and Office Equipment</b>		
At cost	12,710	12,002
Accumulated depreciation	(6,516)	(5,893)
	<b>6,194</b>	<b>6,109</b>

## 25. PROPERTY, VEHICLES, PLANT AND EQUIPMENT (continued)

	2005 \$'000	2004 \$'000
<b>Livestock</b>		
At fair value	1,668	1,731
Accumulated depreciation	(260)	(220)
	<b>1,408</b>	<b>1,511</b>
<b>Other Plant and Equipment</b>		
At cost	28,263	25,848
Accumulated depreciation	(15,907)	(14,566)
	<b>12,356</b>	<b>11,282</b>
<b>Artwork</b>		
At cost	310	310
	<b>310</b>	<b>310</b>
<b>Leasehold Improvements</b>		
At cost	2,090	2,070
Accumulated amortisation	(1,688)	(1,806)
	<b>402</b>	<b>264</b>
	<b>364,937</b>	<b>321,054</b>

(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 year	Additions	Disposals	Transfers between classes	Revaluation	Depreciation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	91,777	-	(1,208)	1,400	8,664	-	100,633
Buildings	200,868	66	(342)	2,882	17,089	(5,451)	215,112
Works in Progress	3,120	24,481	-	(4,658)	-	-	22,943
Vehicles	2,217	480	(76)	-	-	(451)	2,170
Aircraft and Vessels	3,596	256	(47)	-	-	(396)	3,409
Computing/Office Equip	6,109	1,259	(79)	542	-	(1,637)	6,194
Livestock	1,511	122	(216)	-	261	(270)	1,408
Other Plant/Equip	11,282	2,902	(62)	38	-	(1,804)	12,356
Artwork	310	-	-	-	-	-	310
Leasehold Improvements	264	-	(43)	256	-	(75)	402
	<b>321,054</b>	<b>29,566</b>	<b>(2,073)</b>	<b>460</b>	<b>26,014</b>	<b>(10,084)</b>	<b>364,937</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 26. INTANGIBLE ASSETS

	2005 \$'000	2004 \$'000
Software at cost	65,578	67,107
Accumulated amortisation	(22,484)	(18,791)
	<b>43,094</b>	<b>48,316</b>
Software Development in Progress	<b>30,075</b>	<b>16,403</b>
	<b>73,169</b>	<b>64,719</b>

Reconciliations of the Carrying Amount of Intangible Assets at the Beginning and End of the Current Financial Year are set out below:

	Carrying amount at start of year	Additions	Disposals	Transfers between classes	Revaluation	Depreciation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Software	48,316	64	-	1,633	-	( 6,919)	43,094
Software in Progress	16,403	15,765	-	( 2,093)	-	-	30,075
	<b>64,719</b>	<b>15,829</b>	<b>-</b>	<b>(460)</b>	<b>-</b>	<b>(6,919)</b>	<b>73,169</b>

## 27. PROVISIONS

Employee entitlements have been recognised in the Financial Statements as follows:

- Current liabilities (a)	54,541	48,756
- Non-current liabilities (b)	73,233	73,011
	<b>127,774</b>	<b>121,767</b>
<b>(a) Current Liabilities</b>		
- Annual leave	37,846	38,187
- Long service leave	10,218	8,174
- Annual leave loading	463	410
- Time off In lieu/accrued time off	372	451
- Special paid leave	337	344
- 38-hour leave	158	158
- Purchased leave	189	169
- Other (i)	4,958	863
	<b>54,541</b>	<b>48,756</b>
<b>(b) Non-Current Liabilities</b>		
- Long service leave	64,015	63,852
- 38-hour leave	2,432	2,379
- Deferred leave	86	38
- Other (i)	6,700	6,742
	<b>73,233</b>	<b>73,011</b>

(i) The settlement of annual leave, long service leave and special paid leave gives rise to the payment of on-costs including superannuation and workers compensation premiums. The liability for such on-costs is included here. The associated expense is included under employee expenses at Note 5.

## 28. PAYABLES

	2005 \$'000	2004 \$'000
Trade Payables	7,442	3,923
	<b>7,442</b>	<b>3,923</b>

## 29. OTHER CURRENT LIABILITIES

Sundry Accruals		
- Accrued salaries	-	13,109
- Accrued superannuation	-	1,216
- Police officers' leave loading expense	2,414	2,242
- Fringe benefit tax liability	688	613
- Other accruals	1,986	1,462
	<b>5,088</b>	<b>18,642</b>
Income in Advance	173	566
	<b>5,261</b>	<b>19,208</b>

## 30. EQUITY

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)	153,352	111,207
Asset revaluation reserve (b)	214,511	189,993
Accumulated surplus/(deficiency) (c)	56,699	52,923
	<b>424,562</b>	<b>354,123</b>

### (a) Contributed Equity

Balance at 1 July 2004	111,207	55,903
Capital contributions	43,434	57,263
Distribution to owners (i)	(1,254)	(1,767)
Asset Retirements non-retained	(35)	(192)
<b>Balance at 30 June 2005</b>	<b>153,352</b>	<b>111,207</b>

(i) Relates to discretionary transfers of assets between State Government agencies. The amounts reported relate to land and buildings, those transferred to Department for Planning and Infrastructure upon sale, and assets assumed via the annual revaluation reconciliation.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

	2005 \$'000	2004 \$'000
<b>30. EQUITY (continued)</b>		
<b>(b) Asset Revaluation Reserve</b>		
Balance at 1 July 2004	189,993	182,560
Net revaluation increments/(decrements)		
- Land	8,664	146
- Buildings	17,089	7,748
- Livestock	261	613
	26,014	8,507
Transfer to accumulated surplus/(deficiency) on sale of previously revalued assets	(1,496)	(1,074)
<b>Balance at 30 June 2005</b>	<b>214,511</b>	<b>189,993</b>
<b>(c) Accumulated Surplus/(Deficiency)</b>		
Balance at 1 July 2004	52,923	48,449
Change in net assets	2,280	3,400
Transfer to accumulated surplus/(deficiency) on sale of previously revalued assets	1,496	1,074
<b>Balance at 30 June 2005</b>	<b>56,699</b>	<b>52,923</b>
<b>(d) Total Changes in Equity Other Than Those Resulting From Transactions with WA State Government as Owner</b>		
Change in net assets after restructuring	2,280	3,400
Net revaluation increments/(decrements) to asset revaluation reserve	26,014	8,507
Transfer to accumulated surplus/(deficiency) on sale of previously revalued assets	(1,496)	(1,074)
<b>Balance at 30 June 2005</b>	<b>26,798</b>	<b>10,833</b>
<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	64,885	45,563
Restricted cash assets	1,623	16,400
<b>Balance at 30 June 2005</b>	<b>66,508</b>	<b>61,963</b>

2005  
\$'000

2004  
\$'000

### 31. NOTES TO THE STATEMENT OF CASH FLOWS

(continued)

#### (b) Reconciliation of Net Cost of Services to Net Cash Flows Provided by/(Used in) Operating Activities

	(633,179)	(574,984)
<b>Net cost of services</b>		
Non-cash items:		
Depreciation and amortisation expense	17,003	16,774
Resources received free of charge	1,602	502
Donated assets	(701)	(275)
Superannuation expense	7,761	1,162
Doubtful and bad debts expense	100	77
Adjustment to carrying value of assets	556	(1,656)
(Increase)/decrease in assets:		
Receivables	434	(600)
Prepayments	705	1,302
Accrued income	(37)	420
Inventories	411	232
Increase/(decrease) in liabilities:		
Payables	3,519	(1,739)
Sundry accruals	(13,554)	5,360
Provisions	6,007	8,703
Income in advance	(393)	(164)
Net change in GST:		
Net GST receipts/(payments) (i)	-	-
Change in GST (receivables)/payables (ii)	(283)	(1,044)
	<b>23,130</b>	<b>29,054</b>
<b>Net cash (used in)/provided by operating activities</b>	<b>(610,049)</b>	<b>(545,930)</b>

(i) This is the net GST paid/received, i.e. cash transactions.

(ii) This reverses out the GST in receivables and payables.

#### (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 \$701,000 compared to \$275,000 in 2003-04.

During the year, there was \$1.254 million of assets transferred to the Department for Planning and Infrastructure.



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 32. COMMITMENTS FOR EXPENDITURE

### (a) Capital Expenditure Commitments

Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements are payable as follows:

Within one year	123,535	88,114
Later than one year but not later than two years	94,833	65,896
Later than two years but not later than five years	160,520	113,828
	<b>378,888</b>	<b>267,838</b>

The capital commitment includes amounts for:

Buildings	201,947	109,078
Computer infrastructure upgrades	121,006	139,319
Other asset acquisitions	55,935	19,441
	<b>378,888</b>	<b>267,838</b>

### (b) Lease Commitments

Operating lease commitments at the reporting date arising through non-cancellable agreements:

Within one year	10,540	9,657
Later than one year but not later than two years	7,157	6,456
Later than two years but not later than five years	8,699	11,986
Later than five years	-	-
	<b>26,396</b>	<b>28,099</b>

Representing:

Cancellable operating leases	9,607	8,388
Non-cancellable operating leases	16,789	19,711
	<b>26,396</b>	<b>28,099</b>

Non-cancellable operating lease commitments

The Police Service leases certain vehicles and items of plant and office equipment. The lease expenditure is expensed as it is incurred.

Commitments for minimum lease payments are payable as follows:

Within one year	4,126	3,816
Later than one year but not later than two years	4,261	3,940
Later than two years but not later than five years	8,402	11,955
Later than five years	-	-
	<b>16,789</b>	<b>19,711</b>

### (c) Other Expenditure Commitments

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	49,247	29,772
Later than one year but not later than two years	36,305	17,506
Later than two years but not later than five years	37,041	28,224
Later than five years	475	475
	<b>123,068</b>	<b>75,977</b>

Representing:

Staff training	734	628
Computing costs	99,737	58,333
Communication costs	6,359	1,295
Other	16,238	15,721
	<b>123,068</b>	<b>75,977</b>

2005  
\$'000

2004  
\$'000

### 33. CONTINGENT LIABILITIES

#### 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 2005.

16,239

9,335

#### MEDICAL EXPENSES

Under Police Service 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 2005.

### 34. REMUNERATION AND RETIREMENT BENEFITS OF SENIOR OFFICERS

#### 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 Police Service. The Police Service's senior officers comprise uniformed members of the Police Service Command group, and other senior public servants.

#### REMUNERATION

The number of senior officers, whose total of fees, salaries, superannuation and other benefits for the financial year, fall within the following bands:

\$		2005	2004
10,001 - 20,000	*	1	-
20,001 - 30,000	*	1	2
30,001 - 40,000	*	3	-
40,001 - 50,000	*	-	2
60,001 - 70,000		4	-
70,001 - 80,000	*	-	1
80,001 - 90,000	*	1	1
90,001 - 100,000	*	1	2
100,001 - 110,000	*	-	3
110,001 - 120,000		-	2
120,001 - 130,000		2	2
130,001 - 140,000		-	1
140,001 - 150,000		4	-
160,001 - 170,000		4	2
180,001 - 190,000		1	1
210,001 - 220,000		4	-
220,001 - 230,000		1	-
310,001 - 320,000		-	1
380,001 - 390,000		1	-

The total remuneration of senior officers is:

3,726

2,242

The superannuation included here represents the superannuation expense incurred by the Police Service in respect of senior officers. No senior officers are members of the Pension Scheme.

\*Includes senior officers where periods of service are less than twelve months.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 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 Maturity					Non- interest bearing	Total
		Variable interest rate	Maturity Less than 1 year	1 to 5 years	More than 5 years			
2005	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>Financial Assets</b>								
Cash assets	-	-	-	-	-	64,885	64,885	
Restricted cash assets	-	-	-	-	-	1,623	1,623	
Receivables	-	-	-	-	-	3,624	3,624	
Accrued income	-	-	-	-	-	1,101	1,101	
						<b>71,233</b>	<b>71,233</b>	
<b>Financial Liabilities</b>								
Payables	-	-	-	-	-	7,442	7,442	
Other accrued expenses	-	-	-	-	-	5,088	5,088	
Employee entitlements	-	-	-	-	-	127,774	127,774	
						<b>140,304</b>	<b>140,304</b>	
<b>Net Financial Assets (Liabilities)</b>	-	-	-	-	-	<b>(69,071)</b>	<b>(69,071)</b>	
<b>2004</b>								
Financial Assets	-	-	-	-	-	65,938	65,938	
Financial Liabilities	-	-	-	-	-	144,332	144,332	
<b>Net Financial Assets (Liabilities)</b>	-	-	-	-	-	<b>(78,394)</b>	<b>(78,394)</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.

	2005 \$'000	2004 \$'000
The following is an analysis of the amounts owing by other Government agencies		
- Western Australian Government Agencies	454	242
<b>Total</b>	<b>454</b>	<b>242</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.

2005  
\$'000

2004  
\$'000

### 36. SUPPLEMENTARY FINANCIAL INFORMATION

#### (a) Write-offs

Public and other property, revenue and debts due to the State were written-off in accordance with section 45 of the *Financial Administration and Audit Act 1985* under the authority of:

The Accountable Officer	76	44
The Minister	73	-
Executive Council	-	-
	<b>149</b>	<b>44</b>

Analysis of the write-off is as follows:

Bad debts	40	29
Property damage	106	15
Stolen property	3	-
	<b>149</b>	<b>44</b>

#### (b) Losses Through Theft, Defaults and Other Causes

Losses of public property through theft, default or otherwise  
*Less: Amount recovered*

	149	44
	-	-
	<b>149</b>	<b>44</b>

### 37. REMUNERATION OF AUDITOR

Remuneration to the Auditor General for the financial year is as follows:

Auditing the accounts, financial statements and performance indicators.

	<b>118</b>	<b>121</b>
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### 38. AFFILIATED BODIES

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.

#### INVESTING IN COMMUNITIES (WESTERN AUSTRALIA) INC

Investing in Communities (Western Australia) Inc. (formerly known as 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	51	49
Other expenses	-	103
	<b>51</b>	<b>152</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 39. EXPLANATORY STATEMENT

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. Appropriations are now on an accrual basis.

The following explanations are provided in accordance with Treasurer's Instruction 945. Significant variations are considered to be those greater than 10 per cent.

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

(i) TOTAL APPROPRIATION PROVIDED TO DELIVER SERVICES	2005 Estimate \$'000	2005 Actual \$'000	2005 Variation \$'000
--	----------------------------	--------------------------	-----------------------------

<b>Total appropriation provided to deliver services for the year</b>	614,400	619,769	5,369
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The \$5.369 million authorisation to increase expenditure related mainly to funding increases for additional police and civilianisation (\$2.366 million), implementation of Royal Commission reforms (\$1.876 million), impact of Simple Offences and Criminal Procedures legislation (\$1.884 million) and other initiatives such as increased on-call allowances, community policing initiatives and aircraft maintenance (\$3.515 million). These increases were partially offset by Functional Review Implementation Team (FRIT) savings (\$1.838 million), transfers to Special Acts and procurements savings (\$1.420 million) and revised depreciation (\$1.089 million).

#### Service Expenditure

The variations are due to funding increases and increased focus locally and internationally on terrorism.

Emergency Management and Co-ordination	13,242	11,282	(1,960)
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### (b) Significant Variances Between Actual and Prior Year Actual

(i) TOTAL APPROPRIATION PROVIDED TO DELIVER SERVICES	2005 Actual \$'000	2004 Actual \$'000	Variation \$'000
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<b>Total appropriation provided to deliver services for the year</b>	619,769	571,543	48,226
--	---------	---------	--------

The \$48.226 million increase mainly related to funding increases for additional police officers, salary increases and increases for employee related expenses (\$26.696 million), on-going and new initiatives such as Simple Offences and Criminal Offences legislation, crime blitz, Gordon Inquiry, Royal Commission reforms, major aircraft maintenance, drink driving strategies and advertising campaigns (\$7.082 million) CPI increases and other cost pressures (\$10.671 million), Delta Communications and Technology and CADCOM projects (\$3.617 million) and depreciation and leave expense movements (\$2.821 million). These were offset by various savings including FRIT and Functional review (\$2.238 million), Police station closures (\$0.474 million).

#### Service Expenditure

The variations are due to funding increases and increased demand for the respective services.

Services to Maintain Lawful Behaviour and Prevent Crime	247,683	221,003	26,680
Emergency Management and Co-ordination	11,282	10,055	1,227
Response to and Investigation of Offences	227,116	199,384	27,732

### 39. EXPLANATORY STATEMENT (continued)

(ii) CAPITAL CONTRIBUTION	2005 Actual \$'000	2004 Actual \$'000	Variation \$'000
<b>Capital</b>	43,434	57,263	(13,829)
Capital Works Program expenditure is mutually exclusive from one year to the next. Each year's expenditure reflects the payment for works in progress and new projects in accordance with the approved Capital Works Plan.			
<b>(iii) ADMINISTRATION APPROPRIATION</b>			
<b>State Appropriation</b>	-	1,255	(1,255)
This reflects the completion of the Firearms Buyback Scheme.			

2005 \$'000	2004 \$'000
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### 40. SCHEDULE OF ADMINISTERED ITEMS

#### (a) Administered Expenses and Revenues

Expenses	2005 \$'000	2004 \$'000
Handgun Buyback Payments	420	5,110
Transfer	774	678
Commission expenses	85	62
Other	140	145
<b>Total administered expenses</b>	<b>1,419</b>	<b>5,995</b>
<b>Revenues</b>		
Commonwealth Government grants—Handgun Buyback	621	3,999
State Appropriation	-	1,255
Licences, fines and other	730	473
Proceeds from disposal of non-current assets	68	268
<b>Total administered revenues</b>	<b>1,419</b>	<b>5,995</b>

#### (b) Administered Assets and Liabilities

Current Assets	2005 \$'000	2004 \$'000
Restricted cash (Commonwealth)	-	445
Accrued income	170	-
<b>Total administered assets</b>	<b>170</b>	<b>445</b>
<b>Current Liabilities</b>		
Grants in advance (Commonwealth)	-	445
Payables	170	-
<b>Total administered liabilities</b>	<b>170</b>	<b>445</b>



# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

## 41. IMPACT OF ADOPTING AUSTRALIAN EQUIVALENTS TO AIFRS

The impact of adopting AIFRS including the key differences in accounting policies is provided in the following two reconciliations:

### (a) Reconciliation of total equity as presented under previous Australian Generally Accepted Accounting Principles (AGAAP) to that under AIFRS

	30 June 2005 \$'000	1 July 2004 \$'000
<b>Total equity under previous AGAAP</b>	424,562	354,123
Net change of 1 July 2004	(13,793)	-
<i>Adjusted total equity for 30 June 2005</i>	410,769	354,123
Adjustments to accumulated surplus/(deficiency)		
Reduce accumulated depreciation for non-current assets available for sale (i)	33	-
Valuation reassessment for software developments (ii)	(1,155)	(11,269)
Reduce accumulated depreciation for reduction in intangibles capitalised (iii)	444	-
Reassessment of buildings for subsequent costs (iv)	-	529
Increase accumulated depreciation for subsequent costs capitalised (v)	(20)	(6)
Write-down of inventories for items held for distribution (vi)	(49)	(1,128)
Employee benefits and Other Provisions valuation reassessment (vii)	(602)	(1,919)
<b>Total equity under AIFRS</b>	<b>409,420</b>	<b>340,330</b>

- (i) AASB 5 requires non-current assets available for sale to be disclosed as a separate class of asset on the balance sheet. Assets classified as non-current assets available for sale are not depreciated and are measured at the lower of carrying amount (prior) to reclassification and fair value less selling costs. Reduction in the accumulated depreciation (Buildings and Vehicles) for depreciation expense reversed from the date of transfer to end of the reporting year.
- (ii) Reassessment of the valuation of software developments completed and in construction in accordance with AASB 138. For July, the total \$11.269 million, the majority of the costs written off related to research expenditure.
- (iii) De-recognition of depreciation for value of assets written off in (ii)
- (iv) AASB 116 requires subsequent costs of an asset to be capitalised. This value represents the reassessment of maintenance and upgrades which require capitalisation.
- (v) Recognition of depreciation for value of assets capitalised in (iv)
- (vi) In accordance with AASB 102, Inventories has been remeasured to ensure compliance with the measurement criterion of "Held for Distribution". As a result, the Inventory holdings for 1 July 2004 have been reduced by \$1.128 million. A further reduction of \$0.049 million is required for 2004-05.
- (vii) Employee Benefits and Other Provisions have been remeasured in line with AASB 119 Employee Benefits. The differences relate to the new measurement criteria.

#### 41. IMPACT OF ADOPTING AUSTRALIAN EQUIVALENTS TO AIFRS (continued)

##### (b) Reconciliation of surplus/(deficit) for the period as presented under previous AGAAP to that under AIFRS

	30 June 2005 \$'000	
Surplus/(deficit) for the period under previous AGAAP		2,280
De-recognition of depreciation expense for assets available for sale	(i)	(33)
De-recognition of depreciation for intangibles valuation amendments	(ii)	(444)
Recognition of depreciation for subsequent costs capitalised	(iii)	20
Reassessment of inventory write-down	(iv)	49
Employee benefits expense valuation reassessment	(v)	602
Surplus/(deficit) for the period under AIFRS		<b>2,474</b>

(i) De-recognition of depreciation expense for assets classified as non-current assets available for sale at any time during 2004-05

(ii) De-recognition of depreciation expense for intangible assets written off

(iii) Recognition of depreciation expense for subsequent costs capitalised

(iv) Reassessment of inventory holdings for items held for distribution.

(v) Reassessment of employee benefits valuation in accordance with AASB 119 Employee Benefits

The figures disclosed are the best estimates at the date of these financial statements, and these figures could change due to potential amendments to AIFRS and interpretations thereof being issued by AASB and/or the UIG prior to the date of the first full set of AIFRS financial statements.

2005 \$'000	2004 \$'000
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#### 42. TRUST ACCOUNTS

Other financial information includes receipts of monies, for which the Police Service only performs a custodial role. As the monies 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:

- Found Money Trust
- Stolen Monies Trust
- Seized Monies Trust

##### (a) Found Money Trust

OPENING BALANCE AT 1 JULY 2004	245	157
<b>RECEIPTS</b>		
Found Money	127	243
	372	400
<b>PAYMENTS</b>		
Refunds	123	121
Transfer	2	34
	125	155
<b>CLOSING BALANCE AT 30 JUNE 2005</b>	<b>247</b>	<b>245</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2005

2005  
\$'000

2004  
\$'000

## 42. TRUST ACCOUNTS (continued)

### Purpose

To hold moneys which have been found and surrendered to the WA Police Service, and for which the lawful owner has not been ascertained within seven days of receipt of the moneys. 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*.

### (b) Stolen Monies Trust

OPENING BALANCE AT 1 JULY 2004	177	201
<b>RECEIPTS</b>		
Stolen Money	128	29
	305	230
<b>PAYMENTS</b>		
Refunds	51	15
Transfer	31	38
	82	53
<b>CLOSING BALANCE AT 30 JUNE 2005</b>	<b>223</b>	<b>177</b>

### Purpose

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

Monies 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*.

### (c) Seized Monies Trust

OPENING BALANCE AT 1 JULY 2004	5,115	4,403
<b>RECEIPTS</b>		
Proceeds of Crime	2,420	1,740
Transfer		72
	7,535	6,215
<b>PAYMENTS</b>		
Refunds	660	764
Transfer to the Department of Justice	721	336
Transfer	11	-
	1,392	1,100
<b>CLOSING BALANCE AT 30 JUNE 2005</b>	<b>6,143</b>	<b>5,115</b>

### Purpose

To hold monies seized by officers of the WA Police Service in the exercise of relevant statutory powers.

**WA POLICE SERVICE**

**TRUST STATEMENT NO. 25**

**NAME** An account called "Seized Monies Trust" account shall be maintained as a Private Trust Account at Treasury.

**PURPOSE** To hold monies seized by officers of the WA Police Service in the exercise of relevant statutory powers.

**RECEIPTS** Such monies as are seized by officers of the WA Police Service believed to have been unlawfully obtained and interest earned on the monies in the account shall be paid into and placed to the credit of the account.

**PAYMENTS** The funds in the account together with interest accrued shall:

- (i) be refunded to the rightful owner pursuant to court order or otherwise; or
- (ii) be applied or otherwise dealt with as required by any other written law.

**ADMINISTRATION OF ACCOUNT** The account shall be administered by the Commissioner of Police in accordance with the Financial Administration and Audit Act, the Financial Administration Regulations and the Treasurer's Instructions.

**ACCOUNTING RECORDS** There shall be maintained by the Commissioner of Police a detailed record of transactions processed through the account, together with such other accounting records and procedures as are detailed in the Accounting Manual.

**FINANCIAL STATEMENT** The Commissioner of Police shall cause to be prepared a statement of cash receipts and payments and other supplementary information in accordance with the requirements of the Treasurer's Instructions.

**INVESTMENT OF MONEYS** Monies standing to the credit of the account may be invested in accordance with section 38 of the Financial Administration and Audit Act.

I have examined and agree to the provisions of this Trust Statement.

  
\_\_\_\_\_  
**COMMISSIONER OF POLICE**

**DATE APPROVED** 19-5-05

Approved  
  
\_\_\_\_\_  
**ASSISTANT DIRECTOR**  
**ACCOUNTING POLICY & LEGISLATION**

**DATE APPROVED** 26/05/05

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# PRINCIPAL OFFICES

## LOCAL POLICE STATIONS

Police Assistance 131 444  
General Enquiries 131 444

## CRIME STOPPERS

Free call 1800 333 000

## SPECIALIST CRIME PORTFOLIO

Curtin House  
60 Beaufort Street  
Perth 6000  
Telephone (08) 9223 3002  
Facsimile (08) 9223 3044

## TRAFFIC AND OPERATIONS

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

## CORPORATE RISK MANAGEMENT

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

## POLICE HEADQUARTERS

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

## POLICE ACADEMY

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

## MEDIA AND PUBLIC AFFAIRS

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

## WEBSITE

**Western Australia Police**  
[www.police.wa.gov.au](http://www.police.wa.gov.au)

## ASSOCIATED WEBSITES

**Crime Stoppers**  
[www.wa.crimestoppers.com.au](http://www.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 2004-2005 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.



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

31 August 2005

Copies of this Report can be obtained from the Western Australia Police website [www.police.wa.gov.au](http://www.police.wa.gov.au), or by contacting the WA Police, Organisational Performance Directorate on (08) 9268 7762. This Report can be made available in alternative formats upon request.