



Western Australia Police

ANNUAL REPORT



2007



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Hon. John Kobelke MLA

Minister for Police and Emergency Services; Community Safety; Water Resources; Sport and Recreation

'In accordance with section 61 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament the Report of the Western Australia Police Service for the year ending 30 June 2007.

The Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*'.



Karl J O'Callaghan APM
Commissioner of Police

26 September 2007

Mission

To enhance the quality of life and well-being of all people in Western Australia by contributing to making our State a safe and secure place

Commissioner's Foreword

This is my third Annual Report as the Commissioner of the Western Australia Police Service (WA Police) and I think it is fair to say that in that time much has changed. Most of the change we have purposely driven in an attempt to improve our performance and our relevance. Some of it, however, has been driven by significant changes in the nature of crime and policing which are part of a worldwide phenomenon. I am satisfied that we are in a much better position today, after three years of Frontline First, to respond to the new challenges and expectations of police in this State. We must accept, however, that continuous change is necessary to stay relevant in a dynamic and changing world.

During the year we have commenced work on implementing the recommendations of major internal reviews of our specialist crime, forensic, property management and intelligence areas. The implementation of these recommendations will result in a major overhaul of systems, structures and procedures, resulting in a significant change to the way we do our business. These changes are driven by new structural, process and working arrangements and are expected to deliver more effective and contemporary specialised services.

A great deal of effort has been put into initiatives to remove administrative and process obstacles preventing frontline officers from delivering core policing services. In addition, the agency has moved away from work that is not considered our core function. These changes form an integral part of Frontline First and include:

- The streamlining of processing offenders at the Perth Watch House
- Further improvements to arrest-to-brief procedures
- The continuation of work on improvements to property management which includes looking at all aspects of property handling. We intend to pursue the outsourcing of certain aspects of property handling and warehousing functions
- A reduction in the number of prisoner and mental health escorts. Options being investigated include outsourcing and negotiating with other agencies more appropriately positioned to undertake the role

- An agreement with the Department for Planning and Infrastructure for them to assume responsibility for motor driver-licence testing at the great majority of locations across the State.

...we are in a much better position today, after three years of Frontline First, to respond to the new challenges and expectations of police in this State

Furthermore, the WA Police Corporate Executive Team approved changes to the information technology program of works, bringing forward projects having the greatest impact on operational efficiency and creating a more streamlined operational environment. The digital radio (PMRN) network was trialled in the year and was an outstanding success. The system has markedly improved many aspects of metropolitan radio communications and enhanced the ability of officers to access systems and information.

Attrition, recruitment and retention of officers continue to be the major issues facing the WA Police. A dynamic job market and low unemployment have been significant influencing factors. To better understand the key drivers behind attrition we have put in place practices to ensure personal contact with each person who has indicated their intention to resign from the WA Police. As a result, we have been able to gather specific information on the factors impacting on resignation decisions and, where possible, implemented strategies in an attempt to convince people to remain with the WA Police.

Other strategies being investigated to increase frontline capacity include the broadening of voluntary 44-hour week arrangements and the introduction of casual officers.

Despite the agency's attrition rates, we still expect to be on target to recruit the extra 350 police officers, in line with the State Government's election commitment. In the current climate, this is a significant achievement and is evidence that the innovative recruiting strategies we have implemented are succeeding. Such strategies include the recruiting of overseas officers, a number of whom commenced throughout the year. The recruitment of these

officers not only assists us to meet our target, but also adds to the diversity of experience in our agency which is critical in contemporary policing. Additionally, we have re-activated the Police Cadets scheme, with 42 cadets commencing at the Police Academy in February 2007, and who are expected to graduate in 2008.

I think everybody would agree that policing is a difficult and sometimes dangerous occupation. Part of my role as Commissioner is to ensure that police officers are adequately protected, resourced and recognised for the job they do. As an agency, we are constantly looking for ways to improve and add to the equipment available to officers deployed on active duty to enable them to more safely and effectively fulfil their role. To this end, an additional 1,100 Stun Guns were deployed in the year, to bring about a safer and more effective resolution to violent and potentially violent incidents.

As an agency, we are constantly looking for ways to improve and add to the equipment available to officers deployed on active duty to enable them to more safely and effectively fulfil their role

Contrary to the position taken by some other Australian Police jurisdictions, the WA Police agreed to take part in the Channel 7 Program "The Force - Behind the Line". While there are some risks in making a show of this nature, I feel the program shows WA police officers as professional and well-trained and it has portrayed the WA Police in a positive way to a very large audience. More than this, the program has also helped to build a stronger relationship with the community by giving them a better understanding of what police face on a day-to-day basis.

This year stands out for me as a year when we reached a new level of maturity and performance orientation. We will again face a number of significant challenges in the coming year. These include the provision of additional services for the new southern extension to the rail network, the implementation of plans to meet recruitment targets, the creation of on-line business and reporting systems and the discontinuance of more non-core tasks that we currently provide on behalf of other agencies and organisations.

You can be sure that the coming year will be busy and challenging, as our process of rapid change continues. With the help and support of all of our employees I am confident that we can continue to meet the unprecedented challenges and demands placed upon us.



Karl J O'Callaghan APM
Commissioner of Police

26 September 2007

Executive Summary

KEY ACHIEVEMENTS FOR 2006-07

- Implemented innovative recruitment and training strategies as part of the agency's effort to address recruitment pressures. These include:
 - Enabling accelerated recruitment, transition and deployment of suitable overseas applicants
 - Re-activated the Police Cadet scheme to train 42 cadets in 2007
 - Implemented the Direct Entry Accelerated Training (DEAT) program for Aboriginal Police Liaison Officers (APLOs), with 28 APLOs already in transition in 2006-07 and a further 30 APLO transitions planned for 2007-08.
- Recruited 90 officers, as part of the State Government's commitment to recruit an additional 350 police officers over a four-year period.
- Commenced the handover of police officers' involvement at the Perth Children's Court to the Director of Public Prosecutions to release police officers to frontline policing.
- Approximately 91.1 per cent of the WA population felt safe or very safe when home alone during the day and 79.2 per cent felt safe or very safe when home alone after dark.
- WA Police rated highest in Australia on the community's perception of police honesty with 78.6 per cent of the WA population either agree or strongly agree that WA Police officers are honest.
- Extent to which the community thought each of the following offences was a problem in their own neighbourhood decreased in 2006-07 when compared with the previous year (an average score out of 10 was as follows):
 - Physical assault in a public place – decreased from 2.4 to 2.3
 - Housebreaking – decreased from 4.6 to 4.0
 - Motor vehicle theft – decreased from 3.4 to 2.9
 - Illegal drugs – decreased from 4.5 to 4.0
 - Louts or gangs - decreased from 2.3 to 2.0.
- The following are some statistics that compare 2006-07 financial year with the corresponding period in 2005-06:
 - The overall clearance rate for burglary in 2006-07 was 18.9 per cent, an increase of 1.5 percentage points compared with the 2005-06 clearance rate of 17.4 per cent
 - Reported rate of home burglary per 1,000 residential dwellings has decreased from 32.3 in 2005-06 to 30.3 in 2006-07
 - Percentage of guilty pleas before trial has improved from 92.8 per cent in 2005-06 to 93.5 per cent in 2006-07.
- Developed a number of strategies in conjunction with the Australian Defence Force, the Australian Customs Service and other police jurisdictions, on counter-terrorism, border protection and port security.
- Established a temporary multi-functional facility in Karratha to accommodate North West Water Police, to assist with counter-terrorism and critical infrastructure protection.
- Further developed counter-terrorism response capability by:
 - Purchasing Crisis Information Management software to allow for real-time sharing of information during the management of a major emergency
 - Increasing capacity of the Bomb Response Unit and developing a post-blast investigation response methodology
 - Progressing acquisition of a Forward Command Post for deploying as a mobile command centre at major incidents and large public events.
- Developed a submission for the new Police Administration Bill. This legislation supports corruption prevention and requires personnel working in critical areas to undergo personnel-vetting programs, be subject to integrity-testing programs and to undergo random and targeted alcohol and drug testing.
- Progressed the establishment of a water police facility in the Peel Region to provide a whole-of-government approach to search, rescue, emergency response and policing of waterways within the region.



Executive Summary

- Progressed a feasibility study of the Multi-Functional Police Facility (MFPPF) for the communities of Oombulgurri, Looma, Burrengurrah and Wingellina. The study included service delivery alternatives at these locations.
- Acquired two Pilatus PC-12 aircraft to enhance service delivery capacity to remote communities.
- Formed partnerships with the Departments of Health, Education, Attorney General, Corrective Services, and Community Development for the purpose of implementing the Gordon Inquiry recommendations. This included the implementation of an 1800 number to enable Indigenous people in remote areas greater access to make complaints.
- Formed a multi-agency reference group to examine the success of implementing the Gordon Inquiry recommendations and ensure key outcomes are achieved and sustained.
- Prepared a project scoping paper for the Child Interview Unit in partnership with the Department for Community Development and the Health Department, to enable the delivery of State-wide service and functionality for child-abuse cases.
- Progressed implementation of the Police Metropolitan Radio Network (PMRN) to increase frontline efficiency by enhancing job dispatch times, name and vehicle enquiries.
- Commenced work to replace the existing obsolete analogue video interviewing system with a new Digital Video Interviewing system to enable savings in resource and storage space.
- Completed Livescan rollout for the electronic capture of fingerprints. Livescan links to the national fingerprint database and will provide a more efficient method of taking fingerprints and reduce manual data entry.
- Completed the tender process for the acquisition of speed and red-light cameras to provide an enhanced capacity to detect speed and red-light offences.
- Enhanced the anti-hoon legislation to enable a broader application resulting in a larger number of vehicles impounded from offending drivers.
- Introduced Drug-Driving legislation into the Parliament, to provide a mechanism for dealing with drug-impaired drivers.
- Expended over \$2.4 million from the Community Safety and Crime Prevention Fund, to support the development and implementation of local community safety and crime-prevention initiatives.
- The *Criminal Investigation Act 2006* was assented to on 16 November 2006 and became effective on 1 July 2007. The new Act is a significant piece of legislation that determines how all future criminal investigations are to be conducted within Western Australia.
- Successful implementation of the new Professional Standards Information Management System called IAPro. This is an early intervention - risk profiling program that enables the identification of problematic or at-risk officers.
- Hosted and chaired the 2006 Australasian Police Integrity Forum, which had delegates from jurisdictions across Australia, the Australian Federal Police, New Zealand and Fiji.
- Implemented the Managerial Discipline Model (MDM). The MDM is predicated on the following:
 - Ensuring managerial/remedial outcomes are applied to behaviour, conduct and/or work performance issues, identified as a result of a complaint(s)
 - Restricting use of disciplinary charges for those matters considered by the Commissioner of Police to be of sufficient seriousness, but which fall short of loss of confidence proceedings.

FUTURE DIRECTIONS

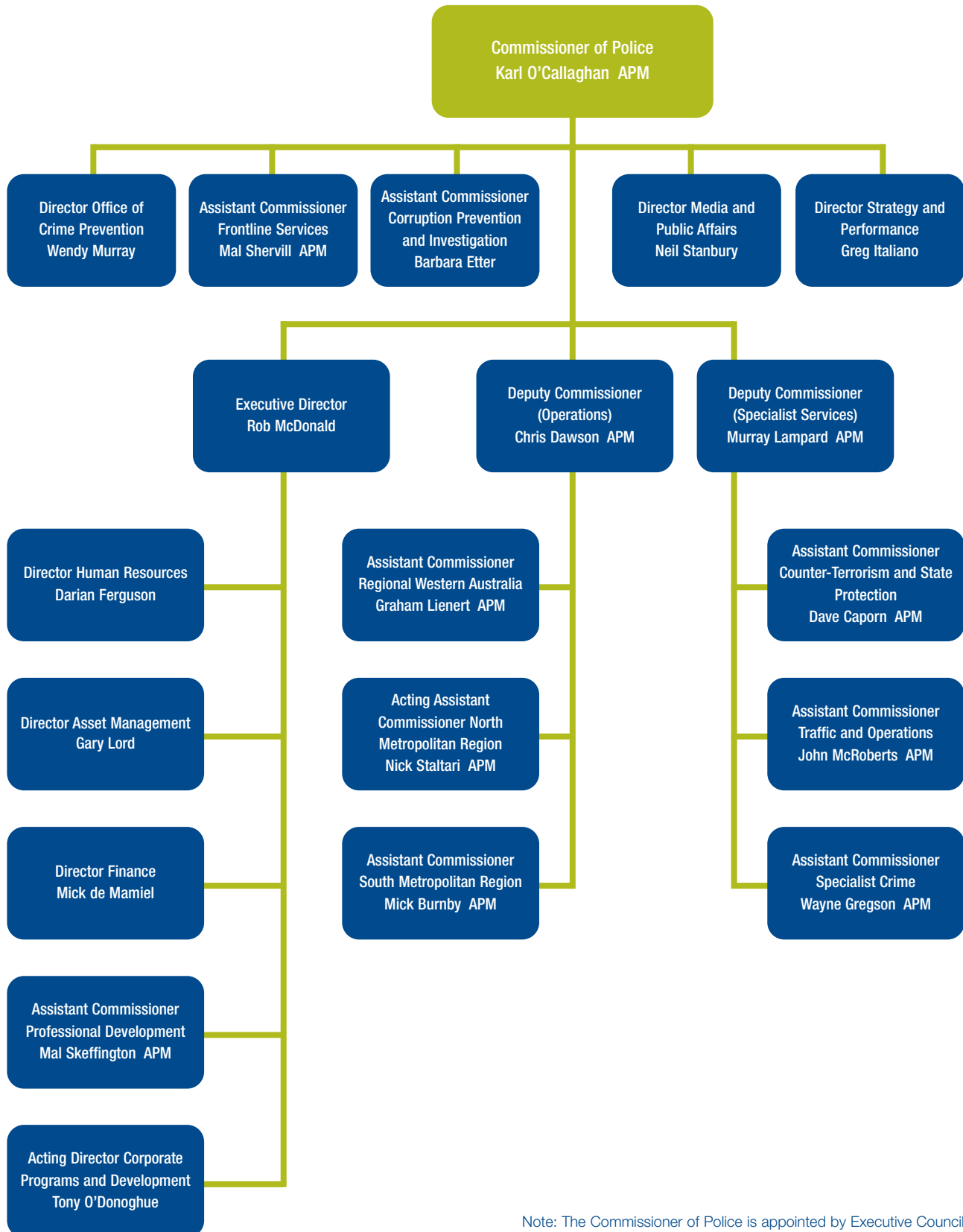
- Expand current recruiting strategies and consider broader marketing initiatives to overcome issues associated with the attraction of personnel.
- Progress the implementation of the Intelligence Review to improve intelligence management within the agency and deliver meaningful support to frontline activities.



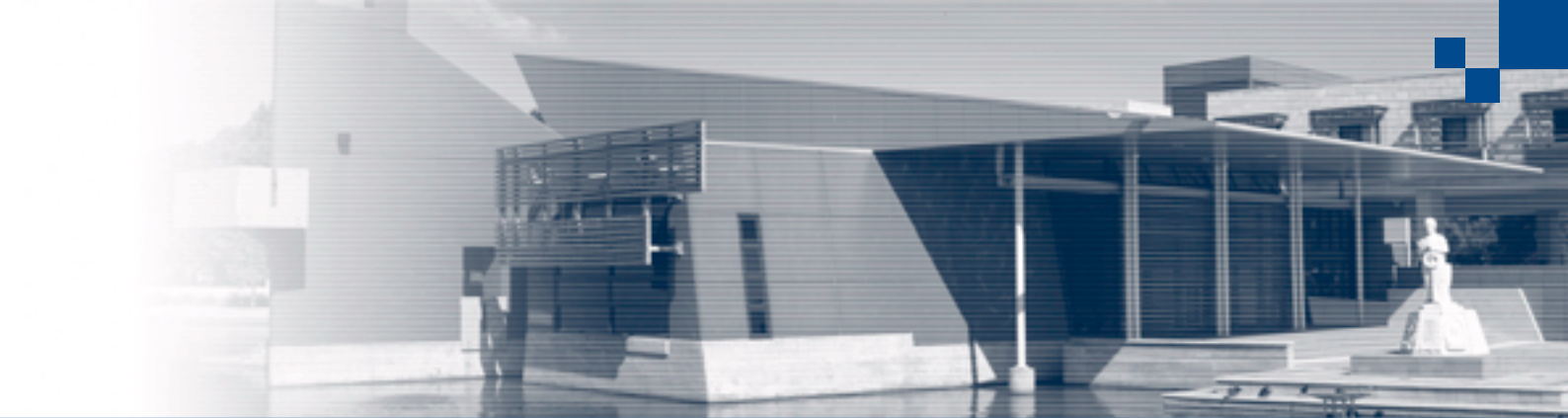
- Create a Regional Crime Intelligence Desk in Regional WA to address organised crime issues, through the identification of trends and specific targets and provide support to operations against organised criminal activities.
- Utilise external service providers to process National Police Certificates to reduce administrative burden on police officers and to concentrate on core policing functions.
- Utilise e-learning in remote locations and for overseas recruits to maximise the delivery of training, improve the retention of staff in remote locations and to simplify recruiting processes for overseas candidates.
- Continue to implement corporate Risk Management Strategies, including developing additional information-security policies and developing user-awareness training.
- Progress implementation of Service Delivery Standards across the agency to achieve consistency in policing responses, ensure common understanding of the quality of service required and improve perception of safety within the community.
- Progress development and enhancement of the State Co-ordination Centre (SCC) which is being designed and equipped to have the capacity to function as the state crisis centre in the event of major State-level emergencies. It will bring together the relevant senior management of the Department of the Premier and Cabinet, the Fire and Emergency Services Authority, the Department for Community Development and the WA Police, to facilitate the development and implementation of prevention, preparedness, response and recovery strategies to deal with major emergency management in WA.
- Progress the recommendations of the Intelligence and Forensic Reviews to improve intelligence packages and enhance the management of exhibits.
- Continue the establishment of a Sexual Assault Squad as part of a new Sex Crime Division, linking serial offenders and sexual assaults and providing a more efficient response to, and investigation of, offences.
- Continue negotiations to civilianise additional police officer positions from the Prosecuting Division in the metropolitan area, to release police officers for frontline activities.
- Expand the operations of the Traffic Enforcement Group (TEG) to major metropolitan arterial roads and Regional WA to improve traffic safety.
- Progress the purchase of new, or convert existing, red-light and speed-detection cameras to digital technology, allowing for enhanced service delivery.
- Utilise intelligence-related strategies more effectively to link volume crime and traffic offences, to enable greater success in the targeting and prosecution of recidivist offenders.
- Progress negotiations with the Department for Planning and Infrastructure to transfer the functions of Motor Driver's Licence testing in Regional WA enabling police officers to concentrate on core activities.
- Continue the development and implementation of a State community-violence-prevention strategy aimed at reducing the level of violence and assaults within our community.
- An information paper on anti-social behaviour orders and a subsequent inter-agency forum has contributed to the development of a position to tackle anti-social behaviour. This strategy will be further developed and applied during 2007-08 in collaboration with key agencies, such as the Public Transport Authority.
- The government has now released a three-year, \$3.6 million, graffiti strategy developed in consultation with the State Graffiti Vandalism Working Group, which includes local government and key stakeholder agencies involved in graffiti management. The strategy builds upon existing initiatives and activities and prioritises fast clean-up, appropriate sanctions and reduced impact of graffiti.
- The Office of Crime Prevention will conduct research applying future forecasting methodologies, to examine the possible emergence of criminal and anti-social behaviour along the Southern Rail Link. This research will provide critical information to improve the quality, effectiveness and sustainability of crime-prevention and crime-reduction initiatives in Western Australia.

Operational Structure

As at 30 June 2007



Note: The Commissioner of Police is appointed by Executive Council



WA POLICE SENIOR EXECUTIVE

Karl J O'Callaghan APM, Commissioner of Police

Commissioner O'Callaghan commenced with WA Police as a police cadet in 1974 and graduated from the Police Academy in January 1976. His policing career has included work in country and metropolitan police stations as well as specialist areas. He was promoted to Superintendent in 1996, Assistant Commissioner in 2001 and Commissioner of Police in 2004. Karl's qualifications include a PhD, Bachelor of Education and Bachelor of Arts. In 1997, he was awarded a Churchill Fellowship and completed an international study of the development of ethics and professional standards education in police services.

Chris Dawson APM, Deputy Commissioner (Operations)

Deputy Commissioner Dawson joined the WA Police in 1976 as a police cadet and graduated from the Police Academy in 1978. His first 10 years saw him policing in metropolitan and country locations. In 1999, he was promoted to Superintendent and inaugural Principal of the Police Academy in Joondalup. Chris was also Superintendent-in-charge of Central Metropolitan District, and acted as the Assistant Commissioner Corporate Programs and Development before being promoted to his current rank. Chris has a Diploma of Policing and a Graduate Certificate in Police Management.

Murray Lampard APM, Deputy Commissioner (Specialist Services)

Deputy Commissioner Lampard joined the WA Police in 1976. He has been an operational detective for the majority of his career. From 1996 to 2005, Murray held Superintendent positions in Crime Investigation and Intelligence Services and South East Metropolitan Police District, Commander of the North-Eastern Police Region, and Assistant Commissioner Regional WA. Murray has a Master of Business Administration, and a number of Graduate Diplomas in Business, Management, Policing, Applied Management, Criminal Investigations and Executive Leadership.

Rob McDonald, Executive Director

Mr McDonald commenced his career with the WA Police in 1981. The majority of his time with the WA Police has been in various roles within the Finance Division. From 1993 to 2001 he was the Director of Finance. In 2001, Rob was promoted to the position of Director Agency Resources within the Department of Treasury and Finance. He performed that role until 2006, when he was seconded to the WA Police to act as Executive Director, which he was subsequently promoted to in 2007, after a brief stint as Chief Executive Officer, State Supply Commission. Rob has a Bachelor of Business.

Regions and Districts

North Metropolitan Region

Acting Assistant Commissioner Nick Staltari

Area in square kilometres	1,009
Population as at 30 June 2006	645,522
Number of police officers	897
Number of police staff	101
Ratio of police officers to population	1:720

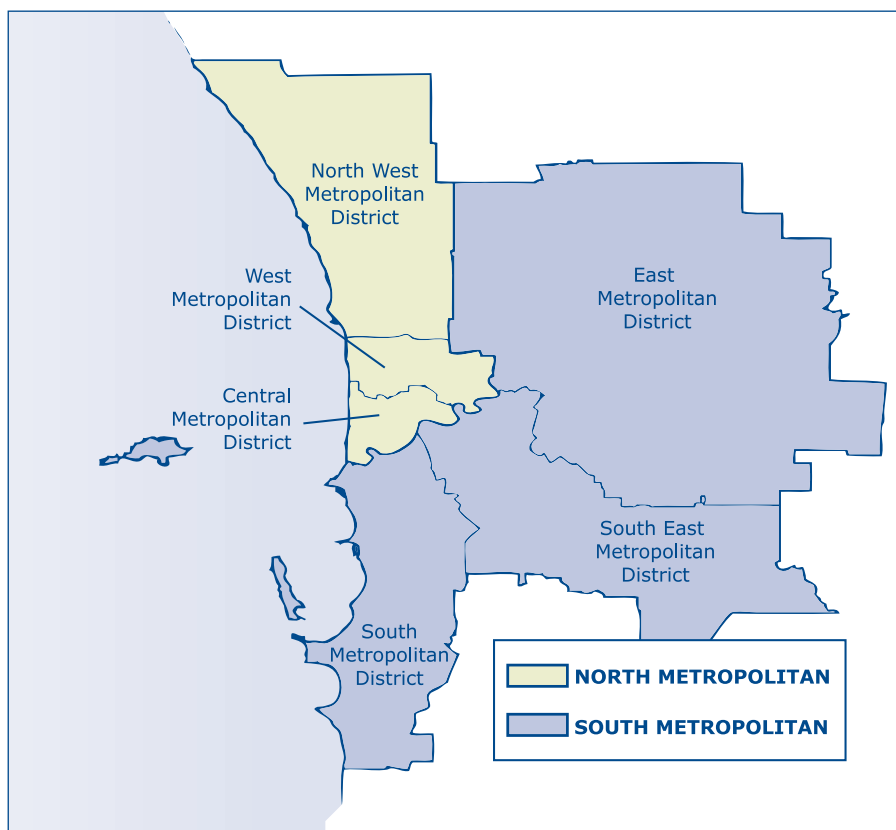
Districts:	No. of police stations
Central Metropolitan	5
North West Metropolitan	6
West Metropolitan	6
Total:	17

South Metropolitan Region

Assistant Commissioner Mick Burnby

Area in square kilometres	3,472
Population as at 30 June 2006	849,218
Number of police officers	1,048
Number of police staff	109
Ratio of police officers to population	1:810

Districts:	No. of police stations
East Metropolitan	7
South East Metropolitan	5
South Metropolitan	8
Total:	20

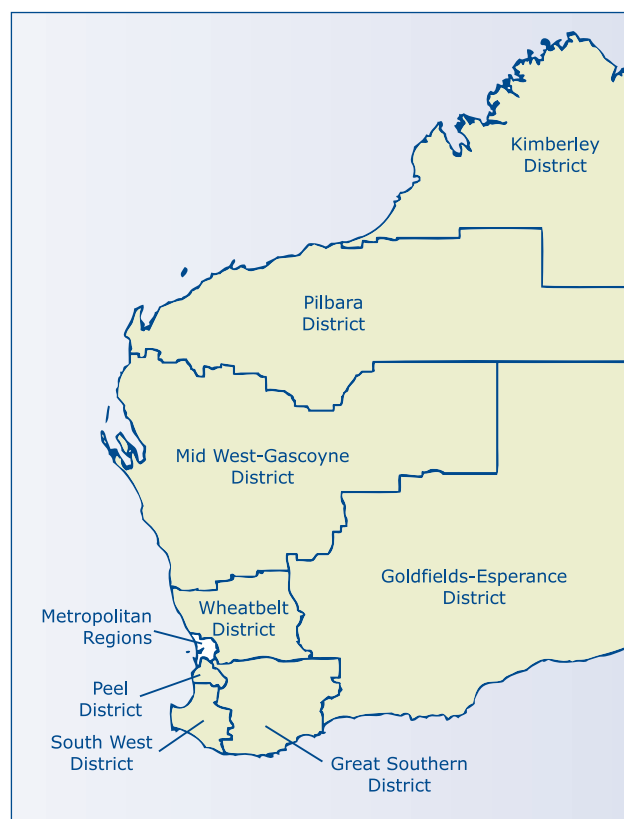


Regional Western Australia

Assistant Commissioner Graeme Lienert

Area in square kilometres	2,527,083
Population as at 30 June 2006	556,144
Number of police officers	1,417
Number of police staff	144
Ratio of police officers to population	1:392

Districts:	No. of police stations
Goldfields-Esperance	14
Great Southern	23
Kimberley	11
Mid West-Gascoyne	19
Peel	6
Pilbara	14
South West	15
Wheatbelt	24
Total:	126



Note:

The number of police stations includes the Kintore Multi-jurisdictional Police Facility in the Northern Territory that commenced operation in April 2004 and the Warakurna Multi-function Police Facility that commenced operation in September 2006.

Source: Area and preliminary Estimated Resident Population as at 30 June 2006, obtained from the Australian Bureau of Statistics publication Regional Population Growth 2005-06 (ABS Cat. No. 3218.0).



Enabling Legislation

The Police Department was established in accordance with the provisions of the *Public Service Act 1904-63*, and the Public Service Regulation 99 by the Governor in Executive Council on 16 December 1964.

The Police Department name was subsequently changed to Police Service on 1 July 1997 under the authority of section 35(d) of the *Public Sector Management Act 1994*.

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

The WA Police 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
Security and Related Activities (Control) Act 1996
Spear-guns Control Act 1955
Surveillance Devices Act 1998
Telecommunications (Interception) Western Australia Act 1996
Terrorism (Extraordinary Powers) Act 2005
Weapons Act 1999
Witness Protection (Western Australia) Act 1996
Terrorism (Prevention Detention) Act 2006

Throughout 2006-07, the agency facilitated the progression of legislation through Parliament to enactment, including:

Criminal Investigation Act 2006
Criminal and Found Property Disposal Act 2006
Misuse of Drugs Amendment Act 2006
Pawnbrokers and Second-hand Dealers Amendment Act 2006
Road Traffic Amendment Act 2007
Road Traffic Amendment (Drugs) Act 2007
Terrorism (Preventative Detention) Act 2006

Throughout 2006-07, the agency facilitated the progression of the following amending or new legislation:

Community Protection (Offender Reporting) Amendment Bill 2007
Misuse of Drugs Amendment Bill 2007
Police Amendment Bill 2007
Security and Related Activities (Control) Amendment Bill
Surveillance Devices Amendment Bill 2007
Terrorism (Preventative Detection) Amendment Bill 2007
Weapons and Firearms Amendment Bill 2007

In the financial administration of the department, we have complied with the requirements of the *Financial Management Act 2006* and every other relevant written law, and exercised controls which provide reasonable assurance that the receipt and expenditure of money and the acquisition and disposal of public property and incurring liabilities have been in accordance with legislative provisions.

At the date of signing, we are not aware of any circumstances which would render the particulars in this statement misleading or inaccurate.

Performance Management Framework

OUTCOME BASED MANAGEMENT FRAMEWORK

Under an Outcome Based Management Framework, the outcomes that WA Police is seeking to achieve primarily contribute to the government's publication Better Planning : Better Futures – A Framework for the Strategic Management of the Western Australian Public Sector, Goal 1: Better Services - Enhancing the quality of life and well-being of all people throughout Western Australia by providing high quality, accessible services. The contribution of WA Police towards the achievement of this goal is detailed under specific outcome sections within this report.

WA Police contribution to government goals		
Government Goal	WA Police Outcomes	WA Police Services
Enhancing the quality of life and well-being of all people throughout Western Australia by providing high quality, accessible services	Lawful behaviour and community safety	<ol style="list-style-type: none"> 1. Intelligence and protective services 2. Crime prevention and public order 3. Community support (non-offence incidents) 4. Emergency management and co-ordination
	Offenders apprehended and dealt with in accordance with the law	<ol style="list-style-type: none"> 5. Response to and investigation of offences 6. Services to the judicial process
	Lawful road-user behaviour	<ol style="list-style-type: none"> 7. Traffic law enforcement and management
	A safer and more secure community	<ol style="list-style-type: none"> 8. Implementation of the State Crime Prevention Strategy

WA Police also contributes to the other four government goals relating to the economy, environment, regions and governance through the overall management of the agency and corporate-level initiatives that are being implemented. Achievements in 2006-07 in relation to the WA Police contribution to these goals are detailed in various sections within this report.

CHANGES TO OUTCOME BASED MANAGEMENT FRAMEWORK

Outcome 4: A Safer and More Secure Community was added to the WA Police Outcome Based Management Framework in 2006-07. This outcome relates to the implementation of the State Crime Prevention Strategy, for which the Office of Crime Prevention is primarily responsible.

SHARED RESPONSIBILITIES WITH OTHER AGENCIES

WA Police did not share responsibility for the delivery of services with other agencies in 2006-07.

AGENCY PERFORMANCE REPORT ON OPERATIONS



Summary of Results Against Financial Targets

	2006-07 Target ⁽¹⁾ \$'000	2006-07 Actual \$'000	Variation ⁽²⁾ \$'000
Total cost of services (expense limit)	765,835	764,290	(1,545)
Net cost of services	746,214	735,818	(10,396)
Total Equity	512,723	594,069	81,346
Net increase / (decrease) in cash held	(11,064)	(2,078)	8,986
Approved full time equivalent (FTE) staff level	No. 6,612	No. 6,619	No. 7

(1) As specified in the budget statement for 2006-07

(2) Further explanations are contained in Note 43 'Explanatory Statement' to the financial statements



Summary of Results Against Performance Targets

Key Effectiveness Indicators	2006-07 Target ⁽¹⁾	2006-07 Actual	Variation ⁽²⁾
Outcome 1: Lawful behaviour and community safety			
The community's level of satisfaction with services provided by police	=> 7.0	6.6	(0.4)
The community's level of satisfaction with services received during the most recent contact with police	=> 7.6	7.8	0.2
Extent to which the community thought each of the following was a problem in their own neighbourhood:			
- physical assault in a public place	<= 2.6	2.3	(0.3)
- housebreaking	<= 4.6	4.0	(0.6)
- motor vehicle theft	<= 3.5	2.9	(0.6)
- illegal drugs	<= 4.4	4.0	(0.4)
- louts or gangs	<= 2.2	2.0	(0.2)
- drunken or disorderly behaviour	<= 2.5	2.6	0.1
- speeding cars, dangerous or noisy driving	<= 5.2	5.2	-
State emergency management plans in place and current, and resources committed, where the Western Australia Police is the designated Hazard Management Agency, to prevent and minimise risk	6	6	-
Number of police officers who have a key emergency-related qualification	2,710	3,507	797
Outcome 2: Offenders apprehended and dealt with in accordance with the law			
Selected recorded offences against the person cleared:			
- number cleared	=>27,000	27,135	135
- percentage cleared	=>90%	80.4%	(9.6%)
Selected recorded property offences cleared:			
- number cleared	=>36,000	33,952	(2,048)
- percentage cleared	=>22%	19.6%	(2.4%)
Recorded drug-trafficking offences:			
- number cleared	=>2,800	2,497	(303)
- percentage cleared	100%	92.4%	(7.6%)
Percentage of guilty pleas before trial	>92%	93.5%	1.5%
Percentage of convictions for matters listed for trial	>70%	64.2%	(5.8%)
Number of deaths in custody for which the Western Australia Police is culpable	nil	nil	-
Number of escapes from police custody	nil	2	2

Summary of Results Against Performance Targets

Key Effectiveness Indicators	2006-07 Target ⁽¹⁾	2006-07 Actual	Variation ⁽²⁾
Outcome 3: Lawful road-user behaviour			
Percentage of drivers tested for drink-driving who are found to exceed the lawful alcohol limit	=>1.6%	1.6%	-
Percentage of vehicles monitored for speeding by speed cameras that are found to exceed the lawful speed limit	=>18.7%	17.1%	(1.6%)
Percentage of drivers who have never driven when they felt they might be over the 0.05 alcohol limit in the last six months	=>84%	83.7%	(0.3%)
Percentage of drivers who have never exceeded the speed limit by 10kph or more in the last six months	=>32%	35.1%	3.1%
Percentage of drivers who have never driven without wearing a seat belt in the last six months	=>91%	90.5%	(0.5%)
Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood	<=5.2	5.2	-
Outcome 4: A safer and more secure community			
Reported rate of home burglary per 1,000 residential dwellings	<=33.4	30.3	(3.1)
Proportion of the community who feel 'safe' or 'very safe' at home alone after dark	=>81%	79.2%	(1.8%)
Proportion of the community who feel 'safe' or 'very safe' at home alone during the day	=>92%	91.1%	(0.9%)



Key Efficiency Indicators	2006-07 Target ⁽¹⁾	2006-07 Actual	Variation ⁽²⁾
Service 1: Intelligence and Protective Services Average cost per hour for providing intelligence and protective services	\$86	\$90	\$4
Service 2: Crime Prevention and Public Order Average cost per hour for providing crime prevention and public order services	\$86	\$94	\$8
Service 3: Community Support (Non-Offence Incidents) General calls for police assistance (not including '000' calls) answered within 20 seconds Average cost per hour for providing community support (non-offence incidents) services	85% \$86	81% \$93	4% \$7
Service 4: Emergency Management and Coordination Average cost per hour of emergency management and co-ordination	\$98	\$106	\$8
Service 5: Response to and Investigation of Offences 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 (entered) to arrival at scene: - Priority 1-2 calls - Priority 3 calls Average cost per response/investigation	90% 9 mins 20 mins \$1,230	91% 9 mins 24 mins \$1,228	1% - 4 mins (\$2)
Service 6: Services to the Judicial Process Average cost per hour of services to the judicial process Average cost per guilty plea Average cost per non-guilty plea	\$90 \$50 \$397	\$91 \$29 \$235	\$1 (\$21) (\$162)
Service 7: Traffic Law Enforcement and Management Average cost per hour of traffic law enforcement and management	\$79	\$84	\$5
Service 8: Implementation of the State Crime Prevention Strategy Average cost per community safety and crime prevention partnership managed Average cost per hour for research, policy development and support to the Community Safety and Crime Prevention council Average cost per \$1 million in grant funding administered	\$25,670 \$54 \$115,991	\$17,823 \$106 \$237,217	(\$7,847) \$52 \$121,226

(1) As specified in the budget statement for 2006-07

(2) These tables are a summary of the 2006-07 WA Police Key Performance Indicators, for more detailed information see the Key Performance Indicator section of this report.

Summary of Variation Against Performance Targets

Key Effectiveness Indicators

Outcome 1: Lawful behaviour and community safety

The target for the community's level of satisfaction with service provided by police was not met. Key reasons for this include:

- In July 2006, a new service provider was contracted to conduct the National Survey of Community Satisfaction with Policing. There are some subtle methodological variations between the service providers, which are considered to have impacted on the survey results.
- The community's level of satisfaction with policing is influenced by a range of factors, many of which are beyond the control of WA Police. These external factors include media reporting, promotional campaigns, and the experiences of other community members.
- The community's level of satisfaction with policing is lower than the community's level of satisfaction with their most recent contact with police in the last six months. This would indicate that external factors have impacted on the general level of satisfaction with policing.

While a number of contributing factors affect community perceptions, the WA Police continues to monitor and evaluate results of the National Survey of Community Satisfaction with Policing.

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

The target for the percentage of selected recorded offences against the person cleared was not achieved due to the 2006-07 target being over-stated. This was due to the 2004-05 clearance statistics used to determine the target not having been through a quality assurance process. The 2004-05 clearance statistics have been revised as a result of that quality assurance process.

The target for the number and percentage of selected recorded property offences cleared was not met due to the reasons stated above.

The target for the number and percentage of recorded drug trafficking offences cleared was not achieved. The reason for this was:

- The majority of drug trafficking offences are detected by police rather than reported to police, which results in a fluctuation of offence numbers and a high percentage of offences being cleared.

WA Police have set a target of 93 per cent for drug trafficking offences cleared for 2007-08, which aligns with the five-year average of performance.

The target for the percentage of convictions for matters listed for trial was not achieved. The major contributing factor included:

- Data supplied by the Department of the Attorney General from which the 2006-07 target was based indicated a significant increase in the number of guilty trial findings. This data was subsequently found to be incorrect and was revised. Improved data quality assurance processes have been implemented to mitigate this risk in the future.

The number of escapes from police custody target of nil was not met. Two escapes from police lock-ups did occur during 2006-07 from an estimated 40,000 persons that pass through police lock-ups each year. WA Police continues to work towards improving the security of persons in police custody in order to achieve the target of nil escapes from police custody.

Outcome 3: Lawful road-user behaviour

The target for the percentage of vehicles monitored for speeding by speed cameras that are found to exceed the lawful speed limit was not met. The main contributing factor was the 2006-07 target was based on historical patterns of operational deployment. This pattern was varied for operational reasons as part of a deliberate strategy to focus on road safety in Regional WA.

This indicator reflects the WA Police focus on enforcement as the primary strategy for influencing lawful road-user behaviour in relation to speeding.

Outcome 4: A safer and more secure community

The targets for the percentage of the community who feel 'safe' or 'very safe' at home alone during the day and home alone after dark were not met. The reasons for this include:

- In July 2006, a new service provider was contracted to conduct the National Survey of Community Satisfaction with Policing. There are some subtle methodological variations between the service providers, which are considered to have impacted on the survey results.
- The community's perception of safety is influenced by a range of factors, many of which are beyond the control of WA Police. These external factors include media reporting, promotional campaigns, and the experiences of other community members.



Key Efficiency Indicators

In 2006-07, the number of policing and crime prevention services provided to the community under the policing outcomes increased from five to eight.

- Service 1: Intelligence and protective services
- Service 2: Crime prevention and public order
- Service 3: Community support (non-offence incidents)
- Service 4: Emergency management and coordination
- Service 5: Response to and investigation of offences
- Service 6: Services to the judicial process
- Service 7: Traffic law enforcement and management
- Service 8: Implementation of the State Crime Prevention Strategy

Services 1-7 did not achieve their 'cost per hour' target. Underlying factors that have affected the cost of providing policing services are:

- Police Officers received a salary increase under the terms of the Industrial Agreement for Police Act Employees 2006. This increase has contributed to an increased hourly cost of service delivery. Targets were based on previous expenditure.
- An increase in operating (plant, equipment and accommodation) costs.

Service 3: Community support (non-offence incidents)

General calls for police assistance (not including '000' calls) answered within 20 seconds was 4 per cent under target. The main factor for not meeting this target was the increased use of the Police Assistance Centre (PAC) by members of the public using the 131444 phone number.

Service 5: Response to and investigation of offences

The target for the average time taken to respond to priority 3 calls was not met. The factors that contributed to this include:

- Increased usage of the PAC by members of the public resulted in an increase of 20.7 per cent in the number of calls for assistance between 2005-06 and 2006-07.
- Increased demand for police services resulted in an increase of 20.6 per cent in the number of calls for police assistance categorised as priority 3 between 2005-06 and 2006-07.
- The average time required to deal with a priority 3 task, from the time of attendance until completion, increased by almost five minutes between 2005-06 and 2006-07. This time can include scene examination, door knocks, witness identification, apprehension and dealing with offenders, paperwork, and providing crime prevention advice.

- Industrial action taken by the WA Police Union between September and October 2006, as part of wage negotiations, resulted in an adverse affect on the response time for some classes of priority 3 tasks (where the safety of the public was not at risk).

The WA Police have acted to ensure that the level of service delivery to the public is not adversely affected in the future. These actions include:

- Improved processes and additional resourcing for the PAC to better respond to the public at the point of first contact.
- The implementation of the Police Metropolitan Radio Network (PMRN) and the accompanying Tasking and Dispatch Information System allows greater control, flexibility, monitoring and information management of police resources.
- Ongoing projects to identify and reduce the amount of unnecessary recording and documentation of police duties.

These proactive measures had been successful in addressing the issues that resulted in increased response times for priority 3 tasks in 2006-07. The average response time for priority 3 calls for the first two months of 2007-08 was at or below 20 minutes.

Service 8: Implementation of the State Crime Prevention Strategy

The average cost per hour for research, policy development and support to the Community Safety and Crime Prevention Council was not achieved due to the overall budget being small and sensitive to minor changes.

The average cost per \$1 million in grant funding administered was over target due to changes in the level of grants administered. Grants worth \$1,685 million have been rescheduled from 2006-07 to 2007-08 and 2008-09.

Lawful Behaviour and Community Safety

Outcome 1

Effective Use of Police Resources

A key strategy for Frontline First is back-to-basics policing, ensuring that as many police officers as possible are on the streets and providing a highly visible police presence. In 2006-07, the WA Police developed a recruiting plan to ensure an additional 90 police officers were recruited, bringing the total to 170 additional recruits in the last two financial years. A further 90 recruits will commence in each of the next two financial years to complete the full recruitment of 350 additional police officers during the term of the current government.

The challenge for the WA Police is to ensure the value of these additional police officers is maximised to benefit operational policing. To achieve this, the agency has been implementing a number of systems and processes that will have a positive impact on frontline service delivery.

A substantial amount of work has been done to improve facilities and optimise the use of resources. Renovations at the Perth Watch House were completed in November 2006. These renovations included the fitting of a new counter, digital cameras and a new fingerprinting system.

As part of the improvements, a revised roster was introduced to support the functionality of the second admissions desk and other initiatives are being implemented to bolster frontline policing. By optimising staffing levels during identified peak times the Perth Watch House has the capacity to service the new Drop-and-Go procedures that were trialled by Central Metropolitan District between November 2006 and February 2007, and utilise the special purpose vehicles to police public events and other major incidents.

Prior to the implementation of the Drop-and-Go procedures an arrest took officers off the street for around three hours. With the new procedures it takes just less than an hour to effect the arrest, convey the offender to the Perth Watch House and return to patrolling duties.

To complement the improvements implemented at the Perth Watch House, the Corporate Executive Team endorsed the Arrest-to-Brief Improvement Project. The aim of this project was to streamline processes and increase efficiency in current arrest-to-brief procedures. The project team identified a series of business process improvement opportunities to allow frontline officers to spend more time on the road, rather than attending to back-office processing or administrative tasks.

One such improvement was the establishment of dedicated prisoner-processing centres where police staff would take over the processing of arrests.

A trial of a dedicated prisoner-processing system was conducted in the Central Metropolitan District from November 2006 to February 2007, and proved highly successful. In conjunction with the Drop-and-Go system introduced at the Perth Watch House, this improvement delivered an extremely short turn-around time for the delivery and processing of offenders.

In March 2007, the dedicated prisoner-processing system was expanded to incorporate the South East Metropolitan District, West Metropolitan District, the Police Rail Unit and Regional Operations Group.

A substantial amount of work has been done to improve facilities and optimise the use of resources

Other recommendations of the project included greater use of in-field infringements processing capabilities, the provision of kits to be used to extract DNA, and the provision of bail at the side of the road. These recommendations are expected to result in greater use of Mobile Police Vehicles to provide mobile processing, especially at special events or for targeted operations. Greater use of in-field processing capabilities will reduce the need for officers to return to their station, further increasing the time officers are available for tasking.

Another initiative is the provision of advanced training on the Frontline Incident Management System (IMS) and other related systems, to maximise their value and contribute to more efficient service delivery. The Maximising IMS project was approved by the Corporate Executive Team in December 2006. A key action for the project was the drafting of a Police Procedures Manual to standardise the use of IMS to enhance case and file management.

A detailed implementation plan was compiled for the project. This plan revolved around the training of all personnel through a tiered approach. The first tier related to the WA Police Academy reviewing current lesson plans to cover references to IMS. This tier captured recruits, detectives and supervisors engaged in training at the Academy.



The second tier covers the proposal for training teams comprising two suitably qualified supervisors from each district and portfolio, to attend an extensive two-week training course. On completion they will train managers, supervisors and personnel in Incident Management Units within their districts and divisions to the required standard.

To ensure frontline officers have more time to deliver core policing services, the agency is progressively devolving roles, not considered core function, to other service providers. For instance, the WA Police progressed negotiations with the Department for Planning and Infrastructure (DPI) to transfer the functions of Motor Driver's Licence testing in Regional WA. In December 2006, a briefing note was forwarded to the Minister for Police to advise the agency's intention to withdraw from DPI functions within the following timeframes:

- April 2007 - police officers no longer test drivers for classes of vehicles for which they do not hold a licence
- June 2008 - police officers cease driver's licence testing (with the exception of the remote communities where a Multi-Function Police Facility (MFPF) is located).

In March 2007, a meeting was held between representatives of the WA Police and the DPI to finalise implementation issues, develop a communications strategy and confirm the implementation timetable.

To provide improved focus on key policing services, and improve customer accessibility, the agency has completed a feasibility study of outsourcing the National Police Certificate application process. This will see a more suitable provider processing the applications, conducting identity checks and facilitating the banking processes.

The actual screening of criminal records will be streamlined between the WA Police and CrimTrac. This model was supported at the Australasian Police Commissioner's Conference in March 2007, and will see WA Police piloting the concept in November 2007.

It is anticipated that this initiative will not only divert administrative functions away from police stations, but also provide customers with an increased number of outlets, improved screening using CrimTrac technology and see the introduction of security safeguards built into the printing of National Police Certificates.

Service Delivery Standards

Through the implementation of Frontline First, the WA Police is committed to improving the quality of policing services provided to the community of Western Australia. To this end, the agency has progressed the implementation of Service Delivery Standards, with the aim of achieving consistency in policing responses, a common understanding of the quality of service required, and an improved perception of safety within the community.

The development of the Service Delivery Standards was based on extensive community and internal consultation, and encompasses the functions of:

- Call taking
- Response to incidents
- Customer service.

The next phase in the implementation of the Standards includes development of measuring and reporting tools; implementation and communication within the WA Police; and communication of the Standards to the community. It is expected that once implemented the application of the Standards will encourage:

- Consistency in policing response to the community
- A common understanding of procedures and quality of policing services to be delivered to the community
- Improved perception ratings of WA Police service delivery by the community.

Review of Intelligence Support

During the year, the agency progressed the implementation of the Intelligence Review, aimed at providing improved intelligence management and delivering meaningful support to frontline activities. It is envisaged that WA Police approach to intelligence systems, products and personnel will be improved over the next three years, following the approval of a new Police Intelligence Model.

The intelligence model emanated from a major Review of Intelligence conducted in the previous year. This review was carried out by WA Police personnel, and found that while intelligence gathering was being done diligently, there was not appropriate emphasis on co-ordination and strategic application of that intelligence. In addition, it was realised that despite improvements made in the past three

Lawful Behaviour and Community Safety

Outcome 1

years under Frontline First, improved use of crime statistics at the local level was unlikely to occur without strategic reforms to intelligence-led policing.

One of the major outcomes of the review was the establishment of three specialised desks at WA Police State Intelligence Division (SID). These desks specialise in combatting organised crime and established criminal networks, sex offences and major crime. District Intelligence Support Centres will be encouraged to shift their emphasis from reactive statistical analysis to proactive sourcing of intelligence data at the local level. While historically the greatest demand for intelligence has come from Specialist Crime, the aim of the review is to deliver wider benefits across the agency.

To support the SID restructure and implementation of the Intelligence Model, appropriate resources and development and training opportunities were provided. Additionally, information technology systems will be developed and updated.

Throughout the year, the WA Police participated in development of strategies to provide joint offshore protection and response capability for critical infrastructure and ports across the State

An Improvement Plan documenting 62 recommendations was developed and approved, and an Implementation Plan formulated for the Intelligence Model has been adopted and is being progressed, with the following actions already completed:

- The creation of a separate SID actioned in January 2007
- An updated organisational chart for SID approved in February 2007
- A Project Initiation Document completed and Program Plan developed
- An Intelligence Strategy prepared.

Initiatives for completion in the near future include:

- Communications Strategy

- Efficiency Plan – a mechanism to track the impact of the changes
- Dedicated Source Unit – centralisation of Informants Register and Agency Policy. This initiative has commenced and scoping work is currently being completed
- Project Ulysses – a small project team reviewing agency technical and covert assets
- Training tender – for standardised analytical training of agency analysts.

To support the SID restructure and implementation of the Intelligence Model, information technology systems need to be developed and updated. Work is ongoing in this area to develop a solution for processing and storage of the new intelligence products.

Emergency Management Response and Counter-Terrorism

Throughout the year, the WA Police participated in developing strategies to provide joint offshore protection and response capability for critical infrastructure and ports across the State. The agency facilitated regular meetings of the Joint Cooperative Working Group (JCWG), which comprises representatives from the Border Protection Command (Australian Defence Force and Australian Customs Service), the Department of the Premier and Cabinet, the State Solicitors Office and the Department of Transport and Regional Services.

The JCWG is examining issues relevant to Western Australia to enable the finalisation of procedures for required border protection, in partnership with WA Police. To facilitate this requirement:

- Australian police jurisdictions have been consulted in the development of a national model
- The National Counter-Terrorism Handbook is being amended to accommodate changes, and provide a national framework for designated responsibilities
- Legislative issues are being addressed
- Planning is under way for conducting joint exercises
- A project to facilitate off-shore joint radio communication has commenced
- The Investigative Response to a Maritime Terrorist Incident paper is being progressed.



To complement offshore and port security initiatives being implemented on a national level, the WA Police Tactical Response Group established a base in Karratha and conducted regular critical infrastructure appraisals and patrols throughout the North-West of the State. Additionally, counter-terrorism exercises were conducted at ports in Broome, Dampier, Geraldton, Fremantle, Albany and Esperance. Ship-boarding exercises were also conducted in conjunction with the Australian Customs Service.

For the efficient and effective management of the large volume of information that emanates from a major emergency, a Crisis Information Management software was purchased. After reviewing and trialling a number of systems, WA Police purchased a WebEOC licence. This software has proved to be effective during emergency response exercises and is being used increasingly in police emergency operations. It was also effective during management of the Cyclone George emergency in the Pilbara in March 2007.

WebEOC also proved to be an effective information management tool in multi-agency emergency response exercises, involving WA Police, Fire and Emergency Services Authority as primary users, a private energy resources company and the State Crisis Centre (SCC) as secondary users. The main benefit to primary users was the sharing of real-time information to co-ordinate operational responses. This included:

- Tasking Requests – enabled the direct submission to relevant units and for them to be monitored as to their status
- Generating Position Logs – enabled recording of individual events and actions undertaken by specific units
- Prioritising - events and actions of note were able to be flagged according to importance
- Recording Significant Events – events and position logs of note could be flagged and forwarded to higher decision-makers for consideration and appropriate action
- Informing the SCC – significant events could be directed to provide a complete picture of key events and assist in decision-making
- Informing the National Counter-Terrorism Committee – provided an efficient and effective means of providing information

- Generating Situation Reports – could be provided efficiently through summaries of position logs and/or significant events and facilitated an accurate and timely snapshot of the status of the incident.

To ensure the WA Police has an increased capacity to respond to a terrorist incident, the Bomb Response Unit was expanded to include additional personnel and the purchase of up-to-date specialist equipment. This equipment included:

- Two large and two small bomb response robots (RPD-Remote Positioning Device)
- Two all-terrain vehicles
- A custom-fitted bomb-response truck to transport equipment
- A bomb-response specific workshop.

Additionally, the agency developed a post-blast investigation response methodology and increased the level of training for Bomb Response Unit staff. An officer from the unit completed the Bomb Scene Managers and Terrorist Incident Investigators Course with New Scotland Yard. These investigative techniques are being adopted by the WA Police for post-blast examination. Officers attended the National Counter-Terrorism Committee sponsored Bomb Technicians Course and officers from Regional WA were trained as Bomb Appraisal Officers.

The agency also advanced the acquisition of a Forward Command Post vehicle for deployment as a mobile command centre at major emergencies, investigations and large public events. The vehicle has the capability to be deployed to any location throughout the State. Information technology systems fitted to the vehicle are standard across the WA Police to allow for effective information-sharing and obviate the need for additional training of frontline officers.

Through the Emergency Management Coordination Unit, the agency has increased the number of staff involved in the development of emergency management (EM) policy and emergency plans, in line with the ongoing implementation of the *Emergency Management Act 2005*. This increased activity in EM also includes improving internal processes to meet responsibilities under the Act, as the agency primarily responsible for the EM coordination within the State. The WA Police continue to work closely with other EM agencies to ensure that a robust multi-agency approach to EM planning is adopted, and the ongoing development of State EM policy and legislation.

Lawful Behaviour and Community Safety

Outcome 1

Water Police Expansion

In line with the WA Police commitment to a proactive counter-terrorist response, the Water Police established a permanent presence in the North-West of the State. In conjunction with Air Wing and the Tactical Response Group, the Water Police is accommodated at Karratha Airport. These units conduct regular security patrols and assessments of critical infrastructure and ports within the region.

The Water Police also conducts joint patrols and operations of the North West coast with the Australia Customs Service and Department of Fisheries. They have been involved in a number of counter-terrorism training exercises at the ports in Dampier, Karratha and Broome.

Water Police does not currently have a permanent presence in Mandurah, with the area's requirements serviced from Fremantle. However, the opportunity now exists to establish a purpose-built facility in the Mandurah Ocean Marina. The purpose of this development is to provide a facility for the co-location of the Department of Environment, the Department of Fisheries and the Water Police in the fast growing Peel Region.

WA Police is committed to the provision of improved efficiencies in the delivery of marine compliance, law enforcement, search and rescue operations and education services. The new facility in Mandurah will improve the opportunity for whole-of-government efficiencies. A permanent Water Police presence in the region will enhance and support Peel and South-West District operations focusing on behaviour and activities on local waterways, specifically:

- Vulnerability of recreational vessels and marinas to criminal behaviour
- Breaches of boating safety legislation
- Search and rescue incidents
- Specialist knowledge of investigation of marine crime, assaults and drug-use/dealing
- Anti-social behaviour on boats
- Ramp-rage and boating crash investigation
- Water-traffic regulation and control
- Policing of large public events
- Pro-active patrolling to deter offenders and increase public confidence
- More rapid response to water-related emergency incidents
- Police divers conducting underwater searches for evidence or missing persons.

Policing Remote Communities

In December 2002, the State Government announced its response to the Gordon Inquiry entitled "Putting People First" (the Response), which provided a plan to address family violence and child-abuse in Aboriginal communities. One of the key initiatives of the Response was the provision of a permanent policing presence in selected remote areas to provide a first-line response for victims and safety for community members.

The establishment of permanent policing facilities, in addition to providing safety and security, provides an enhanced capacity for officers from different agencies to be co-located and to develop better joint working relationships. The intention of this approach is to form strong links between health workers, educators, police, justice and Department for Community Development officers, to further strengthen child protection and violence-prevention strategies.

The WA Police currently has a permanent police presence in seven Western Australian remote communities, and a joint facility in the Northern Territory that also services communities in Western Australia.

During the year, the WA Police Gordon Implementation Group identified an additional four possible locations that could benefit from a Multi-Functional Police Facility (MFPF). The locations identified were:

- Burringurrah (Mid West-Gascoyne)
- Wingellina (Goldfields-Esperance)
- Looma (Kimberley)
- Oombulgurri: (Kimberley).

A scoping report was forwarded to the Federal Government advisor on issues and priorities in policing Indigenous communities; to seek assistance in funding these four sites; to allow for the expansion of the Remote Service Delivery Project.

The extension of the program would see MFPF strategically placed throughout the remote areas of Western Australia, with the provision of police services being accessible to a greater number of Indigenous communities. A key benefit of establishing services and facilities in these locations is to provide a police presence to a greater number of small remote communities.



The agency completed its Aircraft Acquisition Project with the purchase of two Pilatus PC-12 aircraft, which are now fully operational. One aircraft is based at Jandakot, with the second based in Karratha. Both aircraft have been instrumental in enhancing service delivery capacity to remote communities.

A number of specific remote community flights were performed by both aircraft throughout the year, providing a variety of policing services to communities such as Warburton, Warakurna, Tjuntjunjarra, Oombulgurri and the new Multi-Functional Police Facility at the Dampier Peninsula.

The service benefit of the aircraft was highlighted when seasonal flooding isolated the remote community of Oombulgurri in the far East Kimberley. The WA Police aircraft serviced the community in a prompt and efficient manner, facilitated staff changeover, and other necessary service provisions.

Assistance to other government agencies such as the Education Department, the Health Department and the Department for Community Development is also provided when required. Partnerships with these and other agencies will continue to be enhanced, to provide a whole-of-government approach to remote community issues.

Outcomes for Young People

The Federation of Western Australian Police and Community Youth Centres (Inc) (PCYC) and the Blue Light Association of WA have merged to create a stronger, more effective organisation that can deliver services to young people in Western Australia.

PCYC has continued to develop initiatives and early intervention programs for youth-at-risk. It has also widened its focus to target specified groups including migrants and young Indigenous people throughout the State. To assist in crime reduction, it has concentrated on school truancy, by providing education and training to young people who are unable to remain in the school system.

PCYC provides technical training to specified groups and young Indigenous people so that they enter TAFE and certified training, and therefore enhance their employment opportunities. The regular recreational, sporting and community activities offered by PCYCs around the State, are very popular and have also proven to be a safe, cost-effective way of engaging young people.

To further improve its services, PCYC continues to build partnerships with State government agencies, local government and the community so youth-at-risk can be identified early and diverted from anti-social and criminal behaviour.

Cultural Diversity and Language Service Outcomes

WA Police through its Indigenous, Community Diversity and Corporate Research Unit continues to keep abreast of the latest trends and issues affecting diverse communities.

The Police Multicultural Advisory Council (PMAC) is a unique consultative forum which includes representatives from the Ethnic Communities Council of WA, Australian Asian Association, as well as key multicultural community groups. The Department of Immigration and Citizenship and the Office of Multicultural Interests also participate at this Council.

WA Police liaises with key service providers to continue to offer orientation seminars on police and legal matters to newly arrived migrants and refugees. Community education programs on community safety are also delivered to diverse groups to promote personal safety and a secure environment.

The agency has continuously expressed its commitment to a service representative of WA diversity. A recruitment strategy targeting Cultural and Linguistically Diverse (CALD) community groups is currently being implemented to increase the numbers of police recruits and cadets from a CALD background. PMAC members have established a working party in partnership with WA Police Recruitment, to promote recruitment marketing strategies.

WA Police has held a number of forums on the changes to Racial Vilification legislation, in partnership with the Office of Equal Opportunity and the Office of Multicultural Interests. These forums assist communities in understanding the changes in the legislation, as well as their rights and obligations in dealing with racial abuse. They have also provided an opportunity for communities to let police know about concerns and ask questions about the role of police.

Lawful Behaviour and Community Safety

Outcome 1

WA Police endorses the Language Services strategy and continues to support it by:

- Promoting the use of qualified interpreters as required
- Training police recruits on access and use of interpreting services
- Translating of the Crime Stoppers services into a variety of languages
- Reviewing the Language Services Strategy to facilitate access to customers and police officers.

A recent report on the use of interpreter services by WA Police indicated a continuing demand for these services. Attention in the next year will be on revising the Language Services Strategy to align with the State Language Services Policy, and raising awareness of AUSLAN interpreter services for people with a hearing disability. Also, in 2007-08 there will be a comprehensive review and update of diversity training across the agency to build capacity to assist in policing a diverse community.

Planning for Future Requirements

Development and growth in the Peel Region, combined with the completion of the Southern Rail Link, will increase demand on police resources in the Peel and South Metropolitan Region. WA Police has developed short and long-term strategies to ensure effective policing of these areas.

By the time the Southern Rail Link is operational an additional 50 police officer positions will be moved to the Southern Rail Unit to provide an enhanced policing capability.

Dedicated patrols of the Perth to Mandurah Railway Line commenced in July 2007. From this date, the additional staff will operate from temporary accommodation near the Rockingham Police Station. Dedicated premises are being built at the Rockingham Train Station, with an expected completion date of September 2008.

The Thematic Examination of Intelligence Management within WA Police (released in August 2006), recommended significant changes to how information and intelligence is managed within WA Police. The formation of a Regional Crime Intelligence Desk (RCID) will complement those recommendations and will breakdown information silos for the overall benefit of the agency.

The aim of the RCID is to increase the level and quality of information and intelligence, to address organised crime issues, through the identification of changing trends, specific targets, and provision of support to operations against organised criminal activities in Regional WA. Specific objectives of the RCID are to:

- Share information and intelligence relating to organised crime
- Analyse the current level of organised crime activities
- Identify future threat of organised crime activities
- Identify strategies for Regional WA to reduce the operation of organised crime
- Enhance relationships and liaison between internal and external stakeholders in the business of addressing organised crime
- Provide security of information and intelligence.

Offenders Apprehended...

Outcome 2

Integration of Latest Technology

In November 2006, the WA Police commenced the operational trial of the Police Metropolitan Radio Network (PMRN), which is due to be implemented across all metropolitan districts and units by early 2008. The PMRN is an excellent example of merging contemporary technology with operational requirements, and offers the following capabilities:

- A digitally-secure voice radio system with hand-held, in-vehicle and fixed-site radios
- Automatic Vehicle Location provided by an in-vehicle global positioning system and displayed to Police Operations Centre despatchers on an electronic mapping system
- An in-vehicle mobile data terminal, allowing officers to access critical tasking information and conduct specific inquiries relating to name, address and vehicle information
- A secondary site for core voice and data systems, to provide for network failure at the Police Operations Centre.

The application of the PMRN technology will change the way the WA Police conducts frontline policing and will have significant benefits both for police and the community. These benefits include effective and efficient police response to, and resolution of, incidents. Additionally, the technology provides timely and relevant access to real-time operational data for frontline officers. This information enables better preparation prior to attendance, improved officer safety and a co-ordinated response to major disasters through the continuity of communications between WA Police and other emergency service organisations within the State and on the national level.

Another significant enhancement to policing practices was the completion of the Livescan rollout for the electronic capture of fingerprints in a digital format. Livescan links to the national fingerprint database, and provides a more efficient method of taking fingerprints and reduces manual data entry.

A Livescan unit is typically a workstation consisting of an optical scanning device attached to a personal computer. The Integrated Livescan System combines state-of-the-art optical Livescan technology with advanced computer

hardware and software. It enables fast, accurate fingerprint acquisition and immediate encoding of images for processing by the National Automated Fingerprint Identification System (NAFIS). These images are automatically registered and stored on NAFIS.

Livescan enables a search to be performed and a subsequent notification in real-time to be sent to the relevant police station, for staff to take the appropriate action. This process replaces the manual method of taking inked fingerprints, and also removes delays in processing by the WA Police Fingerprint Bureau.

Another significant enhancement to policing practices was the completion of the Livescan rollout for the electronic capture of fingerprints in a digital format

Livescan units provide information confirming (or otherwise) an individual's identity within minutes. This assists frontline officers in decision-making regarding an individual's status and provides information to better protect the community. Livescan units are currently capturing 55-60 per cent of all fingerprints. They have vastly improved the efficiency of the Fingerprint Bureau, and have provided rapid delivery of relevant and important information to frontline officers.

The Western Australia Criminal Code requires that, where possible, all interviews of suspects be recorded. Current video interview recording equipment in use by the WA Police was originally deployed in 1992 and is based on VHS tape technology. Critical components of the equipment are no longer manufactured, parts are difficult to source and the equipment is subject to increasing breakdowns. In line with contemporary technological advancements, work has commenced to replace the existing obsolete analogue system with a new Digital Video Interviewing Recording system, to enable savings in resource and storage space.

The scope of the Video Interview Recording Replacement Project includes the procurement and deployment of stand-alone digital video interview recording units to police stations and detective offices around the State, and digital video interview copying equipment to the Video Interview of Suspects Unit. The project is expected to be completed by September 2008.

Offenders Apprehended...

Outcome 2

Successfully Respond to and Prosecute Offenders

During the past year, WA Police commissioned a number of reviews on the provision of investigative services to the judicial processes. One particular review was the provision of forensic services and encompassed the evaluation of current business processes, practices, procedures, systems and people.

The review made 56 recommendations on all levels of operation, from local service delivery and policy, to major strategic direction and restructure. Subsequently, a project team was formed to prepare a scoping document to identify the most effective way to implement the recommendations.

One of the recommendations was the devolution of analytical processes from the WA Police to an independent and autonomous authority. A high-level reference group comprising the Commissioner of Police, and Directors General of the Department of Industry and Resources (DoIR) and the Health Department established a steering committee, to produce a concept review and provide for implementation. The Steering Committee membership was drawn from Path West – Forensic Biology, the Chemistry Centre of WA and the WA Police.

A document entitled Proof of Concept Review of Proposals and Options to establish a Forensic Science Centre was prepared by the Steering Committee, and subsequently endorsed by the reference group. The reference group recommended the progression of the following recommendations:

- Confirm strategic direction and intent to establish a State Forensic Science Centre
- Ensure fundamental services are sustainable
- Strengthen WA Police management of relationships with current and future service providers
- Develop a new forensic service model for WA Police
- Develop a governance, structure and employment model for the State Forensic Science Centre.

The reference group also endorsed the adoption of two options. One relates to transition planning and incorporates establishment of strategic intent, implementation, governance and resourcing. The other includes

establishment of the following: State Forensic Science Centre, multi-site-operation, multi-employer model and implementation of formal governance.

It is expected the requisite government ministers will be briefed on the final report and recommendations. Once consensus is reached, an implementation taskforce will be formed. While this work is underway, the project manager is progressing a range of additional strategic and operational recommendations on how WA Police will provide a more contemporary forensic science service, now and in the future.


External to the findings of the review, the WA Police Forensic Division has developed new standard operating procedures for major crime-scene attendance. These new procedures represent a significant step forward in the processing of major crime scenes.

...the WA Police Forensic Division has developed new standard operating procedures for major crime-scene attendance

In keeping with the recommendations of a joint WA Police and Crime and Corruption Commission Property Management Practices Review, the newly established Property Management Division (PMD) will take State-wide responsibility for the management of all exhibits and property.

Some reforms associated with the 42 recommendations of the joint Review, will require significant capital investment. This includes provision for warehousing, business-systems upgrades and process reforms. Funding for these areas has been sought in a Business Case submission to be put to the Expenditure Review Committee (ERC) at the commencement of the 2007-08 financial year.

Policy, procedures and guidelines pertaining to property and exhibit-related matters have been reviewed and necessary changes have been incorporated into the WA Police Procedures Manual. These changes will assist frontline officers in their day-to-day handling of exhibits and other property, and will meet the requirements of the *Criminal and Found Property Disposal Act 2006*.



Implementation of the recommendations stemming from the Crime Functional Review will form the basis for fundamental change within the Specialist Crime Portfolio (SCP). This will ensure better alignment to Frontline First and facilitate greater overall contribution to the agency's outcomes. The key initiatives arising from the review currently being implemented are:

- The SCP be restructured as follows:
 - Splitting the Major Crime Division and creating a Sex Crime Division
 - Creating a Sex Assault Squad within the Sex Crime Division
 - Creating a District Services Division including the transfer of the Metropolitan Regional Investigations Unit to SCP
 - Creating a Crime Incident Management Unit
 - Establishing a Crime Secretariat
- All detectives State-wide come under the control of SCP for the purpose of deployment, transfer and tenure, professional development and succession planning
- All Officer's in Charge of detective offices be entitled to an appropriate allowance.

Anticipated benefits of the changes within the SCP for the agency and the community are:

- Better alignment to Frontline First and facilitation of greater overall contribution to agency outcomes
- Formation of the Sex Crime Division to facilitate:
 - Consistent investigative management
 - Appropriate management of forensic exhibits
 - Linkage of serial offences or offenders
 - Tracking of DNA findings
- Creating a District Service Division to positively contribute to Frontline First and the districts, by enhancing SCP ability to provide:
 - A 24/7 specialist response to serious crime
 - Centralised Incident Management Unit for a point of contact for all police officers State-wide
- Establishing a Crime Secretariat to facilitate management of human resources and finance, with a link to detective training. This will allow for career pathing, succession planning and transfer and tenure issues for detectives.

Further improvements to business processes are planned by establishing a District Services Division (DSD) through the integration of Major Incident Group (MIG), Metropolitan Region Investigation Unit (MRIU) and linked crime intelligence products. The role of this division will be to co-ordinate joint responses, and achieve greater success in responding to crime and investigating offences.

The integration of the MRIU into the DSD will synchronise metropolitan crime operations by placing these detectives and their responsibilities within the SCP. This will enable co-ordinated operations supported by the MIG and other crime business units, on volume crime and targeting recidivist offenders. The DSD will work proactively through District Tasking and Coordination Groups enhancing SCP ability to positively contribute to district policing outcomes. This will allow for a more concentrated response to crime and a greater capability to address critical issues.

A re-alignment of the Arson Squad and the Offender Review Unit and the establishment of a Crime Incident Management Unit (IMU), will complement the support role provided to district policing. A Crime IMU will provide a central point of contact (24/7) that links with District IMUs and SCP Specialist Units. It will also be a centralised point of contact for intra/interstate and international criminal investigative contacts, to facilitate a speedy and professional service.

The Offender Review Unit will provide SCP with a resource to enable the management of an organisational approach to high-risk offender management. A current pilot project for the management of such offenders, mainly targeting parolees, will form the basis for this work. It is proposed that there will be a greater inter-relationship with District IMUs and linkage into future volume-crime strategies.

In 2006, an internal review of the WA Police response to serious sexual offences by the Major Crime Division identified the need for a dedicated squad to provide a consistent and co-ordinated response to this type of crime. Trends in reporting, investigating and prosecuting sexual-related crimes were reviewed and it was acknowledged that a specialist Sex Assault Squad would respond more effectively to, and better co-ordinate, the investigation of these offences.

Offenders Apprehended...

Outcome 2

The charter of the Sex Assault Squad is to respond to:

- Reports of sexual penetration or coercion where the offender is unknown or the inquiry is of a highly complicated nature
- Reports of sexual offences committed against incapable persons
- Other serious sexual offences where they are of a serialised nature
- In conjunction with the Australian National Child Offender Registration Unit assist with the targeting of high-risk adult sex offenders.

Additionally, the squad will:

- Review outstanding sexual assaults to ensure current investigative methodologies and forensic techniques have been exhausted
- Work collaboratively with other government and non-government agencies to provide an improved and co-ordinated response that aims to increase solving this type of crime
- Provide assistance to district detectives during the investigation of sexual offences
- Commence appropriate intelligence collection and comparison on reported predator-style sexual offences and provide this information to district detectives.

The Child Interview Unit (CIU) is a joint initiative between the WA Police and the Department of Child Protection (DCP). The CIU is co-located in Subiaco with the DCP and Princess Margaret Hospital Therapeutic Services. The Unit opened in June 2004 and is staffed by one Detective Sergeant, seven Police Child Interviewers and eight DCP staff.

The Charter of Responsibility for the CIU is to:

- Electronically record interviews of children in the metropolitan area who have experienced sexual and/or serious physical abuse
- Provide assistance by way of staff and advice to Specialist Child Interviewers and investigators State-wide
- Provide Specialist Child Interviewing courses State-wide.

An evaluation of specialist child interviewing and the CIU was completed by external consultants in December 2006. The consultants found the establishment of the Unit has

been a significant achievement in inter-agency collaboration, and is serving to further cement the growing partnership between the WA Police and the DCP. The Evaluation Report states that given the important and complementary roles these two agencies have for the protection of children from abuse, this growing partnership is very positive.

The Report made 18 recommendations, the first of which is that the CIU continue to operate and embark on a program of improvement aimed at becoming a centre of excellence in the forensic interviewing of children (over 700 interviews of children were completed in the metropolitan area in the year). Other recommendations address the need for development of country service and infrastructure, as well as the need to work more closely with other stakeholders. The recommendations have been accepted by the WA Police and the DCP and a plan to address them is being developed in conjunction with key stakeholders.

Provide Support to Prosecutions

In the past year, the WA Police Prosecuting Division formed a new working relationship with the Director of Public Prosecutions (DPP). This included a team from the DPP undertaking management of prosecutions of the Perth Children's Court, which was previously solely undertaken by police officers. The changes in business practices resulting from this arrangement have already produced some significant benefits. These include more time available to prepare for hearings and liaising and negotiating with defence counsel.

Additionally, a joint project by WA Police and DPP has seen the appointment of a new Director of Magistrates, Court Prosecutions, to oversee the Prosecuting Division and to set its future direction. The rationale for the position is to enable systems and relationships with the courts to take on a new focus. With the DPP taking on the responsibility for prosecutions in the lower courts, WA Police will be able to achieve efficiencies that could not be achieved under the previous arrangements.

WA Police officers will now be able to investigate a crime knowing that their investigative practices will be supported by legislation. The new *Criminal Investigation Act 2006 (CIA)* has been proclaimed and became effective on 1 July 2007.



The new Act heralds the most radical policing reforms to police powers in 100 years. Together with associated Acts (*Criminal and Found Property Disposal Act 2006* and *Criminal Investigation (Consequential Provisions) Act 2006*) the CIA encapsulates all powers of arrest, entry, search and seizure. Additionally, the Act contains new powers for interviewing suspects, setting up roadblocks and protecting

forensic areas, as well as new citizens' powers, rights of arrested people and new forensic procedures.

The Act is a significant piece of legislation that will determine the direction for all future investigations within Western Australia.

Lawful Road-User Behaviour

Outcome 3

WA Police has continued to focus its efforts on working with strategic partners to reduce the impact of speed, alcohol, non-use of seat belts, drugs and fatigue in road crashes. This targeted approach to traffic law enforcement has been applied, together with the ongoing implementation of initiatives and strategies to enhance and further promote lawful road-user behaviour.

Some of these strategies involve the application of modern technology to traffic policing work, and other initiatives involve implementing legislative changes to enable police to work more effectively and efficiently.

Applying Technology to Enforce Traffic Laws

The capacity of WA Police to detect speed and red-light offences will be enhanced through the acquisition of additional cameras. Four extra cameras for permanent placement at school-crossing zones will also assist to improve road-safety for school children and their families. The benefits of introducing digital technology to red-light and speed-detection cameras are also being assessed. The experiences of Scandinavian and European countries are being evaluated as part of the WA Police's research into the service delivery enhancements that could be gained from introducing digital technology to these cameras.

The operations of the Traffic Enforcement Group (TEG) will be expanded to major metropolitan arterial roads and Regional WA, as part of maximising the success of the TEG in enhancing lawful road-user behaviour. Called impact enforcement patrolling, this strategy provides a high impact, high visibility presence to freeways, highways and major arterial roads to constantly reinforce the public perception about police presence and the importance of lawful driver behaviour. TEG patrols are also now deployed on a daily basis to regional highways within a 400-km radius of Perth. These highway patrols are co-ordinated to occur in keeping with Regional WA patrol activities, analysis of traffic and crash data, and the occurrence of major regional events.

In addition, TEG patrol teams have been deployed to more remote areas of the State, such as the mining areas of the Pilbara and Goldfields. The combined efforts of vehicle and motorcycle patrols, speed-camera operators, and static road-blocks have been utilised to enforce lawful road-user behaviour in these areas.

The introduction of the police digital radio network will better equip TEG to target specific road-user groups that are of concern, including organised hoon activities and motorcycle gang activities.

Changes to liquor laws in Western Australia, the daylight-saving trial, and enhanced intelligence analysis capability across the metropolitan region, have resulted in increasing numbers of drivers charged with drink-driving offences. As part of managing these increases, TEG has also been involved in conducting targeted mobile breath-testing operations (booze bus) to detect and deter drink-drivers. Under the Repeat Drink Driving Strategy, the TEG will have oversight for the collection and co-ordination of compulsory blood testing of drivers involved in fatal and serious crashes throughout WA.

Enhancements to Road Traffic Legislation

The *Road Traffic Amendment Act 2007* came into operation on 1 May 2007. The amendments contained in the Act:

- Created as an impounding offence, driving at a speed of 155 km/h or exceeding the speed limit by 45 km/h or more
- Removed the current requirement for police to have personal knowledge that there are grounds to impound a vehicle
- Provide that payment for the towage and storage of an impounded vehicle must occur prior to the vehicle being released
- Created provisions to deal with people who engage in road rage, by providing courts with the ability to order the impounding or confiscation of a vehicle following a conviction for an offence of assault, damage or reckless driving in road-rage incidents.

Working in conjunction with the Department for Planning and Infrastructure, the WA Police introduced Drug-Impaired Driving Legislation to Parliament. This legislation will allow police to undertake random drug testing (via oral fluid and blood testing). The WA Police has developed service contracts with Chemistry Centre WA who will conduct the testing. Training packages have been developed, based on research of the Victoria Police and New South Wales Police experiences with drug-impaired driver testing. Funding provided to the WA Police has enabled a specialist Breath and Drug Bus and equipment to be procured. The project is expected to go live in the first quarter of 2007-08.



Intelligence-led Policing and Targeting Traffic Offenders

The effectiveness of police field operations is maximised through the analysis and use of intelligence. For example, this intelligence allows offender profiles to be established, and criminal activity hotspots to be identified.

During the year, a WA Police Intelligence Model was introduced. This was complemented by the expansion of the State Traffic Co-ordination and Enforcement Division and the addition of a high-level analyst. Intelligence gathered from frontline officers, the Internet, Crime Stoppers and Traffic Intelligence Services has been used to

target hoon-drivers, assist in large-scale operations, and where offenders have not been identified or cannot be located. This intelligence provides frontline staff with more consistent and detailed information, thus minimising time wastage on research or incorrect or unnecessary deployment.

Intelligence gathered through the use of Automatic Number Plate Recognition (ANPR) technology has also been used to assist in achieving police outcomes. This equipment has played an important role in the detection and apprehension of recidivist traffic offenders.

A Safer and More Secure Community

Outcome 4

Primary responsibility for achieving Outcome 4 rests with the Office of Crime Prevention. This is a government body whose main role is to co-ordinate crime prevention and community safety initiatives within the State.

A key platform for the implementation of these initiatives is the State Crime Prevention Strategy. This strategy sets the strategic direction for community safety and crime prevention in Western Australia. It also details how the government will work with the community to make Western Australia a safer place. It has five major goals:

Goal 1 - Supporting families, children and young people

Goal 2 - Strengthening communities and revitalising neighbourhoods

Goal 3 - Targeting priority offences

Goal 4 - Reducing repeat offending

Goal 5 - Designing out crime and using technology.

Community Safety and Crime Prevention Council

The Community Safety and Crime Prevention Council provides leadership in the field of community safety and crime prevention and comprises representatives from key State and local government agencies. The Office of Crime Prevention provides executive support to the Council.

Grants for Crime Prevention Initiatives

In 2006-07, the Office of Crime Prevention expended over \$2.4 million in grants from the Community Safety and Crime Prevention Partnership Fund, with commitments totalling approximately \$1.2 million carried over to 2007-08. This Fund supports the development and implementation of the State Crime Prevention Strategy by providing local governments, community groups and research and educational institutions with monies to undertake local community safety and crime prevention initiatives and research projects.

The Fund consists of several streams: including a Local Government Partnership Fund, Community Partnership Fund and Indigenous Partnership Fund. Over 30 per cent of the grants provided in 2006-07 came from the Local Government Partnership Fund. These grants directly supported the community safety and crime prevention partnership approach between state and local government in addressing local issues and priorities.

Community Safety and Crime Prevention Partnership

More than 120 (85 per cent) local governments have established a Community Safety and Crime Prevention Partnership Agreement, which aims to assist in the development of local crime prevention plans.

Community Safety and Crime Prevention Plans are currently being developed and/or implemented by 70 local governments. Of these, 57 have been formally endorsed with each local government receiving an incentive grant to support the implementation of key initiatives identified. Through leadership of the Community Safety and Crime Prevention Council, and working in tandem with the Australian Institute of Criminology, a major process evaluation has commenced to review processes and maximise the effectiveness of the approach.

The Australian Institute of Criminology completed a benchmark evaluation of the partnership approach to community safety and crime prevention in 2006. The results of this evaluation are being used by the Community Safety and Crime Prevention Council to develop a coherent evaluation framework to further assess the effectiveness of local government partnerships.

Community Violence Prevention

Preventing Violence: the State Community Violence Prevention Strategy (Green Paper) is a discussion document released in December 2005. It outlines a range of initiatives and opportunities available to key stakeholders to address community violence. Since releasing the Green Paper, the Office of Crime Prevention has undertaken an extensive consultation process with government agencies, non-government organisations and the community. The results from this consultation have been integrated into the strategy where possible.

In addition, the Office of Crime Prevention has continued to develop and implement the strategy by exploring a range of options to reduce levels of violence and assaults in the community, including:

- Gathering and analysing data on alcohol-related incidents
- Developing Entertainment Precinct Plans
- Investigating strategies to target anti-social behaviour.

Motor Vehicle Theft

Motor vehicle crimes, particularly motor vehicle theft, continue to place a significant economic and social burden on individuals, the community and government. The Office of Crime Prevention worked closely with WA Police to renew efforts to further reduce motor vehicle theft rates, by targeting organised crime and addressing the increasing levels of unrecovered motor vehicles.

An Unrecovered Stolen Motor Vehicle Reduction Strategy was drafted, which identified the following areas for investigation to further minimise motor vehicle theft rates:

- Legislation and regulation
- Target hardening and prevention techniques
- Public awareness and marketing
- Co-ordination and review.

Motor vehicle crimes, particularly motor vehicle theft, continue to place a significant economic and social burden on individuals, the community and government

Burglar Beware

The Burglar Beware campaign continues to further reduce the number of burglaries across the State. In December 2006, the rollout of the South-East Metropolitan District campaign was officially launched in Armadale and Gosnells' sub-districts.

Burglar Beware was expanded to the Mid West-Gascoyne District in June 2007. A new Burglar Beware internet site, launched in January 2007, established the Burglar Beware Intensive Program, for use across the State. It enables strategies to be implemented at a local level to target specific burglary issues.

Further metropolitan and regional expansions of the Burglar Beware intensive program are being planned. These are being supported by enhancements to existing marketing campaigns - Burglar Beware, Don't Buy Crime, Eyes on the Street and Community Safety Month - to reflect current operations.

Eyes on the Street

The Eyes on the Street intelligence gathering program has continued to expand and has been successfully implemented in the South-East and South Metropolitan Districts, as well as numerous shopping centres throughout the broader metropolitan area. A significant partnership has been formed with the Security Agents Institute of Western Australia to include Eyes on the Street training in all certified security training.

During 2006-07, 27 new agencies were trained, 880 reports were received and 528 Incident Reports were created. A total of 115 agencies are now actively involved with the program. To date, 3,730 reports have been received and over 500 vehicles have been branded with Eyes on the Street logos.

Leavers WA: A Strategy for Success

Over 4,500 school leavers congregate annually in Dunsborough to celebrate the end of exams. The lack of services and planning to cope with an influx of this magnitude results in disorder in small coastal communities. In addition, the anti-social behaviour of a few is exacerbated by the negative influences of toolies (young adults who are attracted to the annual event).

In response to community concern and to address anti-social behaviour during leavers celebrations, the Office of Crime Prevention developed the Leavers Five Point Plan. The Office worked intensively with WA Police, the Shire of Busselton and community groups to implement the strategy. Since 2005-2006 there has been an 81 per cent drop in arrests, a 75 per cent drop in disorderly conduct and similar reductions in drug and alcohol abuse, ambulance call-outs, property damage and other undesirable impacts.

Designing Out Crime Strategy

The Designing Out Crime Strategy reduces crime and the fear of crime through the planning, design, use and management of the built environment.

Designing Out Crime Planning Guidelines have been produced to assist local and State planners in assessment and decision-making on how to best minimise opportunities for crime. The Guidelines are supported by the State Planning Commission and training by the Office of Crime Prevention.

Our People

Innovation to Support the Frontline

In June 2007, the WA Police achieved a major milestone by successfully passing an external five-year audit at the Police Academy, enabling the agency to maintain its status as a Registered Training Organisation. The auditor concluded that the Academy complies with every aspect of the Australian Quality Training Framework Standards.

An example of an innovative program initiated by the Police Academy, in partnership with Edith Cowan University, is a project to develop an on-line training system that will eventually replace most paper-based activities. The new Blackboard system is the first of its kind in the world. The first rollout will include distance learning units for probationary constables. In the first 18 months after leaving the academy, probationary constables must complete a specified amount of study, which they now will be able to do online.

It is envisaged Blackboard will be further upgraded to include self-marked exams, video and audio-training packages and lectures. The ultimate aim is for all in-service training material to be available online, giving officers throughout the State the opportunity to upgrade their skills. In addition, overseas recruits will be able to complete their theory-based training, before arriving in the country.

As part of the safety improvements for police officers, a range of new operational equipment has been acquired. For instance:

- Load-bearing vests designed to reduce the pressure on operational officers' backs and distribute the weight of accoutrements evenly
- Needle stick-prevention gloves to offer the highest performance against punctures, cuts and abrasions while being lightweight enough for officers to wear when conducting searches
- High visibility bomber-style jackets that exceed Australian Standards for their reflective and high visibility safety capabilities.

Officers deployed on active duty were also provided with additional stun guns to afford better protection and easier resolution of violent incidents. Another safety component was an upgraded patrol vehicle, with additional safety features including six air bags and seat-belt pre-tensioners.

In addition to improved police equipment, Occupational Safety and Health working parties have developed a number of policies on bullying, a lock-up procedures manual and fatigue management.

Accountability and Performance Management

The WA Police operates a number of performance management systems to ensure comprehensive support and development of all employees. Current WA Police Performance Management Systems include:

- The Senior Management Performance Agreement that is completed by all commissioned officers and senior police staff
- Developing People for Success (DPS) - the overarching performance management system for 95.5 per cent of employees. DPS encourages cooperative communication between supervisors/managers and employees to take a proactive approach towards professional development, career success and achieving individual, local and organisational goals
- Probationary Constable Development Program; Detective Training Program and Police Cadet Traineeship – competency-based models that follow the principles of DPS on coaching, supporting and providing regular feedback during the training period. These systems identify and reward skill and competency development during probationary periods
- The Sub-standard Performance Model - provides a greater focus on support, encouragement, coaching and monitoring of employee performance in a more formal framework.

The Human Resources Directorate (HRD) has overarching responsibility for co-ordinating individual performance management. The major focus is developing, enhancing, co-ordinating and managing the agency's individual performance frameworks and standards. In addition, the HRD provides training, a consultancy service, mediation and support for all employees in the successful implementation of individual performance management.

The HRD is also responsible for co-ordinating, managing and enhancing the programs that address sub-standard performance. It also provides advice, guidance and feedback to owner areas of other performance management systems to create a cohesive and unified approach to the management, development and support of employees within WA Police.



All managers are required to include corruption prevention planning and complaint management as part of their formal annual business plans, which are audited through the Business Area Management Review process.

Flexible Work Options

The availability of Flexible Work Options (FWO) is a critical issue for employees, and is a key attraction and retention strategy that assists in building a diverse workforce. Within WA Police emphasis is being placed on generating a greater acceptance of flexible-working arrangements. This involves the ongoing education and review of staff and managers perceptions towards FWO. Initiatives include, FWO information integrated into the Equal Opportunity-awareness training package and an FWO DVD distributed to managers.

A flexible work option policy has been developed to enable WA Police to deliver consistency and reasonableness in the implementation and management of flexible work options. A flexible work options co-ordination service continues to provide information and assistance to staff and managers. Strategies to market work-life balance and monitor the acceptance of workplace flexibility will continue to be implemented. The end result expected of these strategies is to embed FWO into the day-to-day business of the agency.

Ageing Workforce

An internal working group examined the implications of an ageing workforce for the agency. The working group has developed a plan to explore these issues, covering long-serving officers, young officers and diverse groups.

In addition, a survey of police officers aged 45 years and over with 25 or more years of service was undertaken in October 2006. A report on the survey findings was presented to the Corporate Executive Team in April 2007. A number of recommendations arising from the survey findings are currently being implemented. These include:

- Career and retirement planning programs
- Engagement of ex-police officers on a short term, fixed or casual capacity
- Detailed interviewing of long-serving officers who resign
- Amendments to tenure policy
- A comprehensive communication strategy, and education and training program to highlight the effects of an ageing population on WA Police and the value of all employees
- The extension of existing policies and programs (including Mentoring, Flexible Work Options, Fit for LIFE, and DPS) to better meet the needs of long-serving employees.

Statistical Summary

RESOURCE PROFILE (as at 30 June 2007)

	Personnel ^(a)		Expenditure ^{(b)(c)(d)(e)(f)}		
	Police Officers	Police Staff	Operating ^(g) \$'000	Capital ^{(h)(i)(j)(k)} \$'000	Total \$'000
North Metropolitan Region	897	101	101,784	11,237	113,021
South Metropolitan Region	1,048	109	104,383	12,528	116,911
Regional Western Australia	1,417	144	195,711	24,383	220,094
Specialist Crime	402	61	51,251	3,599	54,850
Traffic and Operations Support	519	377	104,457	9,410	113,867
Counter-Terrorism and State Protection	131	12	16,644	4,591	21,235
Corruption Prevention and Investigation	81	23	11,470	1,699	13,169
Metropolitan Regional Co-ordinator	205	14	8,619	1,683	10,302
State Intelligence Division	119	57	15,492	1,508	17,000
Other	30	21	0	0	0
Support Services					
Administration	20	43	8,015	344	8,359
Media and Public Affairs ^o	31	43	5,754	407	6,161
Asset Management	0	41	17,199	1,202	18,401
Financial Management	0	42	183	226	409
Human Resources	24	117	17,056	779	17,835
Professional Development	16	57	2,197	511	2,708
- Academy	107	16	29,485	662	30,147
- Recruits	233	0	0	0	0
Corporate Programs and Development	40	274	62,772	4,579	67,351
Office of Crime Prevention	0	28	6,655	151	6,806
Strategy and Performance	10	32	5,163	226	5,389
Wages staff	0	109	0	0	0
TOTALS	5,330	1,721	764,290	79,725	844,015

Traffic Wardens employed by the WA Police

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Notes:

- (a) Personnel figures are based on a headcount, which includes employees on leave without pay as at 30 June 2007 (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 traffic wardens is incorporated within the expenditure for Traffic and Operations Support.
- (e) Expenditure relating to other staff is incorporated across all Regions and Portfolios.
- (f) Expenditure relating to recruits is incorporated within the expenditure for Professional Development.
- (g) Total operating expenditure is the net cost of services. This is net of operating revenue.
- (h) Capital expenditure relating to the Operational Support Facility has been apportioned across all portfolios according to total police officer FTE numbers, excluding recruits, wages and traffic wardens.
- (i) Capital expenditure relating to Information Technology projects such as Delta Communications and Technology and Police Metropolitan Radio Network has been apportioned across all portfolios according to total sworn and unsworn FTE numbers, excluding recruits, wages and traffic wardens.
- (j) Corporate capital expenditure has been apportioned across all portfolios according to total police officer and police staff FTE numbers, excluding recruits, wages and traffic wardens.
- (k) Capital expenditure has been adjusted for items that have been expensed and items capitalised from operating funding.
- (l) Includes employees at PCYC State Office, PCYC Centres and WA Police Pipe Band.

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

HUMAN RESOURCES INFORMATION

Authorised Strength ^(a)

As at 30 June	2003	2004	2005	2006	2007
Senior Police	7	8	11	11	11
Police Officers	4,813	4,873	4,948	5,066	5,193
Aboriginal Police Liaison Officers	124	134	144	106	69
Special Constables	1	na	na	na	na
Total Police Officers	4,945	5,015	5,103	5,183	5,273
Total Police Staff	1,042	1,063	1,276	1,312	1,497
TOTALS	5,987	6,078	6,379	6,495	6,770

Additional 350 Police Officers and Aboriginal Police Liaison Officers (APLO) transition program^(b). This recruitment program is in addition to the normal recruiting process against attrition.

Police Officers	30 June 2005	30 June 2006	30 June 2007	30 June 2008 (projected)	30 June 2009 (projected)	Variance Between 30 June 05 and 30 June 07
Authorised Strength (FTE)	4,948	5,066	5,193	5,311	5,401	245
Actual (FTE) includes						
Leave Without Pay	4,969	5,061	5,142	5,371	5,470	173
Government 350 Program	-	80	90	90	90	-
Aboriginal Police Liaison Officer Transition Program	-	38	37	28	-	-

Police Officers by rank ^(c)

As at 30 June	2003	2004	2005	2006	2007
Senior Executive	7	6	11	9	11
Commissioned Officers	137	145	161	173	175
Sergeants	991	1,021	1,021	1,081	1,115
Senior Constables	1,702	1,828	1,992	2,030	1,938
Constables	1,921	1,854	1,726	1,668	1,830
Recruits/DEAT* in Training	182	153	149	254	202
Aboriginal Police Liaison Officers	122	125	131	96	59
Special Constables	1	na	na	na	na
TOTALS	5,063	5,132	5,191	5,311	5,330

* Direct Entry Accelerated Training program

Statistical Summary

HUMAN RESOURCES INFORMATION

Gender profile of Police Officers ^(c)

As at 30 June	2003	2004	2005	2006	2007
Senior Executive					
Male	7	6	10	8	10
Female	0	0	1	1	1
TOTALS	7	6	11	9	11
Police Officers					
Male	4,199	4,214	4,176	4,253	4,271
Female	734	787	873	953	989
TOTALS	4,933	5,001	5,049	5,206	5,260
Aboriginal Police Liaison Officers					
Male	89	89	92	64	41
Female	33	36	39	32	18
TOTALS	122	125	131	96	59
Special Constables ^(a)					
Male	1	na	na	na	na
Female	0	na	na	na	na
TOTALS	1	na	na	na	na
Total Males	4,296	4,309	4,278	4,325	4,322
Total Females	767	823	913	986	1,008
TOTALS	5,063	5,132	5,191	5,311	5,330

Sick-leave (Police Officers) ^(d)

Financial Year	2002-03	2003-04	2004-05	2005-06	2006-07
Total number of sick days involved	43,089	44,288	51,033	54,380	56,741
Average number of days sick leave across the agency per FTE ^(e)	8.9	9.0	10.1	10.7	11.0
Estimated \$ cost in lost productivity	8,527,531	9,186,652	10,992,492	12,409,542	13,881,370

Profile of Police Staff by gender and classification ^(c)

Level	As at 30 June 2005			As at 30 June 2006			As at 30 June 2007		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Group 2	0	0	0	0	0	0	1	0	1
Group 1	0	1	1	0	1	1	0	0	0
Class 1	0	0	0	0	0	0	0	1	1
Level 9	5	0	5	7	0	7	5	0	5
Level 8	9	2	11	11	2	13	14	4	18
Level 7/8	0	0	0	0	0	0	0	2	2
Level 7	16	6	22	19	8	27	30	17	47
Level 6/7	0	0	0	0	1	1	1	0	1
Level 6	42	15	57	42	19	61	47	23	70
Level 5	41	34	75	43	41	84	52	64	116
Level 4	76	73	149	91	93	184	81	93	174
Level 3 (includes Band Officers)	41	61	102	76	66	142	86	86	172
Level 2/4	0	2	2	0	5	5	0	2	2
Level 2/3	0	1	1	0	1	1	0	0	0
Level 2	151	294	445	137	324	461	130	375	505
Level 1	183	311	494	175	289	464	171	283	454
Other	1	0	1	1	0	1	2	0	2
Cadets ^(h)	na	na	na	na	na	na	26	16	42
Wages	15	99	114	21	91	112	18	91	109
TOTALS	580	899	1,479	623	941	1,564	664	1,057	1,721
Traffic Wardens employed by the WA Police			533			536			541

Sick-leave (Police Staff) ^{(d)(f)}

Financial Year	2004-05	2005-06	2006-07
Total number of sick days involved	11,143	11,737	13,028
Average number of days sick leave across the agency per FTE ^(e)	9.0	9.6	9.0
Estimated \$ cost in lost productivity	1,827,745	1,864,929	2,458,155

Notes:

- (a) Statistics based on full-time equivalent (FTE) employees. Police Staff includes Public Servants and Wages employees, but does not include Traffic Wardens.
- (b) An additional 350 Police Officers are to be recruited over the 2nd term of the government. The table shows the progress of the recruitment of these resources that are in addition to the normal recruitment process against attrition.
- (c) Personnel figures are based on a headcount, which includes employees on leave without pay, as at 30 June (not full-time equivalent (FTE) staff).
- (d) Statistics based on full-time equivalent (FTE) staff.
- (e) The FTE figure used in this calculation is determined by averaging the twelve monthly FTE figures for each financial year.
- (f) Does not include Traffic Wardens.
- (g) As from 30 June 2004, no Special Constables were employed by WA Police.
- (h) Cadets were employed by WA Police from February 2007.
- na not applicable.

Source: WA Police, Resource Management Information System (RMIS).

Statistical Summary

CRIME INFORMATION

Number of offences reported and cleared and clearance rate ^{(a)(b)(c)(d)(e)(f)(g)(h)(i)(j)(k)(l)(m)}

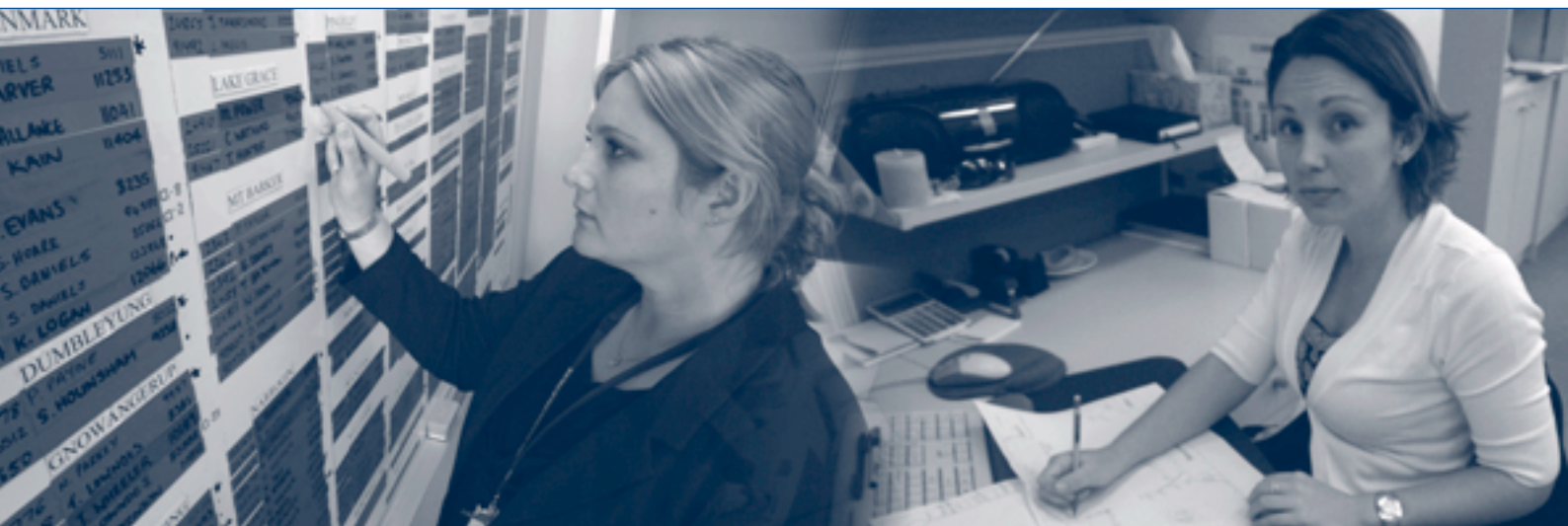
Offences against the person	Financial year	2002-03	2003-04	2004-05	2005-06 ⁽ⁱ⁾	2006-07
Homicide ⁽ⁿ⁾	Reported	81	108	107	108	72
	Cleared	70	106	131	98	87
	Clearance rate (%)	86.4	98.1	122.4	90.7	120.8
Sexual assault ^(o)	Reported	2,679	2,587	2,527	3,214	3,688
	Cleared	2,687	2,309	2,708	2,983	3,291
	Clearance rate (%)	100.3	89.3	107.2	92.8	89.2
Assault ^(p)	Reported	15,688	16,988	20,917	22,236	22,774
	Cleared	13,233	13,731	17,817	18,109	18,475
	Clearance rate (%)	84.4	80.8	85.2	81.4	81.1
Threatening behaviour	Reported	2,565	2,313	4,156	4,579	4,740
	Cleared	2,056	1,875	3,412	3,790	3,960
	Clearance rate (%)	80.2	81.1	82.1	82.8	83.5
Deprivation of liberty	Reported	355	357	470	397	416
	Cleared	264	294	402	337	327
	Clearance rate (%)	74.4	82.4	85.5	84.9	78.6
Aggravated robbery	Reported	1,012	1,301	1,186	1,185	1,535
	Cleared	496	553	637	598	705
	Clearance rate (%)	49.0	42.5	53.7	50.5	45.9
Non-aggravated robbery	Reported	1,164	825	644	545	514
	Cleared	510	375	338	263	290
	Clearance rate (%)	43.8	45.5	52.5	48.3	56.4
Total offences against the person	Reported	23,544	24,479	30,007	32,264	33,739
	Cleared	19,316	19,243	25,445	26,178	27,135
	Clearance rate (%)	82.0	78.6	84.8	81.1	80.4



Offences against property	Financial year	2002-03	2003-04	2004-05	2005-06 ^(a)	2006-07
Burglary (dwelling)	Reported	40,639	33,917	26,813	26,895	25,747
	Cleared	5,612	5,425	4,526	4,535	4,612
	Clearance rate (%)	13.8	16.0	16.9	16.9	17.9
Burglary (non-dwelling)	Reported	20,138	17,807	13,973	13,004	12,663
	Cleared	2,859	2,844	2,533	2,424	2,630
	Clearance rate (%)	14.2	16.0	18.1	18.6	20.8
Steal motor vehicle ^(a)	Reported	11,101	9,281	7,468	7,317	7,618
	Cleared	2,774	2,470	2,194	2,214	2,352
	Clearance rate (%)	25.0	26.6	29.4	30.3	30.9
Theft	Reported	96,514	86,653	77,524	80,964	81,724
	Cleared	19,023	16,600	15,556	14,541	14,567
	Clearance rate (%)	19.7	19.2	20.1	18.0	17.8
Receiving/illegal use	Reported	570	831	1,014	1,292	1,547
	Cleared	549	840	1,098	1,235	1,582
	Clearance rate (%)	96.3	101.1	108.3	95.6	102.3
Fraud	Reported	7,008	5,774	6,949	10,026	8,552
	Cleared	6,078	4,940	5,434	7,880	7,363
	Clearance rate (%)	86.7	85.6	78.2	78.6	86.1
Arson	Reported	1,181	1,111	1,083	1,251	1,269
	Cleared	359	269	327	380	340
	Clearance rate (%)	30.4	24.2	30.2	30.4	26.8
Graffiti	Reported	9,416	10,436	9,413	9,294	13,762
	Cleared	544	717	835	962	1,246
	Clearance rate (%)	5.8	6.9	8.9	10.4	9.1
Property damage	Reported	39,906	38,899	38,024	42,008	44,235
	Cleared	7,831	7,840	8,417	8,824	9,451
	Clearance rate (%)	19.6	20.2	22.1	21.0	21.4
Total offences against property ^(a)	Reported	226,473	204,709	182,261	192,051	197,117
	Cleared	45,629	41,945	40,920	42,995	44,143
	Clearance rate (%)	20.1	20.5	22.5	22.4	22.4

Other selected offences	Financial year	2002-03	2003-04	2004-05	2005-06 ^(a)	2006-07
Breach of restraint	Reported	2,918	3,110	4,397	5,671	6,736
	Cleared	2,718	2,757	4,076	5,199	6,210
	Clearance rate (%)	93.1	88.6	92.7	91.7	92.2
Drugs (trafficking) ^(a)	Reported	1,842	2,190	2,436	2,700	2,703
	Cleared	1,693	1,923	2,263	2,530	2,497
	Clearance rate (%)	91.9	87.8	92.9	93.7	92.4
Drugs (possession) ^(a)	Reported	12,463	11,129	12,286	14,097	14,880
	Cleared	11,159	9,876	11,661	12,708	13,651
	Clearance rate (%)	89.5	88.7	94.9	90.1	91.7
Total other selected offences	Reported	17,223	16,429	19,119	22,468	24,319
	Cleared	15,570	14,556	18,000	20,437	22,358
	Clearance rate (%)	90.4	88.6	94.1	91.0	91.9
TOTAL SELECTED OFFENCES	Reported	267,240	245,617	231,387	246,783	255,175
	Cleared	80,515	75,744	84,365	89,610	93,636
	Clearance rate (%)	30.1	30.8	36.5	36.3	36.7

Statistical Summary



CRIME INFORMATION

Notes:

- (a) The statistics are preliminary and subject to revision.
- (b) The number of reported offences is not within the direct control of the police.
- (c) This summary contains statistical information on 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) Pro-active policing strategies undertaken by the police to encourage the reporting of certain offences, such as domestic violence and sexual assault, and the pro-active 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.
 - 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.

- Recording issues and reporting practices by some government agencies, local government authorities and private enterprise associated with certain offence categories such as 'fraud' and 'graffiti' impact on the number of offences recorded.
- 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 due to significant increases in the number of 'assault', 'sexual 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 sustained increase in 'assault' offences when comparing 2004-05 and 2005-06 to prior years 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.
 - The increase in 'sexual assault' offences is attributed to increased quality of investigations which is leading to additional offences being recorded following the completion of the investigation, and increased encouragement of the reporting of 'sexual assault' offences, especially in regional communities. The increase in reported 'sexual assault' offences is also attributed to an enhancement to the IMS in February 2005 that enables multiple offences of the same type on the same incident report to be recorded more easily for reporting purposes.



- '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 1892* and the Criminal Code.
- (h) The increase in the number of 'fraud' offences in 2004-05 and 2005-06 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 and 2005-06 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 cleared (clearance) where an offender(s) is apprehended or processed (such as by arrest, summons, Juvenile Justice Team referral, juvenile caution, drug caution or infringement) or where, for some substantial reason, police investigations cannot be continued. These reasons include: the offender has died; the offender is in another jurisdiction and extradition is not desired or available; insufficient evidence exists to proceed against a suspect; 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; withdrawn complaint; 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 motorised vehicle capable of being registered. 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) Revised data. The 2005-06 reported offences and cleared offences have been revised following the introduction of the 13-month re-extraction process. This process enables data entered after the initial monthly or annual cut-off date to be included in later data extractions, and ensures a more accurate count of reported offences, cleared offences and clearance rate.
- (s) The number of offences reported, cleared and the clearance rate for 'total offences against property' do not match the figures shown in Key Performance Indicator 4.2 due to the inclusion of 'fraud', 'graffiti' and 'receiving/illegal use' offences in this appendix.
- (t) The unlawful sale, supply, cultivation or manufacture of a prohibited drug or plant.
- (u) The unlawful possession or use of a prohibited drug or plant, or the unlawful possession of a smoking implement.
- Source:** WA Police, Offence Information System (OIS) and FrontLine Incident Management System (IMS).

Statistical Summary

ROAD SAFETY INFORMATION

Crashes and Casualties

Calendar year ^(a)	2002	2003	2004	2005	2006 ^(b)
Number of crashes ^(b)	36,367 ^(f)	36,012 ^(f)	37,909 ^(f)	38,986 ^(f)	39,520
Number of fatal crashes ^(c)	159	154	163	149	183
Number of fatalities ^(d)	179	179	179	162	202
Number of casualties ^(e)	10,710	10,278 ^(f)	10,508 ^(f)	10,263 ^(f)	10,457
Casualties per 100,000 population	556.5	527.1 ^(f)	531.2 ^(f)	510.4 ^(f)	509.9
Casualties per 100,000 licensed drivers	828.5	778.2 ^(f)	783.5 ^(f)	754.3 ^(f)	758.1
Casualties per 100,000 registered motor vehicles ^(f)	742.5	696.4 ^(f)	690.7 ^(f)	668.5 ^(f)	635.8
Estimated Resident Population as at 30 June	1,924,553	1,949,948	1,978,079	2,010,964 ^(f)	2,050,884
Licensed drivers as at 30 June	1,292,751	1,320,777	1,341,116	1,360,598	1,379,365
Registered motor vehicles as at 30 June ^(f)	1,442,339	1,475,772	1,521,319	1,535,147 ^(f)	1,644,605

Number of road fatalities by road-user

Calendar year ^(a)	2002	2003	2004	2005	2006 ^(b)
Motor vehicle driver	77	84	85	86	95
Motor vehicle passenger	47	53	44	36	50
Motorcyclist (incl. pillion passengers)	24	23	22	20	31
Bicyclists, pedestrians and other ^(g)	31	19	28	20	26
Totals	179	179	179	162	202

Drink-driving and speeding behaviour and enforcement

Financial year	2002-03	2003-04	2004-05	2005-06	2006-07 ^(b)
Drink-driving					
Number of preliminary breath tests ^(h)	1,003,707	1,079,613	908,042	978,724 ^(f)	924,088
Number of drivers who were found to exceed the lawful alcohol limit	14,332	14,154	13,723	15,124 ^(f)	15,049
Percentage of drivers tested who were found to exceed the lawful alcohol limit (%)	1.4	1.3	1.5	1.5	1.6
Speeding (Speed Cameras Only)					
Number of vehicles monitored for speeding by speed cameras	20,766,824	19,976,150	19,686,795	16,899,491 ^(f)	12,693,650
Number of vehicles monitored that were found to exceed the lawful speed limit ⁽ⁱ⁾	3,186,563	3,215,650	3,606,581	3,306,521 ^(f)	2,166,545
Percentage of vehicles monitored that were found to exceed the lawful speed limit ⁽ⁱ⁾ (%)	15.3	16.1	18.3	19.6 ^(f)	17.1

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' includes skateboarders, rollerbladers/skaters, persons in non-powered wheelchairs and horse-riders.

- (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, Traffic Enforcement and Crash Executive Information System (TEACEIS). Data extracted on 12 July 2007.

Main Roads Western Australia, crash and casualty data for 2002 to 2006 extracted in July 2007.

Australian Bureau of Statistics, Australian Demographic Statistics, December Quarter 2006 (ABS Cat. No. 3101.0), released February 2007.

Department for Planning and Infrastructure, licensed motor vehicle drivers data and vehicle registration data as at 30 June 2002, 2003, 2004, 2005 and 2006 extracted in July 2007.

STRATEGIC TRAFFIC ENFORCEMENT PROGRAM

The Office of Road Safety funds the ongoing Strategic Traffic Enforcement Program (STEP) of traffic law enforcement activity in addition to that normally conducted by the WA Police. The focus of this program is to reduce the number of crashes by targeting specific road-user behaviour and road safety problems. STEP contributes to an improvement in road-user behaviour and addresses local road safety problems through specific targeted enforcement campaigns. The following table provides statistics on STEP enforcement activity.

Strategic Traffic Enforcement Program activity ^{(a)(b)}

	2005-06	2006-07
Traffic patrol hours	12,449	11,598
Number of vehicles stopped	79,832	60,253
Speed camera – vehicles monitored for speeding	43,615	35,815
Speed camera – vehicles over the speed limit	8,906	3,084
Non-camera speed contacts – briefs, infringements and cautions (BIC)	21,455	26,440
Drivers tested for drink-driving	60,883	38,114
Drivers charged for drink-driving offences	595	234
Seatbelt contacts (BIC)	1,084	992
Other traffic contacts (BIC)	13,585	10,118
Vehicle work orders	635	711

Notes:

- (a) STEP 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.
- (b) STEP activity statistics also include enforcement contacts arising from Random Road Watch program activities that are designed to increase the presence of police in the vicinity of high-crash locations.

Source: WA Police, State Traffic Coordination and Enforcement.

Statistical Summary

CORRUPTION PREVENTION AND INVESTIGATION INFORMATION

POLICE COMPLAINTS ADMINISTRATION CENTRE

Inquiries ^(a)

		2004-05	2005-06	2006-07
Public Complaints				
Serious Misconduct	Assault	75	51 ^(f)	59
	Conduct ^(b)	1	4	3
	Corruption ^(c)	14	11	14
	Domestic Violence	3	10	8
	Drugs	5	5	1
	Equal Opportunity	1	0	1
	Information Security	28	29	24
	Professionalism ^(d)	0	1	0
	Stealing	13	7 ^(f)	7
	Use of Force	0	1	0
Total		140	119 ^(f)	117
Reviewable Police Action	Assault	0	1	0
	Conduct	44	44	28
	Neglect	39 ^(f)	31 ^(f)	29
	Professionalism	623	454 ^(f)	565
	Stealing	0	0	1
	Use of Force	95	71 ^(f)	99
Total		801 ^(f)	601 ^(f)	722
Information Files ^(e)	Assault	0	2	0
	Conduct	0	1	21
	Corruption	0	0	1
	Criminal	0	0	2
	Information Security	0 ^(f)	2	0
	Neglect	0	1	0
	Procedure	0	0	32
	Professionalism	1 ^(f)	118 ^(f)	0
	Service Delivery	0	0	60
	Stealing	0	1	0
	Traffic	0	0	27
Total		1 ^(f)	125 ^(f)	143
Non-Reportable ^(f)	Computers	0	1	0
	Information Security	1 ^(f)	0	0
	Neglect	0	0	1
	Professionalism	37 ^(f)	10	0
	Use of Force	1 ^(f)	0	0
Total		39 ^(f)	11	1
TOTAL PUBLIC COMPLAINTS		981 ^(f)	856 ^(f)	983



		2004-05	2005-06	2006-07	
Commissioner of Police ^(g)					
Serious Misconduct	Assault	15	3	3	
	Conduct	1	3	4	
	Corruption	41	20	19	
	Domestic Violence	9	7	1	
	Drugs	9 ^(f)	6	2	
	Equal Opportunity	3	0	1	
	Information Security	36	21	24	
	Stealing	16	10	4	
	Total	130 ^(f)	70	58	
Reviewable Police Action	Computers	2	4 ^(f)	4	
	Conduct	51	34 ^(f)	30	
	Equipment	0	2	0	
	Escape Custody ^(h)	10	1	4	
	Neglect	12	13 ^(f)	15	
	Professionalism	2	8 ^(f)	3	
	Use of Force	7	0	5	
	Total	84	62 ^(f)	61	
Non-Reportable	Computer Misuse	7 ^(f)	6	0	
	Computers	0	1	1	
	Drive ⁽ⁱ⁾	4	5	0	
	Equipment Loss	40	27	4	
	Neglect	0	1	0	
	Performance Management	1	0	0	
	Total	52 ^(f)	40	5	
TOTAL COMMISSIONER OF POLICE		266 ^(f)	172 ^(f)	124	
Other					
Reviewable Police Action	BAMR ^(j)	Accountability	0	0	1
		Missing ^(k)	4 ^(f)	6 ^(f)	7
		Neglect	1 ^(f)	0	0
	Firearms	Discharge ^(l)	7	5	2
		Draw ^(m)	5	4	5
		Loss	2	0	2
		Total	19	15 ^(f)	17
Non-Reportable	Crashes ⁽ⁿ⁾	Police	60	43 ^(f)	14
		Urgent Duty Driving	54 ^(f)	23 ^(f)	4
	Deaths and injuries	Deaths	17	13 ^(f)	4
		Discharge	1 ^(f)	0	0
		Injuries	76 ^(f)	73 ^(f)	83
Total	208 ^(f)	152 ^(f)	105		
TOTAL OTHER		227 ^(f)	167 ^(f)	122	
Grand Total		1,474 ^(f)	1,195 ^(f)	1,229	

Statistical Summary

CORRUPTION PREVENTION AND INVESTIGATION INFORMATION

Local Complaint Resolution Matters ^(a)

Inquiries can be resolved in two ways – Local Complaint Resolution (LCR) and Full Inquiry. LCR 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	2005-06 ^(b)	2006-07
Public Complaints			
Professionalism	660	573	565
Additional Categories resolved by LCR	78	59	39
Total	738	632	604
Commissioner of Police^(c)			
Professionalism	2	8	3
Additional Categories resolved by LCR	8	2	3
Total	10	10	6
TOTAL LCRs	748	642	610

Outcome of Allegations ^{(a)(p)}

	2002-03	2003-04	2004-05	2005-06	2006-07
Public Complaints					
Conciliated	3	7	11	0	1
Not conciliated	1	4	1	2	0
Sustained	155	212	346 ^(q)	259 ^(q)	143
Not sustained	726	644	1,766 ^(q)	1,604 ^(q)	1,031
Unfounded	16	19	75 ^(q)	58 ^(q)	9
Withdrawn	9	8	71 ^(q)	18 ^(q)	31
No action required	2	0	0	0	3
Complainant unavailable	4	1	11	3	0
Exonerated	22	25	52	22 ^(q)	8
Not finalised ^(q)	605	864 ^(q)	6 ^(q)	37 ^(q)	373
Total Public Complaints	1,543	1,785^(q)	2,339^(q)	2,003^(q)	1,599
Commissioner of Police^(c)					
Conciliated	0	0	0	0	0
Not conciliated	0	0	0	0	0
Sustained	90	131	704 ^(q)	313 ^(q)	151
Not sustained	70	38	594 ^(q)	124 ^(q)	60
Unfounded	2	11	69 ^(q)	4	2
Withdrawn	0	0	3	0	0
No action required	1	0	10 ^(q)	0	2
Complainant unavailable	0	0	0	0	0
Exonerated	2	4	25 ^(q)	9	10
Not finalised	162	123 ^(q)	20 ^(q)	23 ^(q)	97
Total Commissioner of Police	327	308^(q)	1,425^(q)	473^(q)	322
Total Outcome of Allegations	1,870	2,093^(q)	3,764^(q)	2,476^(q)	1,921



Action Resulting from Inquiries (Number of officers shown in brackets)

	2002-03	2003-04	2004-05	2005-06	2006-07
Statutory charges ^(a)	18 (14)	92 (19)	62 (24) ^(b)	31 (16) ^(b)	34 (5)
Discipline charges (s23 <i>Police Act 1892</i>)	45 (35)	37 (27)	70 (37)	46 (46) ^(b)	4 (4)
Demotion	(3)	(1)	(4)	(2)	(3)
Fine	(15)	(22)	(17)	(11)	(3)
Unfavourable Report	75 (70)	49 (46)	68 (62) ^(b)	204 (191) ^{(b)(c)}	27 (26)
Managerial Notice ^(d)	0	0	0	0	8 (8)
Internal Review Panel ^(d)	0	0	0	0	(6)
Dismissals (s8 & s23 & s38(1)(b) <i>Police Act 1892</i> & s505A(2) <i>Police Force Regulations</i>)	(0)	(6)	(11) ^(b)	(17)	(2)
Resignation (as a result of inquiry)	(4)	(4)	(19) ^(b)	(24)	(12)
Nomination for Loss of Confidence (s8 <i>Police Act 1892</i>) & Nomination for Removal (s505A <i>Police Force Regulations 1979</i>)	(36)	(25)	(26)	(20)	(27)
Notice of Intention to Remove (s8 <i>Police Act 1892</i> & s505A(2) <i>Police Force Regulations</i>) & Notice to Revoke (s38(1)(b) <i>Police Act 1892</i>)	(7)	(11)	(23) ^(b)	(18) ^(b)	(18)
Reprimand (<i>Public Sector Management Act 1994</i>)	2 (2)	3 (1)	0	3 (3) ^(b)	1 (1)

Managerial Discipline Model

The WA Police has adopted a managerial approach to managing behaviour, conduct and/or work performance issues identified as a result of complaints against Police, where those complaints do not result in criminal charges or loss of confidence action (pursuant to section 8 of *Police Act 1892*). During 2006-07, there has been a significant decrease in the number of discipline charges and other punitive measures preferred by WA Police.

The managerial approach adopted is the Managerial Discipline Model (MDM) and involves a significant shift from a formal adversarial approach (which relied on the discipline provisions of the *Police Force Regulations 1979* as the primary reference point) to a contemporary managerial or remedial/developmental approach using the agency's Code of Conduct as the primary reference point.

Whilst the focus is steadfastly on a managerial approach, the Commissioner of Police retains the ability to invoke disciplinary charges for any matters deemed of sufficient seriousness and the final decision as to whether disciplinary charges will be invoked rests solely with the Commissioner.

Notes:

- 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.
- 'Conduct' includes subcategories of Damage, Drive, Secondary Employment, Serious, Sponsorship/Donation and Unbecoming – where the conduct of the subject officer is questionable.
- 'Corruption' – Any public officer who, without lawful authority or a reasonable excuse: (a) acts upon any knowledge or information obtained by reason of his office or employment; (b) acts in any matter, in the performance or discharge of the functions of his office or employment, in relation to which he has, directly or indirectly, any pecuniary interest; or (c) acts corruptly in the performance or discharge of the functions of his office or employment, so as to gain a benefit, whether pecuniary or otherwise, for any person, or so as to cause a detriment, whether pecuniary or otherwise. Source: section 83 of Criminal Code.
- 'Professionalism' includes subcategories of Minor Damage, Manner, Procedure, etc. where the behaviour of the subject officer is of a minor nature.

Statistical Summary

CORRUPTION PREVENTION AND INVESTIGATION INFORMATION

- (e) Information Files (formerly Desktop Resolution) are resolved using an informal resolution process via telephone contact with the complainant. Issues that can be resolved via this process are of a level lower than those addressed by the formal Local Complaint Resolution process, and may not require liaison with subject officers or their Officers-in-Charge in order to resolve the complaint. Previously complaints of this type would have been recorded within Reviewable Police Action. Complaints dealt with via this method have been recorded separately since 1 January 2005. This contributes significantly to the apparent reduction in Reviewable Police Action complaints between 2004-05, 2005-06 and 2006-07. Known as Information Files from 1 January 2007, the initial assessment of the complaint is made by Complaint Assessors attached to Police Complaints Administration Centre (PCAC). If deemed suitable for immediate resolution, this is achieved via the Complaint Assessor usually directly with the Complainant via the telephone. If deemed not suitable for immediate resolution, the file becomes a PCAC Complaint file and is allocated to the Districts/Divisions for action. Information Files will change category to a Public Complaint if allocated for investigation.
- (f) Not required to be reported to the Corruption and Crime Commission.
- (g) Inquiries initiated from internally sourced information.
- (h) 'Escape custody' includes allegations where the subject officer's actions have resulted in a detained person escaping police custody, e.g. equipment failure or damage, failing to secure prisoner, prisoner escaped following struggle with police, or police left prisoner unattended.
- (i) 'Drive' includes breaches of policy and minor traffic infringements.
- (j) Business Area Management Review (BAMR).
- (k) Items not found during BAMR or other audit process can include seized property and drugs, found property, accoutrements and other government property.
- (l) 'Discharge' can include either intentional or unintentional discharge of firearm with or without non-threatening injury.
- (m) 'Draw' includes un-holstering of firearm in circumstances that are likely to cause public alarm, unnecessary fear, or intimidation.
- (n) Crash statistics are revised from those shown in the previous Annual Report. Statistics are now only recorded if an investigation results in managerial action being taken against a subject officer.
- (o) All 'Other' inquiries listed in the Inquiries table are incorporated into the 'Commissioner of Police' category of this table.
- (p) 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.
- (q) Allegations that remain not finalised as at the date of reporting.
- (r) Revised statistics from those shown in the previous Annual Report. The statistics are subject to change when: (i) the initial categorisation of the complaint changes following investigation; (ii) inquiries relevant to the counting period are reported to, and recorded after, the closure date for financial year reporting; (iii) inquiries commenced but not finalised in the counting period uncover information which causes the category to change. With the introduction of a new recording system across the Corruption Prevention and Investigation Portfolio in January 2007, and the subsequent conversion of data from the old PCAC system, a full review of all files, allegations, charges etc. was conducted by staff at the Risk Assessment Unit (RAU) and PCAC. Anomalies, errors and inconsistencies identified as a result of this exercise were corrected prior to the preparation of the 2006-07 Annual Report.
- (s) Statutory Charges includes all charges preferred including those subsequently withdrawn. The data does not include charges preferred by Internal Affairs.
- (t) One inquiry file included 185 officers being investigated, with 132 Unfavourable Reports being issued.
- (u) Managerial Notices were introduced on 30 January 2007 in place of Unfavourable Reports as a result of the move towards a more managerial approach to behavioural issues. The Internal Review Panel (IRP), which sat for the first time during the period, considers recommendations for disciplinary action under section 23 of the *Police Act 1892*, with the final decision resting with the Commissioner of Police.

Source: WA Police, Corruption Prevention and Investigation Portfolio Information System (IAPro).
WA Police Academy (Dismissals under s550A Police Regulations).



INTERNAL AFFAIRS UNIT ^{(a)(b)}

Information Reports

	2006-07
Filed for Intelligence – no investigative opportunity	200
Filed for Intelligence - following Investigative Assessment	64
Allocated to Districts/Divisions for Comprehensive Investigation ^(c)	32
Retained for Comprehensive Investigations	30
Total	326

Categorisation of Retained Comprehensive Investigations

		2006-07
Serious Misconduct	Assault	3
	Conduct	5
	Conspiracy	1
	Corruption ^(d)	6
	Criminal	2
	Drugs	3
	Inappropriate Association	1
	Information Security	2
	Stealing	2
	Unauthorised Computer Use	1
	26	
Reviewable Police Action	Accountability	1
	Computers	1
	Discharge	2
	4	

Outcomes of Allegations (Resulting from Retained Comprehensive Investigations)

(number of officers shown in brackets)

	2006-07
Statutory Charges ^{(e)(f)}	24 (8)
Unfavourable Report	2 (2)
Managerial Notice	8 (8)

Notes:

- (a) Disciplinary Charges resulting from Internal Affairs Unit inquiries are recorded by Ethical Standards Division and reflected in the Police Complaints Administration Centre action resulting from inquiries statistics.
- (b) In 2005-06 Police Complaints Administration Centre figures were amended to include outcomes of investigations conducted in 2004-05 and 2005-06 as a result of the Kennedy Royal Commission. Internal Affairs Unit data were not included in those reporting periods however Internal Affairs Unit commenced independent reporting on some outcomes in 2006-07 to ensure completeness.
- (c) Tasking and Coordination Group determine the level of investigation prior to allocating the file to the District/Division.
- (d) Corruption – Any public officer who, without lawful authority or a reasonable excuse: (a) acts upon any knowledge or information obtained by reason of his office or employment; (b) acts in any matter, in the performance or discharge of the functions of his office or employment, in relation to which he has, directly or indirectly, any pecuniary interest; or (c) acts corruptly in the performance or discharge of the functions of his office or employment, so as to gain a benefit, whether pecuniary or otherwise, for any person, or so as to cause a detriment, whether pecuniary or otherwise. Source: section 83 of Criminal Code.

Statistical Summary

CORRUPTION PREVENTION AND INVESTIGATION INFORMATION

- (e) Includes one former police officer charged by Internal Affairs Unit and two police officers charged by the Corruption and Crime Commission as a result of investigation by both Internal Affairs Unit and the Corruption and Crime Commission.
- (f) Statutory Charges includes all charges preferred by Internal Affairs Unit including those subsequently withdrawn.

Source: WA Police, Corruption Prevention and Investigation Portfolio Information System (IAPro).

Summary of Police Complaints Administration Centre and Internal Affairs Unit

Outcomes of Allegations (resulting from Inquiries)

(Number of officers shown in brackets)

	2006-07
Statutory Charges ^(a)	58 (13)
Unfavourable Report	29 (28)
Managerial Notice	16 (16)
Disciplinary Charges	4 (4)

Notes:

(a) Statutory Charges includes all charges preferred including those subsequently withdrawn.

Source: WA Police, Corruption Prevention and Investigation Portfolio Information System (IAPro).

PUBLIC SECTOR INVESTIGATION UNIT

Outcomes of Investigations

	2006-07
Prosecutions	19 ^(a)
Insufficient Evidence	39
Civil/Other ^(b)	50
Withdrawn ^(c)	4
False Report ^(d)	1
Referred for Local Management Action ^(e)	40
Use of Discretionary Powers ^(f)	2
Uncleared ^(g)	3

Notes:

(a) The nineteen prosecutions involved one WA Police employee.

(b) Incident Report written off to the effect there may not be an offence under any Criminal, Police or other Acts enforceable by Police.

(c) Withdrawn by complainant.

(d) No charge due to complainant undergoing psychiatric treatment.

(e) Referred back to agency for Internal Investigation or progression to 'in-house' disciplinary process.

(f) May be a prima facie case however, not proceeded with due to public interest considerations which may include, for example: no reasonable prospect of conviction; the alleged offender's antecedents – whether a prosecution would be perceived as counter productive to the interests of justice; the availability of alternatives to prosecution; the circumstances under which the alleged offence was committed and the likely time and expense of a trial.

(g) Inquiries unable to determine or locate an offender.

Source: WA Police, Frontline Incident Management System (IMS).

SIGNIFICANT ISSUES AND TRENDS

- Recruiting and retaining personnel in the current labour market continues to pose a challenge for the WA Police. In an effort to counter the current impact of extreme labour market shortages, the agency has reviewed recruiting policies and practices and devised a significant marketing campaign to attract potential recruits. New strategies being investigated include:
 - Re-engaging retired officers to supplement frontline activities
 - Increasing the diversity of our recruitment pool
 - Embedding a structured and co-ordinated marketing program
 - Providing on-line learning and part-time training options that may be more attractive to women.
- The threat of international terrorism continues to be a priority for law enforcement agencies and emergency services. An alarming worldwide development is the advent of the home-grown terrorist as demonstrated by the bombings in London and Glasgow.

The WA Police is focusing on prevention as the best strategy to combat terrorist attacks. From a policing perspective this approach requires an increase in intelligence-gathering and pro-active investigations at a local level. Similar to other police jurisdictions, WA Police is increasing intelligence and investigative capabilities and capacity in this area. Co-operation and timely intelligence sharing between national and international law enforcement agencies, involved in counter-terrorism, is proving to be an effective strategy in preventing and disrupting terrorist activities.
- There is an ongoing need to ensure that WA Police resources are focused on core functions and are allocated in line with community expectations. The WA Police has, and continues to, examine functions traditionally undertaken by police officers that could be carried out by police staff or other agencies, in order to get as many operational police officers working on the frontline as possible. Examples include:
 - The review of the Prosecuting Division and appointment of a Director to manage the change process. This process includes the civilianisation of identified police officer positions
 - The handover to the DPP of police officers' role at the Perth Children's Court
 - Ongoing negotiations with the Department for Planning and Infrastructure on police officers ceasing to provide Motor Driver's Licence testing functions in Regional WA
 - Ongoing review into the functions of the Witness Security Unit and its suitability to remain within the core business of the WA Police
 - Examining options for reducing the role of escorting mental health patients
 - The development of conceptual models which allow for the outsourcing of processes covering applications for National Police Certificates.
- There is a growing need to maximise the use of information technology, to enhance police operations and improve efficiency.

During 2007-08, the WA Police will complete the mainframe decommissioning process commenced with DCAT in 1998. Throughout that process over 250 systems have been decommissioned and their information archived. These mainframe systems will have been replaced by integrated systems supporting a richer range of information and greater functionality.

WA Police will also progress a number of high priority projects driven by the Information Management and Technology strategy developed in 2005. These projects include:

 - Frontline Web Portal - to provide officers with a single interface across agency systems, simplifying data entry, information access and enhancing productivity
 - Priority Upgrades to the Incident Management System (IMS) - focused on delivering value and efficiency to frontline officers
 - Investigation Case Management System - providing centralised, secure and automated support for the investigation of all major incidents and protracted inquiries

- Implementation of the first stage of Disaster Recovery Facilities for police IT servers to ensure system continuity in the event of a major incident
- On-Line Community Services – supporting direct two-way engagement with the community to make police services more accessible.
- Development and growth in the Peel Region, combined with the completion of the Southern Railway line, will increase the demand on police resources in the Peel and South Metropolitan Region. To ensure that community safety is not compromised, an increase in strength was approved for the Police Rail Unit. Additionally, dedicated patrols of the new line will commence on its opening in 2007.
- Delays are being experienced in the completion of capital works projects due to high labour-force demands across the construction industry.

At present public works programs (construction as well as maintenance), are in competition with large-scale mining industry investment. Demand for materials and staff out-strips supply. Accordingly, the Expenditure Review Committee (ERC) and the Department of Housing and Works (DHW) requested all agencies to conduct a review of their capital works programs, including a rigorous assessment of the viability of deferring between 20 per cent and 25 per cent of the planned 2007-08 building construction works.

The WA Police's re-assessment of its building construction program, has shifted \$28.4 million cost/demand funding pressures to 2009-10 - 2010-11. The revised program substantially achieves the outcomes sought by the ERC and DHW.
- To further reduce the number of residential burglaries across the State, there is an ongoing effort by the Office of Crime Prevention to monitor, refine and implement the Burglar Beware marketing campaign as a key strategy.
- Meeting the growing demand for Police Assistance Centre (PAC) services, while continuing to release police officers to frontline duties.

An external review of the PAC practices recommended the development of a business model that provides for the receipt of all telephony contact currently received by local metropolitan and country police stations. It is envisaged the PAC expansion would be implemented as follows:

 - Short term – redirection of after-hours calls from police stations to produce efficiencies to frontline service delivery. The advantages of this strategy were demonstrated by a pilot in the South Metropolitan Region in late 2005
 - Medium term - develop appropriate skill sets and human resource models to combine the handling of metropolitan emergency calls (000) and non-urgent calls by the PAC
 - Medium term - develop a business model to undertake the initial-call taking function for Crime Stoppers by the PAC. This would provide an expanded service to the community through a 24/7 capability and release current Crime Stopper's officers to operational policing roles.

DISCLOSURES AND LEGAL COMPLIANCE

Independent Audit Opinion



AUDITOR GENERAL

To the Parliament of Western Australia

POLICE SERVICE

FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2007

I have audited the accounts, financial statements, controls and key performance indicators of the Police Service.

The financial statements comprise the Balance Sheet as at 30 June 2007, and the Income Statement, Statement of Changes in Equity, Cash Flow Statement, Schedule of Income and Expenses by Service, and Summary of Consolidated Account Appropriations and Income Estimates for the year then ended, a summary of significant accounting policies and other explanatory Notes.

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

Commissioner of Police's Responsibility for the Financial Statements and Key Performance Indicators

The Commissioner of Police is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions, and the key performance indicators. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements and key performance indicators that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; making accounting estimates that are reasonable in the circumstances; and complying with the Financial Management Act 2006 and other relevant written law.

Summary of my Role

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements, controls and key performance indicators based on my audit. This was done by testing selected samples of the audit evidence. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion. Further information on my audit approach is provided in my audit practice statement. Refer "<http://www.audit.wa.gov.au/pubs/Audit-Practice-Statement.pdf>".

An audit does not guarantee that every amount and disclosure in the financial statements and key performance indicators 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 decision of users of the financial statements and key performance indicators.

POLICE SERVICE

FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2007

Audit Opinion

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Police Service at 30 June 2007 and its financial performance and cash flows for the year ended on that date. They are in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions;
- (ii) the controls exercised by the Police Service provides reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been with legislative provisions; and
- (iii) the key 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 2007.



COLIN MURPHY

AUDITOR GENERAL

31 August 2007

Financial Statements

for the year ended 30 June 2007

POLICE SERVICE

Certification of Financial Statements for the year ended 30 June 2007

The accompanying financial statements of the Police Service have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ending 30 June 2007 and the financial position as at 30 June 2007.

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
(CHIEF FINANCE OFFICER)
31 July 2007



Financial Statements

Income Statement

INCOME STATEMENT

for the year ended 30 June 2007

	Note	2007 \$'000	2006 \$'000
COST OF SERVICES			
Expenses			
Employee expenses	7	541,150	501,965
Supplies and services	8	157,575	131,316
Capital user charge	9	32,464	35,568
Depreciation and amortisation expense	10	28,069	20,323
Grant payments	11	2,676	363
Loss on disposal of non-current assets	17	99	30
Other expenses	12	2,257	3,102
Total cost of services		764,290	692,667
Income			
Revenue			
User charges and fees	13	19,741	14,537
Commonwealth grants	14	1,001	1,876
Contributions, sponsorships and donations	15	6,245	4,765
Other revenue	16	1,349	1,071
Total Revenue		28,336	22,249
Gains			
Gain on disposal of non-current assets	17	136	20
Total Gains		136	20
Total Income other than Income from State Government		28,472	22,269
NET COST OF SERVICES		735,818	670,398
Income from State Government			
Service appropriation	18	734,880	682,475
State grants	19	2,483	3,960
Liabilities assumed by the Treasurer	20	5,075	4,438
Resources received free of charge	21	2,786	1,933
Total Income from State Government		745,224	692,806
SURPLUS/(DEFICIT) FOR THE PERIOD		9,406	22,408

Financial Statements

Balance Sheet

BALANCE SHEET as at 30 June 2007

	Note	2007 \$'000	2006 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	22	54,108	58,737
Restricted cash and cash equivalents	23(a)	2,577	2,326
Receivables	24	9,196	6,110
Amounts receivable for services	25	24,009	42,871
Non-current assets classified as held for sale	26	13,802	11,548
Inventories	27	395	130
Other current assets	28	5,604	4,576
Total Current Assets		109,691	126,298
Non-Current Assets			
Restricted cash and cash equivalents	23(b)	4,125	1,825
Amounts receivable for services	25	27,281	18,007
Property, plant and equipment	29	512,944	418,065
Intangible assets	30	79,816	68,971
Total Non-Current Assets		624,166	506,868
TOTAL ASSETS		733,857	633,166
LIABILITIES			
Current Liabilities			
Provisions	31	106,453	106,120
Payables	32	5,222	3,003
Other current liabilities	33	7,220	11,195
Total Current Liabilities		118,895	120,318
Non-Current Liabilities			
Provisions	31	20,893	22,117
Total Non-Current Liabilities		20,893	22,117
TOTAL LIABILITIES		139,788	142,435
EQUITY			
Contributed equity	34	233,437	194,038
Reserves		277,291	224,111
Accumulated surplus/(deficiency)		83,341	72,582
TOTAL EQUITY		594,069	490,731
TOTAL LIABILITIES AND EQUITY		733,857	633,166

Financial Statements

Statement of Changes in Equity

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2007

	Note	2007 \$'000	2006 \$'000
BALANCE OF EQUITY AT START OF PERIOD		490,731	413,068
Contributed equity	34		
Balance at start of period		194,038	153,319
Capital contributions		38,415	44,268
Other contributions by owners		2,492	-
Distributions to owners		(1,508)	(3,549)
Balance at end of period		<u>233,437</u>	<u>194,038</u>
Reserves			
Asset Revaluation Reserve	34		
Balance at start of period		224,111	212,649
Gains/(losses) from asset revaluations		54,533	14,536
Transfer to accumulated surplus/deficit of assets disposed		(1,353)	(3,074)
Balance at end of period		<u>277,291</u>	<u>224,111</u>
Accumulated surplus/(deficiency)	34		
Balance at start of period		72,582	47,100
Surplus/(deficit) for the period		9,406	22,408
Previous transfer of revalued amounts of assets sold		1,353	3,074
Balance at end of period		<u>83,341</u>	<u>72,582</u>
BALANCE OF EQUITY AT END OF PERIOD		594,069	490,731
TOTAL INCOME AND EXPENSE FOR THE PERIOD		63,939	36,944

Financial Statements

Cash Flow Statement

CASH FLOW STATEMENT

for the year ended 30 June 2007

	Note	2007 \$'000	2006 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Service Appropriation		701,684	654,340
Capital contributions		38,415	44,268
Holding account drawdowns		42,871	18,400
Grants from State Government		1,937	4,089
Non-retained revenue distribution to owners		(81)	(56)
Transfer of net assets from/(to) other agencies		416	(182)
Net cash provided by State Government		785,242	720,859
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee payments		(538,350)	(493,516)
Supplies and services		(121,205)	(111,654)
Capital user charge		(35,439)	(33,067)
Grant payments		(2,698)	(334)
GST payments on purchases		(24,128)	(21,607)
GST payments to taxation authority		-	-
Other payments		(33,994)	(22,473)
		(755,814)	(682,651)
Receipts			
User charges and fees		18,135	13,823
Commonwealth grants		1,001	1,877
Contributions, sponsorships and donations		5,380	4,610
GST receipts on sales		1,283	1,291
GST receipts from taxation authority		21,477	18,418
Other receipts		946	1,004
		48,222	41,023
Net cash provided by/(used in) operating activities	35(b)	(707,592)	(641,628)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of non-current physical assets		(79,955)	(82,910)
Proceeds from sale of non-current physical assets		227	59
Net cash provided by/(used in) investing activities		(79,728)	(82,851)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS			
		(2,078)	(3,620)
Cash and cash equivalents at the beginning of period		62,888	66,508
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	35(a)	60,810	62,888

Financial Statements

Summary Of Consolidated Fund Appropriations and Income Estimates

SUMMARY OF CONSOLIDATED FUND APPROPRIATIONS AND INCOME ESTIMATES for the year ended 30 June 2007

	2007 Estimate \$'000	2007 Actual \$'000	2007 Variation \$'000	2007 Actual \$'000	2006 Actual \$'000	Variation \$'000
DELIVERY OF SERVICES						
Item 106 Net amount appropriated to deliver services	732,022	731,962	(60)	731,962	680,005	51,957
Amounts Authorised by Other Statutes						
<i>Salaries and Allowances Act 1975</i>	2,598	2,918	320	2,918	2,470	448
Total appropriations provided to deliver services	734,620	734,880	260	734,880	682,475	52,405
CAPITAL						
Item 174 Capital Contribution	49,262	38,415	(10,847)	38,415	44,268	(5,853)
GRAND TOTAL OF APPROPRIATIONS	783,882	773,295	(10,587)	773,295	726,743	46,552
Details of Expenses by Service						
Intelligence and protective services	65,696	55,712	(9,984)	55,712	65,330	(9,618)
Crime prevention and public order	105,717	62,115	(43,602)	62,115	113,501	(51,386)
Community support (non-offence incidents)	87,594	71,227	(16,367)	71,227	89,584	(18,357)
Emergency management and co-ordination	14,347	16,442	2,095	16,442	11,886	4,556
Response to and investigation of offences	268,825	283,961	15,136	283,961	255,899	28,062
Services to the judicial process	73,247	85,577	12,330	85,577	53,843	31,734
Traffic law enforcement and management	139,698	181,666	41,968	181,666	102,624	79,042
Implementation of the State crime prevention strategy	10,711	7,590	(3,121)	7,590	-	7,590
Total Cost of Services	765,835	764,290	(1,545)	764,290	692,667	71,623
Less Total income	(19,621)	(28,472)	(8,851)	(28,472)	(22,269)	(6,203)
Net Cost of Services	746,214	735,818	(10,396)	735,818	670,398	65,420
(Less)/Add Adjustments	(11,594)	(938)	10,656	(938)	12,077	(13,015)
Total appropriations provided to deliver services	734,620	734,880	260	734,880	682,475	52,405
Capital Expenditure						
Purchase of non-current physical assets	104,422	79,912	(24,510)	79,912	81,836	(1,924)
Adjustments for other funding sources	(55,160)	(41,497)	13,663	(41,497)	(37,568)	(3,929)
Capital Contribution (appropriation)	49,262	38,415	(10,847)	38,415	44,268	(5,853)
DETAILS OF INCOME ESTIMATES						
Income disclosed as Administered Incomes	390	525	135	525	578	(53)
Total Income Estimates	390	525	135	525	578	(53)

The Summary of Consolidated Fund Appropriations, variance to budget and actual should be read in conjunction with Note 43.

SCHEDULE OF INCOME AND EXPENSES BY SERVICE

for the year ended 30 June 2007

	Intelligence and protective services		Crime prevention and public order		Community support (non-offence incidents)		Emergency management and co-ordination		Response to and investigation of offences	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
COST OF SERVICES										
Expenses										
Employee expenses	38,617	48,052	45,163	82,327	49,874	66,221	10,729	7,730	204,199	183,931
Supplies and services	12,316	11,662	12,270	21,019	13,199	15,121	3,383	2,213	57,589	51,877
Capital user charge	2,373	3,373	2,687	5,774	3,090	4,644	689	598	12,245	13,188
Depreciation and amortisation expense	2,136	1,927	1,837	3,950	4,839	3,282	1,550	1,107	8,547	5,450
Grant payments	21	27	39	47	30	37	21	25	125	151
Loss on disposal of non-current assets	2	2	3	3	47	2	15	-	12	6
Other expenses	247	287	116	381	148	277	55	213	1,244	1,296
Total cost of services	55,712	65,330	62,115	113,501	71,227	89,584	16,442	11,886	283,961	255,899
Income										
Revenue										
User charges and fees	1,739	108	6,308	5,305	831	283	199	62	4,277	5,199
Commonwealth grants	91	177	86	307	83	232	15	26	369	712
Contributions, sponsorships and donations	211	456	839	884	592	704	137	69	1,916	1,516
Other revenue	371	158	51	157	174	131	102	28	335	392
Total Revenue	2,412	899	7,284	6,653	1,680	1,350	453	185	6,897	7,819
Gains										
Gain on disposal of non-current assets	14	2	13	3	16	3	4	-	68	6
Total Gains	14	2	13	3	16	3	4	-	68	6
Total Income other than Income from State Government	2,426	901	7,297	6,656	1,696	1,353	457	185	6,965	7,825
NET COST OF SERVICES	53,286	64,429	54,818	106,845	69,531	88,231	15,985	11,701	276,996	248,074
Income from State Government										
Service appropriation	53,100	65,588	54,673	108,731	69,420	89,856	15,976	11,925	276,420	252,522
State grants	299	381	260	654	257	487	43	54	1,156	1,515
Liabilities assumed by the Treasurer	366	419	389	708	455	566	92	67	1,907	1,669
Resources received free of charge	58	72	172	165	116	97	14	11	2,068	1,171
Total Income from State Government	53,823	66,460	55,494	110,258	70,248	91,006	16,125	12,057	281,551	256,877
SURPLUS/(DEFICIT) FOR THE PERIOD	537	2,031	676	3,413	717	2,775	140	356	4,555	8,803

The Schedule of Income and Expenses should be read in conjunction with the accompanying notes.

SCHEDULE OF INCOME AND EXPENSES BY SERVICE for the year ended 30 June 2007

	Services to the judicial process		Traffic law enforcement and management		Implementation of the State crime prevention strategy		TOTAL	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
COST OF SERVICES								
Expenses								
Employee expenses	62,455	39,642	127,627	74,062	2,486	-	541,150	501,965
Supplies and services	16,765	9,682	39,601	19,742	2,452	-	157,575	131,316
Capital user charge	3,606	2,761	7,626	5,230	148	-	32,464	35,568
Depreciation and amortisation expense	2,552	1,446	6,528	3,161	80	-	28,069	20,323
Grant payments	27	33	36	43	2,377	-	2,676	363
Loss on disposal of non-current assets	6	1	14	16	-	-	99	30
Other expenses	166	278	234	370	47	-	2,257	3,102
Total cost of services	85,577	53,843	181,666	102,624	7,590	-	764,290	692,667
Income								
Revenue								
User charges and fees	1,197	490	5,154	3,090	36	-	19,741	14,537
Commonwealth grants	101	133	219	289	37	-	1,001	1,876
Contributions, sponsorships and donations	783	535	1,212	601	555	-	6,245	4,765
Other revenue	107	73	193	132	16	-	1,349	1,071
Total Revenue	2,188	1,231	6,778	4,112	644	-	28,336	22,249
Gains								
Gain on disposal of non-current assets	20	1	-	5	1	-	136	20
Total Gains	20	1	-	5	1	-	136	20
Total Income other than Income from State Government	2,208	1,232	6,778	4,117	645	-	28,472	22,269
NET COST OF SERVICES	83,369	52,611	174,888	98,507	6,945	-	735,818	670,398
Income from State Government								
Service appropriation	83,201	53,595	175,130	100,258	6,960	-	734,880	682,475
State grants	343	272	125	597	-	-	2,483	3,960
Liabilities assumed by the Treasurer	560	331	1,281	678	25	-	5,075	4,438
Resources received free of charge	155	294	199	123	4	-	2,786	1,933
Total Income from State Government	84,259	54,492	176,735	101,656	6,989	-	745,224	692,806
SURPLUS/(DEFICIT) FOR THE PERIOD	890	1,881	1,847	3,149	44	-	9,406	22,408

The Schedule of Income and Expenses should be read in conjunction with the accompanying notes.



Notes to the Financial Statements

for the year ended 30 June 2007

1. MISSION AND FUNDING

The mission of the Police Service and the outcome of its policing activities is “to enhance the quality of life and wellbeing of all people in Western Australia by contributing to making our State a safe and secure place”.

The Police Service is mainly funded by Parliamentary appropriations supplemented by fees charged on a cost-recovery basis for services such as vehicle escorts, photographic reproductions, police clearance certificates, security services, private prosecution reports, freedom of information reports, conviction records and crash information.

2. AUSTRALIAN EQUIVALENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS

General

The Police Service's financial statements for the year ended 30 June 2007 have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS), which comprise a Framework for the Preparation and Presentation of Financial Statements (the Framework) and Australian Accounting Standards (including the Australian Accounting Interpretations).

In preparing these financial statements the Police Service has adopted, where relevant to its operations, new and revised Standards and Interpretations from their operative dates as issued by the AASB and formerly the Urgent Issues Group (UIG).

3. SIGNIFICANT ACCOUNTING POLICIES

(a) General Statement

The financial statements constitute general purpose financial statements which have been prepared in accordance with the Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board 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 Management Act 2006* (FMA) and the Treasurer's Instructions (TI) are legislative provisions governing the preparation of financial statements and take precedence over the Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board.

Where modification is required and has a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

(b) Basis of Preparation

The financial statements have been prepared in accordance with Accounting Standard AAS 29 'Financial Reporting by Government Departments' on the accrual basis of accounting using the historical cost convention, modified by the revaluation of land and buildings which have been measured at fair value.

The accounting policies applied in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

The judgements that have been made in the process of applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are disclosed at Note 4 'Judgements made by management in applying accounting policies'.

The key assumptions made concerning the future, and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed at Note 5 'Key sources of estimation uncertainty'.

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

(c) Reporting Entity

The reporting entity comprises the Police Service.

The Police Service administers assets, liabilities, income and expenses on behalf of the Government which are not controlled by, nor integral to, the function of the Police Service. These administered balances and transactions are not recognised in the principal financial statements of the Police Service but schedules are prepared on a similar basis to the financial statements and are presented in Note 44.

(d) Contributed equity

UIG Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers in the nature of equity contributions to be designated by the Government (owner) 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 by TI 955 'Contributions by Owners made to Wholly Owned Public Sector Entities' and have been credited directly to Contributed Equity.

Transfer of net assets to/from other agencies are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal. See Note 34 'Equity'.

(e) Income

Revenue Recognition

Revenue is measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Sale of Goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership control transfer to the purchaser and can be measured reliably.

Rendering of Services

Revenue is recognised upon the delivery of the service to the customer or by reference to the stage of completion of the transaction.

Service Appropriations

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 Police Service's bank account or credited to the holding account held at the Department of Treasury and Finance. See Note 18 for further detail.

Net Appropriation Determination

The Treasurer may make a determination providing for prescribed revenues to be retained for services under the control of the Police Service. In accordance with the determination specified in the 2006-07 Budget Statements, the Police Service retained \$28.472 million in 2006-07 (\$22.120 million in 2005-06) from the following:

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

Grants and Other Contributions

Revenue is recognised at fair value when the Police Service obtains control over the assets comprising the contributions which is usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners 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 undischarged as at the balance sheet date, the nature of, and amounts pertaining to, those undischarged conditions are disclosed in the notes.

Gains

Gains may be realised or unrealised and are recognised on a net basis on the disposal of non-current assets. These include gains arising on the disposal of non-current assets.

(f) Property, plant and equipment

Capitalisation/Expensing of assets

Land vested within the Police Service is capitalised irrespective of value.

All other items of property, plant and equipment costing \$5,000 or more are recognised as assets. The cost of utilising these assets is expensed (depreciation) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are immediately expensed direct to the income statement.

Initial recognition and measurement

All items of property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal consideration, cost is their fair value at the date of acquisition.

Subsequent measurement

After recognition as an asset, the Police Service uses the revaluation model for the measurement of land, buildings and livestock and the cost model for all other property, plant and equipment. Land, buildings and livestock are carried at the fair value less accumulated depreciation on buildings and livestock and accumulated impairment losses. All other items of property, plant and equipment are carried at historical cost less accumulated depreciation and accumulated impairment losses. The carrying amount of land, buildings and livestock at 30 June 2007 was fair value less accumulated depreciation on buildings and livestock.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market buying values determined by reference to recent market transactions. Where market evidence is not available, the fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost.

Independent valuations of land and buildings is provided on an annual basis by the Western Australian Land Information Authority (Valuation Services). The latest valuation was performed during 2006-07 with the effective date being 1 July 2006.

Livestock revaluation was performed during 2006-07 with the effective date being 1 July 2006 by an independent valuer from Asset Valuation Partners Pty Ltd. Fair value of livestock has been determined on the basis of current market buying values or existing use value.

The Police Service has a policy of valuing land, buildings, livestock at fair value. These asset classes can experience frequent and material movements in fair value, therefore a revaluation is considered necessary each reporting period.

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

Depreciation

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.

Land is not depreciated. Depreciation is provided for on either a straight-line basis net of residual values as is the case for vehicle, aircraft and vessels or on a straight-line for all other plant and equipment. Depreciation rates are reviewed annually and the useful lives for each class of depreciable asset are:

Class of Assets	2006-07
Buildings	
- Buildings	50 years
- Transportables	20 years
Vehicles	
- Motor Vehicles and Cycles	5 years
- All Other Vehicles	7 years
Aircraft and Vessels	
- Aircraft	20 years
- Vessels	10 to 15 years
Computing and Office Equipment	
- Computing Software and Hardware	4 to 6 years
- Office Equipment	7 years
- Furniture and Fittings	10 years
- Communication Equipment	7 years
Livestock	
- Dogs and Horses	8 to 20 years
Other Plant and Equipment	
- Audio Visual Equipment	7 years
- Photographic and Traffic Equipment	8 years
- Radio, Firearms and Scientific Equipment	10 years
- Radio/Communication Towers	10 years
- Other Plant and Equipment	10 years

Works of Art controlled by the Police Service are classified as property, plant and equipment. They are anticipated to 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.

(g) Intangible assets

Capitalising/Expensing of assets


Acquisitions of intangible assets (being software licences) costing \$5,000 or more and other internally developed intangible assets costing \$50,000 or more are capitalised. The costs of utilising the assets is expensed (amortised) over their useful life. Costs incurred below these thresholds are immediately expensed directly to the income statement.

Initial recognition and measurement

All acquired and internally developed intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is their fair value at the date of acquisition.

Subsequent measurement

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.



The carrying value of intangible assets is reviewed for impairment annually when the asset is not yet in use, or more frequently when an indicator of impairment arises during the reporting year indicating that the carrying value may not be recoverable.

Amortisation

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life) on the straight-line basis using rates which are reviewed annually. All intangible assets controlled by the Police Service have a finite useful life and zero residual value. The expected useful lives for each class of intangible asset are:

- Licences - 4 years
- Software and related system developments - 8 years.

Licences

Licences have a finite useful life and are carried at cost less accumulated amortisation and accumulated impairment losses.

System Developments

For system developments, research costs are expensed as incurred. Development costs incurred on an individual project are carried forward when their future recoverability can reasonably be regarded as assured and that the total project costs are likely to exceed \$50,000. Other development expenditures are expensed as incurred.

Computer Software

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

In some cases, base software is purchased and then re-configured to the needs of the Police Service. These are treated in accordance with system development policies.

(h) Impairment of Assets

Property, plant and equipment, infrastructure and intangible assets are tested for any indication of impairment at each balance sheet date. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is written down to the recoverable amount and an impairment loss is recognised. As the Police Service is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated or where the replacement cost is falling. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of an asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at each balance sheet date irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at each balance sheet date.

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

(i) Non-current assets (or disposal groups) classified as Held for Sale

Non current assets (or disposal groups) held for sale are recognised at the lower of carrying amount and fair value less costs to sell and are presented separately in the Balance Sheet as a current asset. These assets are not depreciated or amortised while they are classified as held for sale.

All land holdings are Crown land vested in the Police Service by the Government. The Department for Planning and Infrastructure (DPI) is the only agency with the power to sell Crown land and any buildings which are erected on that land. The Police Service transfers these Crown lands and their buildings to DPI when the assets become available for sale.

(j) Leases

The Police Service holds a number of operating leases for buildings and office equipment. Lease payments are expensed on a straight-line basis over the lease term as this represents the pattern of benefits derived from the lease properties.

(k) Financial Instruments

The Police Service has two categories of financial instrument:

- Receivables (includes cash)
- Non trading financial liabilities.

Short-term payables with no stated interest rate are measured at transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

(l) Cash and cash equivalents

For the purpose of the Cash Flow Statement, cash and cash equivalents include restricted cash and cash equivalents.

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

Cash equivalents includes cash-on-hand.

(m) Amounts receivable for services (Holding Account)

The Police Service receives appropriation funding on an accrual basis that recognises the full annual cash and non-cash cost of services. The appropriations are paid partly in cash and partly as an asset (Holding Account receivable) that is accessible on the emergence of the cash funding requirement to cover items such as leave entitlements and asset replacement.

See also Note 18 'Service Appropriation' and Note 25 'Amounts receivable for services'.

(n) Receivables

Receivables are recognised and carried at original invoice amount less an allowance for uncollectable amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectable are written off. The allowance for uncollectable amounts (doubtful debts) is raised when there is objective evidence that the Police Service will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

See also Note 37 'Financial Instruments' and Note 24 'Receivables'.

(o) Inventories

Inventories include those items held for distribution and are measured at the lower of cost and current replacement cost. The values have been confirmed through an annual stocktake.

(p) 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. The carrying amount is equivalent to fair value, as they are generally settled within 30 days.

See Note 37 'Financial Instruments' and Note 32 'Payables'.

(q) Accrued Salaries

The accrued salaries suspense account (refer Note 23b) 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 33) 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. For 2007, the accrued salaries calculation is based on one working day, as the last pay day was 28 June.

(r) Provisions

Provisions are liabilities of uncertain timing and amount. The Police Service only recognises provisions where there is a present legal or equitable or constructive obligation as a result of a past event and when the outflow of economic benefits is probable and can be measured reliably. Provisions are reviewed at each balance sheet date. Refer Note 31 'Provisions'.

Provisions – Employee Benefits

Annual leave and long service leave

The liability for annual leave and long service leave that will fall due within 12 months after balance sheet date is recognised in the provision for employee benefits and is measured at the undiscounted amounts expected to be paid when the liabilities are settled. The liability for annual leave and long service leave that will fall due more than 12 months after balance sheet date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the balance sheet date.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions and medical benefits. In addition, the long service leave liability also considers the experience of employee departures and periods of service.

The expected future payments are discounted using market yields at the balance sheet date on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows.

All annual leave and unconditional long service leave provisions are classified as current liabilities as the Police Service does not have an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

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 in accordance with annual leave above.

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 2007 (continued)

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. 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 police 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 on the same basis as annual leave.

Time off in Lieu

This liability represents accumulated days off (time off in lieu) expected to be paid out within two months of the balance sheet date and is measured on the same basis as annual leave.

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 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. This liability is measured on the same basis as annual leave. Deferred leave is reported as a non-current provision until the fifth year.

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 weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the nominal amounts expected to be paid when the liabilities are settled. This liability is measured on the same basis as annual leave.

Superannuation

The Government Employees Superannuation Board (GESB) administers the following superannuation schemes.

Employees may contribute to the Pension Scheme, a defined benefit pension scheme now closed to new members or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme also closed to new members. The Police Service has no liabilities for superannuation charges under the Pension Scheme or the GSS Scheme as the liability has been assumed by the Treasurer.

Employees commencing employment prior to 16 April 2007 who are not members of either the Pension or the GSS Scheme became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). Both of these schemes are accumulation schemes. The Department makes concurrent contributions to GESB on behalf of employees in compliance with the *Commonwealth Government's Superannuation Guarantee (Administration) Act 1992*. These contributions extinguish the liability for superannuation charges in respect of the WSS and GESBS Schemes.

The GESB makes all benefit payments in respect of the Pension and GSS Scheme, and is recouped by the Treasurer for the employer's share.

See also Note 3(s) 'superannuation expense'.

Provisions - Other

Employment on-costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are not included as part of the Police Service's 'Employee benefits expense' and the related liability is included in Employment on-costs provision. The associated expense is included under Note 7, "Employee expenses".

(s) Superannuation expense

The following elements are included in calculating the superannuation expense in the Income Statement:

- (a) Defined benefit plans - Change in the unfunded employer's liability (i.e. current service costs and, actuarial gains and losses) assumed by the Treasurer 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 (GSS); and
- (b) Defined contribution plans – Employer contributions paid to the West State Superannuation Scheme (WSS), GESB Super Scheme (GESBS) and the equivalent of employer contributions to the GSS.

Defined benefit plans

In order to reflect the true cost of services, the movement (i.e. current services cost and actuarial gains and losses) in the liabilities in respect of the Pension Scheme and the GSS Scheme transfer benefits are recognised as expenses directly in the Income Statement. As these liabilities are assumed by the Treasurer a revenue titled 'Liabilities assumed by the Treasurer' equivalent to the expense is recognised under Income from State Government in the Income Statement. See Note 20, Liabilities assumed by the Treasurer.

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

Defined contributions plans

In order to reflect the Department's true cost of services the Department is funded for the equivalent of employer contributions in respect of the GSS Scheme (excluding transfer benefits). These contributions were paid to the GESB during the year and placed in a trust account administered by the GESB on behalf of the Treasurer. The GESB subsequently paid these employer contributions in respect of the GSS Scheme to the Consolidated Account.

GESB Super Scheme

The GSS Scheme is a defined benefit scheme for the purposes of employees and whole-of-government reporting, However, apart from the transfer benefit, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the agency to GESB extinguishes the agency's obligations to the related superannuation liability.

(t) Resources Received Free of Charge or for Nominal Cost

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.

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

(u) Resources Provided Free of Charge or for Nominal Cost

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.

(v) Monies held in Trust

The Police Service receives money in a trustee capacity in the form of Found Money, Stolen Monies, Seized Monies and Deceased 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 objectives, they are not brought to account in the financial statements, but are reported within the notes to the financial statements (refer Note 45 'Special Purpose Accounts').

(w) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with receivables or payables in the balance sheet.

The GST component of a receipt or payment is recognised on a gross basis in the statement of cash flows.

(x) Comparative Figures

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

(y) Rounding

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

4. JUDGEMENTS MADE BY MANAGEMENT IN APPLYING ACCOUNTING POLICIES

No significant judgements have been made in the process of applying accounting policies that have a material effect on the amounts recognised in the financial statements.

5. KEY SOURCES OF ESTIMATION UNCERTAINTY

The key estimates and assumptions made concerning the future and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year include:

Employee provisions estimation

In the calculations for employee provisions there are several estimations which are made. These include future salary rates and the discount rates used. The salary rates used for the valuation at 30 June reflect the then current employer offer.

There is uncertainty in the outcome of the negotiations that could further increase the employee provisions (and a subsequent increase in expense in the Income Statement).

6. DISCLOSURE OF CHANGES IN ACCOUNTING POLICY AND ESTIMATES

Initial application of an Australian Accounting Standard

The Police Service has applied the Following Australian Accounting Standards and Australian Accounting interpretations effective for annual reporting periods beginning on or after 1 July 2006.

1. UIG Interpretation 4 'Determining whether an Arrangement contains a Lease' as issued in June 2005. This interpretation deals with arrangements that comprise a transaction or a series of linked transactions that may not involve a legal form of a lease but by their nature are deemed to be leases for the purposes of applying AASB 117 'Leases'. At balance sheet date, the Police Service has not entered into any arrangements as specified in the interpretation, resulting in no impact in applying the interpretation.
2. UIG Interpretation 9 'Reassessment of Embedded Derivatives'. This Interpretation requires an embedded derivative that has been combined with a non-derivative to be separated from the host contract and accounted for as a derivative in certain circumstances. At balance sheet date, the Police Service has not entered into any contracts as specified in the Interpretation resulting in no impact in applying the Interpretation.

The following Australian Accounting Standards and Interpretations are not applicable to the Police Service as they have no impact or do not apply to not-for-profit entities.

AASB Standard and Interpretation

2005-1	'Amendments to Australian Accounting Standards' (AASB 139 -Cash flow hedge accounting for forecast intragroup transactions)
2005-5	'Amendments to Australian Accounting Standards [AASB 1 & AASB 139]'
2006-1	'Amendments to Australian Accounting Standards [AASB 121]'
2006-3	'Amendments to Australian Accounting Standards [AASB 1045]'
2006-4	'Amendments to Australian Accounting Standards [AASB 1034]'
2007-2	'Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131 & AASB 139]' – paragraph 9
UIG 5	'Rights to interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds'
UIG 6	'Liabilities arising from Participating in a Specific Market – Waste Electrical and Electronic Equipment'
UIG 7	'Applying the Restatement Approach under AASB 129 Financial Reporting in Hyperinflationary Economies'
UIG 8	'Scope of AASB 2'

Future Impact of Australian Accounting Standards not yet Operative

The Police Service cannot early adopt an Australian Accounting Standard or UIG Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Police Service has not applied the following Australian Accounting Standards and UIG Interpretations that have been issued but are not yet effective. These will be applied from their application date:

- AASB 7 'Financial Instruments: Disclosures' (including consequential amendments in AASB 2005-10 'Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 and AASB 1038]'). This Standard requires new disclosures in relation to financial instruments. The Standard is considered to result in increased disclosures of an entity's risks, enhanced disclosure about components of financial position and performance, and changes to the way of presenting certain items in the financial statements. The Police Service does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

- AASB 2005-10 'Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 and AASB 1038]. The amendments are as a result of the issue of AASB 7 'Financial Instruments: Disclosures', which amends the financial instrument disclosure requirements in these standards. The Department does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.
- AASB 101 'Presentation of Financial Statements'. This Standard was revised and issued in October 2006, so that AASB 101 has the same requirements as IAS 1 'Presentation of Financial Statements' (as issued by the IASB) in respect of for-profit entities. The Police Service is a not-for-profit entity and consequently does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.
- AASB 2007-4 'Amendments to Australian Accounting Standards arising from ED151 and other Amendments (AASB 1, 2, 3, 4, 5, 6, 7, 102, 107, 108, 110, 112, 114, 116, 117, 118, 119, 120, 121, 127, 128, 129, 130, 131, 132, 133, 134, 136, 137, 138, 139, 141, 1023 & 1038)'. This Standard introduces policy options and modifies disclosures. These amendments arise as a result of the AASB decision that, in principle, all options that currently exist under IFRSs and additional Australian disclosures should be eliminated, other than those now considered particularly relevant in the Australian reporting environment. The Department of Treasury and Finance has indicated that it will mandate to remove the policy options added by the amending Standard. This will result in no impact as a consequence of application of the Standard. The Standard is required to be applied to annual reporting periods beginning on or after 1 July 2007.
- AASB 2007-5 'Amendment to Australian Accounting Standard – Inventories Held for Distribution by Not-for-profit Entities (AASB 102)'. This amendment changes AASB 102 'Inventories' so that inventories held for distribution by not-for-profit entities are measured at cost, adjusted when applicable for any loss of service potential. The Police Service has inventories held for sale, but does not see that the change in measurement would have any impact. The Standard is required to be applied to annual reporting periods beginning on or after 1 July 2007.
- AASB Interpretation 4 'Determining whether an Agreement Contains a Lease'. This Interpretation was revised in February 2007 to specify that if a public-to-private service concession arrangement meets the scope requirements of AASB Interpretation 12 'Service Concession Arrangements' as issued in February 2007, it would not be within the scope of Interpretation 4. At balance sheet date, the Police Service has not entered into any arrangements as specified in the Interpretation or within the scope of Interpretation 12, resulting in no impact when the Interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.
- AASB Interpretation 12 'Service Concession Arrangements'. This Interpretation was issued in February 2007 and gives guidance on the accounting by operators (usually a private sector entity) for public-to-private service concession arrangements. It does not address the accounting by grantors (usually a public sector entity). It is currently unclear as to the application of the Interpretation to the Police Service if and when public-to-private service concession arrangements are entered into in the future. At balance sheet date, the Police Service has not entered into any public-to-private service concession arrangements resulting in no impact when the interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.
- AASB Interpretation 129 'Service Concession Arrangements: Disclosures [revised]'. This Interpretation was revised and issued in February 2007 to be consistent with the requirements in AASB Interpretation 12 'Service Concession Arrangements' as issued in February 2007. Specific disclosures about service concession arrangements entered into are required in the notes accompanying the financial statements, whether as a grantor or an operator. At balance sheet date, the Police Service has not entered into any public-to-private service concession arrangements resulting in no impact when the interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.



The following amendments are not applicable to the Police Service as they will have no impact:

AASB Standard and Interpretations

- AASB 8** 'Operating Segments'
- AASB 1049** 'Financial Reporting of General Government Sectors by Governments'
- AASB 2007-1** 'Amendments to Australian Accounting Standards arising from AASB Interpretation 11 [AASB 2]'
- AASB 2007-2** 'Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131 & AASB 139]' – paragraphs 1 to 8
- AASB 2007-3** 'Amendments to Australian Accounting Standards arising from AASB 8 [AASB 5, AASB 6, AASB 102, AASB 107, AASB 119, AASB 127, AASB 134, AASB 136, AASB 1023 & AASB 1038]'
- Interpretation 10** 'Interim Financial Reporting and Impairment'
- Interpretation 11** 'AASB 2 – Group and Treasury Share Transactions'



Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

	2007 \$'000	2006 \$'000
7. EMPLOYEE EXPENSES		
Employee benefits expense		
Salaries and wages	396,631	361,484
Annual leave (a)	45,851	41,837
Long service leave (a)	11,345	12,978
Other leave (a)	106	1,146
Superannuation - defined contribution plans (b)	42,952	39,979
Superannuation - defined benefit plans (c) (d)	5,075	4,438
Employee housing	18,499	16,628
Relocation and relieving expenses	5,365	6,224
Fringe benefits tax	3,306	3,059
Uniforms and protective clothing	4,384	7,097
Medical expenses	3,103	3,148
Other employee benefits expense	1,486	1,357
	538,103	499,375
Other employee expenses		
Training expenses	2,416	2,159
Workers' compensation including on-cost	610	431
	3,047	2,590
	541,150	501,965
(a)	Includes a superannuation contribution component.	
(b)	Defined contribution plans include West State and Gold State (contribution paid).	
(c)	Defined benefit plans include Pension scheme and Gold State (pre-transfer benefits).	
(d)	An equivalent notional income is also recognised (see Note 20 'Liabilities assumed by the Treasurer').	
8. SUPPLIES AND SERVICES		
Repairs and maintenance	22,000	18,869
Rental, leases and hire	17,544	16,059
Insurances and licences	6,500	7,039
Travel expenses	5,901	5,512
Energy, water and rates	5,493	4,893
Communication expenses	6,660	7,176
Other services and contracts	60,135	49,372
Equipment acquisitions	17,815	8,318
Fuels and oils	7,504	6,937
Consumables	5,237	5,208
Services received free of charge	2,786	1,933
	157,575	131,316
9. CAPITAL USER CHARGE	32,464	35,568

This charge was a levy applied by Government for the use of its capital. In 2006-07, the final year in which the charge was levied, a single payment was made equal to the appropriation for 2006-07, less any adjustment relating to 2005-06.

	2007 \$'000	2006 \$'000
10. DEPRECIATION AND AMORTISATION EXPENSE		
<i>Depreciation</i>		
Buildings	7,046	5,902
Vehicles	551	493
Computing and office equipment	4,096	2,608
Aircraft and vessels	917	404
Livestock	253	255
Leasehold improvements	124	39
Other plant and equipment	3,895	2,359
	16,882	12,060
<i>Amortisation</i>		
Software and software developments	11,187	8,263
	28,069	20,323
11. GRANT PAYMENTS		
State Crime Prevention Grants	2,377	-
Aboriginal Wardens Scheme Grants	88	287
Other grants	211	76
	2,676	363
12. OTHER EXPENSES		
Doubtful debts	174	133
Other assets written off not elsewhere reported (a)	708	1,684
Other expenses from ordinary activities	1,375	1,285
	2,257	3,102
(a) Other assets written off not elsewhere reported includes reductions due to capitalisation policy changes and those write-offs in accordance with the <i>Financial Management Act (2006)</i> located within Note 40.		
13. USER CHARGES AND FEES		
Regulated fees		
Firearms	4,273	3,243
Security and related activities	1,065	957
Pawnbrokers and secondhand dealers	74	77
Vehicle escorts	2,223	2,044
Clearance certificates	5,197	4,078
Crash information	130	199
Other regulated fees	525	486
	13,487	11,084
Recoups of services provided		
Gold stealing	587	569
National Crime Authority	440	65
Family Law Court security	-	80
Search and rescue	39	100
Other	976	402
	2,042	1,216
Other Recoups	4,212	2,237
	19,741	14,537

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

	2007 \$'000	2006 \$'000
14.COMMONWEALTH GRANTS		
Police Recruit Traineeship Program	519	576
National Campaign Against Drug Abuse	325	246
Standing Action Committee for Protection Against Violence	-	953
Other	157	101
	1,001	1,876
15.CONTRIBUTIONS, SPONSORSHIPS AND DONATIONS		
Contributions		
Employee rental contributions	4,049	3,678
Executive vehicle contributions	145	126
Other contributions	1,543	672
	5,737	4,476
Sponsorships and Donations		
Sponsorships	86	5
Non-cash donations	422	284
	508	289
	6,245	4,765
16.OTHER REVENUE		
Proceeds from Sale of Equipment items	53	21
Other revenues from ordinary activities	1,296	1,050
	1,349	1,071
17.NET GAIN / (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS		
(a) Net Gain on Disposal of non-current assets		
<i>Property, plant and equipment</i>		
Vehicles	93	9
Aircraft and Vessels	43	-
	136	9
<i>Assets held for sale</i>		
Vehicles held for sale	-	11
	-	11
Net gain	136	20

	2007 \$'000	2006 \$'000
(b) Net (loss) on Disposal of non-current assets		
<i>Property, plant and equipment</i>		
Vehicles	(6)	(7)
Computing and Office Equipment	(92)	(5)
Other Plant and Equipment	(1)	-
	<u>(99)</u>	<u>(12)</u>
<i>Assets held for sale</i>		
Vehicles held for sale	-	(18)
	<u>-</u>	<u>(18)</u>
Net (loss)	<u>(99)</u>	<u>(30)</u>

(c) Net gain/(loss) on Disposal of non-current assets

<i>Costs of Disposal</i>		
Property, plant and equipment	190	24
Assets held for sale	-	44
	<u>190</u>	<u>68</u>
<i>Proceeds from Disposal</i>		
Property, plant and equipment	227	22
Assets held for sale	-	36
	<u>227</u>	<u>58</u>
Net gain/(loss)	<u>37</u>	<u>(10)</u>

18. SERVICE APPROPRIATION

Service appropriations received during the year	731,962	680,005
<i>Salaries and Allowances Act 1975</i>	2,918	2,470
	<u>734,880</u>	<u>682,475</u>

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.

19. STATE GRANTS

Road Trauma Trust Fund	2,478	3,942
Other	5	18
	<u>2,483</u>	<u>3,960</u>

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

	2007 \$'000	2006 \$'000
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20. LIABILITIES ASSUMED BY THE TREASURER

The following liabilities have been assumed by the Treasurer during the financial year:

- Superannuation

5,075	4,438
5,075	4,438

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. (The notional superannuation expense is included under 'Superannuation' within Note 7 'Employee benefits expense'.)

21. 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 Western Australian Land Information Authority (Landgate)
- Collection of firearm licences provided by the Department for Planning and Infrastructure
- Leased management services provided by the Department of Housing and Works
- Labour relation services provided by the Department of Consumer and Employment Protection
- Recruitment services provided by the Department of the Premier and Cabinet, Public Sector Management Division
- Procurement services provided by the Department of Treasury and Finance

1,914	1,176
111	47
71	83
79	34
5	3
606	590
2,786	1,933

Where assets or services have been received free of charge or for nominal cost, the Police Service recognises revenues equivalent to the fair value of the assets and/or 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 assets or expenses, as applicable. The exception occurs where the contribution of assets or services are in the nature of contributions by owners in which case the adjustment is made direct to equity.

22. CASH AND CASH EQUIVALENTS

Operating Account

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

53,643	58,361
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Advances

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

465	376
54,108	58,737

	2007 \$'000	2006 \$'000
23. RESTRICTED CASH AND CASH EQUIVALENTS		
Restricted cash assets are those cash assets, the uses of which are restricted, wholly or partly, by regulations or an externally imposed requirement.		
- Current assets (a)	2,577	2,326
- Non-current assets (b)	4,125	1,825
	6,702	4,151
(a) CURRENT ASSETS		
Police Recruit Traineeship Fund		
To hold grant monies received from the Commonwealth for the funding of the Recruit Traineeship Program.	921	858
National Drug Strategy		
To hold grant monies received from the Commonwealth and the Police Service for the funding of law enforcement programs relating to alcohol and drug use.	815	525
Receipts in Suspense		
Receipts in suspense refer to monies 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.	293	112
RAC Neighbourhood Watch		
To hold unspent money received from RAC Insurance Pty Ltd in relation to the Neighbourhood Watch program.	190	120
Monies held for Rewards		
To hold monies received by the Police Service from the private sector for the purpose of issuing rewards.	10	10
National Counter-Terrorism Committee		
To hold monies received by the Police Service from the Commonwealth for the funding of National Counter-Terrorism exercises.	348	701
	2,577	2,326
(b) NON-CURRENT ASSETS		
Accrued Salaries Suspense Account		
Amount held in the suspense account is only to be used for the purpose of meeting the 27th pay in a financial year that occurs every 11 years.	4,125	1,825
	4,125	1,825
24. RECEIVABLES		
Receivables	4,311	2,408
Allowance for doubtful debts	(304)	(246)
GST Receivable	5,189	3,948
	9,196	6,110

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

	2007 \$'000	2006 \$'000
25.AMOUNTS RECEIVABLE FOR SERVICES		
Current asset	24,009	42,871
Non-current asset	27,281	18,007
	51,290	60,878
<p>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. See Note 3(m) 'Amounts receivable for services'.</p>		
26.NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE		
Land	10,051	8,041
Buildings	3,751	3,507
Vehicles	-	-
	13,802	11,548
<p>This is reconciled as follows:</p>		
Opening Balance	11,548	2,367
Add net assets reclassified as held for sale	2,254	11,294
Total assets held for sale	13,802	13,661
Less assets sold	-	(2,113)
Closing Balance	13,802	11,548
<p>See also Note 3 (i) 'Non-current assets (or disposal groups) classified as Held for Sale' and Note 17 'Net Gain/Loss on Disposal of Non-Current Assets'.</p>		
27.INVENTORIES		
Inventories held for distribution	395	130
	395	130
28.OTHER CURRENT ASSETS		
Accrued income	939	902
Prepayments	4,665	3,674
	5,604	4,576

	2007 \$'000	2006 \$'000
29. PROPERTY, PLANT AND EQUIPMENT		
(a) PROPERTY, PLANT AND EQUIPMENT COMPRISE THE FOLLOWING ASSET CLASSES:		
Land		
At fair value	130,803	97,235
Accumulated impairment losses	-	-
	130,803	97,235
Buildings		
At fair value	297,062	240,399
Accumulated depreciation	(8,373)	(6,714)
	288,689	233,685
Accumulated impairment losses	-	-
	288,689	233,685
Works in Progress		
Buildings under construction	27,614	38,482
Other	4,223	13,051
	31,837	51,533
Vehicles		
At cost	5,592	6,186
Accumulated depreciation	(3,236)	(3,870)
	2,356	2,316
Accumulated impairment losses	-	-
	2,356	2,316
Aircraft and Vessels		
At cost	15,282	4,984
Accumulated depreciation	(1,841)	(1,279)
	13,441	3,705
Accumulated impairment losses	-	-
	13,441	3,705
Computing and Office Equipment		
At cost	24,587	18,190
Accumulated depreciation	(11,575)	(8,378)
	13,012	9,812
Accumulated impairment losses	-	-
	13,012	9,812
Livestock		
At fair value	1,575	1,656
Accumulated depreciation	(238)	(254)
	1,337	1,402
Accumulated impairment losses	-	-
	1,337	1,402

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

	2007 \$'000	2006 \$'000
29. PROPERTY, PLANT AND EQUIPMENT (cont.)		
Other Plant and Equipment		
At cost	50,836	35,239
Accumulated depreciation	(20,878)	(17,558)
	29,958	17,681
Accumulated impairment losses	-	-
	29,958	17,681
Artwork		
At cost	361	310
Accumulated impairment losses	-	-
	361	310
Leasehold Improvements		
At cost	3,004	2,117
Accumulated amortisation	(1,854)	(1,731)
	1,150	386
Accumulated impairment losses	-	-
	1,150	386
	512,944	418,065

(b) **RECONCILIATIONS OF THE CARRYING AMOUNT OF PROPERTY, PLANT AND EQUIPMENT AT THE BEGINNING AND END OF THE CURRENT FINANCIAL YEAR ARE SET OUT BELOW:**

2006-07

	Carrying amount at start of the year	Additions	Retirements	Transfers between classes	Transfer to assets held for sale	Impairment losses	Impairment losses reversal	Revaluation	Depreciation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	97,235	1,750	(1,212)	763	(2,010)	-	-	34,277	-	130,803
Buildings	233,685	305	(29)	42,113	(244)	-	-	19,905	(7,046)	288,689
Works in progress	51,533	46,206	-	(65,902)	-	-	-	-	-	31,837
Vehicles	2,316	850	(259)	-	-	-	-	-	(551)	2,356
Aircraft and vessels	3,705	702	(246)	10,197	-	-	-	-	(917)	13,441
Computing and office	9,812	3,863	(144)	3,577	-	-	-	-	(4,096)	13,012
Livestock	1,402	29	(192)	-	-	-	-	351	(253)	1,337
Other Plant and equipment	17,681	5,892	(48)	10,328	-	-	-	-	(3,895)	29,958
Artwork	310	30	-	21	-	-	-	-	-	361
Leasehold improvements	386	888	-	-	-	-	-	-	(124)	1,150
	418,065	60,515	(2,130)	1,097	(2,254)	-	-	54,533	(16,882)	512,944

	2007	2006
	\$'000	\$'000

30. INTANGIBLE ASSETS

(a) **INTANGIBLE ASSETS COMPRISE THE FOLLOWING ASSET CLASSES:**

Software	99,153	59,514
Accumulated amortisation	(38,098)	(26,639)
	61,055	32,875
Accumulated impairment losses	-	-
	61,055	32,875
Software Development in Progress	18,761	36,096
	79,816	68,971

(b) **RECONCILIATIONS OF THE CARRYING AMOUNT OF INTANGIBLES AT THE BEGINNING AND END OF THE CURRENT FINANCIAL YEAR ARE SET OUT BELOW:**

2006-07

	Carrying amount at start of the year	Additions	Retirements	Transfers between classes	Transfer to assets held for sale	Impairment losses	Impairment losses reversal	Revaluation	Depreciation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Software	32,875	(1,841)	-	41,208	-	-	-	-	(11,187)	61,055
Software in progress	36,096	24,971	-	(42,306)	-	-	-	-	-	18,761
	68,971	23,130	-	(1,098)	-	-	-	-	(11,187)	79,816

	2007	2006
	\$'000	\$'000

31. PROVISIONS

PROVISIONS COMPRISE THE FOLLOWING ITEMS:

(i) Current liabilities

(a) Employee benefits provision	106,339	106,027
(b) Other provisions	114	93
	106,453	106,120

(ii) Non-current liabilities

(a) Employee benefits provision	20,873	22,098
(b) Other provisions	20	19
	20,893	22,117
	127,346	128,237

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

	2007 \$'000	2006 \$'000
31. PROVISIONS (cont.)		
(a) EMPLOYEE BENEFITS PROVISIONS HAVE BEEN RECOGNISED IN THE FINANCIAL STATEMENTS AS FOLLOWS:		
- Current liabilities (i)	106,339	106,027
- Non-current liabilities (ii)	20,873	22,098
	127,212	128,125
(i) CURRENT LIABILITIES		
- Annual leave (*)	41,353	41,131
- Long service leave (**)	63,766	63,671
- 38-hour leave	240	271
- Special paid leave	267	281
- Time off in lieu/banked leave	379	445
- Purchased leave	188	190
- Deferred Leave	146	38
	106,339	106,027
(ii) NON-CURRENT LIABILITIES		
- Long service leave	18,391	19,511
- 38-hour leave	2,308	2,394
- Deferred leave	174	193
	20,873	22,098
* Annual leave liabilities including leave loading have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows:		
- Within 12 months of reporting date	40,683	35,682
- More than 12 months after reporting date	670	5,449
	41,353	41,131
** Long service leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows:		
- Within 12 months of reporting date	16,930	13,988
- More than 12 months after reporting date	46,836	49,683
	63,766	63,671
(b) OTHER PROVISIONS HAVE BEEN RECOGNISED IN THE FINANCIAL STATEMENTS AS FOLLOWS:		
- Current liabilities	114	93
- Non-current liabilities	20	19
	134	112
The settlement of leave liabilities gives rise to the payment of employment on-costs including workers' compensation and medical benefits.		
Movement in Other provisions		
Carrying amount at start of year	112	89
Net amount of additional provision recognised	22	23
Carrying amount at end of year	134	112

	2007 \$'000	2006 \$'000
32. PAYABLES		
Payables	5,222	3,003
	5,222	3,003
33. OTHER CURRENT LIABILITIES		
Sundry Accruals		
- Accrued salaries *	1,824	2,496
- Accrued superannuation *	169	236
- Police officers' leave loading expense	2,859	2,673
- Fringe benefit tax liability	850	749
- Other accruals	1,318	4,364
	7,020	10,518
* Accrued salaries and superannuation have been calculated for one working day being 29 June 2007.		
Income in Advance	200	677
	7,220	11,195
34. 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)	233,437	194,038
Asset revaluation reserve (b)	277,291	224,111
Accumulated surplus/(deficiency)	83,341	72,582
	594,069	490,731
(a) CONTRIBUTED EQUITY		
Balance at the start of the year	194,038	153,319
Contributions by Owners		
Capital contributions (i)	38,415	44,268
Transfer of net assets from other agencies (i)		
- Land and buildings assumed	1,951	-
- Transfer of Office of Crime Prevention from Department of Premier and Cabinet	541	-
	2,492	-
<i>Balance at the end of the year</i>	234,945	197,587
Distributions to owners		
Transfer of net assets to other agencies (ii)		
- Land and buildings transferred to the Department for Planning and Infrastructure	(1,230)	(3,311)
- Payment for Path Centre asset purchases	-	(182)
- Transfers to Department of Attorney General for equipment purchases	(197)	-
Net assets transferred to Government (iii)		
- Proceeds for disposal of assets paid to Consolidated Fund	(81)	(56)
	(1,508)	(3,549)
Balance at the end of the year	233,437	194,038

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

	2007 \$'000	2006 \$'000
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34. EQUITY (cont.)

- (i) Capital contributions (appropriations) and non-discretionary (non-reciprocal) transfers of net assets from other State Government agencies have been designated as contributions by owners in Treasurer's Instructions TI 955 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' and are credited directly to equity.
- (ii) UIG Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires that where the transferee accounts for a transfer as a contribution by owner, the transferor must account for the transfer as a distribution to owners. Consequently, non-discretionary (non-reciprocal) transfers of net assets to other State Government agencies are distribution to owners and are debited directly to equity.
- (iii) TI 955 requires non-reciprocal transfers of net assets to Government to be accounted for as distribution to owners.

(b) ASSET REVALUATION RESERVE

Balance at the start of the year	224,111	212,649
Net revaluation increments/(decrements):		
Land	34,277	5,003
Buildings	19,905	9,254
Livestock	351	279
	54,533	14,536
Transfer to accumulated surplus/(deficiency) on sale of previously revalued assets	(1,353)	(3,074)
Balance at the end of the year	277,291	224,111

2007	2006
\$'000	\$'000

35. NOTES TO THE CASH FLOW STATEMENT

(a) RECONCILIATION OF CASH

Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

Cash and cash equivalents	54,108	58,737
Restricted cash and cash equivalents (see Note 23)	6,702	4,151
	60,810	62,888

(b) RECONCILIATION OF NET COST OF SERVICES TO NET CASH FLOWS PROVIDED BY/(USED IN) OPERATING ACTIVITIES

Net cost of services	(735,818)	(670,398)
Adjustment for non-cash items:		
Depreciation and amortisation expense	28,069	20,324
Resources received free of charge	2,786	1,933
Donated assets	(189)	(140)
Superannuation expense	5,075	4,438
Doubtful and bad debts expense	174	133
Net loss/(gain) on sale of non-current assets	(37)	9
Adjustment to carrying value of assets	(629)	1,767
(Increase)/decrease in assets:		
Receivables (iii)	(1,844)	(1,064)
Prepayments	(991)	(413)
Accrued income	(37)	199
Inventories	(264)	403
Increase/(decrease) in liabilities:		
Payables (iii)	2,220	(4,439)
Sundry accruals	(3,497)	5,430
Provisions	(891)	1,109
Income in advance	(478)	503
Net change in GST:		
Net GST receipts/(payments) (i)	-	-
Change in GST (receivables)/payables (ii)	(1,241)	(1,422)
	28,226	28,770
Net cash (used in)/provided by operating activities	(707,592)	(641,628)

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

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

(iii) The Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payables in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

(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 totalling \$188,856 compared to \$139,510 in 2005-06.

During the year, there were \$1.230 million of assets transferred to Department of Land Information compared to \$3.311 million in 2005-06.

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

	2007 \$'000	2006 \$'000
36. COMMITMENTS		
(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	97,202	144,182
Later than one year but not later than five years	183,110	177,230
	280,312	321,412
The capital commitment includes amounts for:		
Buildings	216,747	203,017
Computer infrastructure upgrades	35,075	81,483
Other asset acquisitions	28,490	36,912
	280,312	321,412
(b) LEASE COMMITMENTS		
Operating lease commitments at the reporting date arising through non-cancellable agreements:		
Within one year	15,950	12,777
Later than one year but not later than five years	21,145	20,294
Later than five years	395	-
	37,490	33,071
Representing:		
Cancellable operating leases	11,152	9,215
Non-cancellable operating leases (i)	26,338	23,856
	37,490	33,071
(i) Non-cancellable operating lease commitments		
Commitments for minimum lease payments are payable as follows:		
Within one year	8,211	6,417
Later than one year but not later than five years	17,732	16,591
Later than five years	395	848
	26,338	23,856
(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	24,235	20,712
Later than one year but not later than five years	21,074	14,768
Later than five years	-	675
	45,309	36,155
These represent:		
Staff training	125	124
Computing costs	18,825	15,639
Communication costs	17,562	12,817
Other	8,797	7,575
	45,309	36,155

The above commitments are all inclusive of GST.

37. FINANCIAL INSTRUMENTS

(a) FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

Financial instruments held by the Police Service are cash and cash equivalents, receivables and payables. The Police Service has limited exposure to financial risks. The Police Service's overall risk management program focuses on managing the risks identified below.

Credit Risk

The Police Service trades only with recognised, creditworthy third parties. The Police Service has policies in place to ensure that sales of services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Police Service's exposure to bad debts is minimal. There are no significant concentrations of credit risk.

Liquidity Risk

The Police Service has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Cash flow interest rate risk

The Police Service is not exposed to interest rate risk because cash and cash equivalents and restricted cash are non-interest bearing and have no borrowings.

(b) FINANCIAL INSTRUMENT DISCLOSURES

Interest Rate Risk Exposure

All financial assets and liabilities recognised in the balance sheet, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair values unless otherwise stated in the applicable notes.

Interest Rate Risk Exposure

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

2006-07

	Fixed interest rate maturities							Total \$'000
	Weighted average effective interest rate %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000	Non-interest bearing \$'000		
Financial Assets								
Cash and cash equivalents	-	-	-	-	-	54,108	54,108	
Restricted cash and cash equivalents	-	-	-	-	-	6,702	6,702	
Receivables	-	-	-	-	-	9,196	9,196	
Amounts receivable for services	-	-	-	-	-	51,290	51,290	
Accrued income	-	-	-	-	-	939	939	
	-	-	-	-	-	122,235	122,235	
Financial Liabilities								
Payables	-	-	-	-	-	5,222	5,222	
Other accrued expenses	-	-	-	-	-	7,020	7,020	
	-	-	-	-	-	12,242	12,242	
Net Financial Assets (Liabilities)	-	-	-	-	-	109,993	109,993	

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

37. FINANCIAL INSTRUMENTS (cont.)

(b) FINANCIAL INSTRUMENT DISCLOSURES (cont.)

2005-06

	Fixed interest rate maturities							Total \$'000
	Weighted average effective interest rate %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000	Non-interest bearing \$'000		
Financial Assets								
Cash and cash equivalents	-	-	-	-	-	58,737	58,737	
Restricted cash and cash equivalents	-	-	-	-	-	4,151	4,151	
Receivables	-	-	-	-	-	6,110	6,110	
Amounts receivable for services	-	-	-	-	-	60,878	60,878	
Accrued income	-	-	-	-	-	902	902	
	-	-	-	-	-	130,778	130,778	
Financial Liabilities								
Payables	-	-	-	-	-	3,003	3,003	
Other accrued expenses	-	-	-	-	-	10,518	10,518	
	-	-	-	-	-	13,521	13,521	
Net Financial Assets (Liabilities)	-	-	-	-	-	117,257	117,257	

	2007 \$'000	2006 \$'000
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38. 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 2007.

2,057	2,510
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MEDICAL EXPENSES

Under Police Regulations and the current Enterprise Bargaining and Workplace Agreement, the Police Service is obliged to reimburse sworn officers for their medical expenses. Work-related medical expenses are met in full by the Police Service. Non-work-related medical expenses are reimbursed to the amount not covered by Medicare and private health providers. The total liability in respect of work-related medical costs is not able to be reliably measured at 30 June 2007.



	2007 \$'000	2006 \$'000
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38. CONTINGENT LIABILITIES (cont.)

CONTAMINATED SITES

Under the *Contaminated Sites Act 2003*, the Police Service is required to report known and suspected contaminated sites to the Department of Environment and Conservation (DEC). In accordance with the Act, DEC classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as *contaminated - remediation required* or *possibly contaminated - investigation required*, the Police Service may have a liability in respect of investigation or remediation expenses.

During the year the Police Service reported two suspected sites to DEC. These have yet to be classified. The Police Service is unable to assess the likely outcome of the classification process, and accordingly, it is not practicable to estimate the potential financial effect or to identify the uncertainties relating to the amount or timing of any outflows. Whilst there is no possibility of reimbursement of any future expenses that may be incurred in the remediation of these sites, the Police Service may apply for funding from the Contaminated Sites Management Account to undertake further investigative work or to meet remediation costs that may be required.

39. REMUNERATION OF AUDITOR

Remuneration payable to the Auditor General for the financial year is as follows:

Auditing the accounts, financial statements and performance indicators.	142	130
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40. SUPPLEMENTARY FINANCIAL INFORMATION

(a) WRITE-OFFS

Public and other property, revenue and debts due to the State were written-off in accordance with section 48 of the *Financial Management Act 2006* under the authority of:

The Accountable Authority	332	85
The Minister	-	62
Executive Council	-	-
	332	147

Analysis of the write-off is as follows:

Bad debts	121	80
Property damage	211	67
	332	147

(b) LOSSES OF PUBLIC MONEY AND PUBLIC OR OTHER PROPERTY THROUGH THEFT OR DEFAULT

Losses of public property through theft, default or otherwise	332	147
Losses of public money	-	-
Less: Amount recovered	-	-
	332	147

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

2007	2006
\$'000	\$'000

41. REMUNERATION 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 agency. The agency's Senior Officers comprise uniformed members of the Police Service Command group and other senior public servants.

REMUNERATION BENEFITS

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

\$	2007	2006
10,001 - 20,000	1	1
20,001 - 30,000	1	-
30,001 - 40,000	-	2
40,001 - 50,000	1	-
50,001 - 60,000	1	-
70,001 - 80,000	3	-
80,001 - 90,000	1	-
90,001 - 100,000	1	1
100,001 - 110,000	-	3
110,001 - 120,000	2	3
120,001 - 130,000	2	1
130,001 - 140,000	2	1
140,001 - 150,000	1	-
150,001 - 160,000	1	1
160,001 - 170,000	1	3
170,001 - 180,000	-	2
180,001 - 190,000	2	1
190,001 - 200,000	2	-
200,001 - 210,000	2	1
210,001 - 220,000	1	-
220,001 - 230,000	1	-
230,001 - 240,000	-	1
260,001 - 270,000	1	1
280,001 - 290,000	-	1
380,001 - 390,000	1	-

The total remuneration of Senior Officers is:

4,026	3,264
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- (i) Includes senior officers where periods of service is less than twelve months.
- (ii) No senior officers are members of the Pension Scheme.



	2007	2006
	\$'000	\$'000

42. 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. The Police Service had one affiliated body during the financial year.

THE WESTERN AUSTRALIA POLICE HISTORICAL SOCIETY INC.

Recurrent grants

55	-
55	-

43. EXPLANATORY STATEMENTS

Significant variations between estimates and actual results for income and expense as presented in the financial statement titled 'Summary of Consolidated Fund Appropriations and Income Estimates' are shown below. Significant variations are considered to be those greater than 10 per cent.

2007 Estimate \$'000	2007 Actual \$'000	2007 Variation \$'000
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(a) SIGNIFICANT VARIANCES BETWEEN ESTIMATES AND ACTUAL

(i) TOTAL APPROPRIATIONS TO DELIVER SERVICES

Service Expenditure

Prior to the commencement of the year, the Corporate Executive Team set broad, service-mix targets for proposed operations. Subsequently, actual service costs are calculated through a survey undertaken during the year. The survey records the hours officers spend on each service. This forms the basis for actual allocations for the financial year. Variations between budget and actual to the following Services are driven by operational needs and circumstances that develop during the year, which necessitate the redirection of resources to meet the service needs.

Intelligence and protective services	65,696	55,712	(9,984)
Crime prevention and public order	105,717	62,115	(43,602)
Community support (non-offence incidents)	87,594	71,227	(16,367)
Emergency management and co-ordination	14,347	16,442	2,095
Response to and investigation of offences	268,825	283,961	15,136
Services to the judicial process	73,247	85,577	12,330
Traffic law enforcement and management	139,698	181,666	41,968
Implementation of the State crime prevention strategy	10,711	7,590	(3,121)
	765,835	764,290	(1,545)

(ii) CAPITAL CONTRIBUTION

The \$10.847 million decrease is mainly attributable to deferred capital contributions associated with delays with the Perth Police Complex. A number of other capital works projects had minor adjustments according to the progress of the project.

49,262	38,415	(10,847)
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(iii) CONSOLIDATED FUND REVENUE

These administered incomes mainly comprise sale of stolen property and firearm infringement fines. In the case of stolen property the volumes and values can fluctuate substantially from year to year, as can infringement fines. The variance is due to a higher volume of stolen property being sold.

390	525	135
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Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

43. EXPLANATORY STATEMENTS (cont.)

	2007 Actual \$'000	2006 Actual \$'000	Variation \$'000
(b) SIGNIFICANT VARIANCES BETWEEN ACTUAL AND PRIOR YEAR ACTUALS			
Service Expenditure			
There was an increase in the Total Cost of Services of \$71.623 million from the previous year. The variations reflect each Service's portion of that increase. The variations mainly comprise increased appropriations (see above), additional revenues and movements in assets and liabilities. Also the reactive nature of policing causes fluctuations in the internal allocation and application of resources according to the operational exigencies that exist at the time. The service, Implementation of the State crime prevention strategy, was transferred from the Department of Premier and Cabinet to the Police Service commencing in 2006-07.			
Intelligence and protective services	55,712	65,330	(9,618)
Crime prevention and public order	62,115	113,501	(51,386)
Community support (non-offence incidents)	71,227	89,584	(18,357)
Emergency management and co-ordination	16,442	11,886	4,556
Response to and investigation of offences	283,961	255,899	28,062
Services to the judicial process	85,577	53,843	31,734
Traffic law enforcement and management	181,666	102,624	79,042
Implementation of the State crime prevention strategy	7,590	-	7,590
	764,290	692,667	71,623

	2007 \$'000	2006 \$'000
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44. SCHEDULE OF ADMINISTERED ITEMS

(a) ADMINISTERED EXPENSES AND INCOME

EXPENSES

Handgun buyback payments	-	7
Transfer	466	510
Commission expenses	59	68
Other	-	-
Total administered expenses	525	585

INCOME

Commonwealth Government grants - Handgun buyback	-	-
Licences, fines and other	444	529
Proceeds from disposal of non-current assets	81	56
Total administered income	525	585

	2007 \$'000	2006 \$'000
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44. SCHEDULE OF ADMINISTERED ITEMS (cont.)

(b) ADMINISTERED ASSETS AND LIABILITIES

ASSETS

Current

Accrued Income	177	177
Total administered assets	177	177

LIABILITIES

Current

Payables	177	177
Total administered liabilities	177	177

45. SPECIAL PURPOSE ACCOUNTS

Special purpose accounts 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 Balance Sheet. These include:

- (a) Found Money Trust
- (b) Stolen Monies Trust
- (c) Seized Monies Trust
- (d) Deceased Estate Monies

(a) FOUND MONEY TRUST

OPENING BALANCE AT 1 JULY 2006	281	247
RECEIPTS		
Found Money	118	142
	399	389
PAYMENTS		
Refunds	74	105
Transfer	5	3
	79	108
CLOSING BALANCE AT 30 JUNE 2007	320	281

Purpose

To hold monies which have been found and surrendered to the Police Service, and for which the lawful owner has not been ascertained within seven days of receipt of the monies. 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*.

Notes to the Financial Statements

for the year ended 30 June 2007 (continued)

	2007 \$'000	2006 \$'000
45. SPECIAL PURPOSE ACCOUNTS (cont.)		
(b) STOLEN MONIES TRUST		
OPENING BALANCE AT 1 JULY 2006	232	223
RECEIPTS		
Stolen Money	55	79
Transfer	3	-
	290	302
PAYMENTS		
Refunds	15	70
Transfer	-	-
	15	70
CLOSING BALANCE AT 30 JUNE 2007	275	232

Purpose

To hold monies seized by the 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 2006	7,691	6,143
RECEIPTS		
Proceeds of Crime	3,447	3,348
Interest received on receipts	328	-
Transfer	5	4
	11,471	9,495
PAYMENTS		
Refunds	929	668
Payments to Office of the Director of Public Prosecutions	686	1,102
Transfer to the Consolidated Fund	12	21
Transfer	6	13
Other	37	-
	1,670	1,804
CLOSING BALANCE AT 30 JUNE 2007	9,801	7,691

Purpose

To hold monies seized by officers of the Police Service in the exercise of relevant statutory powers.



	2007 \$'000	2006 \$'000
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45. SPECIAL PURPOSE ACCOUNTS (cont.)

(d) DECEASED ESTATE MONIES

OPENING BALANCE AT 1 JULY 2006

9 -

RECEIPTS

Deceased Estate Money

46 24

Transfer

2 23

57 47

PAYMENTS

Transfer to deceased estate

23 38

Transfer

- -

23 38

CLOSING BALANCE AT 30 JUNE 2007

34 9

Purpose

To hold monies found on deceased persons by officers of the Police Service in the exercise of relevant statutory powers.





Key Performance Indicators



Certification of Performance Indicators for the Year Ended 30 June 2007

I hereby certify that the Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess the Police Services's performance, and fairly represent the performance of the Police Service for the financial year ended 30 June 2007.

KARL J O'CALLAGHAN APM
COMMISSIONER OF POLICE

9 August 2007

Introduction

Under the provisions of the *Financial Management Act 2006*, agencies are required to disclose in their annual report key effectiveness and efficiency indicators that provide information on the extent to which agency level government desired outcomes have been achieved, or contributed to, through the delivery of services and the allocation of resources.

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

OUTCOME FRAMEWORK

Policing priorities are structured around three primary outcomes: Lawful behaviour and community safety; Offenders apprehended and dealt with in accordance with the law; and Lawful road-user behaviour. On the 1st July 2006, the Office of Crime Prevention was transferred to the Western Australia Police. This has resulted in a fourth

outcome of A safer and more secure community that relates to the implementation of the State Crime Prevention Strategy. These outcomes contribute to meeting the high level government goal of “Enhancing the quality of life and well-being of all people throughout Western Australia by providing high quality, accessible services”.

In 2006-07, the number of policing and crime prevention services provided to the community under the outcomes has increased from five to eight. As part of continuous improvement, the services for Outcome 1 were reviewed to better reflect the Western Australia Police’s strategic focus and achievement of primary outcomes. This review resulted in a revised structure where Service 1: Services to maintain lawful behaviour and prevent crime has been 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)

The transfer of the Office of Crime Prevention to the Western Australia Police has resulted in the inclusion of Service 8: Implementation of the State Crime Prevention Strategy.

Government Goal	What we sought to achieve (Outcomes)	The services we provided in 2006-07
Enhancing the quality of life and well-being of all people throughout Western Australia by providing high quality, accessible services	Lawful behaviour and community safety	Service 1: Intelligence and Protective Services Service 2: Crime Prevention and Public Order Service 3: Community Support (Non-Offence Incidents) Service 4: Emergency Management and Coordination
	Offenders apprehended and dealt with in accordance with the law	Service 5: Response to and investigation of offences Service 6: Services to the judicial process
	Lawful road-user behaviour	Service 7: Traffic law enforcement and management
	A safer and more secure community	Service 8: Implementation of the State Crime Prevention Strategy

Performance Framework

PERFORMANCE FRAMEWORK

The performance of the Western Australia Police 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 four outcomes of the Western Australia Police are assessed through eight 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

Outcome 1: Lawful behaviour and community safety	Outcome 2: Offenders apprehended and dealt with in accordance with the law	Outcome 3: Lawful road-user behaviour	Outcome 4: A safer and more secure community
KPI 1 Community satisfaction with police services	<i>KPI 1 Community satisfaction with police services</i>	<i>KPI 1 Community satisfaction with police services</i>	
KPI 2 Community perception of level of crime	<i>KPI 2 Community perception of level of crime</i>		
KPI 3 Emergency management preparedness			
<i>KPI 4 Selected offences cleared</i>	KPI 4 Selected offences cleared		
<i>KPI 5 Support to judicial processes resulting in successful prosecutions</i>	KPI 5 Support to judicial processes resulting in successful prosecutions		
<i>KPI 6 Road-user behaviour</i>		KPI 6 Road-user behaviour	
<i>KPI 7 Community perception of road behaviour</i>		KPI 7 Community perception of road behaviour	
			KPI 8 Community safety and security

Performance Framework

Each effectiveness indicator contains a statement about whether the Western Australia Police achieved the 2006-07 target as identified in the 2006-07 Budget Statements. A number of factors impact on our progress towards achieving these targets such as: media representation, legislative changes and the implementation of new processes and systems within the agency.

The efficiency of the eight services delivered by the Western Australia Police is assessed through a range of cost and timeliness key efficiency indicators as shown in the following table.





Key Efficiency Indicators

Service 1: Intelligence and Protective Services	Service 2: Crime Prevention and Public Order	Service 3: Community Support (Non-Offence Incidents)	Service 4: Emergency management and coordination	Service 5: Response to and investigation of offences	Service 6: Services to the judicial process	Service 7: Traffic law enforcement and management	Service 8: Implementation of the State Crime Prevention Strategy
Cost							
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 hour for providing service(s) Average cost per guilty plea Average cost per non-guilty plea	Average cost per hour for providing service(s)	Average cost per community safety and crime prevention partnership managed Average cost per hour for research, policy development and support to the Community Safety and Crime Prevention council Average cost per \$1 million in grant funding administered
Timelines							
		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 (entered) 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 Western Australia Police influencing lawful behaviour, safety, security and public order by providing services and delivering programs that are responsive to the needs of a diverse community. This is achieved through:

- Working together with the community
- Visible and targeted policing
- Establishing and maintaining partnerships with other 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 extent to which this outcome is being achieved is assessed through three effectiveness indicators: community satisfaction with police services, community perception of level of crime, and emergency management preparedness.

Key Performance Indicator 1 – Community satisfaction with police services

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

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

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

The survey data has 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 where the results are 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 and personal experiences or indirect contacts with police. Consequently, community satisfaction can alter over time.

Indicator 1.1: The community's level of satisfaction with services provided by police, 2002-03 to 2006-07 ^{(a)(b)(c)}



Analysis

- In 2006-07, the level of satisfaction with police services in WA of 6.6 is lower than the 7.1 achieved in 2005-06. The WA level of satisfaction was lower than the national level of satisfaction. The national level also declined, from 7.3 in 2005-06 to 6.9 in 2006-07.

- The Western Australia Police did not achieve the 2006-07 target of greater than or equal to 7.0. In July 2006, a new service provider was contracted to conduct the survey. This has resulted in some differences in the approach taken to the survey that has possibly impacted on the results obtained during the 2006-07 period.
- In 2006-07, the proportion of the WA community that were 'satisfied' or 'very satisfied' with services provided by the police was 61.3 per cent. The equivalent national figure was higher at 66.1 per cent.

Indicator 1.2: The community's level of satisfaction with services received during their most recent contact with police, 2002-03 to 2006-07 (a)(b)(c)



Analysis

- The WA community's level of satisfaction with the services received during their most recent contact with police in 2006-07 was 7.8. This result was not significantly different compared with 2005-06 (7.9) or the national level of satisfaction (7.9).
- The Western Australia Police achieved the 2006-07 target of greater than or equal to 7.6.

In 2006-07:

- The proportion of the WA community that were satisfied or very satisfied with the services received during their most recent contact with police, within the last 12 months, was 79.8 per cent. The equivalent national figure was higher at 81.0 per cent.

- 64.9 per cent of the WA community had contact with police in the last 12 months.
- The most common reason for the most recent contact with police was to conduct a random breath test (32.0 per cent) followed by the reporting of a crime (13.3 per cent), and getting assistance (10.9 per cent).

Notes:

- (a) Data are based on an ongoing survey of people aged 15 years and over that commenced in July 2001. Nationally, about 35,200 people are surveyed over a twelve-month period with about 5,700 being in WA. In July 2006, a new service provider was contracted to conduct the survey. This has resulted in some differences in the approach taken to the survey that has possibly impacted on the results obtained during the 2006-07 period.
- (b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with the 2005-06 and 2006-07 sample estimates used in compiling the charts for Indicators 1.1 and 1.2 is lower than 3 per cent at the 95 per cent confidence interval; prior years may have higher RSE values due to smaller sample sizes.
- (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:

1. 'very satisfied' (10);
2. 'satisfied' (7.5);
3. 'neither satisfied nor dissatisfied' (5);
4. 'dissatisfied' (2.5); and
5. '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 (unpublished data).

Effectiveness Indicators

Outcome 1: Lawful behaviour and community safety (cont)

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.

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

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

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

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

Indicator 2.6: Extent to which the community thought drunken and disorderly behaviour was 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.

Community perception of the level of crime is an indicator of the extent to which the Western Australia Police influences lawful behaviour, safety, security and public order. The National Survey of Community Satisfaction with Policing 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. 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:

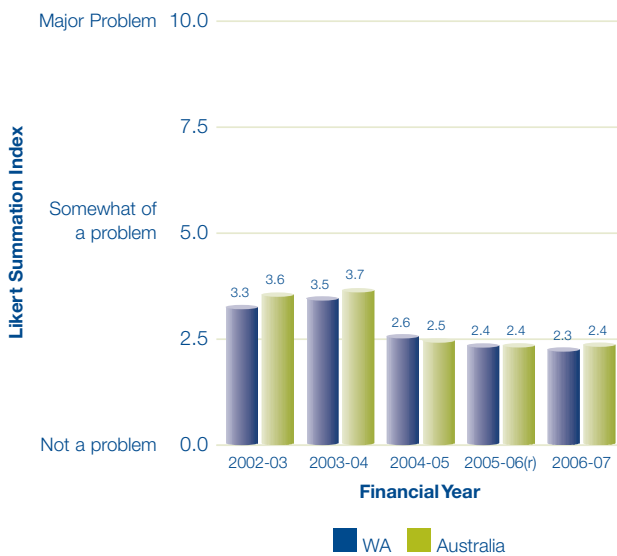
Care needs to be taken in interpreting data on perceptions of crime. Reducing people's concerns about crime and reducing the actual level of crime are two separate, but related challenges for police. Comparisons between perceptions of crime problems and the level of crime raise questions about the factors 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 survey data has 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 where the results are 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 to 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 Western Australia Police 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, 2002-03 to 2006-07 ^{(a)(b)(c)(d)}



Analysis

- In 2006-07, the extent to which the WA community thought physical assault in a public place was a problem in their own neighbourhood (2.3) was not significantly different compared with the WA result in 2005-06 (2.4) or the 2006-07 national result (2.4). 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 Western Australia Police achieved the 2006-07 target of less than or equal to 2.6.
- In 2006-07, 36.2 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. Nationally, a higher proportion (38.5 per cent) of the community thought physical assault in a public place was either a ‘major problem’ or ‘somewhat of a problem’ in their own neighbourhood.

Indicator 2.2: Extent to which the community thought housebreaking was a problem in their own neighbourhood, 2002-03 to 2006-07 ^{(a)(b)(c)(d)}



Analysis

- In 2006-07, the extent to which the WA community thought housebreaking was a problem in their own neighbourhood (4.0) was lower than 2005-06 (4.6), but was not statistically different to the national result. The national result of 3.7 for 2006-07 was lower than 2005-06 (4.0).
- The Western Australia Police achieved the 2006-07 target of less than or equal to 4.6.
- In 2006-07, 60.6 per cent of the WA community thought housebreaking was either a ‘major problem’ or ‘somewhat of a problem’ in their own neighbourhood. Nationally, the equivalent figure was lower at 58.9 per cent.

Effectiveness Indicators

Outcome 1: Lawful behaviour and community safety (cont)

Indicator 2.3: Extent to which the community thought motor vehicle theft was a problem in their own neighbourhood, 2002-03 to 2006-07 ^{(a)(b)(c)(d)}



Analysis

- In 2006-07, the extent to which the WA community thought motor vehicle theft was a problem in their own neighbourhood (2.9) was significantly lower than 2005-06 (3.4), but was not significantly different to the national result. The national result of 3.0 for 2006-07 was significantly lower than 2005-06 (3.3).
- The Western Australia Police achieved the 2006-07 target of less than or equal to 3.5.
- In 2006-07, 45.0 per cent of the WA community thought motor vehicle theft was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood. The equivalent national figure was higher at 46.6 per cent.

Indicator 2.4: Extent to which the community thought illegal drugs were a problem in their own neighbourhood, 2002-03 to 2006-07 ^{(a)(b)(c)(d)}

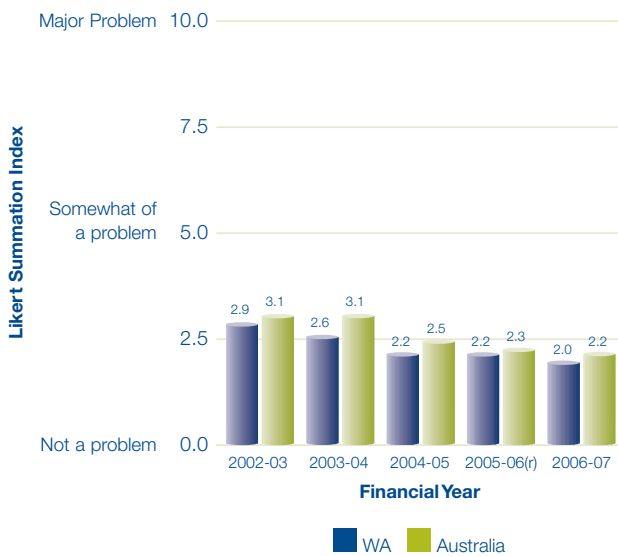


Analysis

- In 2006-07, the extent to which the WA community thought illegal drugs were a problem in their own neighbourhood (4.0) was not significantly different compared with 2005-06 (4.5), or the national figure (4.2).
- The Western Australia Police achieved the 2006-07 target of less than or equal to 4.4.
- In 2006-07, 55.0 per cent of the WA community thought illegal drugs were either a 'major problem' or 'somewhat of a problem' in their own neighbourhood. Nationally, a higher proportion of the community (57.4 per cent) thought illegal drugs were either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.



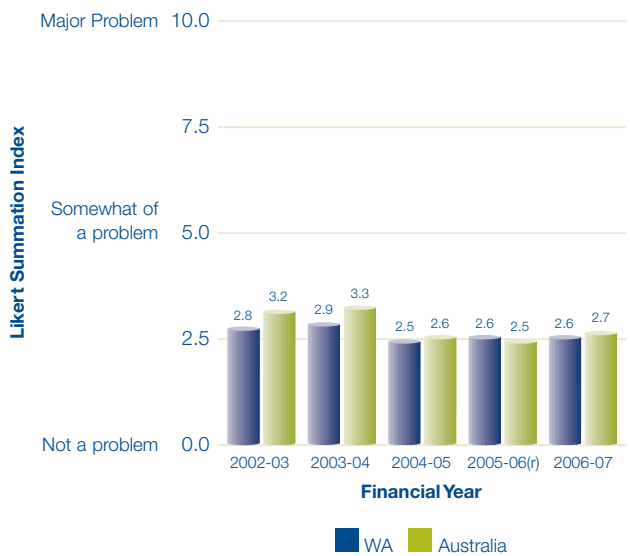
Indicator 2.5: Extent to which the community thought louts or gangs were a problem in their own neighbourhood, 2002-03 to 2006-07 ^{(a)(b)(c)(d)}



Analysis

- In 2006-07, the extent to which the WA community thought louts or gangs were a problem in their own neighbourhood (2.0) was not significantly different when compared with 2005-06 (2.2) but was lower than the national result. The national result of 2.2 for 2006-07 was not significantly different compared with 2005-06 (2.3).
- The Western Australia Police achieved the 2006-07 target of less than or equal to 2.2.
- In 2006-07, 31.4 per cent of the WA community thought louts or gangs were either a 'major problem' or 'somewhat of a problem' in their own neighbourhood. Nationally, a higher proportion of the community (34.9 per cent) thought louts or gangs were either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

Indicator 2.6: Extent to which the community thought drunken and disorderly behaviour was a problem in their own neighbourhood, 2002-03 to 2006-07 ^{(a)(b)(c)(d)}



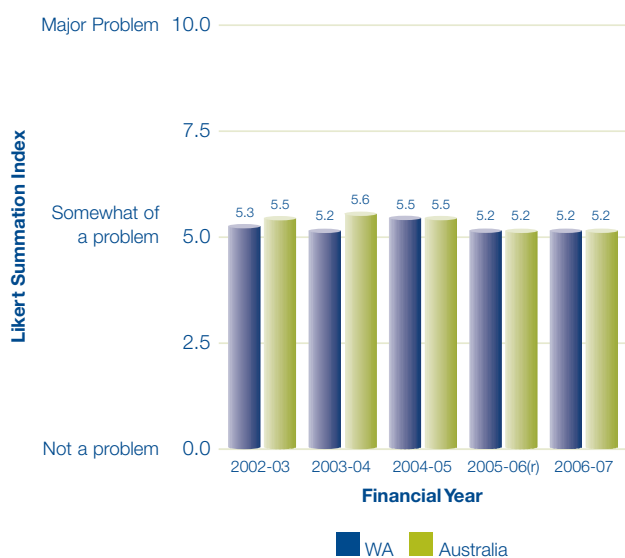
Analysis

- In 2006-07, the extent to which the WA community thought drunken and disorderly behaviour was a problem in their own neighbourhood (2.6) was not significantly different compared with 2005-06 (2.6) or the national result. The national result of 2.7 for 2006-07 was not significantly different compared with 2005-06 (2.5).
- The Western Australia Police achieved the 2006-07 target of less than or equal to 2.5, as this lies within the 95 per cent confidence range of 2.5 to 2.7.
- In 2006-07, 40.0 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. Nationally, a higher proportion (42.0 per cent) of the community thought drunken and disorderly behaviour was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

Effectiveness Indicators

Outcome 1: Lawful behaviour and community safety (cont)

Indicator 2.7: Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood, 2002-03 to 2006-07 ^{(a)(b)(c)(d)}



Analysis

- In 2006-07, the extent to which the WA community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood (5.2) was not significantly different compared with 2005-06 (5.2) or the national result. The national result of 5.2 for 2006-07 was not significantly different compared with 2005-06 (5.2).
- The Western Australia Police achieved the 2006-07 target of less than or equal to 5.2.
- In 2006-07, 72.4 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. The equivalent national figure was 72.4 per cent, which is not significantly different.

Notes:

- Data are based on an ongoing survey of people aged 15 years and over and commenced in July 2001. Nationally, about 35,200 people are surveyed over a twelve-month period with about 5,700 being in WA. In July 2006, a new service provider was contracted to conduct the survey. This has resulted in some differences in the approach taken to the survey that has possibly impacted on the results obtained during the 2006-07 period.
- With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with the 2005-06 and 2006-07 sample estimates used in compiling the charts for Indicators 2.1 to 2.7 is lower than 9 per cent at the 95 per cent confidence interval; prior years may have higher RSE values due to smaller sample sizes.
- 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.
- The term 'neighbourhood' replaced the term 'local area' in July 2004 which may have affected data comparability with previous periods.
- Revised figure. Due to improvements in the calculation methodology, some Likert Scale Index values are different to that presented in previous reports.

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

Key Performance Indicator 3 – Emergency management preparedness

Indicator 3.1: State emergency management plans in place and current, and resources committed, where the Western Australia Police is the designated Hazard Management Agency, to prevent and minimise risk.

Indicator 3.2: Number of police officers that have a key emergency-related qualification.

Emergency management preparedness is an indicator of the capability of the Western Australia Police to effectively respond to emergency situations, terrorist incidents and disasters that directly impact on community safety and security. This indicator encompasses two aspects of emergency management preparedness – emergency management plans and emergency management-related training.

The Western Australia Police is the Hazard Management Agency (HMA) responsible for six State Emergency Management Plans, known as Westplans: Air Crash; Land Search; Marine Search and Rescue; Nuclear Powered Warship Visit; Space Re-entry Debris; and Road Crash. The Western Australia Police is also the HMA responsible for the hazard of “terrorist act” that has been included in the *Emergency Management Act 2005*. Emergency management planning for terrorism is not covered by a specific State emergency management plan, but rather through a series of plans, policies, strategies and arrangements. These include the Western Australia Police’s Counter-Terrorism Strategy and call-out plan, the National Counter-Terrorism Plan, the National Counter-Terrorism Handbook and the National Counter-Terrorism Committee. Indicator 3.1 provides a five-year summary of the number of State Emergency Management Plans in place and current, and resources committed, where the Western Australia Police is the designated HMA, to prevent and minimise risk.

Emergency management-related training develops the skills police officers require to enable them to respond appropriately to and manage an emergency situation in compliance with the *Emergency Management Act 2005*, regulations and related policies. In order for the Western

Australia Police to maintain a high level of emergency management preparedness statewide, a sufficient number of police officers are required to have successfully completed training in one or more key emergency-related courses. Indicator 3.2 shows the number of police officers that have a key emergency-related qualification over a three-year period.

Indicator 3.1: State emergency management plans in place and current, and resources committed, where the Western Australia Police is the designated hazard management authority, to prevent and minimise risk ^(a)

2002-03	2003-04	2004-05	2005-06	2006-07
6	6	6	6	6

Analysis

The Western Australia Police achieved the 2006-07 target of six state emergency management plans in place and current.

Effectiveness Indicators

Outcome 1: Lawful behaviour and community safety (cont)

Indicator 3.2: Number of police officers that have a key emergency-related qualification ^(b)

Course	As at 30 June	2005	2006	2007
Australasian Inter-Service Incident Management System		0	0	194
Land Search and Rescue Controllers		508	524	580
First Responder		181	497	777
Marine Search and Rescue Initial Response / Introduction		317	388	456
Incident Managers		117	393	631
Strategic Emergency Management		234	285	284
Chemical, Biological and Radiological Familiarisation		439	560	585
Total		1,796	2,647	3,507

Analysis

- The number of police officers that have a key emergency-related qualification has increased by 32.5 per cent (860) from 2,647 as at 30 June 2006 to 3,507 as at 30 June 2007. The number of officers trained in the First Responder, Incident Managers and Australasian Inter-Service Incident Management System courses have contributed most to this increase. The Australasian Inter-Service Incident Management System course commenced in July 2006.
- The Western Australia Police achieved its 2006-07 target of 2,710 police officers that have a key emergency-related qualification. The target reflects an assessment of how many police officers with a key emergency-related qualification are required in each police district (this takes into account the number of police stations located within the district, size and geography of the district, operational requirements, and allowance for relief / staff on leave / seconded etc), the number of police officers trained agency-wide, the rate of attrition, and an allowance for additional officers to be trained.
- The Western Australia Police is in a transitional phase of adopting a more focused and competency-based approach to emergency management training. This is aimed at ensuring sufficiently qualified key personnel are

available within districts to respond to emergency situations and that their skills remain contemporary. As a consequence, certain training courses, such as Chemical, Biological and Radiological Familiarisation, will be delivered less generally and more specifically to key personnel, resulting in a reduction of the number of officers trained. It is envisaged that in the future, the competency levels of a proportion of qualified officers in frontline operational roles will be tested each year through the conducting of regular emergency training drills and/or utilising interactive computer-based training programs that contain realistic emergency scenarios. This approach is expected to further enhance the Western Australia Police's emergency management preparedness.

Notes:

- Current means that emergency management plans have been reviewed and, where possible, exercised in the previous twelve-month period.
- The number of police officers shown as qualified for each of the key emergency-related courses is not mutually exclusive as a police officer may be qualified in more than one key emergency-related course.

Source: Western Australia Police, Resource Management Information System (RMIS) – Training and Qualifications.



Effectiveness Indicators

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

The Western Australia Police'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 Western Australia Police has introduced a number of strategies to enhance the quality of investigations and

apprehension of offenders. The continued application of technology, including DNA testing, enhanced fingerprinting technology, and using the Incident Management System (IMS) as a system for capturing information and intelligence are key strategies for investigating offences. The efforts of the Western Australia Police 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.



Key Performance Indicator 4 – Selected offences cleared

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

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

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

A measure of the quality of investigations is the number or percentage of offences that are cleared. An offence is deemed to be cleared where an offender is apprehended or processed (such as by arrest, summons, Juvenile Justice Team referral, juvenile caution, drug caution or infringement) or where, for some substantial reason, police investigations cannot be continued⁶⁾. 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', 'sexual 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 sustained increase in 'assault' offences when comparing 2004-05 and 2006-07 to prior years 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.
- The increase in 'sexual assault' offences is attributed to increased quality of investigations which is leading to additional offences being recorded following the completion of the investigation, and increased encouragement of the reporting of 'sexual assault'

offences, especially in regional communities. The increase in reported 'sexual assault' offences is also attributed to an enhancement to the IMS in February 2005 that enables multiple offences of the same type on the same incident report to be recorded more easily for reporting purposes

- '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 2006-07 and is reflected in Indicator 4.1: Number and percentage of selected recorded offences against the person cleared.

The data for Indicator 4.2: Number and percentage of selected recorded property offences cleared, excludes 'fraud', 'graffiti' and 'receiving/ illegal use' offences due to reporting, recording and other issues significant enough to warrant their exclusion from the broad offence category:

- 'Fraud' due to policy changes in some sectors of the finance industry and recording issues associated with the recording of multiple offences
- 'Graffiti' due to recording issues and reporting practices by some Government agencies, local government authorities and private enterprise that have impacted on the number of offences recorded
- The offence category of 'receiving/illegal use' has been excluded as offences are usually detected by, rather than reported to, police and therefore the number of offences reflects police activity or initiatives such as the burglary reduction strategy.

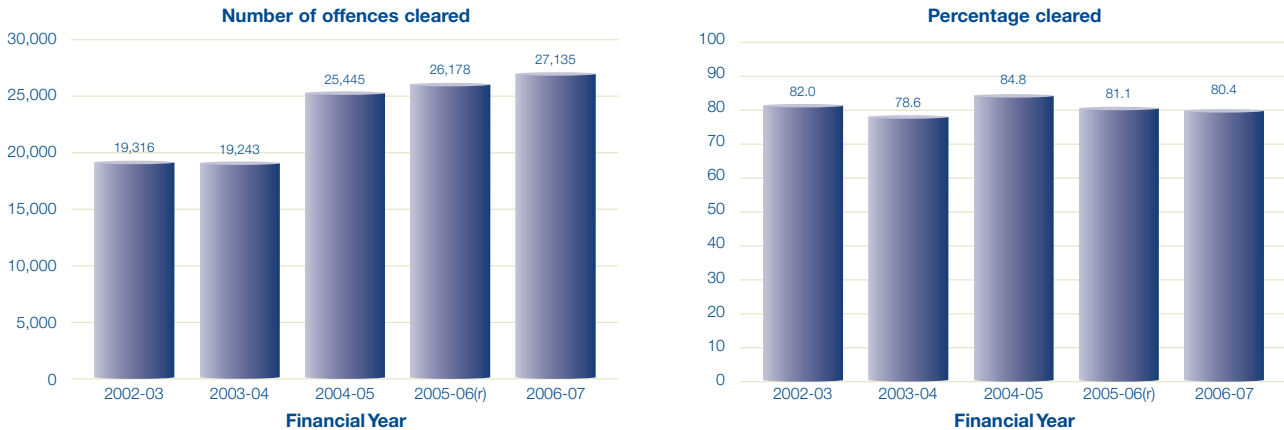
Including these offence types would artificially inflate the number of property offences and the number and percentage cleared.

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

Effectiveness Indicators

Outcome 2: Offenders apprehended and dealt with in accordance with the law (cont)

Indicator 4.1: Number and percentage of selected recorded offences against the person cleared, 2002-03 to 2006-07 ^{(a)(b)(c)(d)(e)(f)(g)(h)(i)(l)}



Analysis

- The percentage of offences cleared has decreased from 81.1 per cent in 2005-06 to 80.4 per cent in 2006-07. This was the result of a 3.7 per cent (957) increase in the number of offences cleared (from 26,178 in 2005-06 to 27,135 in 2006-07) and a 4.6 per cent increase (1,475) in reported offences (from 32,264 in 2005-06 to 33,739 in 2006-07).
- The Western Australia Police did not achieve the 2006-07 target of greater than or equal to 90 per cent for the percentage of offences cleared. This was due to the 2006-07 target being based on available 2005-06 clearance statistics that were inadvertently overstated. The 2006-07 target of clearing more than 27,000 offences was achieved.

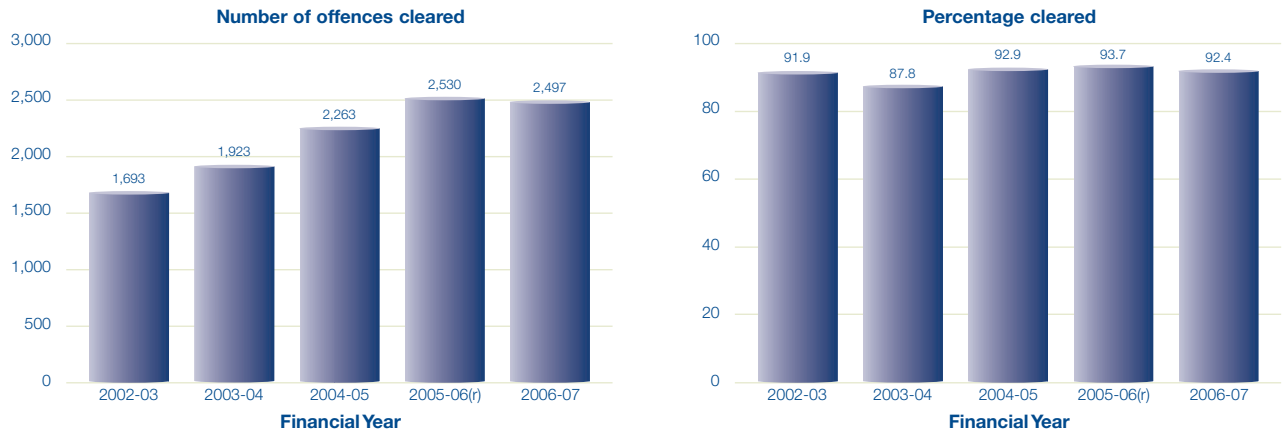
Indicator 4.2: Number and percentage of selected recorded property offences cleared, 2002-03 to 2006-07 ^{(a)(b)(c)(d)(e)(f)(g)(h)(i)(l)}



Analysis

- The percentage of offences cleared has increased from 19.2 per cent in 2005-06 to 19.6 per cent in 2006-07. This was the result of a 3.1 per cent (1,034) increase in offences cleared (from 32,918 in 2005-06 to 33,952 in 2006-07) and a 1.1 per cent (1,817) increase in reported offences (from 171,439 in 2005-06 to 173,256 in 2006-07).
- The Western Australia Police did not achieve the 2006-07 target of greater than or equal to 22 per cent of offences cleared, or the target of clearing 36,000 offences. This was due to the 2006-07 targets being based on available 2005-06 clearance statistics that were inadvertently overstated.

Indicator 4.3: Number and percentage of recorded drug trafficking offences cleared, 2002-03 to 2006-07 ^{(a)(b)(c)(d)(e)(f)(g)(h)(i)(k)(l)}



Analysis

- The percentage of 'drug trafficking' offences cleared decreased from 93.7 per cent in 2005-06 to 92.4 per cent in 2006-07. This was the result of a 1.3 per cent (-33) decrease in the number of offences cleared (from 2,530 in 2005-06 to 2,497 in 2006-07) and 0.1 per cent (3) increase in the number of detected offences (from 2,700 in 2005-06 to 2,703 in 2006-07).
- The Western Australia Police did not achieve the 2006-07 target of clearing 2,800 offences, only 2,703 offences were detected in 2006-07. The target of 100 per cent of offences cleared was also not achieved. A more realistic target of greater than or equal to 93 per cent has been set for 2007-08 that reflects a five-year average level of performance.
- The majority of 'drug trafficking' offences are detected by police rather than reported to police. As a result, the percentage of 'drug trafficking' offences cleared has been consistently high.

Notes:

- (a) This document contains statistical information on 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 preliminary 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) Pro-active policing strategies undertaken by the police to encourage the reporting of certain offences, such as domestic violence and sexual assault, and the pro-active 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 cleared (clearance) where an offender(s) is apprehended or processed (such as by arrest, summons, Juvenile Justice Team referral, juvenile caution, drug caution or infringement) or where, for some substantial reason, police investigations cannot be continued. These reasons include: the offender has died; the offender is in another jurisdiction and extradition is not desired or available; insufficient evidence exists to proceed against a suspect; 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; withdrawn complaint; 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 percentage of offences cleared 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 percentage of offences cleared 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, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.
- (j) In Indicator 4.2, 'property offences' 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 percentage cleared (clearance rate) by offence category, please refer to the Statistical Appendix.
- (r) Revised data. The 2005-06 reported offences and cleared offences have been revised following the introduction of the 13 month re-extraction process. This process enables data entered after the initial monthly or annual cut off date to be included in later data extractions, and ensures a more accurate count of reported offences, cleared offences and clearance rate.

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

Effectiveness Indicators

Outcome 2: Offenders apprehended and dealt with in accordance with the law (cont)

Key Performance Indicator 5 – Support to judicial processes resulting in successful prosecutions

Indicator 5.1: Percentage of guilty pleas before trial.

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

Indicator 5.3: Number of deaths in custody for which the Western Australia Police is culpable.

Indicator 5.4: Number of 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.

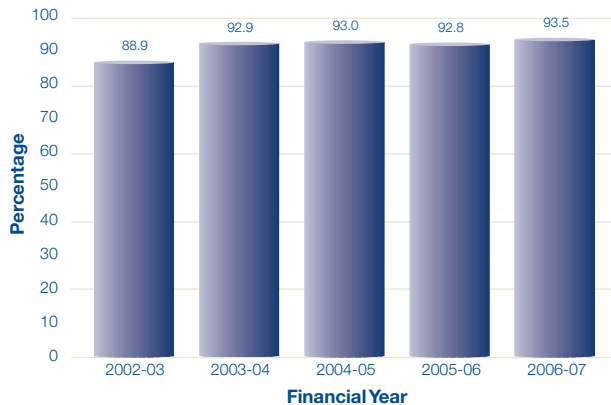
A successful prosecution can be achieved in two ways. An accused person may enter a plea of guilty to a charge(s). This is usually a reflection of the evidence disclosed to the defence by police prosecutors in accordance with legislation introduced in 2005 that created a statutorily imposed disclosure obligation for all matters. 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. Indicators 5.3 and 5.4 show the effectiveness of the Western Australia Police in relation to its duty of care and security of persons in police custody.



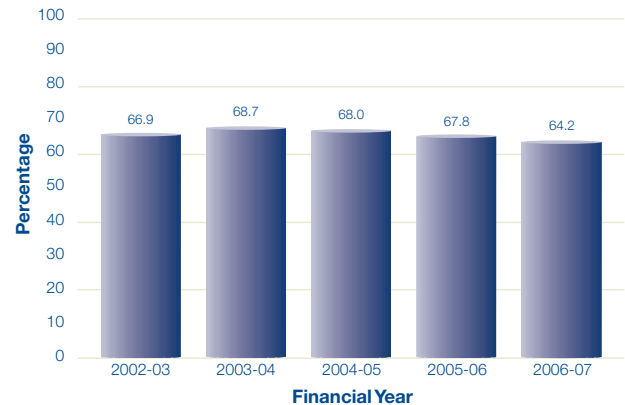
Indicator 5.1: Percentage of guilty pleas before trial, 2002-03 to 2006-07 ^{(a)(b)}



Analysis

- The percentage of guilty pleas before trial increased from 92.8 per cent in 2005-06 to 93.5 per cent in 2006-07. The Western Australia Police achieved its 2006-07 target of greater than 92 per cent.
- The percentage of convictions for matters listed for trial decreased from 67.8 per cent in 2005-06 to 64.2 per cent in 2006-07 (only 6.5 per cent of total matters ^(c) were listed for trial in 2006-07). The Western Australia Police did not achieve the 2006-07 target of greater than 70 per cent. This was due to the 2006-07 target being based on available 2005-06 data provided by the Department of the Attorney General that indicated a significant increase in the number of guilty trial findings. However, this data was subsequently found to be incorrect and revised.
- The introduction of the Trial Allocation Day that replaced the Direction Hearings resulted in a flow on effect that has continued to facilitate early pleas of guilty. In addition, the legislative requirement of full disclosure as identified in the *Criminal Procedure Act 2004* has continued to assist in early identification of matters prior to trial. The impact of the *Criminal Code Amendment Act, No. 4, 2004* (this Act created the concept 'Either Way' offences) continues to filter its effects on the Magisterial jurisdiction with regard to a greater number of complex and lengthy trial matters. The *Criminal Investigation Act 2006* confers powers to detain and powers of entry and search. Section 154 of the Act

Indicator 5.2: Percentage of convictions for matters listed for trial, 2002-03 to 2006-07 ^{(a)(b)}



provides that if a thing relevant to an offence is seized or obtained and a requirement of this Act in relation to exercising the power conferred by this Act is contravened, any evidence derived is not admissible in any criminal proceedings against a person in a court. This provision may impact on the successful prosecution of trial matters.

Notes:

- Relates to matters (charges) that have been placed before the Magistrates Court and Children's Court throughout the state by the police (note that as from December 2006, the Director of Public Prosecutions became responsible for the prosecution of matters at the Perth Children's Court). The data may also include a small number of matters placed before the Keeling Islands (Christmas Island and Cocos Island) Court by the Australian Federal Police. Criminal matters placed before the District and Supreme Courts are not included.
- 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. Matters listed for trial may not actually proceed to trial, but a guilty or not guilty finding can still be recorded.
- Total matters comprise the sum of guilty pleas and matters listed for trial.

Source: Department of the Attorney General (Magistrates Court), CHIPS (Criminal) information system. This is a computerised case management system in which Magistrates Court and Children's Court matters are recorded.

Effectiveness Indicators

Outcome 2: Offenders apprehended and dealt with in accordance with the law (cont)

Indicator 5.3: Number of deaths in custody for which the Western Australia Police is culpable ^{(a)(b)}

2002-03	2003-04	2004-05	2005-06	2006-07
Nil	Nil	Nil	Nil	Nil

Analysis

- During the period 2002-03 to 2006-07, there were no deaths in custody for which the Western Australia Police was culpable. Subject to the completion of all coronial inquiries, the Western Australia Police has achieved the 2006-07 target.

Notes:

- (a) The State Coroner is responsible for determining the culpability of the Western Australia Police in the death of a person in custody.
- (b) The number of deaths in custody is preliminary pending the completion of all coronial inquiries.

Source: Western Australia Police, Risk Assessment Unit.

Indicator 5.4: Number of escapes from police custody ^(a)

2002-03 ^(b)	2003-04 ^(c)	2004-05 ^(d)	2005-06 ^(e)	2006-07
1	5	3	2	2

Analysis

- In 2006-07, two persons escaped from police lock-ups which was the same as 2005-06, but lower than 2004-05 (three escapes). One person escaped from Carnarvon Lockup and the other escaped from Broome Lockup. Both were recaptured. The Western Australia Police did not achieve the 2006-07 target of nil escapes, but continues to work towards improving the security of persons in police custody in order to achieve the target of nil escapes from police custody.
- The number of escapes from police lock-ups is relatively small given that over 40,000 persons pass through lock-ups each year ^(f).

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 Laverton Lock-up and was recaptured.
- (c) Three persons escaped from the Carnarvon Lock-up and two escaped from the Kalgoorlie Lock-up. All were recaptured.
- (d) One person escaped from the Onslow Lock-up and two persons escaped from the Fitzroy Crossing Lock-up. All were recaptured.
- (e) One person escaped from the Bunbury Lock-up and one escaped from Geraldton Lock-up. Both were recaptured.
- (f) Crime Research Centre, The University of Western Australia, Crime and Justice Statistics for Western Australia, Adult Imprisonment and Community Corrections (number of receivals in police lock-ups).

Source: Western Australia Police, Specialist Crime Portfolio.

Effectiveness Indicators

Outcome 3: Lawful Road-user Behaviour

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

The Western Australia Police focuses on influencing lawful road-user behaviour through pro-active and intelligence-led enforcement activities that detect and deter unsafe road-user behaviours such as drink-driving, speeding and failing to wear seat belts.

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

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.

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

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.

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

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

KPI 6 comprises several indicators of effectiveness.

Indicators 6.1 and 6.2 reflect the Western Australia Police'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 pro-active 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 Western Australia Police 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 seat belt usage based on a driver's perception of their own behaviour in the last six months. These indicators are derived from the National Survey of Community Satisfaction with Policing. The survey data has been analysed using a response frequency method where the results are expressed as the proportion (percentage) of responses by category, for example, the proportion of drivers who have never driven when they felt they might be over the alcohol limit. 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.

Effectiveness Indicators

Outcome 3: Lawful Road-user Behaviour (cont)

Indicator 6.1: Percentage of drivers tested for drink-driving who are found to exceed the lawful alcohol limit, 2002-03 to 2006-07 ^{(a)(b)}



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.
- In 2006-07, the percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit was 1.6 per cent. This was an increase on the 1.5 per cent achieved in 2004-05 and 2005-06 and reflects a sustained focus on enforcement utilising an intelligence-led policing strategy that targets high volume alcohol locations and times.
- The Western Australia Police achieved the 2006-07 target of greater than or equal to 1.6 per cent.
- There was a 5.6 per cent (54,636) decrease in the number of drivers tested for drink-driving from 978,724⁽ⁱ⁾ in 2005-06 to 924,088 in 2006-07.

Indicator 6.2: Percentage of vehicles monitored for speeding by speed cameras that are found to exceed the lawful speed limit, 2002-03 to 2006-07 ^{(c)(d)(h)}



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 red-light 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 decreased from 19.6 per cent in 2005-06 to 17.1 per cent in 2006-07.
- The Western Australia Police did not achieve the 2006-07 target of greater than or equal to 18.7 per cent. The 2006-07 target was based 85 per cent or more of vehicle speed monitoring being conducted in the metropolitan area. In 2006-07, less than 75 per cent of vehicle speed monitoring was conducted in the metropolitan area. This is part of a deliberate strategy to focus on road safety in Regional WA.

- There was a 24.9 per cent (-4,205,841) decrease in the number of vehicles monitored by speed cameras from 16,899,491^(f) in 2005-06 to 12,693,650 in 2006-07. This decrease is attributed to changes in the operational deployment of speed cameras that impacted on the volume of traffic monitored. This has included increased deployment of speed cameras in Regional WA.

Indicator 6.3: Percentage of drivers who have never driven when they felt they might be over the alcohol limit in the last six months, 2002-03 to 2006-07 ^{(e)(f)(g)}



Analysis

- In 2006-07, 83.7 per cent of WA drivers perceived that they had never driven when they felt they might be over the alcohol limit in the last six months. This percentage had a 95 per cent confidence interval of between 82.7 per cent and 84.7 per cent. Statistically, this result was not significantly different compared with 2005-06 (84.5 per cent) but was significantly lower than the national figure of 88.9 per cent.
- The Western Australia Police achieved the 2006-07 target of greater than or equal to 84 per cent as the target was within the 95 per cent confidence interval.

Indicator 6.4: Percentage of drivers who have never exceeded the speed limit by 10 km/h or more in the last six months, 2002-03 to 2006-07 ^{(e)(f)(g)}



Analysis

- In 2006-07, 35.1 per cent of WA drivers perceived that they had never exceeded the speed limit by 10 km/h or more in the last six months. This percentage had a 95 per cent confidence interval of between 33.9 per cent and 36.3 per cent. Statistically, this result was not significantly different to the previous year (31.5 per cent), but was significantly different to the national figure of 40.4 per cent.
- The Western Australia Police achieved the 2006-07 target of greater than or equal to 32 per cent.

Effectiveness Indicators

Outcome 3: Lawful Road-user Behaviour (cont)

Indicator 6.5: Percentage of drivers who have never driven without wearing a seatbelt in the last six months, 2002-03 to 2006-07 ^{(e)(f)(g)}



Analysis

- In 2006-07, 90.5 per cent of WA drivers perceived that they had not driven without wearing a seat belt in the last six months. This percentage had a 95 per cent confidence interval of between 89.7 per cent and 91.3 per cent. Statistically, this result was not significantly different compared with 2005-06 (90.4 per cent) or the national figure of 91.2 per cent.
- The Western Australia Police achieved the 2006-07 target of greater than or equal to 91 per cent as the target was within the 95 per cent confidence interval.



Notes:

- (a) Achieved through the use of strategies that focus RBT (Random Breath Test) enforcement activities at high alcohol consumption times and locations.
- (b) 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.
- (c) The lawful speed limit is defined as the posted speed limit shown on road signage.
- (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 that commenced in July 2001. Nationally, about 35,200 people are surveyed over a twelve-month period with about 5,700 being in WA. In July 2006, a new service provider was contracted to conduct the survey. This has resulted in some differences in the approach taken to the survey that has possibly impacted on the results obtained during the 2006-07 period.
- (f) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with each of the sample estimates reported in the indicator is lower than 7 per cent at the 95 per cent confidence interval; prior years may have higher RSE values due to smaller sample sizes.
- (g) In July 2005, the response categories for this survey question were changed from 'Never', 'Sometimes', 'Half the time', 'Most of the time' and 'Always' to 'Never', 'Rarely', 'Sometimes', 'Most of the time' and 'Always'. This change has resulted in a lower percentage of drivers responding 'Never' in relation to drink-driving and speeding behaviour since 2005-06. This has affected comparability with previous periods.
- (h) In 2006-07, speed camera data was collected using the new Infringement Imaging Processing System (IIPS). In the implementation of this new system a small number of incidents (less than 0.2 per cent) were incompletely recorded. This has been accounted for in the calculation of Key Performance Indicator 6.2.

Sources:

- Western Australia Police, Infringement Imaging Processing System (IIPS)
- Western Australia Police, Traffic Enforcement and Crash Executive Information System (TEACEIS)
- National Survey of Community Satisfaction with Policing (unpublished data).

Effectiveness Indicators

Outcome 3: Lawful Road-user Behaviour (cont)

Key Performance Indicator 7 – Community perception of road behaviour

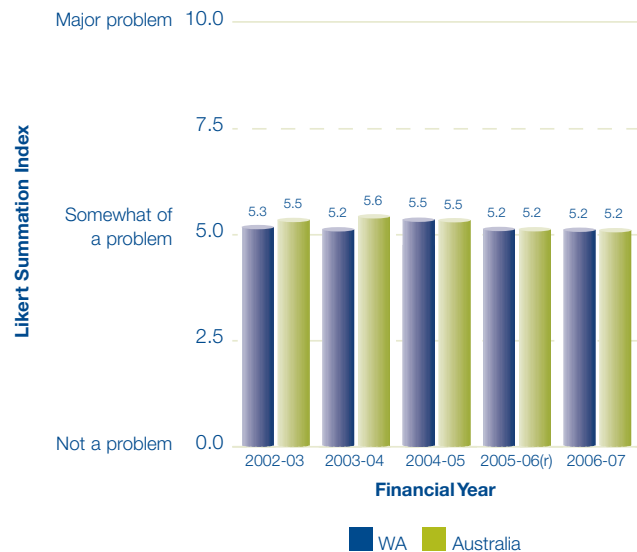
Indicator 7.1: Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood.

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 of Community Satisfaction with Policing.

The survey data has 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 where the results are 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, 2002-03 to 2006-07 ^{(a)(b)(c)(d)}



Analysis

- In 2006-07, the extent to which the WA community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood (5.2) was not significantly different compared with 2005-06 (5.2) or the national result. The national result of 5.2 for 2006-07 was not significantly different compared with 2005-06 (5.2).
- The Western Australia Police achieved the 2006-07 target of equal to or less than 5.2.
- In 2006-07, 72.4 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. The equivalent national figure was 72.4 per cent, which is significantly different.



Notes:

- (a) Data are based on an ongoing survey of people aged 15 years and over that commenced in July 2001. Nationally about 35,200 people are surveyed over a twelve-month period with about 5,700 being in WA. In July 2006, a new service provider was contracted to conduct the survey. This has resulted in some differences in the approach taken to the survey that has possibly impacted on the results obtained during the 2006-07 period.
- (b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with the 2005-06 and 2006-07 sample estimates used in compiling the chart for Indicator 7.1 is lower than 5 per cent at the 95 per cent confidence interval; prior years may have higher RSE values due to smaller sample sizes.
- (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.
- (r) Revised figure. Due to improvements in the calculation methodology, some Likert Scale Index values are different to that presented in previous reports.

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

Effectiveness Indicators

Outcome 4: A safer and more secure community

This outcome relates to the implementation of the State Crime Prevention Strategy. The Office of Crime Prevention implements this strategy by:

- Providing high level policy advice to the Government
- Conducting policy research and development to identify effective methods to reduce crime
- Establishing community safety and crime prevention partnerships and plans
- Communicating with key stakeholders and the community
- Directly managing and evaluating projects, and supporting community based projects by grant funding.

The extent to which this outcome is being achieved is assessed through the Key Performance Indicator of community safety and security. This KPI is comprised of three effectiveness indicators: The proportion of the community who feel 'safe' or 'very safe' at home alone during the day or after dark and the reported rate of home burglary per 1,000 residential dwellings.

Key Performance Indicator 8 – Community safety and security

Indicator 8.1: Proportion of the community who feel 'safe' or 'very safe' at home alone during the day.

Indicator 8.2: Proportion of the community who feel 'safe' or 'very safe' at home alone after dark.

Indicator 8.3: Reported rate of home burglary per 1,000 residential dwellings.

The community's perception of safety is measured by the National Survey of Community Satisfaction with Policing. This survey collects data on how safe people feel whilst at home, whilst walking or jogging in the neighbourhood and whilst traveling on public transport both during the day and after dark.

The proportion of the community who feel 'safe' or 'very safe' at home alone during the day and after dark provides a relevant indicator of the effectiveness of a range of policies and strategies implemented by Government to

address community concerns about safety at home. A positive change in these indicators is the result of work by many departments and agencies.

It is important to note that a number of issues may influence community perceptions about safety including the extent of crime and safety-related reporting or programming in the media, and personal experiences of crime or incidents that relate to safety or security. Consequently, community perceptions of safety can alter over time.

The survey data has been analysed using a response frequency method where the results are expressed as the proportion (percentage) of responses by category, for example, the proportion of the community who feel 'safe' or 'very safe' at home alone during the day.

Indicator 8.3 reports the rate of home burglary per 1,000 residential dwellings in Western Australia using offence statistics obtained from the Western Australia Police and dwelling statistics from the Australian Bureau of Statistics. The Government's crime prevention strategies are designed to reduce the incidence of home burglary, and the results signaled by this indicator are the outcome of the policies, programs and actions of several departments working together across government.

Indicator 8.1: Percentage of the community who feel 'safe' or 'very safe' at home alone during the day, 2002-03 to 2006-07 ^{(a)(b)}



Analysis

- In 2006-07, 91.1 per cent of the WA community felt safe or very safe when they were at home by themselves during the day. This percentage had a 95 per cent confidence interval of between 90.3 per cent and 91.9 per cent. Statistically, this result was not significantly different to the previous year, but was lower than the national figure of 93.0 per cent.
- The 2006-07 target of 92 per cent was not achieved as the target is outside the 95 percent confidence interval.

Indicator 8.2: Percentage of the community who feel 'safe' or 'very safe' at home alone after dark, 2002-03 to 2006-07 ^{(a)(b)}



Analysis

- In 2006-07, 79.2 per cent of the WA community felt safe or very safe when they were at home by themselves after dark. This percentage had a 95 per cent confidence interval of between 78.2 per cent and 80.2 per cent. Statistically, this result was lower than the previous year and was lower than the national figure of 83.7 per cent.
- The 2006-07 target of 81 per cent was not achieved as the target is outside the 95 percent confidence interval.

Notes:

- (a) Data are based on an ongoing survey of people aged 15 years and over that commenced in July 2001. Nationally, about 35,200 people are surveyed over a twelve-month period with about 5,700 being in WA. In July 2006, a new service provider was contracted to conduct the survey. This has resulted in some differences in the approach taken to the survey that has possibly impacted on the results obtained during the 2006-07 period.

- (b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with the 2005-06 and 2006-07 sample estimates used in compiling Indicators 8.1 and 8.2 is lower than 9 per cent at the 95 per cent confidence interval; prior years may have higher RSE values due to smaller sample sizes.

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

Indicator 8.3: Reported rate of home burglary per 1,000 residential dwellings, 2002-03 to 2006-07 ^{(a)(b)}



Analysis

- The reported rate of home burglary per 1,000 residential dwellings was 30.3 in 2006-07. This represents an improvement of 6.2 per cent compared with the 2005-06 rate of 32.3.
- The 2006-07 target of a reported rate of 33.4 home burglaries per 1,000 residential dwellings was achieved, as the reported rate of 30.3 in 2006-07 indicates a safer and more secure community.
- Community safety and crime prevention partnerships and other Office of Crime Prevention strategies are designed to reduce the incidence of home burglary and home invasion, however changes in this indicator are the outcome of policies, programs and actions of several departments and agencies working together on a cross-government basis.

Effectiveness Indicators

Outcome 4: A safer and more secure community (cont)

Notes:

(a) This indicator is no longer based on calendar year offence statistics published by the University of Western Australia Crime Research Centre. It is now based on financial year offence statistics from the Western Australia Police that provides a more accurate reflection of performance. The figures shown for previous years have therefore been revised.

(b) The rate for 2006-07 is based on 849,006 residential dwellings from the 2006 ABS Census. The rates for 2002-03 to 2005-06 are straight line estimates based on 772,778 residential dwellings from the 2001 Census and the 2006 Census figure.

(r) Revised - see note (a).

Source: ABS 2006 Census QuickStats : Western Australia, Dwelling Characteristics.



Efficiency Indicators

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

The Key Efficiency Indicators for each service are presented in the following tables that show the comparative performance for the 2005-06 and 2006-07 financial years and the target for 2006-07.

Outcome 1: Lawful behaviour and community safety

Service 1: Intelligence and protective services

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

- Using criminal intelligence analysis techniques to develop effective policing strategies to target offenders and crime hotspots
- Providing specialist protective and security services to international and other protected persons, assets and infrastructure, airport security and witness protection
- Participating in crisis situations.

Key Efficiency Indicator	2005-06	2006-07	2006-07 Target
Average cost per hour for providing intelligence and protective services ^(a)	\$78	\$90	\$86

Analysis

- In 2006-07, the average cost per hour for providing intelligence and protective services (\$90) was slightly higher than the 2006-07 target of \$86.

Service 2: Crime prevention and public order

Providing general support to the community including a visible police presence and crime prevention activities. Maintaining an adequate service and timely response to the needs of local communities at all times is a critical factor in achieving broader outcomes. The provision of this 24-hour service includes:

- Liaising with the community, engaging in community education and raising awareness on crime prevention, and providing regulatory services
- Policing public events (including planning and debriefings)
- Engaging in programs/initiatives dealing with the media, schools, local government, community and business groups and government and non-government groups.

Key Efficiency Indicator	2005-06	2006-07	2006-07 Target
Average cost per hour for providing crime prevention and public order services ^(a)	\$84	\$94	\$86

Analysis

- In 2006-07, the average cost per hour for providing crime prevention and public order services (\$94) was higher than the 2006-07 target of \$86.

Efficiency Indicators

Outcome 1: Lawful behaviour and community safety (cont)

Service 3: Community support (non-offence incidents)

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

- Assisting members of the community with personal issues such as restraint order inquiries
- Clarifying laws and witnessing official documents
- Compiling missing persons reports
- Handling Crime Stoppers inquiries, etc.

Key Efficiency Indicator	2005-06	2006-07	2006-07 Target
Average cost per hour for providing community support (non-offence incidents) services ^(a)	\$81	\$93	\$86
General calls for police assistance (not including '000' calls) answered within 20 seconds ^{(b)(c)}	86%	81%	85%

Analysis

In 2006-07:

- The average cost per hour for providing community support (non-offence incidents) services (\$93) was higher than the 2006-07 target of \$86.
- The percentage of general calls for police assistance answered within 20 seconds was 81 per cent. This was a decrease in performance compared with 2005-06 (86 per cent). The Western Australia Police did not achieve the 2006-07 target of 85 per cent.

Service 4: Emergency management and coordination

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

- Training officers and volunteers in emergency management and conducting training exercises involving other authorities
- Co-ordinating and controlling searches
- Co-ordinating all combat authorities during major civil and technological disasters.

Key Efficiency Indicator	2005-06	2006-07	2006-07 Target
Average cost per hour of emergency management and coordination ^(a)	\$93	\$106	\$98

Analysis

- In 2006-07, the average cost per hour of emergency management and coordination (\$106) was higher than the 2006-07 target of \$98.

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

Service 5: Response to and investigation of offences

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

- Co-ordinating an initial response
- Gathering and securing evidence, collating and analysing intelligence
- Providing quality investigations, apprehending offenders
- Preparing evidence and prosecution files and briefs.

Key Efficiency Indicators	2005-06	2006-07	2006-07 Target
Average cost per response / investigation ^(d)	\$1,131	\$1,228	\$1,230
Emergency calls (000) for police assistance answered within 20 seconds ^(e)	96%	91%	90%
Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene ^{(f)(g)(h)(i)(j)(k)}			
Priority 1–2 calls	8 mins	9 mins	9 mins
Priority 3 calls	20 mins	24 mins	20 mins

Analysis

In 2006-07:

- The average cost per response/investigation was \$1,228 which was lower than the 2006-07 target of \$1,230.
- The percentage of emergency calls (000) for police assistance answered within 20 seconds was 91 per cent, lower than the 96 per cent recorded in 2005-06. The Western Australia Police achieved the 2006-07 target of 90 per cent.
- 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 9 minutes and 24 minutes for priority 3 calls. The Western Australia Police achieved the 2006-07 target of 9 minutes for priority 1–2 calls but did not achieve the target of 20 minutes for priority 3 calls.

Efficiency Indicators

Outcome 2: Offenders apprehended and dealt with in accordance with the law (cont)

Service 6: Services to the judicial process

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

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

Key Efficiency Indicators	2005-06	2006-07	2006-07 Target
Average cost per hour of services to the judicial process ^(a)	\$83	\$91	\$90
Average cost per guilty plea ^{(l)(m)}	\$28	\$29	\$50
Average cost per non-guilty plea ^{(l)(m)}	\$227	\$235	\$397

Analysis

In 2006-07:

- The average cost per hour of services to the judicial process (\$91) was higher than the 2006-07 target of \$90.
- The average cost per guilty plea (\$29) and non-guilty plea (\$235) were lower than the 2006-07 targets of \$50 and \$397, respectively.

Outcome 3: Lawful road-user behaviour

Service 7: Traffic law enforcement and management

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

- Deterring and detecting alcohol and drug related driving offences
- Conducting stationary speed operations involving speed cameras and hand held radar and laser units
- Conducting targeted traffic law enforcement operations such as random breath tests
- Attending road crashes and conducting investigations and follow up inquiries that may be required
- Providing community education and raising awareness on road safety issues.

Key Efficiency Indicator	2005-06	2006-07	2006-07 Target
Average cost per hour of traffic law enforcement and management ^(a)	\$76	\$84	\$79

Analysis

- In 2006-07, the average cost per hour of traffic law enforcement and management (\$84) was higher than the 2006-07 target of \$79.

Outcome 4: A safer and more secure community

Service 8: Implementation of the State Crime Prevention Strategy

The Office of Crime Prevention implements the State Crime Prevention strategy by:

- Providing high level advice to the Government
- Conducting policy research and development to identify effective methods to reduce crime
- Establishing community safety and crime prevention partnerships and plans
- Communicating with key stakeholders and the community
- Managing and evaluating projects supported by grant funding.

Key Efficiency Indicators	2005-06 ⁽ⁿ⁾	2006-07	2006-07 Target
Average cost per community safety and crime prevention partnership managed	\$28,224	\$17,823	\$25,670
Average cost per hour for research, policy development and support to the Community Safety and Crime Prevention Council	\$71	\$106	\$54
Average cost per \$1 million in grant funding administered	\$253,819	\$237,217	\$115,991

Analysis

In 2006-07:

- The average cost per community safety and crime prevention partnership managed (\$17,823) was lower than the 2006-07 target of \$25,670. The FTE resources are more streamlined in relation to the number of partnerships and plans endorsed. This is a better outcome than anticipated.
- The average cost per hour for research, policy development and support to the Community Safety and Crime Prevention Council (\$106) was higher than the 2006-07 target of \$54. The allocation of FTE support to the Council has changed with the restructure. The overall budget is small and sensitive to minor changes.
- The average cost per \$1 million in grant funding administered (\$237,217) was higher than the 2006-07 target of \$115,991. The variance is due to changes in the level of grants administered due to organisational realignments. Grants worth \$1.6 million have been rescheduled from 2006-07 to 2007-08 and 2008-09.

Efficiency Indicators

Notes:

- (a) Calculated from internal police activity surveys.
- (b) General calls to the Police Assistance Centre (131 444) not including emergency '000' calls or calls from security firms, education security, St John Ambulance, Fire and Emergency Services, Cab Alert and Western Power.
- (c) On 2 May 2005, the Western Australia Police introduced 131 444 as the general telephone number for the Police Assistance Centre. The catchment area for 131 444 includes the general telephone calls previously made to 9222 1111 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.
- (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) Emergency calls to the Police Operations Centre ('000') not including general (131 444) calls or calls from security firms, education security, St John Ambulance, Fire and Emergency Services, Cab Alert, and Western Power.
- (f) 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 and/or have the potential to skew results: Scheduled Events - are incidents created for attendance at a later time (e.g. Royal Flying Doctor Service escorts); Pursuits - are deemed 'arrived' at the time of initiating the CAD incident; Change of Incident Response Priority - where incidents are subject to a priority upgrade (e.g. priority 4 to priority 2), the applicable response target time becomes that of the new priority group, however the target response time for that priority may already have expired; and Incidents with no recorded 'At Scene' Time - due to a number of circumstances these do not have an 'At Scene' time recorded.
- (g) 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.
- (h) 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.
- (i) 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.
- (j) The paramount considerations in responding to all incidents are the safety of the community and police officers, and the quality of the response. Response times are therefore considered to be indicative and only one aspect of police performance when responding to incidents. Response times are affected by many factors including the number of available police, existing job demands and priorities, road and weather conditions.
- (k) 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.
- (l) Relates to matters (charges) that have been placed before the Magistrates Court and Children's Court throughout the state by the Western Australia Police (note that as from December 2006, the Director of Public Prosecutions became responsible for the prosecution of matters at the Perth Children's Court). The data may also include a small number of matters placed before the Keeling Islands (Christmas and Cocos Island) Court by the Australian Federal Police. Criminal matters placed before the District and Supreme Courts are not included.
- (m) The introduction of the Trial Allocation Day that replaced the Direction Hearings resulted in a flow on effect that has continued to facilitate early pleas of guilty. In addition, the legislative requirement of full disclosure as identified in the *Criminal Procedure Act 2004* has continued to assist in early identification of matters prior to trial. The impact of the *Criminal Code Amendment Act, No. 4, 2004* (this Act created the concept 'Either Way' offences) continues to filter its effects on the Magisterial jurisdiction with regard to a greater number of complex and lengthy trial matters. *The Criminal Investigation Act 2006* confers powers to detain and powers of entry and search. Section 154 of the Act provides that if a thing relevant to an offence is seized or obtained and a requirement of this Act in relation to exercising the power conferred by this Act is contravened, any evidence derived is not admissible in any criminal proceedings against a person in a court. This provision may impact on the successful prosecution of trial matters.
- (n) The Key Efficiency Indicators for the transferred Office of Crime Prevention for 2005-06 have been sourced from the Department of the Premier and Cabinet, 2005-06 Annual Report.
- (r) Revised figure from that shown in the previous Annual Report.

Sources:

Total cost of Service from Schedule of Income and Expenses by Services for the years ending 30 June 2006 and 30 June 2007, respectively.

Operational hours are obtained from the Resource Management Information System and are distributed according to percentages from Western Australia Police Activity Surveys.

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

Western Australia Police, Communications Division, Computer Aided Dispatch (CAD) system. This system is used for creating and managing tasks for police attendance within the metropolitan area.

Other Financial Disclosures

MAJOR CAPITAL WORKS

Requirement under Treasurer's Instruction (TI) 903

Major Capital Works - where Project Estimated Total Cost (ECT) exceeds \$5.0 million

Project	Estimated Year of Completion	Budget ETC ^(a) \$'000	Revised ETC ^(b) \$'000	Variations \$'000	Variation %	Reasons for Variations over 5% of original ETC, or greater than \$1.0m in value
COMPLETED WORKS						
Police Facilities						
Police Operations Support Facility	2006-07	42,000	42,056	56	0.1%	
State-wide Office and Cell Block Upgrade Program Stage 3	2006-07	7,624	7,568	-56	-0.7%	
Equipment and Fleet Programs						
Aircraft Replacement Program	2006-07	10,000	10,465	465	4.7%	
WORK IN PROGRESS						
Police Facilities						
Facility OSH Modifications	2007-08	10,676	10,676	0	0.0%	
Operations Support Facility Stage 2 Traffic Support	2007-08	17,340	21,335	3,995	23.0%	Building cost escalation identified and additional funding from government approved
Derby Police Station	2008-09	8,500	6,900	-1,600	-18.8%	Savings identified in project applied to funding of cost escalation pressures approved by government
Kimberley District Police Complex	2008-09	13,450	13,450	0	0.0%	
Rockingham Police Rail Unit	2008-09	0	5,700	5,700	0.0%	New project
Vincent Police Station	2008-09	5,110	5,110	0	0.0%	A revised concept is pending government approval
South Hedland Police Station	2008-09	8,360	14,665	6,305	75.4%	Building cost escalation identified and additional funding from government approved
Pilbara District Police Complex	2008-09	11,330	17,500	6,170	54.5%	Building cost escalation identified and additional funding from government approved
Secret Harbour Police Station	2009-10	0	10,000	10,000	0.0%	New project
Police Station Upgrade Program 2007-08 to 2009-10	2009-10	7,500	7,500	0	0.0%	
Stirling Police Station	2010-11	5,750	9,750	4,000	69.9%	Building cost escalation identified and additional funding from government approved
Carnarvon Police Station	2011-12	4,250	12,510	8,260	194.4%	Additional funds provided by government for building cost escalation and minor scope variation
Perth Police Complex	2011-12	93,000	93,000	0	0.0%	
Information Technology Programs						
Delta Communications and Technology (DCAT)	2007-08	110,025	110,025	0	0.0%	
Perth Metro Radio Network (CADCOM Stage 1C)	2007-08	59,354	60,030	676	1.1%	
Equipment and Fleet Programs						
CT: Multi-Agency Response Capability / Capacity North-West Deployment Bomb Squad Safety / Security	2008-09	14,230	14,633	403	2.8%	
Replacement Equipment Program	2008-09	13,705	13,709	4	0.0%	
Non-Leased Non-Standard Vehicles 2006-07 to 2009-10	2009-10	5,542	5,542	0	0.0%	
Schedule Equipment Replacement Program 2008-09 to 2009-10	2009-10	11,000	11,000	0	0.0%	
Scheduled Equipment Replacement Program 2010-11	2010-11	0	6,000	6,000	0.0%	New project

Notes:

(a) Budget ETC is the Estimated Total Cost (ETC) for the Project recorded at the Budget Statements for 2006-07.

(b) Revised ETC is either the Estimated Total Cost (ETC) at the Budget Statements for 2007-08, or the actual expenditure upon completion.

PRICING POLICIES ON SERVICES PROVIDED

The WA Police charges for goods and services rendered on a full or partial cost-recovery basis. These fees and charges were determined in accordance with Costing and Pricing of Government Outputs – Guidelines for Use by Agencies published by the Department of Treasury and Finance (DTF) and DTF annual instructions to agencies for the preparation of the budget. The current list of fees and charges apply from 1 July 2006 as published in the Government Gazette on 27 June 2006.

EMPLOYMENT AND INDUSTRIAL RELATIONS

Attrition rates have been a significant issue for the agency throughout the year. As a result, the agency has conducted regular ongoing reviews and amendments to policies and practices that may impact on the ability to attract and retain employees.

A number of important changes were developed within the Resource Management Information System to reduce red tape and assist with the management and deployment of personnel. Tenure policies were also examined and a significant number of positive changes were made allowing officers more flexibility. Furthermore, as a result of civilianisation, police staff have been employed to undertake functions previously completed by police officers. This allowed the police officers to be deployed to frontline roles. Additionally, the Corporate Executive Team explored a range of options for expanding existing flexible working arrangements.

A new industrial agreement was negotiated for police officers. The agreement resulted in significant benefits in salary and conditions for all police officers, along with improvements enhancing the agency's ability to manage and deploy personnel. In recognition of greater responsibilities for some managers, increases in allowances were approved for Senior Constables in charge of police stations and Detectives in charge of squads.

In-house Grievances Lodged 2002-03 to 2006-07

Source of Grievance	2002-03	2003-04	2004-05	2005-06	2006-07
Sworn Promotion System	13	2	5	0	1
Transfers/Deployment	7	7	12	13	5
Administrative Decisions	13	7	4	8	8
Relief/Secondment	11	0	3	2	6
Other	11	11	20	14	8
Total	55	27	44	37	32

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

Workers' Compensation Claims (Police Staff) 2004-05 to 2006-07

Treasurer's Instruction (TI) 903 – (4)(vii)(c)

	2004-05	2005-06	2006-07
Number of Claims	40	47	33

To address the prevention of occupational injuries and rehabilitation of injured/sick workers, the agency has established a new Occupational Safety and Health (OSH) Unit to review and manage all workplace safety and health issues.

WA Police has 101 human resource policies that are available to all personnel through the Corporate Knowledge database on the intranet. Human resource policies are subject to a minimum two-year cyclical review.

Governance Disclosures

INTEREST IN OR BENEFITS FROM CONTRACTS

Requirement under s.3(x) and (xi) of the Treasurer's Instruction (TI) 903

The WA Police currently operates a system that requires senior officers to declare confidentiality and interest in respect to any existing or proposed contracts. There are no known cases of any conflict of interest for the 2006-07 reporting period.

Other Legal Requirements

ADVERTISING

Requirement under the *Electoral Act 1907, s. 175ZE*

Organisation	Purpose	Amount \$
Media Decisions	Media advertising agencies	\$1,117,101.40
	Police Recruiting	\$20,076.51
	Office of Crime Prevention (OCP)	
	Eyes on the Street	\$299,246.33
	OCP – Don't Buy Crime	\$135,512.00
	OCP – Community Safety Month	\$80,414.63
	OCP – Burglar Beware	\$415,703.70
	Police Week	\$5,213.24
	Police Concert	\$8,215.51
	Other Advertising	\$152,719.48
MarketForce Productions	Advertising Agencies	\$117,992.06
	Police Recruiting	\$17,012.52
	Police Week	\$85.00
	Police Concert	\$85.00
	Other Advertising	\$100,809.54
	Miscellaneous Advertising	\$42,258.44
Wings Journal	Police Recruiting	\$1,363.64
Historical Society magazine	Police Recruiting	\$540.91
Women in Policing magazine	Police Recruiting	\$2,200.00
Department of Defence	Police Recruiting	\$841.50
Landmark Publishing	Police Recruiting	\$3701.00
- Daily Mail	International Police Recruiting	
- Janes International Group	(UK/Ireland)	
- Securizine		\$31,359.12
Swan Television and Radio	OCP – Community Safety and Crime Prevention	\$1,925.00
Independent Express	Police Week	\$327.27
Total Expenditure for 2006-07		\$1,277,351.90

DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

Requirement under *Disability Services Act 1993* s.29

WA Police has continued its commitment to the development of a new Disability Access and Inclusion Plan, with a view to implementing a framework providing people with disabilities improved access to a wider range of policing services.

The Plan was developed through extensive consultation across a range of key stakeholders including:

- Officers from the Disability Services Commission
- The community
- Disability sector agencies
- WA Police officers.

In June 2006, a workshop was held between disability sector organisations and WA Police personnel to provide input to the Plan. In addition, a Co-ordination Committee was established to guide the development of the Plan, ensuring it aligned with the WA Police direction and met legislative requirements.

As part of developing the new plan, a review of the previous Disability Services Plan revealed the following strategies still to be relevant and on-going:

- SMSAssist - a mobile-phone service for people with a hearing disability. This service has been upgraded to contemporary technology
- Complaints reporting and response processes to provide access assistance for people with disabilities.

A draft WA Police Disability Access and Inclusion Plan has been completed and is due to be endorsed by the Corporate Executive Team (CET) and registered with the Disability Services Commission by the end of July 2007. The next steps will focus on completing a detailed action plan for the various service areas and communicating the Plan across the agency.

Our continuing commitment to strengthen service delivery to assist access and inclusion for people with disabilities is being progressed through the following initiatives:

- Police recruits receive training from the Disability Services Commission about working with people with a disability

- All police districts have an officer with knowledge on delivering services to people with disabilities, to assist with information and access
- WA Police continue to progress initiatives to increase diversity within the agency, including people with disabilities. Currently, 154 employees identify as having a disability
- The agency website contains a commitment to people with disabilities, their carers and families, to fully access the full range of services and facilities. The website also provides direct access to a customer feedback form.

In addition, the newly formed Community Diversity and Development team provides support and advice to personnel, and is an alternative avenue for people with disabilities to access the agency's services.

An inter-agency group, the Access to Justice Working Party was established to promote access to justice for people with disabilities. The WA Police plays a key role in supporting this group, by recommending reforms to better protect and support the interests of people with disabilities when they have contact with the criminal justice system.

EQUAL EMPLOYMENT OPPORTUNITY OUTCOMES

Equal Opportunity Act 1984, s146

A new agency Equal Employment Opportunity (EEO) Management Plan has been developed for 2007-2009, which complements the State Government's Equity and Diversity Plan for the Public Sector 2006-2009. The agency continued to progress initiatives to achieve targets set for the representation and retention of people from specified groups such as – women, Indigenous Australians, people with disabilities; and people from culturally diverse backgrounds as specified in the State Government's equity and diversity framework.

The agency's priority remains improving the overall representation of women within the agency, especially in management positions. A range of projects and initiatives have been progressed to assist with the attraction and retention of a diverse workforce. Projects completed during the year include:

- Initiatives for women in senior management positions



- Strategies for including equal opportunity accountabilities in selection systems
- Tenure and transfer policy adjustments to accommodate both operational and individual employee needs
- Introduction of a Keep in Touch Program for personnel on extended leave
- Revisions to the Exit Process to include a local-area separations discussion and completion of a survey to better understand reasons for staff attrition
- Continuation of separation interviews with resigning female police officers.

During the year, several existing programs targeting employees from diverse groups were offered. These included the Mentoring Program targeting people from diverse backgrounds as both mentees and mentors, and the Leadership Development for Women Program, which was expanded to include a wider mix of ranks/levels. Participation in the Mentoring Program increased from 35 partnerships in 2005-06 to 50 partnerships in 2006-07.

In September 2006, the Mentoring Program Working Group recognised it was necessary to align mentoring to better assist with addressing the priorities and emerging trends of human resource management within the agency. Those priorities identified in the WA Police strategic and business plans include:

- Continuing to improve and enhance recruitment and retention strategies to enable accelerated recruitment, transition and deployment of suitable applicants reflecting diversity

- Maximising the potential for police staff to support frontline policing
- Continuing to promote a workplace that values and encourages leadership and other developmental opportunities for diverse groups.

Research undertaken identified the following potential areas where mentoring may assist the agency:

- Managing generational diversity and the ageing workforce by encouraging the transfer of knowledge from mature to junior members of the workforce within a structured model
- Providing support and recognition for professional development of the middle management to have a flow-on effect for workplace outcomes for diversity groups and organisational change.

The Women's Interagency Network (WIN) Pilot Mentoring Program (supported by the Regional Director's network (WA) Executive Committee and sponsored by the Australian Federal Police - Perth office), was launched in February 2007. The WA Police assisted the WIN in establishing guidelines, processes, and mentoring training. The WIN aims and objectives revolve around four initiatives or cell groups: connect and network, leadership development, work-life balance and inter-agency mentoring. Mentee and mentor applicants will be sought for WA Police personnel to participate, further extending mentoring and enabling the WA Police to access external mentors.

Diversity against Equity Index Targets set by government Financial year ending 30 June 2007

	Actual representation %	Equity Index	2007 Objective set by Agency %	Above or below object %
Women in Management Tiers 2 and 3	7.7	50	9.5	-1.8
People from culturally diverse backgrounds	9.2	115	12.3	-3.1
Indigenous Australians	2.4	64	2.7	-0.3
People with disabilities	2.4	81	2.9	-0.5
Youth	6.4	na	5.2	1.2

The agency has continued its focus on Equal Opportunity (EO) complaint management, with new timeframes being incorporated into the equity complaint resolution process. Over the last 12 months enhancements have been made to EO training to minimise harassment, discrimination and victimisation in the workplace. As at 30 June 2007, 93.6 per cent of employees were EO trained.

The Women's Advisory Network (WAN) was established in 2001 with a vision of developing an organisational culture that values and actively promotes the contribution of women. The WAN consists of a corporate sponsor, Steering Committee and 63 District Portfolio Representatives (DPR). The DPR report quarterly on WAN initiatives within their area, and identify and progress local initiatives to support WAN aims.

During 2006-07, the WAN continued to develop and maintain strategic partnerships, involvement in and consultation on:

- Deployment Panels
- Uniform and Protective Clothing Committee
- Rostering Project
- Corporate Fitness program
- Commissioner's Scholarships
- Leadership Development for Women Program
- Mentoring Program
- Well-being Project
- Enterprise Bargaining Agreement.

RECORDKEEPING PLANS

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

During the past year, the WA Police has continued to ensure ongoing compliance with legislative requirements in records management through the following practices:

- The agency's recordkeeping training is a structured program that encompasses all employees
- The Records Management Centre conducts information sessions in all districts, and a records management training component has been incorporated into line management meetings
- Face-to-face training is provided by dedicated field support officers and tools are available on the WA Police computer system
- The effectiveness of the recordkeeping training program is reviewed as part of the agency Business Area Management Review Program, and the results are used to improve training delivery and support.

COVERT SEARCH WARRANTS

The following information is reported under the provisions of s30(1)(a – i) of the *Terrorism (Extraordinary Powers) Act 2005*:

Applications made, refused or granted under s30(1) (a and b) - Nil

- Number of Warrants executed under s30(1)(c) - Nil
- Number of places entered under s30(1)(d) - Nil
- Number of occasions on which things were seized under s30(1)(e) - Nil
- Number of occasions when things were replaced under s30(1)(f) - Nil
- Number of occasions when a place was re-entered under s30(1)(g) - Nil
- Number of occasions which electronic equipment was operated under s30(1)(h) - Nil
- Any other information requested by the Minister under s30(1) (h) – Nil

PAWNBROKERS AND SECOND-HAND DEALERS

The following information is provided under the provisions of the *Auditor General Act 2006* and s92 of the *Financial Management Act 2006* and in accordance with the *Pawnbrokers and Second-hand Dealers Act 1994*:

- (i) Approximately 30 inquiries into dealings of pawnbrokers and second-hand dealers were instigated by the licensing officer and conducted by Commercial Agents staff;
- (ii) There were no matters brought before the State Administrative Tribunal under this Act; and
 - no matters remain outstanding
 - there are no trends or special problems emerging
 - no increases in the workload of licensing officers in 2007-08 are predicted
 - there are no proposals for improving the performance of the functions of the licensing officer under this Act.



COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

Public Sector Management Act 1994 s31(1)

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

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

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 2006-2007

Number lodged	3
Number of breaches found	0
Number still under review	1

COMPLAINTS REGARDING COMPLIANCE WITH THE CODE OF ETHICS AND AGENCY CODE OF CONDUCT 2006-2007

Number lodged	8
Number of breaches found	6
Number still under review	2

Outcomes of investigations completed in relation to compliance with the code of ethics and agency code of conduct.

- Two police staff resigned
- Five police staff reprimanded after admission of guilt

Karl J O'Callaghan APM
Commissioner of Police

26 September 2007

Government Policy Requirements

CORRUPTION PREVENTION

Ethics and Integrity

Corruption-resistance recommendations emanating from the Kennedy Royal Commission continue to be implemented. Ongoing changes are contributing to the ways WA Police is being perceived, its professionalism, integrity, accountability, and corruption resistance. Strategies and reforms outlined in the corporate Corruption Prevention Plan (Building and Sustaining Integrity: A Corruption Prevention Plan for Western Australia Police) form part of the ongoing business management across all facets of policing. Corruption Prevention Plans, policies and strategies are being continuously reviewed and updated to reflect local needs and community expectations.

Two of the key recommendations of the Kennedy Royal Commission were that the WA Police establish a formal personnel security vetting program (PSV) and integrity testing. These programs are to enable the agency to give an appropriate level of assurance that only the right people have access to sensitive and classified resources.

The Personnel Security Vetting Unit (PSVU) was established in June 2005 to scope and deliver the program which has been operational since its inception, with the finalisation of Phase 1 expected towards the end of 2007. Phase 1 involved the Commissioner, all members of the CET, all police officers, police staff and contractors working in identified high-risk areas. These areas included the Assistant Commissioners and Directors, personnel within the Corruption Prevention and Investigation Portfolio, Counter-Terrorism and State Protection Portfolio, State Intelligence Division, Organised Crime Division, Tactical Investigation Groups, Regional Investigations Unit and Witness Security.

Integrity Testing, as an investigative strategy, is now fully incorporated into standard operating procedures for internal investigations. The WA Police has an ongoing inter-agency relationship with the Corruption and Crime Commission, enabling utilisation of their legislative powers if required.

The Managerial Discipline Model (MDM) has been developed to manage behaviour, conduct and performance issues arising from complaints against police officers. The

MDM is a managerial approach with a developmental and remedial focus.

The MDM is predicated on the following:

- Ensuring remedial outcomes are applied to behaviour, conduct or work performance issues identified as a result of a complaint(s)
- The restricted use of disciplinary charges for those matters considered by the Commissioner to be of sufficient seriousness.

The MDM addresses core (and underlying) behavioural issues and requires managerial solutions to direct, correct and enhance conduct or behaviour and performance, with the primary reference point being the agency's values as articulated in the Code of Conduct. The onus is on the employee to change behaviour when required, and for managers and supervisors to be accountable for their staff. This accountability is to occur through monitoring, supervising and modifying the behaviour of subordinates through a managerial approach. Accountability for the MDM has been included in the performance agreements of Superintendents and Assistant Directors.

An evaluation of the MDM commenced in October 2006 with the final report expected in the coming year. The evaluation will assess Managerial Action Plans (MAPs) through benchmarking good practice, highlighting good and problematic outcomes, ease of use, time factors, complainant satisfaction, cultural acceptance, meeting the needs of external stakeholders and internal work processes and training delivery.

Although the primary initiative for managing disciplinary issues within WA Police is the MDM, the Commissioner of Police may prefer a disciplinary charge for matters deemed to be of sufficient seriousness.

To enhance the efficiency of complaint management, the complaint investigation process has been further reviewed and streamlined, with most complaint files now being completed within a 30-60 day timeframe.

Improvement in the standard and quality of complaint investigations has occurred as a result of streamlined complaint reporting to the Police Complaints Administration Centre (PCAC), the continued use of Complaint Assessors



for the timely assessment and resolution of complaints, and the introduction of an improved Quality Assurance process.

Over the last year, WA Police has focused on expanding accessibility of its complaints management processes for the Indigenous community. As a result of the Gordon Report recommendations, the PCAC has established a dedicated toll-free telephone number to assist the Indigenous community, particularly those in remote areas, to make complaints against police. The new number was marketed in Indigenous communities with the assistance of Aboriginal Legal Services.

After two years of extensive local and international research, a Professional Standards Information Management System (PSIMS) was fully implemented in January 2007. The PSIMS, known as IAPro, is a functional management tool. The system provides additional, user-friendly functionality that enables the tracking of specific complaint files, and comparison of individuals, business units, police stations and districts.

IAPro is now being utilised to identify those officers whose complaints are above pre-set thresholds. Upon identification, local managers are notified of the at-risk officer through an Early Intervention Notification. Previously identified problematic officers have their activities closely tracked through the use of IAPro.

The ability for the Corruption and Crime Commission to remotely access IAPro is expected to reduce requests for updates on complaint files; and fulfil the WA Police statutory notification requirements. IAPro has provided the agency with a secure and flexible system to manage its sensitive case files. An added benefit is that the WA Police now has a centralised system to record multiple professional standards incidents types and provides great functionality for all users.

Streamlining the Commissioner's Loss of Confidence (LOC) - Section 8 process - remains a priority for the agency. In March 2007, the Ethical Standards Division (ESD) was created. This new division has responsibility for the LOC Section 8 process, and the Section 23 Disciplinary Process. The division will undertake all reviews of LOC matters to improve consistency, timeliness and standards.

As part of the agency's overall response to minimising inappropriate employee behaviours, the following initiatives have also been introduced:

- A Gift Register and associated policy, setting out clear guidelines relating to the offer or receipt of gifts, gratuities, rewards and conflicts of interest by WA Police employees. It is currently undergoing a review to reflect contemporary practices
- A document entitled Our Values, has been developed and distributed. The document emphasises the relevance of the agency's core values of honesty, respect, fairness, empathy, openness and accountability to all facets of contemporary policing and has been developed to complement the Code of Conduct.

The WA Police recognises the need to utilise internal communication strategies and procedures to provide staff the opportunity for dealing with misconduct and corruption. Two such strategies are the Blueline and the Supported Internal Witness Program (SIWP).

The Blueline continues to operate as a confidential reporting mechanism for allegations of serious misconduct or corruption. In the reporting period, 15 Blueline calls were made for minor misconduct, two for serious corruption and one for ethical advice. The SIWP provides a framework to support internal witnesses who have registered through the Blueline, or were referred by officers conducting internal investigations or their supervisors.

Marketing strategies during 2006-07 included presentations at the Police Academy Recruit courses, broadcasts on the computer network and re-print and distribution of Blueline and SIWP brochures and guidelines.

All managers are required to include corruption prevention planning and complaint management as part of their action plans. They are also required to develop the skills to implement performance management and induction for staff new to the business area. These programs are important opportunities for managers to clarify expectations on ethical and behavioural standards and are valuable ethical management and corruption-prevention tools.

A recent review was conducted to identify strategies to address computer-information misuse. Many of the recommendations from the review are either being implemented or are scheduled for implementation in the information technology program of works.

The agency also utilises a system called AudiTrak to identify access to sensitive data by users of WA Police systems. AudiTrak provides both an interrogation history and live-reporting capacity to alert relevant parties when a particular type of data is accessed.

Management Development

As part of the ongoing development opportunities, the Police Academy offers Management Development Courses which include misconduct and corruption-prevention strategies. For example, the Management Accountabilities Course contained segments on corruption prevention, corruption-prevention planning and Local Complaint Resolution. The Contemporary Management Practices Course includes a segment on the Managerial Discipline Model as the basis for managing and remedying conduct arising out of complaints.

In partnership with the Police Academy, the Detective Training School and the Corruption and Crime Commission, the WA Police Corruption Prevention and Investigation portfolio has conducted a number of learning events to reinforce the over-arching principles, values and managerial outcomes associated with the Managerial Disciplinary Model, including identification of complaint trends and issues.

In addition, a specific Internal Investigators Course has also been developed to enhance the knowledge, quality and oversight of investigations conducted by personnel at the local level.

With the recent expansion of Internal Affairs there has been a stronger focus on enhancement of not only the equipment resources in covert surveillance, but also the need to provide ongoing training to up-skill officers engaged to meet the demands of the agency as a whole.

SUBSTANTIVE EQUALITY

Requirement under: Premier's Circular 2005-07:

Implementation of the Policy Framework for Substantive Equality.

The Policy Framework for Substantive Equality endorsed by Cabinet in December 2004 is part of the Public Sector Anti-Racism and Equality Program. Substantive Equality focuses on systemic discrimination in policies, systems and practices, which may sometimes unintentionally produce inequality of outcomes, or raise barriers to access for some groups within the community.

The focus for the WA Police is to ensure service delivery is meeting the specific needs of Indigenous, ethnic and other specified groups. Substantive equality is a challenging and comprehensive program touching many aspects of the agency's work. It is being implemented in a considered way to encourage ownership, at a pace not detracting from core policing services. The WA Police Substantive Equality Five-year Plan was endorsed by CET in August 2006. The Plan contains:

- A policy on substantive equality to articulate the agency's commitment
- The five-year program of identified service areas for assessment
- A management structure to co-ordinate the implementation and reporting of the program.

An officer from the Equal Opportunity Commission's Substantive Equality Unit (SEU) and an officer from the WA Police Community Diversity and Development Unit are jointly co-ordinating the work with key agency stakeholders. The approach encourages involvement of frontline and relevant support officers in identifying possible issues in organisational systems and service delivery. The process also provides the opportunity to identify best practice. It encourages employees to identify issues and impacts, and also involves consultation with diverse groups within the community.

The main focus of the work for 2006-07 was the Family and Domestic Violence (F and DV) service. This has principally involved West Metropolitan District, Mirrabooka Station and the Family Protection Unit. This first phase is an initial assessment, using the SEU framework. Aspects of F and DV reviewed included policies, call-taking and task-despatching, computer-recording of information, reports and an initial review of case practice.



The Initial Assessment Report has been drafted and is expected to be delivered to the Equal Opportunity Commission by the end of July 2007. Further work on the Full Assessment of F and DV will continue into 2007-08 and include a detailed assessment of case practice, including community feedback and the F and DV training. Findings from the initial assessment to be addressed include the standards, meaning and use of ethnic identifiers on computer systems and a review of diversity training in conjunction with the relevant areas within the agency.

The key service areas of focus for 2007-08 will include aspects of the interface of WA Police with the public, including counter services provided at police stations, the website and the complaint-against-police process.

The WA Police has progressed key aspects of Level 1 of the Framework and is currently working within Level 2. The following three components of Level 1 have been achieved:

- The scope for implementation has been negotiated
- A corporate and executive policy on substantive equality has been developed
- An organisational structure to facilitate and support the implementation of the Framework has been established.

It is anticipated that the remaining outcomes within Level 1 will be completed early in 2007-08. The Level 1 aspects include an agency-wide communication strategy, resources and clear lines of responsibility to sustain the continued implementation of substantive equality. The key service areas of focus for 2007-08 will include investigation services and diversity training.

SUSTAINABILITY

Requirement under: Premier's Circular 2004-14:
Sustainability Code of Practice for Government Agencies

The main focus in supporting the Government's Sustainability Strategy is to ensure core police business contributes to building safer communities. This is an outcome contributing directly to social and economic sustainability and facilitates environmental and regional sustainability. For example, the development of increased policing services to remote communities provides a level of stability and safety to enable further development. The WA Police is committed to providing services in a sustainable

way by ensuring the actions today consider the needs of future generations and by seeking to balance social, economic and environmental outcomes.

In 2006-07, there has been a particular focus on sustainability outcomes through the design of new facilities, fleet management, compliance with procurement policies, energy smart, waste and water management and the management of buildings, assets, and land. This year has seen some new and continued sustainability procurement initiatives, including:

- Conversion of 30 per cent of the agency's vehicle fleet to four-cylinder vehicles over the next two years
- Recycled paper use in line with the Common Use Agreement (CUA)
- Waste-paper recycling and disposal in line with the CUA
- Lead-free ammunition for firearms training.

Some of the sustainability projects undertaken by the agency during the year have included:

- Engaging consultants to undertake Australian Building Greenhouse Rating (ABGR) performance-ratings on three police stations in the metropolitan area
- Incorporating energy-efficient lighting and air-conditioning systems in new police stations
- Enhancing proposed capital works to improve energy efficiency through lighting and air-conditioning upgrades at police stations – identified as a result of previous energy audits
- Releasing broadcast e-mails to all staff requesting them to switch off computers when not in use.

In addition, the Asset Management Directorate organised a sustainability demonstration trial, including energy and water audits, at the Cannington Police Station. Furthermore, waterless urinal systems were trialled at Police Headquarters and Kensington Police Station. Information from these trials is being used to further develop policies and practices that supports agency sustainability.

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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 3007
Facsimile (08) 9223 3664

Traffic and Operations

Police Headquarters
2 Adelaide Terrace
East Perth 6004

Telephone (08) 9222 1444
Facsimile (08) 9222 1736

Police Headquarters

2 Adelaide Terrace
East Perth 6004

Telephone (08) 9222 1111

Police Academy and Police Recruiting

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

Office of Crime Prevention

Level 5 Governor Stirling Tower
197 St George's Tce
Perth 6000

Telephone (08) 9222 9733
Facsimile (08) 9222 8705

Website

Western Australia Police

www.police.wa.gov.au

Associated Websites

Crime Stoppers

www.wa.crimestoppers.com.au

PCYC

www.wapcyc.com.au

Blue Light Association

www.bluelight.com.au

Neighbourhood Watch

www.nhw.wa.gov.au

Burglar Beware

www.burglarbeware.wa.gov.au



Visit www.police.wa.gov.au

Call +61 (08)9222 1056