



WESTERN AUSTRALIA POLICE

Annual Report

08





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Hon. Rob Johnson MLA
Minister for Police; Emergency Services; Road Safety

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 2008.

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 2008

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

Through the continued use of Frontline First as our primary policing platform many notable results have been achieved in the past year. In essence, Frontline First provides a focus for the efforts of our police officers and police staff in providing policing services to the community.

The positive outcome of this effort is reflected in performance targets being exceeded for clearance rates for person and property offences, and for the percentage of guilty pleas before trial. Our target for drink-driving enforcement was achieved, as were our targets relating to driver perception of drink-driving, speeding and seatbelt usage.

Additionally, based on a national survey, we also achieved our targets with regard to the Western Australian community's level of satisfaction with services provided by police, and the level of satisfaction with services received during their most recent contact with police.

Whilst undertaking their policing duties, a number of officers were badly injured during the year after being assaulted. The frequency of these assaults, and the extent of the injuries incurred by some of my officers, is appalling. I have been working closely with the State Government to review legislation to provide a greater level of protection for police officers through harsher sentencing for assaults on all public officers.

In addition to protecting our officers through legislative changes, there has continued to be improvements made to the equipment available to our police officers. The WA Police now has nearly 1,400 Taser electro-shock devices to afford better protection and easier resolution of violent incidents. New load-bearing vests have also been provided to all officers so that Tasers can be integrated into current use of force options without compromising their functionality or officer comfort.

This agency, as with others, is part of an environment influenced by national and global changes. These changes have resulted in the expansion of policing work. An example is the high priority now given to counter-terrorism policing at the local level in response to global

terrorism events over a number of years. Also, increases in the community's access to computers have created a significant new area of work for police in tackling computer crime and cyber predators.

The proliferation of drug-use has led police to consider its wider impacts, traffic policing now involves roadside drug-testing. In addition, we have significant resources focused on investigating child-abuse allegations and in addressing mandatory reporting requirements of suspected cases of child abuse and neglect. These areas bring with them new requirements in terms of policing skills, and also policy and legislative changes.

As a result, work that keeps police officers from addressing priority issues is being progressively reduced or moved to other agencies. For example, during the year, Australia Post took on the role of supplying National Police Certificates; driving licence tests in most country areas will no longer be conducted by police officers; and less police officers will be involved in lock-up duties at the Perth Watch House. These changes have freed police officers' time for new business and frontline duties.

In 2008, the WA Police was awarded the Australian Industry Association Award for Communications Applications for the Police Metropolitan Radio Network Project. With our project partner, a world-class technological solution has been successfully implemented across the metropolitan area.

Through the use of the Tasking and Dispatch Information System (TADIS) officers on patrol are now performing in excess of 16,000 person, location and vehicle enquiries per day (compared to 800 per day on the old analogue network). Since its initial implementation in 2007, TADIS has been continually enhanced to further improve operational capacity and effectiveness. TADIS



“I am proud of the accomplishments of our people who have demonstrated a high level of professionalism in circumstances that are often difficult and dangerous”

now includes integration with the Custody application, to allow registrations in the field, access to mugshots, and improved search capability that enables access to the CRIMTRAC Minimum National Persons Profile (MNPP) database. Also, the adoption of TADIS has been one contributor to a reduction in police response times across the metropolitan area, and resulted in a ten per cent improvement in patrol time per vehicle. This means more officers are available, more often, to respond to incidents in the community.

In 2007, 236 people died on WA roads and another 306 people were seriously injured. These figures are horrendous and the impact of these crashes on the family and friends of the deceased and injured is immeasurable. Police have an important role to play in road safety by enforcing traffic rules; however, responsibility for the safe use of our roads must be shared by everyone. The WA Police has developed a Traffic Policing Strategy and our traffic policing focus for the next three years will be on behaviours and issues that cause the greatest problems on our roads. These include speeding, alcohol and drug-driving, non-use of restraints, unlicensed vehicles, heavy vehicles, anti-social driving behaviour and unsafe driving practices.

Alcohol consumption is not only one of our targets for safe driving behaviour, it also contributes to a large proportion of tasking work for police. In another recent reform, WA Police created a Licensing Enforcement Division (LED). This has allowed for greater focus on issues relating to binge-drinking, licensed premises, security agents, firearms and second-hand dealers.

Three years ago the State Government committed to an increase of 350 police officers. Meeting this commitment has proven very challenging in a climate of strong economic growth with a very competitive job market and higher than usual attrition rates. To overcome these challenges, the WA Police implemented innovative recruitment strategies which included school traineeships, the re-introduction of the cadet scheme and international recruitment. These efforts resulted in the induction and training of 720 new police officers in 2007–08.

These new recruits come into a policing environment which is increasingly complex and has high ongoing levels of scrutiny applied. Police operational methods, criminal investigations, forensic and other police efforts are frequently debated in the media. The WA Police has, for a number of years, endeavoured to become more open about our policing practices. The television show *The Force* is one example of this openness.

The agency is also committed to enhancing our professionalism. This year saw the release of Service Delivery Standards which provide a guide to how police officers and police staff are expected to carry out their day-to-day business when responding to incidents and interacting with the community. The Standards were developed to support the Frontline First commitment to deliver quality policing services to the community of Western Australia through call-taking, and responding to and attending incidents.

I am proud of the accomplishments of our people who have demonstrated a high level of professionalism in circumstances that are often difficult and dangerous. The WA Police has achieved much during the year and I look forward to working together in meeting the challenges of the coming year.



Karl J O'Callaghan APM
Commissioner of Police

September 2008

executive summary

KEY ACHIEVEMENTS

- Continued to improve intelligence quality through the implementation of recommendations of the Intelligence Review. This included standardisation and enhancement of Tasking and Coordination Group processes to coordinate policing effort; implementing a defined training, development and succession plan for Intelligence Analysts; and improving the quality and quantity of surveillance capacity.
- Established a Regional Crime Desk throughout Regional Western Australia (RWA) to strategically address crime issues. The crime desk is located in the office of the Assistant Commissioner for RWA and is operated by regional coordinators who monitor crime trends and issues and in liaison with the districts and implement strategies to address these trends and issues.
- Reviewed the role, structure and function of activities to combat alcohol-and drug-related offences. This resulted in the centralisation of licensing and control responsibility for policing and enforcement activities associated with licensed premises, commercial agents, firearms licensing and drug education and prevention.
- Implemented the Tasking and Dispatch Information System (TADIS) data system in vehicles in the metropolitan area. Frontline officers on patrol now have access to an unprecedented range of information at their fingertips. This has led to a 10 per cent improvement in patrol time per vehicle, meaning more officers are available more often to respond to incidents in the community.
- Commenced the process of upgrading property management systems for the purpose of maintaining the integrity of exhibits through the enhanced storage of found, seized or stolen property.
- Introduced Service Delivery Standards to support the Frontline First commitment to deliver quality policing services through call-taking, and responding to and attending incidents. The Standards have been communicated to the community through police stations, key stakeholders, and metropolitan and regional newspapers.
- Participated in the establishment of a State Coordination Centre in conjunction with the Department of the Premier and Cabinet (DPC). The Centre provides for strategic-level coordination of emergency management operations.
- Established an Organisational Risk Coordination Unit to develop a risk management and business continuity framework to enable better management of actual and potential risks at corporate and local levels.
- Established the Forensic Implementation Project to implement the recommendations of the Forensic Services Review. The project has a specific scope of works related to the implementation of a new model of forensic service delivery.
- Established the District Services Division within the Specialist Crime Portfolio by integrating the Major Incident Group, Metropolitan Region Investigation Unit and Linked Crime Intelligence to coordinate joint responses and achieve greater success in responding to crime and the investigation of offences.
- Conducted a number of operations into child abuse allegations in the Kimberley, with the assistance of the Department for Child Protection, Department of Health and Department of Education and Training. These operations resulted in a number of disclosures from child victims and the charging of over 50 offenders. The multi-agency response facilitated the potential for further disclosures and progress and the recovery of these communities from the impact of this situation.
- Commenced Operation Jupiter to target Outlaw Motorcycle Gang (OMCG) activities. The Operation was supported by the Australian Crime Commission, Australian Federal Police, Australian Customs Service, Australian Taxation Office and the Corruption and Crime Commission.
- Piloted a standardised approach within the Central Metropolitan and South East Metropolitan Districts to manage prolific and priority offenders (PPOs). This is one approach the WA Police is using in relation to early intervention strategies as part of the focus on reducing volume crime.



- Launched the WA Police Traffic Policing Strategy. This Strategy provides direction to frontline officers and communicates an understanding to key partners in relation to what the WA Police will be responsible for in the whole-of-government road safety strategy.
- Increased the presence of the Traffic Enforcement Group (TEG) within Regional WA. The TEG has a target of conducting 30 per cent of its activity within Regional WA, including combined operations with the Breath and Drug Bus.
- Launched the Breath and Drug Bus. To date, 28 per cent of Bus operations have been conducted in Regional WA in locations such as Geraldton, Bunbury and Busselton.
- Implemented a program of patrols targeting major and secondary roads within a 200km radius of the metropolitan area, in response to the unusually high number of fatalities in Regional WA in 2007. The program utilised a combination of daily high visibility and covert impact enforcement patrols in conjunction with speed camera operations.
- Finalised the tender for the purchase of additional red-light and speed detection equipment and conversion of equipment to digital technology to provide enhanced service delivery.
- Completed an audit of the State Community Safety and Crime Prevention Strategy which indicated more than half of the actions detailed in the Strategy have been implemented, with another third being progressively implemented.
- Launched the State Designing Out Crime Strategy following consultation with stakeholders. The Strategy was supported by grant funding and extensive training and consultative services across the State.
- Launched the Graffiti Vandalism Reduction Strategy. The Strategy provides a framework for prioritising the State's future actions to reduce graffiti. A key part of this Strategy is the Goodbye Graffiti website and the introduction of a new Graffiti Hotline which provides a one-stop service for reporting graffiti.
- Expanded the successful Burglar Beware program into Geraldton, South Hedland and the South Metropolitan District, specifically targeting burglary hotspots.
- Continued to fund the delivery of crime prevention programs in Western Australia from the Office of Crime Prevention's Community Safety and Crime Prevention Partnership Fund.
- Expanded the Eyes on the Street into the Mid-West Gascoyne District through major haulage companies. Eyes on the Street is a coordinated intelligence-gathering program that encourages and enables State Government agencies, local governments and businesses to identify and record possible criminal activity and suspicious behaviour and report it to police.
- Hosted a National Leavers Forum, which brought together key stakeholders from around Australia to share their knowledge, achievements and generate innovative ideas to uphold community safety and public order during the 2008 leavers' celebrations.
- Developed the WA Police Strategic People Plan as part of building and retaining the right number and mix of skills to meet future policing needs.
- Established an Attraction and Marketing Unit to support the attraction and recruitment of prospective police officers. During the year a number of marketing and recruiting initiatives have been implemented including the Step Forward advertising campaign, internet advertising, creation of a new policing pathway for ethnic and other minority groups and partnering with the business sector and other government agencies.
- Reviewed and streamlined the business planning framework with a focus on clarity of agency direction, alignment between planning layers and focus for individuals regarding their day-to-day work expectations. In addition, the agency's performance management system has been reviewed and updated, to provide employees with greater role clarity and alignment to Action Plans.
- Implemented an e-learning platform to provide for access to training and professional development for authorised personnel in partnership with Edith Cowan University.

executive summary

FUTURE DIRECTIONS

- Continue to progress the implementation of the intelligence review to improve services to frontline policing. This will include:
 - standardising Crime Intelligence Coordination Units (CICUs)
 - introducing a Resource Management Unit to standardise and coordinate the management of covert activities
 - enhancing the management of human intelligence sources at all levels within the agency
- Progress the implementation of the standardised District Policing Model relative to District Tasking and Coordination Groups (T&CGs), Incident Management Units (IMUs) and Crime Intelligence Coordination Units (CICUs) to ensure effective resource management for tasking efficiency and volume crime management.
- Extend on-road training programs for recruits to increase the number of hours available for frontline deployment and provide more police officers on the road.
- Expand the Police Assistance Centre (PAC) to provide for increased demand and maintain police responsiveness to the community.
- Enhance current training for police officers and police staff to ensure that it reflects Service Delivery Standard requirements of the agency.
- Continue to assist in the development of the whole-of-government Crisis Information Management System to enable the State to respond effectively to major emergencies.
- Increase capability of the WA Police to command major incidents where the agency is the designated hazard management authority through training and conducting emergency management exercises.
- Develop WA Police counter-terrorism capabilities to ensure capacity and sustainability through:
 - establishing a Counter-terrorism Cadre of Commanders by conducting Australasian Inter-service Incident Management System (AIIMS) training within WA Police and across government agencies
 - conducting and reviewing counter-terrorism exercises
 - continuing to work with owners and operators of critical infrastructure
 - building police command/forward command capability to respond effectively to terrorist incidents and acts.
- Implement and deploy Child Protection Squad Regional Response Teams to provide an effective response to child abuse incidents in Regional WA.
- Enhance the Sex Assault Squad charter and expand its functions to provide a more effective response to the investigation of sexual assault and the identification of serial offenders.
- Expand the Australian National Child Offenders Register Unit to more closely monitor high-risk reportable offenders, and address mandatory reporting requirements of suspected cases of child abuse and neglect.
- Expand the Licensing Enforcement Division to target alcohol-and drug-related incidents and meet the requirements of the *Dangerous Goods Safety Act 2004* and *Prostitution Act 2000*.
- Maintain standardised statewide training to Forensic Investigators to enable a quality forensic service to be delivered and provide an increase in the identification of offenders through the timely and defensible collection and analysis of evidence.
- Continue to implement the Prolific and Priority Offender Management (PPOM) program across the agency to focus police resources and reduce repeat victimisation and repeat offending.
- Enhance exhibit integrity through the appropriate storage of found, seized, or stolen property. The WA Police is in the process of negotiating the lease of a 5,000-square-metre warehouse to replace currently inadequate storage facilities. The new warehouse will provide a vastly improved storage facility in terms of space, location, purpose and service to frontline effort.
- Implement a new staffing model for the Perth Watch House consisting of a combined workforce of police officers and custody officers. Successful implementation of this initiative will result in the release of up to 80 per cent of police officers from the Perth



Watch House to frontline policing. This is in line with the WA Police objective to release police officers from non-core-function activities.

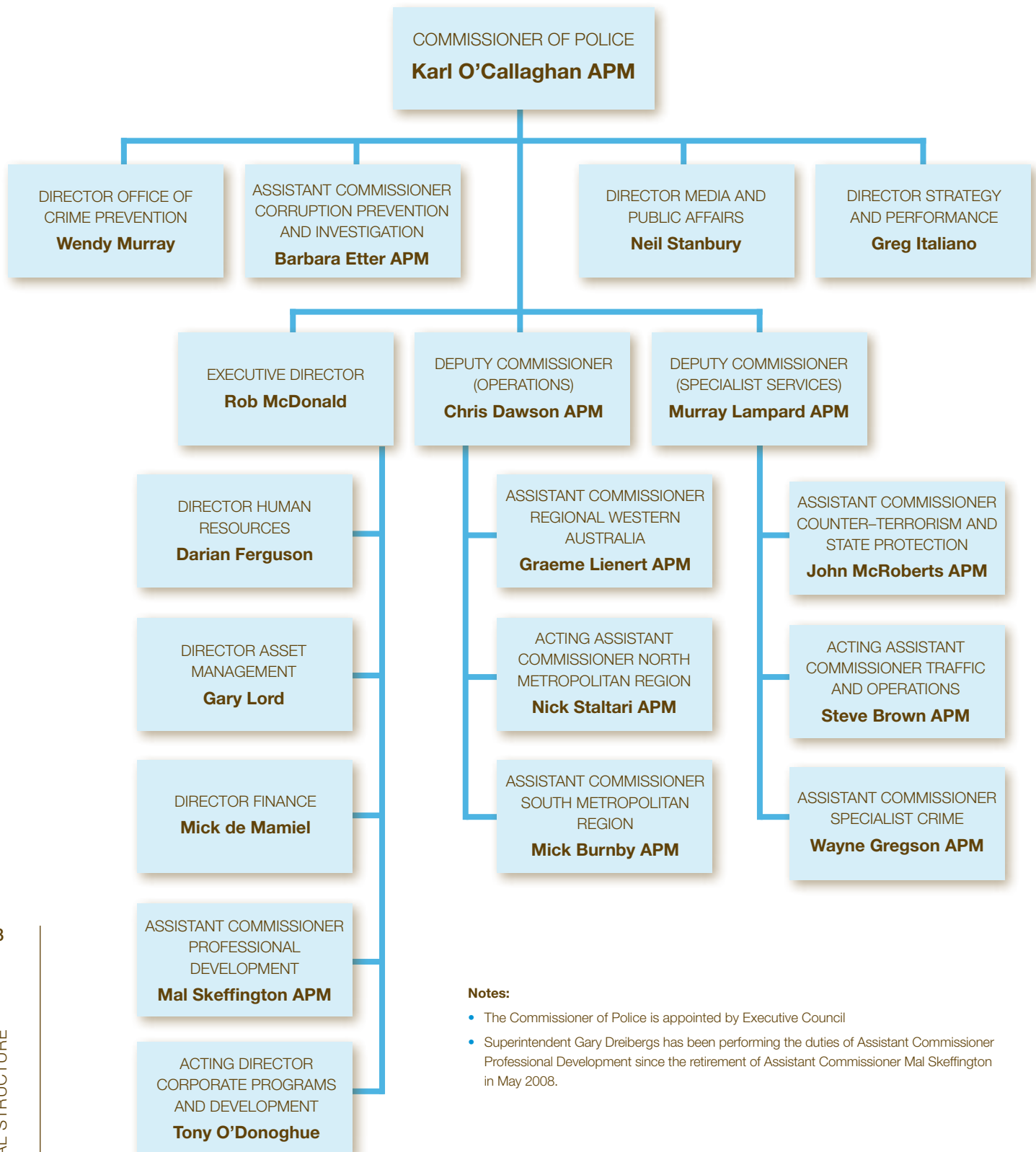
- Implement Project Anticus to enhance WA Police investigative capabilities and capacity, and optimise criminal justice processes and liaison with the Director of Public Prosecutions.
- Establish traffic enforcement groups in South Metropolitan and North West Metropolitan Districts to enhance traffic policing presence in the districts. Additionally, the Traffic Enforcement Group charter has been reviewed to include:
 - response to priority 1 and priority 2 calls
 - attendance at traffic crashes, tasking and children's crossings.
- Expand ongoing intelligence-driven traffic operations to target criminal activities and unsafe driving practices in the heavy vehicle industry. The Traffic Intelligence Unit has established liaisons with several external agencies in an effort to establish a coordinated approach to addressing these issues.
- Increase the deployment of the Automatic Number Plate Recognition (ANPR) technology at district level to provide traffic policing enforcement and volume crime targeting.
- Upskill crime prevention practitioners including Office of Crime Prevention personnel, corporate partners, local government partners, and police where relevant, about successful methods of implementing crime prevention initiatives through best practice, theory and referencing in order to build a science of crime prevention.
- Increase the partnering capacity of the Office of Crime Prevention by:
 - developing a crime prevention strategy for the WA Police
 - aligning Aboriginal Justice Agreements with local government Community Safety and Crime Prevention Plans
 - linking with drug and alcohol plans
 - streamlining the use of scarce resources across drug and alcohol; anti-social; and community violence initiatives by simplifying the implementation of multiple plans
 - adopting the Western Australian Local Government Association recommendations of "The Journey" to

ensure continued support and partnership with local governments in relation to crime prevention.

- Renew and implement the State Community Safety and Crime Prevention Strategy 2008. The current Strategy (2004) is being reviewed and consultations are being undertaken to examine:
 - how well the strategy has functioned, what it has achieved and what lessons can be learned
 - whether it is still 'fit for purpose' or requires updating
 - future approaches.
- Expand the implementation of the State Designing Out Crime Strategy with key stakeholders by embedding the principles of the Designing Out Crime (DOC) guidelines. The Office of Crime Prevention will:
 - provide funding and advice to local government to develop DOC projects, policies and local guidelines
 - expand the scope of DOC Training to local government officers, police officers and industry professions in the private sector
 - develop DOC demonstration projects
 - create an accreditation system for products
 - commission research to improve the application of DOC in Indigenous communities.
- Implement new components of the State Graffiti Vandalism Reduction Strategy 2007–10. This Strategy provides a framework for prioritising the State's future actions to reduce graffiti.
- Expand the Burglar Beware program to strategically target burglary hotspots. New management systems will be implemented to build on current partnerships, and maintenance models for existing locations will be introduced. Recommendations from the recent Burglar Beware evaluation will be implemented.
- Develop methodology to prioritise the implementation of Community Safety and Crime Prevention plans with Local Government using data and best practice to gain maximum value from available resources.
- Implement the Leavers 2008 program. A key strategy in the approach to Leavers celebrations will be to strengthen cooperation between agencies and accommodation providers.

operational structure

as at 30 June 2008



Notes:

- The Commissioner of Police is appointed by Executive Council
- Superintendent Gary Dreibergs has been performing the duties of Assistant Commissioner Professional Development since the retirement of Assistant Commissioner Mal Skeffington in May 2008.



WA POLICE SENIOR EXECUTIVE

Karl J O’Callaghan APM, Commissioner of Police

Commissioner O’Callaghan 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 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 made the inaugural Principal of the then new Police Academy in Joondalup. Chris was also District Superintendent for 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. Murray retired from the WA Police in July 2008 after a long and distinguished career.

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 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 was seconded back to the WA Police in 2006 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.

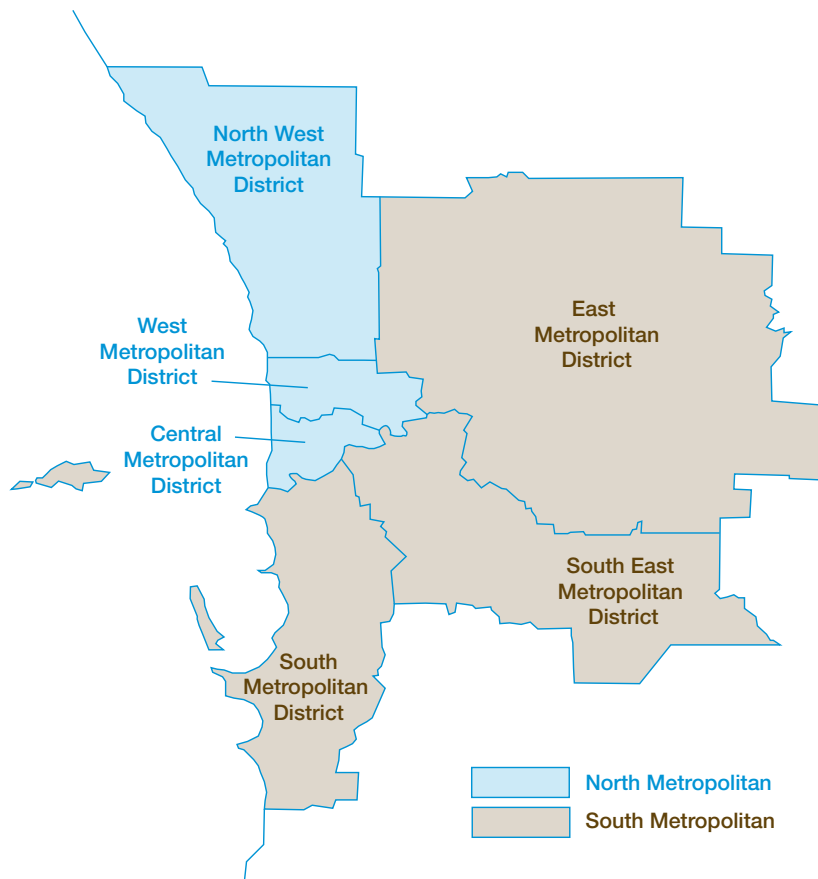
regions and districts

North Metropolitan Region Acting Assistant Commissioner Nick Staltari	
Area in square kilometres	1,009
Population as at 30 June 2007	666,942
Number of police officers	961
Number of police staff	111
Ratio of police to population	1:694

Districts	No. of police stations
Central Metropolitan	4
North West Metropolitan	6
West Metropolitan	6
Total	16

South Metropolitan Region Assistant Commissioner Mick Burnby	
Area in square kilometres	3,472
Population as at 30 June 2007	873,633
Number of police officers	1,097
Number of police staff	133
Ratio of police to population	1:796

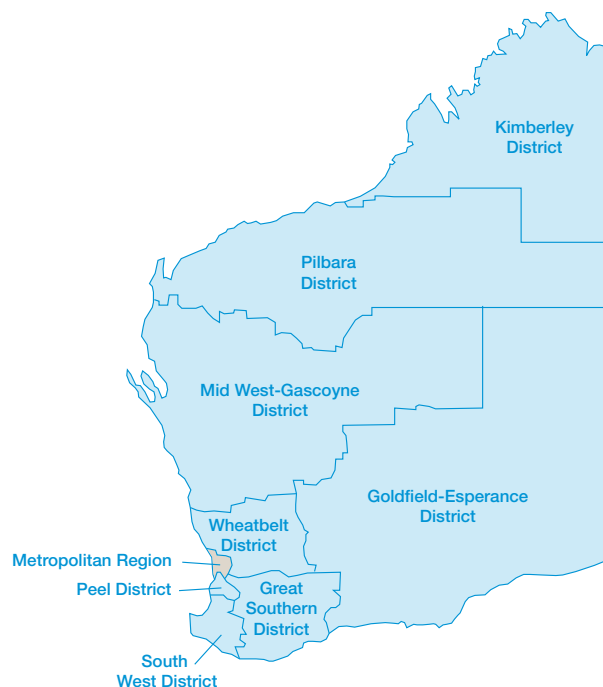
Districts	No. of police stations
East Metropolitan	7
South East Metropolitan	6
South Metropolitan	7
Total	20



Regional Western Australia
Assistant Commissioner Graeme Lienert

Area in square kilometres	2,527,082
Population as at 30 June 2007	565,208
Number of police officers	1,427
Number of police staff	163
Ratio of police to population	1:396

Districts	No. of police stations
Goldfields–Esperance	13
Great Southern	20
Kimberley	12
Mid West–Gascoyne	18
Peel	6
Pilbara	15
South West	15
Wheatbelt	23
Total	122



Note:

The number of police stations includes Balgo, Bidyadanga, Dampier Peninsula, Jigalong, Kalumburu, Warakurna, Warburton and Warmun Multi-function Police Facilities, and the Kintore Multi-jurisdictional Police Facility in the Northern Territory.

Source:

Area and preliminary Estimated Resident Population as at 30 June 2007, obtained from the Australian Bureau of Statistics publication Regional Population Growth 2006–07, (ABS Cat. No. 3218.0).



enabling legislation

The Police Department was established under the provisions of the *Public Service Act 1904* on 16 December 1964.

Subsequently on 1 July 1997 under the authority of sub-section 35(d) of the *Public Sector Management Act 1994* the name of the department was changed to the Police Service. The individual entities, the Police Service and the Western Australia Police Force established under the *Police Act 1892* combined, are known as the Western Australia Police.

As a key element in the Government's law and order program, WA Police is integrally involved in the review and reform of criminal and road traffic law. During 2007–08 a significant amount of criminal and road traffic legislation was progressed to enactment and more 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-gun Control Act 1955
Surveillance Devices Act 1998
Telecommunications (Interception) Western Australia Act 1996
Terrorism (Extraordinary Powers) Act 2005
Terrorism (Preventative Detention) Act 2006
Weapons Act 1999
Witness Protection (Western Australia) Act 1996

During 2007–08 the WA Police progressed the following legislation through Parliament to enactment.

Community Protection (Offender Reporting) Amendment Act 2008
Police Amendment Act 2008
Security and Related Activities (Control) Amendment Act 2008
Terrorism (Preventative Detention) Amendment Act 2008

During 2007–08 the WA Police assisted other agencies to progress the following legislation through Parliament to enactment.

Acts Amendment (Justice) Act 2008
Criminal Law and Evidence Amendment Act 2008
Cross-border Justice Act 2008
Road Traffic Amendment Act (No. 2) 2007

During 2007–08 WA Police progressed the development of the following legislation.

Misuse of Drugs Amendment Bill 2008
Police Administration Bill 2008
Police (Former Officers' Medical and Other Expenses) Bill 2008
Surveillance Devices Amendment Bill 2008

During 2007–08 WA Police assisted other agencies in the development of the following legislation.

Acts Amendment (Weapons) Bill 2008
Child Pornography and Classification Enforcement Legislation Amendment Bill 2008
Road Traffic Amendment Bill 2008

During 2007–08 WA Police progressed the following delegated legislation through to enactment.

Community Protection (Offender Reporting) Amendment Regulations 2008
Criminal Investigation (Identifying People) Amendment Regulations 2007
Firearms Amendment Regulations (No. 2) 2007
Firearms Amendment Regulations 2008
Pawnbrokers and Second-hand Dealers Amendment Regulations 2008
Pawnbrokers and Second-hand Dealers Amendment Regulations (No. 2) 2008
Police Force Amendment Regulations (No. 3) 2007
Police (Fees) Amendment Regulations 2008
Security and Related Activities (Control) Amendment Regulations 2008
Surveillance Devices Amendment Regulations 2007
Weapons Amendment Regulations 2007
Weapons Amendment Regulations 2008
Weapons Amendment Regulations (No. 2) 2008

performance management framework

OUTCOME BASED MANAGEMENT FRAMEWORK

Under an Outcome Based Management Framework, the outcomes that the WA Police is seeking to achieve, primarily contribute to the government Better Planning : Better Futures – 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 the WA Police towards the achievement of this goal is detailed under specific outcome sections within this Report.

The 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 coordination
	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 have been implemented. Achievements in 2007–08 in relation to the WA Police contribution to these goals are detailed in various sections within this Report.

SHARED RESPONSIBILITIES WITH OTHER AGENCIES

The WA Police did not share responsibility for the delivery of services with other agencies in 2007–08.

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.

agency performance
– report on operations



summary of results against financial targets

	2008 Target ^(a)	2008 Actual	Variation ^(b)
	\$,000	\$,000	\$,000
Total cost of services (expense limit)	813,850	830,026	16,176
The variance represents 1.9% of the Target – Total Cost of Service The increase is primarily due to Supplementary Funding approval for: Cost and demand pressures New initiatives such as Indigenous Safety Taskforce WA Illicit Amphetamine Summit – Action Plan			
Net cost of services	791,567	801,048	9,481
The variance represents 1.2% of the Target – Net Cost of Service The variance is mainly attributable to the flow-on impact of increased Total Cost of Service as a result of approved supplementary funding			
Total equity	586,267	733,185	146,918
The variation is mainly due to greater than expected asset revaluation increments for land and buildings (\$63.8 million) and increase in Accumulated Surplus			
Net increase / (decrease) in cash held	25,529	30,654	5,125
Approved full-time equivalent (FTE) staff level	No. 6,859	No. 7,016	No. 157

(a) As specified in the budget statements for the year in question 2007–08

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

summary of results against performance targets

Key Effectiveness Indicators ^(a)	2007-08 Target ^(b)	2007-08 Actual	Variation ^(c)
Outcome 1: Lawful behaviour and community safety			
The community's level of satisfaction with services provided by police	≥ 6.7	6.6	Not significantly different
The community's level of satisfaction with services received during the most recent contact with police	≥ 7.8	7.6	Not significantly different
Extent to which the community thought each of the following was a problem in their own neighbourhood:			
– physical assault in a public place	≤ 2.4	2.8	0.4
– housebreaking	≤ 4.0	4.2	0.2
– motor vehicle theft	≤ 3.0	2.9	Not significantly different
– illegal drugs	≤ 4.1	4.4	0.3
– louts or gangs	≤ 2.0	2.2	Not significantly different
– drunken or disorderly behaviour	≤ 2.5	2.9	0.4
– speeding cars, dangerous or noisy driving	≤ 5.0	5.3	0.3
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	2,870	3,876	1,006
Outcome 2: Offenders apprehended and dealt with in accordance with the law			
Selected recorded offences against the person cleared:			
– number cleared	≥ 27,000	27,942	942
– percentage cleared	≥ 83%	83.6%	0.6%
Selected recorded property offences cleared:			
– number cleared	≥ 34,000	36,524	2,524
– percentage cleared	≥ 20%	20.6%	0.6%
Recorded drug-trafficking offences:			
– number cleared	≥ 2,300	2,277	(23)
– percentage cleared	≥ 93%	93.4%	0.4%
Percentage of guilty pleas before trial	93%	93.2%	0.2%
Percentage of convictions for matters listed for trial	65%	64.2%	(0.8%)
Number of deaths in custody for which the Western Australia Police is culpable	nil	nil	–
Number of escapes from police custody	nil	14	14

summary of results against performance targets

Key Effectiveness Indicators ^(a)	2007-08 Target ^(b)	2007-08 Actual	Variation ^(c)
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Outcome 3: Lawful road-user behaviour

Percentage of drivers tested for drink-driving who are found to exceed the lawful alcohol limit	≥ 1.6%	2.0%	0.4%
Percentage of vehicles monitored for speeding by speed cameras that are found to exceed the lawful speed limit	≥ 20%	16.1%	(3.9%)
Percentage of drivers who have never driven when they felt they might be over the alcohol limit in the last six months	≥ 85%	84.3%	Not significantly different
Percentage of drivers who have never exceeded the speed limit by 10 km/h or more in the last six months	≥ 35%	34.9%	Not significantly different
Percentage of drivers who have never driven without wearing a seatbelt in the last six months	≥ 91%	92.9%	1.9%
Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood	≤ 5.0	5.3	0.3

Outcome 4: A safer and more secure community

Proportion of the community who feel 'safe' or 'very safe' at home alone during the day	≥ 91%	89.4%	(1.6%)
Proportion of the community who feel 'safe' or 'very safe' at home alone after dark	≥ 79%	77.3%	(1.7%)
Reported rate of home burglary per 1,000 residential dwellings	≤ 32.0	30.0	(2.0)

Notes:

- (a) The tables are a summary of the 2007-08 WA Police Key Performance Indicators. For more detailed information see the Key Performance Indicator section of this report.
- (b) As specified in the 2007-08 Budget Statements.
- (c) For some survey-based indicators, an apparent difference between the actual result and the target may not be significantly different as the target falls within the 95 per cent confidence interval of the actual result.



Key Efficiency Indicators ^(a)	2007-08	2007-08	Variation
	Target ^(b)	Actual	
Service 1: Intelligence and Protective Services			
Average cost per hour for providing intelligence and protective services	\$92	\$99	\$7
Service 2: Crime Prevention and Public Order			
Average cost per hour for providing crime prevention and public order services	\$90	\$97	\$7
Service 3: Community Support (Non-Offence Incidents)			
Average cost per hour for providing community support (non-offence incidents) services	\$95	\$79	(\$16)
General calls for police assistance (not including '000' calls) answered within 20 seconds	85%	89%	4%
Service 4: Emergency Management and Coordination			
Average cost per hour of emergency management and coordination	\$106	\$91	(\$15)
Service 5: Response to and Investigation of Offences			
Average cost per response/investigation	\$1,287	\$1,461	\$174
Emergency calls (000) for police assistance answered within 20 seconds	90%	88%	(2%)
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	9 mins	8 mins	(1 min)
– Priority 3 calls	25 mins	18 mins	(7 mins)
Service 6: Services to the Judicial Process			
Average cost per hour of services to the judicial process	\$96	\$97	\$1
Average cost per guilty plea	\$31	\$44	\$13
Average cost per non-guilty plea	\$247	\$353	\$106
Service 7: Traffic Law Enforcement and Management			
Average cost per hour of traffic law enforcement and management	\$86	\$98	\$12
Service 8: Implementation of the State Crime Prevention Strategy			
Average cost per community safety and crime prevention partnership managed	\$13,647	\$31,129	\$17,482
Average cost per hour for research, policy development and support to the Community Safety and Crime Prevention Council	\$128	\$125	(\$3)
Average cost per \$1 million in grant funding administered	\$154,114	\$244,469	\$90,355

summary of variation against performance targets

Key Effectiveness Indicators

OUTCOME 1: Lawful behaviour and community safety

The targets for the extent to which the community thought 'physical assault in a public place', 'housebreaking', 'illegal drugs', 'drunken or disorderly behaviour', and 'speeding cars, dangerous or noisy driving' were a problem in their own neighbourhood, were not achieved.

Whilst police can influence factors that affect the perceived level of these crimes, including preventing and reducing the actual incidence of offences, community perceptions are also significantly affected by a range of other factors, many of which are beyond the control of police. These external factors include crime and safety-related reporting or programming in the media, promotional campaigns, and personal experiences of crime or incidents. Consequently, the perceived level of crime can alter over time.

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

The target for the number of recorded drug-trafficking offences cleared was not achieved. 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. In 2007-08, the number of offences detected decreased by about 10 per cent resulting in a commensurate decrease in the number of offences cleared.

The target for the percentage of convictions for matters listed for trial was not achieved. The impact of the *Criminal Code Amendment Act, No. 4, 2004* (which created the concept of '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 something 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 also impact on the successful prosecution of trial matters.

The number of escapes from police custody target of nil was not met. Fourteen persons escaped during 2007-08 from an estimated 40,000 persons that pass through police lock-ups each year. The WA Police continues to work towards improving the security of persons in police custody in order to achieve the target of nil escapes.

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 target was based on historical patterns of operational deployment. This pattern was varied during 2006-07 and 2007-08 as part of a deliberate strategy to focus on road safety in Regional WA. As a consequence, a greater proportion of camera hours were allocated to Regional WA. During 2007-08, speed cameras were also utilised as part of a high-visibility road safety strategy. This involved cameras being placed around crash black-spots as opposed to known speeding areas. Another contributing factor was the practice of placing warning signs in front of speed camera locations. This resulted in drivers slowing down and not being detected for speeding.

The target for the extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood was not achieved. The high number of road fatalities in 2007, media reporting of hoon incidents, and proposed measures to combat such incidents is likely to have contributed to not meeting this target.



OUTCOME 4: A safer and more secure community

Indicators for this outcome are currently under review as they do not accurately reflect the work performed by police and crime prevention.

The targets for the proportion of the community who feel 'safe' or 'very safe' at home alone during the day and after dark were not achieved. The community's perception of safety is influenced by a range of factors, many of which are beyond the control of the WA Police. These external factors include crime and safety-related reporting or programming in the media, promotional campaigns, and personal experiences of crime or incidents that relate to safety or security. Consequently, community perceptions of safety can alter over time.

Key Efficiency Indicators

Services 1, 2, 6 and 7 did not achieve their average cost per hour target. The average cost per hour can increase due to an increase in the cost of the service or a decrease in the number of hours allocated to that service. A reduction in hours contributed to Services 1, 2 and 7 target not being achieved, whilst an increase in the cost of Service 6 resulted in the target not being achieved.

Prior to the commencement of the year, the WA Police Executive set broad, service-mix targets for proposed operations. Actual activity and service costs are calculated through a survey undertaken during the year. The survey records the hours officers spend on each service and forms the basis for actual allocations for the financial year. Variations between the target and actual for these services are driven by operational needs and circumstances that develop during the year, which necessitate the redirection of resources.

Service 5: Response to and investigation of offences

The target for the average cost per response/ investigation was not achieved due to a significant increase in the cost of this service.

Emergency calls (000) for police assistance answered within 20 seconds was two per cent under target. The quality of the response to individual 000 calls improved in 2007-08 which increased slightly the time taken to deal with each call. In addition, the volume of 000 calls increased by seven per cent in 2007-08 while the number of personnel available to answer those calls has remained static.

Service 6: Services to the judicial process

The target for the average cost per guilty plea and per non-guilty plea was not achieved due to an increase in the cost of this service.

Service 8: Implementation of the State Crime Prevention Strategy

The target for the average cost per community safety and crime prevention partnership managed was not achieved due to additional carryovers of \$2.4 million and repositioned funds of \$1.25 million from previous years spent in 2007-08.

The average cost per \$1 million in grant funding administered was over-target due to a reduction in the level of grants administered as a result of funding realignments.

lawful behaviour and community safety outcome 1

Quality Intelligence

The WA Police is continuing to improve intelligence quality through the implementation of recommendations of the Intelligence Review. Achievements during the year have included standardisation and enhancement to Tasking and Coordination Group processes to coordinate policing effort; implementing a defined training, development and succession plan for Intelligence Analysts; and improving the quality and quantity of surveillance capacity.

A standardised suite of intelligence products at a strategic, operational and tactical level to inform decision-making at all levels within the agency has also been put into practice. In addition, a defined training program for Intelligence Analysts, with a tailored analyst course and other skill-specific courses has been implemented. Analyst classifications have also been upgraded to provide a stronger career path to reduce the rate of separation of trained and skilled analysts.

There has also been an increase in the number of surveillance operatives. A dedicated source unit has been developed to manage high-risk human sources to reduce agency risk, and improve the quality of intelligence from sources.

As part of optimising the use of resources, the WA Police has embarked upon a process of standardising the district policing model including Tasking and Coordination Groups (T&CGs), Incident Management Units (IMUs) and District Intelligence Support Centres (DISCs). Standardised T&CGs have been implemented at district/divisional and portfolio levels. The T&CG process enables a coordinated approach to respond to planned events or operations, and in particular volume crime activities. The process also allows for information-sharing across the agency, and enhancing a targeted and proactive approach to policing issues. A dedicated Regional Coordinator oversees the T&CG process to assist districts and ensure adherence to protocols and procedures.

IMUs are responsible for monitoring all policing activities within districts and work closely with Police Communications to ensure the timely deployment of resources. Grades of service are a prime focus for IMUs which are linked to the T&CG process. A revised IMU model with standardised operating procedures and district resource commitments has been implemented across the Metropolitan Region.

DISCs proactively collate information and provide advice to the districts' daily tactical meetings to ensure operations are intelligence-driven and to identify offenders and crime trends. The DISCs have also been reviewed and options for enhancements to the model are being considered.

Regional Crime Desk

To strategically address crime issues throughout Regional Western Australia (RWA), a Regional Crime Desk was established. The crime desk is physically located at the office of the Assistant Commissioner for RWA and is operated by regional coordinators attached to that office. Personnel at the Regional Crime Desk identify and monitor crime trends and issues, and in liaison with the districts, implement strategies to address them. Crime Desk staff also work closely with the District T&CGs and IMUs to enable a strategic approach to combat cross-boundary crime.

Crime Prevention

Following a WA Police review of the role, structure and function of the agency's activities to combat alcohol- and drug-related offences, approval was provided for the centralisation of licensing and control responsibility for policing and enforcement activities associated with licensed premises, commercial agents, firearms licensing, and alcohol and drug coordination. As a consequence, a Licensing Enforcement Division under the Specialist Crime Portfolio has been formed. The objectives for this initiative are to:

- standardise and improve the WA Police response to the enforcement of legislation affecting regulated industries such as licensed premises, security industry, firearms dealers, auction houses, second-hand dealers, pawnbrokers and dangerous goods handling



- provide a specialist investigative and enforcement capability
- enhance the WA Police ability to successfully prosecute regulated industries in the event of non-compliance
- enhance the coordination of relevant information within the WA Police to build intelligence, provide analysis of systemic and localised issues, and develop targeted responses
- build partnerships at a local, State and national level to facilitate information-sharing and the development of an integrated response
- improve awareness of related legislative provisions amongst police officers and members of the industry, through education and training
- consider and influence the State and national agenda to enable the WA Police obligations to be met.

Reducing Volume Crime

Research demonstrates that a relatively small percentage of the population commits a disproportionately large number of offences. The WA Police therefore focuses on implementing strategies to target recidivist offenders and repeat crime locations, thereby reducing volume crime. Volume crime offences are those which cause the greatest impact on the community and include burglary, robbery, steal motor vehicle and assault. By concentrating on prevention, use of intelligence, and enforcement, the WA Police's objectives are to reduce volume crime offending; reduce repeat victimisation; and increase the detection of volume crime offenders. Strategies used to achieve these objectives have included:

- creating district problem profiles for repeat volume crime incidents to manage and link intelligence associated with the problem
- enhancing partnerships to focus on the causal factors of repeat incidents and developing sustainable strategies to reduce volume crime incidents
- identifying opportunities to implement volume crime reduction initiatives through the T&CG process
- creating standardised intelligence-driven products focusing proactive policing on volume crime

- identifying links between crime scenes through intelligence sharing
- identifying and coordinating activity against prolific and priority offenders to direct resources towards proactive offender management initiatives
- increasing clearance rates through the conduct of quality investigations.

Southern Rail Unit

To keep our railways safe, the Southern Rail Unit was established to provide a policing presence on the southern suburbs railway, maintain public safety and enhance community confidence in the Metropolitan Rail Service. In its first six months of operation the Unit preferred 2,403 charges and made 1,173 apprehensions. The Rail Unit works within the South Metropolitan Policing District, and has also assisted this district to meet performance targets.

Enhancing Frontline Capabilities

The WA Police has implemented a number of initiatives with the goal of improving frontline service delivery to the community by minimising the administrative burden on police officers:

- WA Police now has a world-class technological solution for metropolitan police communications which is radically changing the way police operate in Perth. The Tasking and Dispatch Information System (TADIS) in-vehicle data system was recently awarded the 2008 Australian Industry Association Award for Communications Applications. Frontline officers on patrol now have access to an unprecedented range of information at their fingertips, and are conducting 12,000 person, vehicle and location enquiries every day, compared with the previous average of 800 on the old analogue radio system. The system has led to a 10 per cent improvement in patrol time per vehicle, meaning more officers are available more often to respond to incidents in the community.

During 2008, TADIS has been enhanced to include mugshots, access to national crime databases, and integration with other WA Police applications, such as the Custody system. A handheld version of

lawful behaviour and community safety

TADIS (known as TADIS Lite) is being configured to allow frontline officers on foot patrol to have access to the system. The handheld version will include a global positioning system and be integrated with the Computer Aided Dispatch system. This will enable officers' location to be known at all times, significantly enhancing officer safety.

- Prior to November 2007, WA Police issued some 90,000 National Police Clearance Certificates per year. Each certificate required approximately 10 minutes to complete, which meant 15,000 hours were being spent by frontline officers supporting this administrative function. In an Australian first, an innovative partnership with Australia Post has negated the need for frontline officers to be involved in this task. Applications for National Police Certificates can be made at 340 participating Australia Post outlets.
- The WA Police is using the benefits of technology to improve frontline service delivery by adopting on-line business. Upgrades to the WA Police website and associated changes to relevant business processes allow the public to submit forms that would normally be submitted on paper and required attendance at a police station or other facility. There are 12 areas where forms can now be accessed on-line including Freedom of Information, lost property, firearm applications and reporting a traffic crash.
- In keeping with recommendations from the Joint Inquiry (WA Police and the Corruption and Crime Commission) Report of property management practices, the WA Police has begun the process of upgrading their property management system for the purpose of maintaining the integrity of exhibits through the enhanced storage of found, seized or stolen property. Due to the pressing nature of the issue, short- to medium-term solutions have been developed to address some of the Joint Inquiry recommendations including:
 - the agency is currently negotiating the lease of a suitable warehouse to replace the current facility which is almost at full capacity. It is anticipated occupancy of the replacement warehouse will occur in the second half of the 2008–09 financial year

- bar-coding will be introduced in keeping with industry-based standards in supply chain services and inventory management
- a courier service is proposed for the metropolitan area that will alleviate the need for frontline personnel to deliver exhibits. Courier officers will be trained to ensure that items are correctly handled.

Addressing long-term property management issues is dependent on the outcome of a business case recently submitted to Government.

Excellence In Service Delivery

In October 2007, Service Delivery Standards were introduced within the WA Police to support the Frontline First commitment to deliver quality policing services through call-taking, responding to, and attending incidents. The Standards have been communicated to the community through police stations, key stakeholders and metropolitan and regional newspapers.

A survey was developed and distributed to community members who had recent interaction with the WA Police, to provide an opportunity for feedback about the level and quality of policing service they experienced. The survey results were validated against the Standards framework to provide a benchmark against which to compare future survey results. Forthcoming surveys will provide information on areas where the WA Police may need to focus to improve community satisfaction levels.

Minimising the Impact of Emergency or Terrorist Incidents

In 2005, the Department of the Premier and Cabinet (DPC) initiated the establishment of a State Coordination Centre. The Centre provides for strategic-level coordination of WA's emergency management – natural or man-made, including acts of terrorism.

The Centre allows for representatives from the DPC, Fire and Emergency Services (FESA), the Department for Child Protection (DCP), the WA Police, other government agencies, and private enterprise stakeholders involved in emergency response and management to work together to develop the State emergency management capabilities. Key personnel from the WA Police have now been co-located within the Centre with staff from DPC, FESA and DCP.

Partnerships with stakeholders are fundamental to the strength of emergency management and counter-terrorism activities. To this end, the WA Police has continued to develop partnerships and maintain communications with critical infrastructure owners and operators in metropolitan and regional locations. The agency has also conducted training and shared intelligence with owners and operators of shopping centres and mass-gathering sites.

Within the WA Police, emergency management capacity was enhanced with the creation of an Emergency Management Division.



offenders apprehended...

outcome 2

Review of Scientific Investigation

The manner in which forensic services are delivered by the WA Police has been the subject of a number of internal and external reviews. The general consensus of these reviews was the need to shift to a more contemporary model.

In May 2006 the Office of the Auditor General conducted an examination of forensic investigation and analysis entitled *Behind the Evidence*. This examination revealed aspects of inefficiencies pertaining to the current forensic service delivery model, both within the WA Police and other government agencies.

Additionally, early in 2006 the WA Police analysed the delivery of forensic science services in WA and provided detail into the activities of each forensic science agency, their inter-relationships and operating protocols. This analysis resulted in 56 recommendations required to be implemented to improve forensic service delivery as a whole.

The Forensic Implementation Project (the Project) was established in January 2007 to implement the 56 recommendations of the internal review. A Project Director has been appointed for the life of the Project (estimated to be 18 months). The Project has a specific scope of works centred around the implementation of a new model of scientific investigation service delivery.

Scientific Investigation Services will be implemented through a two-tiered service delivery model:

- Frontline Forensic (Metropolitan and Regional)

Merging the roles and responsibilities of members attached to the Scene of Crime Offices and Incident Car Units into a single entity specialising in Forensic Field Investigation. Frontline forensic is defined as any activity undertaken (that is less than major or serious crime) by a Forensic Field Investigator attached to a police district. Additionally, all frontline forensic officers will assist the districts in achieving its operational goals and activities relating to volume crime reduction.

- Forensic Division

To manage the new service delivery model the Forensic Division will reflect a new business structure incorporating three streams of management:

- intelligence, quality and performance
- forensic field investigations
- forensic specialist services.

Districts will retain tactical control of forensic officers in day-to-day activities, management of overtime, annual leave entitlements and supply accommodation, vehicles, assets. Forensic Division will provide coordination and statewide management of officers that undertake frontline forensic activity including:

- training, development and skill-set management
- recruitment
- quality control
- results management
- transfers of staff.

Forensic Division will also:

- provide forensic support in the districts, subject to defined resource allocation protocols
- institute greater standards of service delivery in regard to major crime that will encompass country and metropolitan response
- establish agreed service-level agreements in consultation with District Superintendents and outline specific key performance requirements
- implement a new training regime that embodies national standards
- create a business unit to oversee quality assurance, results management, research, training, education, stakeholder, district and unit liaison
- develop initiatives to enhance recruitment and retention strategies.



The expected benefits from implementation of the new model include:

- alignment of forensic service delivery to a more contemporary model
- provide a solid platform to launch reform for future change
- provide personnel with opportunities for diversification
- service delivery focused on quality and results
- introduction of a rigorous training and development regime.

Improved Response to Crime

To coordinate joint responses and achieve greater success in responding to crime and investigation of offences, the District Services Division was established within the Specialist Crime Portfolio by the integration of the Major Incident Group (MIG), Metropolitan Region Investigation Unit and Linked Crime Intelligence.

The District Services Division assists districts in providing an immediate response to serious crime and acts as a conduit for both internal and external stakeholders to the Specialist Crime Portfolio resources. Additionally, the Division provides assistance in the ongoing management and investigation of specific crime types including armed robbery on business premises, arson and extortion. The Division also manages investigations into linked crime files and has responsibility for the investigation of serious offences occurring in prisons, as well as participation and influence within the State parole system.

The divisional management team has fostered a strong working relationship with district management teams. Current and future operational issues and community risks are discussed and expeditiously resolved in line with Service Delivery Standards.

The Division has contributed effectively towards the coordination of frontline activities. Some of the achievements realised by these contributions include:

- the Crime Incident Management Unit (CIMU) commenced operation at the beginning of 2007–08 and has assumed responsibility for the coordination of responses to major and serious crime. Stakeholder feedback has provided numerous instances where the CIMU has provided not only quality advice, but also has been able to apply contemporary investigative knowledge to resolve potential risks relative to the investigation of major and serious crime.
- The Arson Squad provides specialist arson and post-blast investigation skills on a statewide basis. The Squad has achieved the highest clearance rate for arson nationally, and its expertise is sought at both national and international forums. During the year the Squad took responsibility for Operation Bassett, initiated to investigate the deaths of three people during the bush fires at Boorabbin.
- The MIG provides immediate response capability and quality management of major incidents across the metropolitan area. During 2007, the MIG was restructured resulting in a decrease in staffing numbers. The implementation of effective rostering practices has resulted in an increase in the number of patrols being available to support frontline district activity.

Child Protection and Family Violence

The Child Protection Squad conducted a number of operations into child abuse allegations in the Kimberley with the assistance of the Kimberley Police District, the Department for Child Protection, the Department of Health and the Department of Education and Training. The action known as the Kimberley Indigenous Safety Taskforce resulted in Operation Barnham (Halls Creek – July 2007), Operation Salter (Derby / Fitzroy Crossing – August 2007), Operation Magnus (Kalumburu – September 2007), Operation Wrasse (Oombulgurri – October 2007) and Operation Manning (Wangkatjunka – November 2007).

These operations resulted in a number of disclosures from child victims and the charging of over 50 offenders. The multi-agency response facilitated the potential for further disclosures and progress in the recovery of these communities.

offenders apprehended...

In addition, the new Family Violence and Sex Crime Coordination Unit was created to provide a research and coordination service for domestic violence policy and sex assault offences.

During 2007–08, an internal review of the Family Violence State Coordinator role was conducted. This resulted in the work conducted by that role being amalgamated with the Sex Assault Squad. The WA Police continued its commitment to working with key stakeholders in regard to identifying strategies to reduce family violence. This role has presented the opportunity to revise working practices and promote new concepts. As a result new best practice guidelines for District Family Violence representatives have been formulated and disseminated.

Recent events have resulted in the Family Violence and Sex Crime Coordination Unit conducting audits of District Family Protection offices. A closer working relationship is envisaged in which the State Coordinator will actively support districts, but at the same time report on areas of concern to reduce risk throughout both metropolitan and regional districts.

Targeting Outlaw Motorcycle Gangs

Operation Jupiter commenced with limited resourcing in December 2007, and progressed to full resourcing in January 2008 with the aim of targeting Outlaw Motorcycle Gang (OMCG) activities. The Operation has the support of external agencies including the Australian Crime Commission, Australian Federal Police, Australian Customs Service, Australian Taxation Office and the Corruption and Crime Commission.

OMCGs are established criminal networks with national, and some international links. Current investigations and intelligence indicate that the WA Police has had considerable success in restricting the overt activities of OMCGs through assertive policing initiatives and a road management strategy. Of ongoing concern are OMCG covert criminal activities.

Statistics for Operation Jupiter as at 30 June 2008

ADULTS

Arrests	Summons	Charges
102	182	811

JUVENILES

Arrests	Summons	Charges
Nil	2	7

Of the 286 persons processed, 138 were either patched OMCG members/nominees, associates or persons linked to OMCGs.

In addition to the above charges, 259 traffic infringement notices and 209 vehicle defect notices were issued. Assets to the value of \$4,301,988, including \$873,212 cash, were seized.

The OMCGs have upper echelon serious organised crime syndicates that are that are now being tackled at a national level across jurisdictions. It is vital to the WA community that the WA Police maintains its focus and commitment to targeting OMCG activities.

Prolific and Priority Offender Management (PPOM)

The WA Police is using early intervention strategies as part of their focus on reducing volume crime. With the goal of addressing repeat offending, a standardised approach to managing prolific and priority offenders (PPOs) was developed and trialled within the Central Metropolitan and South East Metropolitan Districts.

Key outcomes from the pilot were:

- intelligence-led identification of PPOs and their targeting and managing, resulting in a reduction of volume crime
- better sharing of information across districts in relation to PPOs and the conduct joint policing operations
- fewer victims of crime
- greater quality of service delivery due to reduced tasking.

To ensure these strategies succeed, each metropolitan district will be allocated an Offender Management Unit Coordinator, supported by a research officer, to work in the District Intelligence Service Centres (DISCs) to case manage and coordinate all PPOs.

Due to the pilot's success, the strategy will be implemented in both metropolitan and Regional WA in the coming year.

The expected benefits from the implementation of this strategy are:

- an improved whole-of-government approach to the management of recidivist offenders
- a reduction in volume crime and reduced tasking for frontline officers.



lawful road-user behaviour

outcome 3

During the year the WA Police launched its Traffic Policing Strategy. This Strategy provides direction to frontline officers and an understanding to key partners in relation to the agency's responsibility in a whole-of-government road-safety strategy. It was developed in conjunction with key road-safety partners and is based on two main themes and nine priority areas.

- Traffic law enforcement – targeting priority areas of:
 - speeding
 - alcohol and drug-driving
 - non-use of restraints
 - unlicensed drivers
 - heavy vehicles.
- Unsafe Road-User Behaviour – targeting priority areas of:
 - anti-social driver behaviour (hoon driving and road rage)
 - unsafe driving practices
 - regional road-users
 - road-users at high risk.

The Strategy aims to increase the feeling of safety in the community by:

- contributing to a reduction in death and serious injury and the incidence of road trauma in support of the State Road Safety Strategy
- increasing the community's perception of safety on the roads
- reducing the incidence of anti-social driving behaviour
- denying criminals the use of the roads by enforcement of traffic laws
- improving lawful road-user behaviour.

In essence, the Strategy is about combining deterrent and enforcement methods to ensure traffic offenders are aware that unsafe and anti-social driving behaviour should not, and will not, be tolerated.

The Strategy progresses initiatives already in place to expand the traditional traffic enforcement approaches to address all categories of unlawful behaviour occurring on WA roads. It will be backed by an intelligence-driven methodology in the conduct of traffic operations and campaigns directed at deterrence and enforcement.

Within the WA Police, districts are primarily accountable for traffic enforcement. They will be responsible for implementing local traffic action plans that address local issues in line with the WA Police Traffic Policing Strategy. Districts will be supported in addressing enforcement activities, legislative change, identification of best practice, traffic policing policy and liaison with key stakeholders through the activities of the State Traffic Coordination and Enforcement Division.

Increased Presence in Regional WA

The Traffic Enforcement Group (TEG) has set a target of conducting 30 per cent of its activity within Regional WA, including combined operations with the Breath and Drug Bus.

Operation Supercat was conducted during 2007-08 which included a combined TEG four-officer patrol team and a speed-camera operator using marked and unmarked vehicles. These teams were deployed to regional areas to enhance local enforcement activities. The TEG has also attended special events such as the Broome and Kalgoorlie races, dirt-bike racing in Kalbarri and Leavers Week in Dunsborough.

Another regional focus for the TEG during 2007-08 was the Muchea-Wubin Highway. The highway provides for some 300 road train movements per week. Policing heavy vehicle movement is a key traffic priority for the WA Police due to risks involved if operators are flouting traffic laws. The TEG also conducts traffic safety policing work in the area surrounding the major roadworks being conducted as part of highway infrastructure upgrades.

In 2007-08, the WA Police, in partnership with the Office of Road Safety, deployed five road safety (speed) cameras to the regional areas of Geraldton, Albany, Northam, Bunbury and Busselton. The TEG also conducted combined speed-camera operations in these areas.

The WA Police is currently drafting a proposal to the Office of Road Safety to fund full-time operators to be employed to operate the speed cameras in Geraldton and Kalgoorlie from 2008-09.



Breath and Drug Bus

The Breath and Drug Bus was launched in October 2007. Whilst the Bus is utilised on a statewide basis, within the metropolitan area it is deployed to areas where high alcohol- and drug-use occurs. To date, 28 per cent of Bus operations have been conducted in Regional WA in locations such as Geraldton, Bunbury and Busselton.

In the metropolitan area a contract nurse is deployed along with police officers to conduct blood tests and administer immediate medical care should it be required. As of the end of April 2008, 4,442 road-side drug tests had been conducted using the Bus, with 105 drug charges preferred.

Interest in the successful operation of the Bus has been shown by national and international policing jurisdictions.

Fatal and Critical Injury Crash Intelligence

Analysis of 2007 fatal and serious injury crash data identified an unusually high number of fatalities in Regional WA. In particular, a concentration of fatalities occurred on major arterial roads within two zones – within 200 km, and 400 km of the metropolitan area.

The Traffic Tasking and Coordination Group, in response to the submission of a Problem Profile Intelligence package, tasked the TEG with implementing a program of patrols and actions targeting major and secondary roads within a 200 km radius of the metropolitan area. The program utilised a combination of daily high visibility and covert impact-enforcement patrols in conjunction with speed-camera operations. These were supplemented with localised impact-enforcement patrols of three to four days duration in specific areas.

Subsequently, the target zones were reviewed and the program extended. The number of fatal/serious crashes declined substantially throughout the duration of the program and it was therefore suspended for several months to allow other priority issues to be addressed. The program was recommenced in early 2008 with high visibility and covert impact-enforcement patrols, combined with safety-camera operations. The actions implemented have resulted in maintaining a downward trend.

Red-Light and Speed Detection

The tender document for the purchase of additional red-light and speed detection equipment and conversion of equipment to digital technology to provide enhanced service delivery has been finalised and is currently at preferred provider stage.

New digital laser speed-camera technology can detect multiple lanes simultaneously, therefore increasing the overall detection of speeding vehicles on major roads. New digital laser speed-camera equipment is capable of front and rear photos of the same target vehicle. This will enable the identification of motorcycles and other vehicles without front number plates affixed.

Speed monitoring will also be incorporated with red-light offence detection at new intersections. This technology is a fixed-site enforcement tool. Red-light and speed-intersection sites will have multiple digital photos of an offence with video options. This option will record approximately 10 seconds of video footage associated with an offence. The technology will assist in enforcement and court procedures.

Successful providers for both speed and red-light systems will provide digital interface into the current Image and Infringement Processing System (IIPS).

Review of Infringement Management Operations

During the year infringement management operations, processes and the service delivery model were reviewed to streamline infringement processing. Additionally, IIPS upgrades were conducted.

Endorsement was received to increase the number of personnel working within the Infringement Management Office (IMO) processing area to alleviate the backlog of infringements. The employment of additional staff enabled infringement processing to be achieved within the required 7-14 day turnaround.

A feasibility study has been completed by an external consulting company to examine the outsourcing of IMO processing and safety camera operators. This decision now sits with the Enhanced Speed Enforcement Steering Committee chaired by an officer from the Department of the Premier and Cabinet.

lawful road-user behaviour

Procedures were introduced to facilitate the enforcement of Owner Onus legislation and Failure to Comply provisions for Corporate Notices. Photographs on notices have reduced the number of requests for viewing interviews by 60 per cent over the past 12 months, saving administrative time for processors.

Scanning documents on IIPS has increased the information readily available to resolve inquiries at the first point of contact and led to a more efficient and streamlined archiving system. Additionally, divesting the administration of Demerit Point Suspension files to the Department for Planning and Infrastructure (DPI) in January 2007 has enabled resources to be more focused on core business.

Motor Driver's Licence Testing

DPI is currently finalising the development of their proposed alternative service delivery arrangements which facilitated the transfer of the driver assessment role from the WA Police to DPI in Regional WA from 1 July 2008.

WA Police has agreed to continue conducting drivers' assessments at Eucla, Marble Bar Shark Bay, Nullagine and Multi-Functional Police Facilities. DPI is in the process of communicating this change to the public through Regional WA police stations. WA Police personnel are in regular contact with senior DPI staff ensuring that the transition occurs on schedule and assisting with minor issues when they arise.



a safer and more secure community

outcome 4

Primary responsibility for achieving this outcome rests with the Office of Crime Prevention. This body is a government agency whose main role is coordinating crime prevention and community safety initiatives within the State.

Community Safety and Crime Prevention Strategy

A key platform for the implementation of crime prevention and community safety initiatives is the State Crime Prevention Strategy. This Strategy sets the direction for community safety and crime prevention in Western Australia. It also details how the State Government will work with the community to make Western Australia a safer place.

An audit of the State Community Safety and Crime Prevention Strategy was completed in 2007–08 which indicated more than half of the actions detailed in the Strategy have been implemented, with another third in progress.

The State Community Safety and Crime Prevention Strategy 2004 is now being reviewed. A series of workshops were held throughout regional Western Australia to seek feedback from key stakeholders and the community on the effectiveness of the Strategy and to inform its renewal.

A series of papers, including a best practice, community discussion paper were also distributed to obtain feedback from the community.

Designing Out Crime Strategy

In October 2007, the State Designing Out Crime Strategy was launched following consultation with stakeholders. It was supported by grant funding and extensive training and consultative services across the State.

The Designing Out Crime (DOC) Strategy seeks to embed crime prevention in the WA planning and policy frameworks through environmental design.

The Office of Crime Prevention has commenced the development of a number of initiatives to implement this strategy:

- a training program (to date undertaken by over 300 local government staff and police officers)
- DOC and risk assessment audits of metropolitan and country local government areas and major infrastructure projects
- DOC planning guidelines
- DOC strategies, with a focus on identified crime hot spots, in local government Community Safety and Crime Prevention Plans
- information guidelines on designing out graffiti
- a risk assessment toolbox for local governments and others to assess crime risks associated with the planning, design and use of space.

Grant funding of \$500,000 was made available to local government to develop DOC projects.

Graffiti Vandalism Reduction Strategy

The State Graffiti Vandalism Reduction Strategy 2007–2010 was launched in August 2007, including a commitment of \$3,641,000 over 2.5 years. The Strategy provides a framework for prioritising the State's future actions to reduce graffiti.

A key part of this Strategy is the Goodbye Graffiti website and the introduction of a new 1800 Graffiti Hotline (1800 44 22 55) which provides a one-stop service for reporting graffiti. Additional resources were provided to PAC to manage calls. A total of 3,266 calls have been made to the hotline since September 2007 and 2,851 reports of graffiti were logged via the Goodbye Graffiti online reporting system since its launch in February 2008. Rewards of up to \$1,000 are available to people who provide information leading to the arrest of an offender. An additional \$900,000 has been provided over three years to promote the website and hotline.

Grants totalling \$700,000 were provided for local governments and non-government organisations to assist in graffiti clean-up and other deterrents including use of CCTV. The Office of Crime Prevention coordinated a CCTV loan system of 12 mobile wireless CCTV systems for local government authorities across the State.

a safer and more secure community

A Memorandum of Understanding between State Government and WALGA on behalf of local governments to oversee Service Level Agreements to compensate local government for the removal of graffiti from State government assets was also developed.

Burglar Beware Expansion

Originally operating in the South East Metropolitan District and Carnarvon, the successful Burglar Beware program was expanded into Geraldton, South Hedland and the East and South Metropolitan Districts, specifically targeting burglary hotspots.

Burglar Beware maintained a significant marketing campaign during 2007–08 with an overall expenditure of \$1,100,000. Funding incorporated marketing for Burglar Beware, Don't Buy Crime, Open Doors and Windows, and Eyes on the Street Programs.

The State Government has provided \$1,235,000 in the 2008–09 budget to provide for an additional four years for the Burglar Beware Program.

Crime Prevention Grants

The Office of Crime Prevention's Community Safety and Crime Prevention Partnership Fund commenced in October 2003, and continues to be a major funding source for the delivery of crime prevention programs in Western Australia. This year, over \$3 million was provided for the implementation of local projects.

Funding is allocated to priority areas which include community partnership, local government partnership, Indigenous partnership, designing out crime (including graffiti and public access ways), leavers, and research and development.

An evaluation and review of projects was completed and performance measures developed to assist a targeted approach to grant administration. Findings from the review are currently being implemented to assist project staff with the evaluation of their projects.

Local Government Partnerships

The Office of Crime Prevention continued to engage local government authorities and other stakeholders to establish Community Safety and Crime Prevention Partnerships and assisted in the development of Community Safety and Crime Prevention Plans.

Since 2004, a total of 129 Community Safety and Crime Prevention partnerships have been signed with 103 Community Safety and Crime Prevention plans received.

Since June 2007:

- 17 Community Safety and Crime Prevention partnerships have been established
- 39 plans have been received
- 74 plans have been endorsed.

Partnership agreements have been signed by 90 per cent of local governments and over 70 per cent now have a local Community Safety and Crime Prevention plan.

The Australian Institute of Criminology conducted a formal independent review of the partnership process and found that, "OCP has achieved a high level of local government participation in its partnerships ... that is not matched in any other similar crime prevention initiatives in other Australian States."

Eyes on the Street

Eyes on the Street is a coordinated intelligence-gathering program that encourages and enables State Government agencies, local governments and businesses to identify and record possible criminal activity and suspicious behaviour and report it to police.

The Eyes on the Street program initially commenced in 2003 throughout the South East Metropolitan District. It now operates in all metropolitan districts and in Bunbury, Albany, Geraldton, Kalgoorlie and Mid-West Gascoyne. The Eyes on the Street logo is branded on over 1,000 vehicles incorporating 125 agencies and has generated 4,500 reports of suspicious behaviour.

A significant achievement in 2007–08 was the innovative expansion into the Mid-West Gascoyne through major haulage companies. In November 2007, the Eyes on the Street program was recognised with a National Crime Prevention Award.

Leavers

The Leavers program operated successfully during 2007–08. New funding of \$938,000 over four years will ensure that the program continues. Arrests during the official leavers period in Dunsborough have reduced by 83 per cent since 2004.

A key strategy in the approach to Leavers is the strengthening of cooperation between agencies and accommodation providers who accommodate school leavers around Western Australia during the celebrations.

The Office of Crime Prevention hosted a National Leavers Forum in June 2007, which brought together key stakeholders from around Australia to share their knowledge, achievements and generate innovative ideas to uphold community safety and public order during the 2008 end-of-year celebrations.

Community Safety and Crime Prevention Council

The Community Safety and Crime Prevention Council was established in 2005 to provide leadership and direction to collaborative approaches to improve community safety and reduce crime and anti-social behaviour. It advises the Minister for Community Safety on future directions for community safety and crime prevention while monitoring the implementation and results of the State's efforts.

In 2007–08, the Council met seven times, putting in place plans to promote partnerships and raise awareness of community safety and crime prevention.



our people

Strategic People Plan

The WA Police has been recognised by the Premier of Western Australia as one of the top three critical workforces for the State. In a very tight labour market resulting from a strong economy, the agency had some special challenges during the past year in meeting recruitment targets. In addition, a particular concern for WA Police is that by 2016, 70 per cent of long-serving officers will be planning to retire. These factors indicate that a shortage of skilled police officers and police staff will be a long-term issue for the WA Police.

In confronting this issue, the State Government requested WA public and private sector agencies to examine innovative ways to attract and retain quality personnel, and the Premier directed the Department of the Premier and Cabinet (DPC) to develop a State Workforce Plan. Whilst the WA Police is keenly providing input into the development of the State Plan, the agency is also developing a Strategic People Plan as part of building and retaining the right number and mix of skills to meet future policing needs. An Executive Taskforce was formed to own, drive and develop the Plan.

One of the first significant activities undertaken in developing this Plan was an Executive Futures Forum. This forum provided an opportunity for more than 100 people from the WA Police, academia, government and industry to learn together, share collective expertise, and examine the potential future of policing and its likely implications for the workforce.

As a consequence of this forum and an extensive environmental scanning and consultative process, the agency has developed a Strategic People Plan which identifies seven goals for 2008–2012. Implementation of the Plan will commence in September 2008.

Attracting and Retaining Staff

To support the attraction and recruitment of police officers, the WA Police has established a specialist Attraction and Marketing Unit. In 2007–08 a number of marketing and recruiting initiatives were implemented including:

- a \$1 million Step Forward advertising campaign throughout Australia
- internet advertising in My Space Recruiting and Career One
- the creation of a new policing pathway for ethnic and other minority groups through a two-year traineeship as a stepping stone to becoming a police recruit
- the conduct of information sessions directed to Muslims and to women in the NOW courses re-entering the workforce
- partnering with the business sector and other government agencies targeting interstate people under the Go West Now campaign
- conducting an internal recruitment drive with the annual “I reckon you’d look good in blue” month
- the allocation of ten women from culturally and linguistically diverse backgrounds to the first recruit intake in March 2008.

In addition to focusing on attracting local applicants, the agency has also continued to implement strategies to recruit officers from overseas countries. The WA Police also re-commenced a Cadet Scheme, which provides a pathway from school to employment for young people interested in a policing career. The WA Police also





participates in the Public Sector Traineeship Program. Twelve Year 11 students commenced the structured workplace program to encourage a pathway into either the cadet program or a police staff position at the completion of their school-based traineeship. As a result of these strategies, there has been an improvement in local applications and a return to authorised strength.

Relief policing

Driven by a desire to seek creative solutions to recruitment and retention challenges in a competitive workforce, the application of relief working has recently been examined in the WA Police. Relief policing refers to the use of people to provide additional workforce capacity according to organisational needs. The practice is widely used in the teaching and nursing professions.

People involved in relief policing remain public officers employed by WA Police, so it is not a form of outsourcing, but rather aims to achieve flexibility by having an additional workforce pool that can be used to fine-tune the match of supply to demand. The relief policing concept was piloted in East Metropolitan District in early 2008, where for the first time in policing in Australia a relief workforce was employed to provide additional capacity to address local demand.

This capacity was in addition to the mainstream workforce (being drawn from part-time and leave-without-pay staff) and tested systems to identify vacancies, fill places, arrange information technology access and authorise payment. The pilot successfully provided proof of concept to the use of a relief policing workforce. Recommendations to introduce a mainstream relief policing scheme along with an implementation plan has since been presented to the WA Police Executive for consideration.

Integrated planning framework

The WA Police has reviewed and streamlined their business planning framework with a focus on clarity of agency direction, alignment between planning layers, and focus for individuals regarding their day-to-day work expectations. As part of simplifying planning processes, standardised Action Plans have been developed for operational units with similar functions. These plans are to enable consistency and standardisation between units,

minimise administrative burden on managers and provide a framework for organisational learning.

In addition to the development of standardised Action Plans, the agency's performance management system, previously referred to as Developing People for Success (DPS), has been reviewed and updated. The new approach called *4me2achieve* provides employees with greater role clarity and alignment to Action Plans and agency business plan priorities. The new process is simpler, requires 80 per cent less paperwork, focuses on how teams can plan their priorities for the year, and how team members can contribute to achieving these priorities. Whilst the approach still recognises individual improvements, it has a greater focus on recognising people's contribution to their areas as a whole.

E-Learning

In partnership with Edith Cowan University, the WA Police has implemented an e-learning platform to provide for access to training and professional development for authorised personnel via the Internet. Called 'Blackboard', a web-based restricted access training, assessment and delivery platform (e-learning software) has been established for the provision of e-learning. The software has also allowed recruits from overseas to access training modules prior to arriving at the Police Academy.

Laptop computers were purchased for use by recruits to download training material, eliminating the need for printed material. Internet access has enabled a problem-based learning approach to be utilised as part of the recruit training strategy. As a result, recruits are able to conduct their research on worldwide policing practices. The e-learning environment has also allowed a scenario village video to be streamed live to teaching block classrooms. This video can be used by recruits to assess and analyse the scenario village interactions. 'Blackboard' also allows for many aspects of police training to be conducted throughout the State, alleviating the need for officers to travel to Perth to access training, which assists in maintaining statewide frontline capabilities.

statistical summary

RESOURCE PROFILE (as at 30 June 2008)

	Personnel ^(a)		Expenditure ^{(b)(c)(d)(e)(f)}		Total \$'000
	Police Officers	Police Staff	Operating ^(g) \$'000	Capital ^{(h)(i)(j)(k)} \$'000	
North Metropolitan Region	961	111	102,703	5,909	108,612
South Metropolitan Region	1,097	133	112,129	10,121	122,250
Regional Western Australia	1,427	163	206,988	28,688	235,676
Specialist Crime	456	77	56,348	3,043	59,391
Traffic and Operations	519	400	111,710	6,082	117,792
Counter Terrorism and State Protection	149	9	19,786	2,200	21,986
Corruption Prevention and Investigation	76	33	11,746	820	12,566
Metropolitan Regional Coordinator	241	12	17,330	1,356	18,686
State Intelligence Portfolio	117	58	19,907	1,230	21,137
Other	40	15	0	0	0
Support Services					
Administration	18	41	8,785	160	8,945
Media and Public Affairs ^(l)	41	45	6,846	203	7,049
Asset Management	0	44	12,401	1,520	13,921
Financial Management	0	47	3,795	118	3,913
Human Resources	19	131	16,989	367	17,356
Professional Development	22	65	18,954	261	19,215
- Academy	114	27	19,893	332	20,225
- Recruits	298	0	0	0	0
Corporate Programs and Development	37	295	66,023	2,204	68,227
Office of Crime Prevention	1	37	12,131	90	12,221
Strategy and Performance	14	32	5,562	118	5,680
Wages staff	0	104	0	0	0
TOTALS	5,647	1,879	830,026	64,822	894,848
Traffic Wardens employed by the WA Police		504			

Notes:

- (a) Personnel figures are based on a headcount, which includes employees on leave without pay as at 30 June 2008 (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.



- (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 employees and traffic wardens.
- (i) Capital expenditure relating to Information Technology projects has been apportioned across all portfolios according to total police officer and police staff FTE numbers, excluding recruits, wages employees 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 employees 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	2004	2005	2006	2007	2008
Senior Police	8	11	11	11	11
Police Officers	4,873	4,948	5,066	5,193	5,300
Aboriginal Police Liaison Officers	134	144	106	69	52
Total Police Officers	5,015	5,103	5,183	5,273	5,363
Total Police Staff	1,063	1,276	1,312	1,497	1,653
TOTALS	6,078	6,379	6,495	6,770	7,016

statistical summary

HUMAN RESOURCES INFORMATION

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	30 June 2009 (projected)	Variance Between 30 June 05 and 30 June 08
Authorised Strength (FTE)	4,948	5,066	5,193	5,300	5,415	352
Actual (FTE) includes Leave Without Pay	4,969	5,061	5,142	5,448	5,492	479
Government 350 Program	-	80	90	90	90	-
Aboriginal Police Liaison Officers Transition Program	-	38	37	17	-	-

Police Officers by rank ^(c)

As at 30 June	2004	2005	2006	2007	2008
Senior Executive	6	11	9	11	10
Commissioned Officers	145	161	173	175	189
Sergeants	1,021	1,021	1,081	1,115	1,211
Senior Constables	1,828	1,992	2,030	1,938	1,883
Constables	1,854	1,726	1,668	1,830	2,023
Recruits/Transitional Recruits in Training	153	149	254	202	298
Aboriginal Police Liaison Officers	125	131	96	59	33
TOTALS	5,132	5,191	5,311	5,330	5,647



Gender profile of Police Officers ^(c)

As at 30 June	2004	2005	2006	2007	2008
Senior Executive					
Male	6	10	8	10	9
Female	0	1	1	1	1
TOTALS	6	11	9	11	10
Police Officers					
Male	4,214	4,176	4,253	4,271	4,502
Female	787	873	953	989	1,102
TOTALS	5,001	5,049	5,206	5,260	5,604
Aboriginal Police Liaison Officers					
Male	89	92	64	41	22
Female	36	39	32	18	11
TOTALS	125	131	96	59	33
Total Males	4,309	4,278	4,325	4,322	4,533
Total Females	823	913	986	1,008	1,114
TOTALS	5,132	5,191	5,311	5,330	5,647

Sick-leave (Police Officers) ^(d)

Financial Year	2003-04	2004-05	2005-06	2006-07	2007-08
Total number of sick days involved	44,288	51,033	54,380	56,741	63,265
Average number of days sick leave across the agency per FTE ^(e)	9.0	10.1	10.7	11.0	11.7
Estimated \$ cost in lost productivity	9,186,652	10,992,492	12,409,542	13,881,370	16,344,944

statistical summary

HUMAN RESOURCES INFORMATION

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

Level	As at 30 June 2006			As at 30 June 2007			As at 30 June 2008		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Group 2	0	0	0	1	0	1	1	0	1
Group 1	0	1	1	0	0	0	0	0	0
Class 1	0	0	0	0	1	1	0	1	1
Level 9	7	0	7	5	0	5	4	0	4
Level 8	11	2	13	14	4	18	15	8	23
Level 7/8	0	0	0	0	2	2	1	3	4
Level 7	19	8	27	30	17	47	45	24	69
Level 6/7	0	1	1	1	0	1	1	0	1
Level 6	42	19	61	47	23	70	46	42	88
Level 5	43	41	84	52	64	116	69	88	157
Level 4	91	93	184	81	93	174	83	86	169
Level 3 (includes Band Officers)	76	66	142	86	86	172	93	85	178
Level 2/4	0	5	5	0	2	2	0	2	2
Level 2/3	0	1	1	0	0	0	0	0	0
Level 2	137	324	461	130	375	505	173	439	612
Level 1	175	289	464	171	283	454	121	277	398
Other	1	0	1	2	0	2	2	0	2
Cadets	na	na	na	26	16	42	40	26	66
Wages	21	91	112	18	91	109	21	83	104
TOTALS	623	941	1,564	664	1,057	1,721	715	1,164	1,879
Traffic Wardens employed by the WA Police ^(f)			536			541			504

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

Financial Year	2005-06	2006-07	2007-08
Total number of sick days involved	11,737	13,028	15,512
Average number of days sick leave across the agency per FTE ^(e)	9.6	9.0	9.7
Estimated \$ cost in lost productivity	1,864,929	2,458,155	2,719,517



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 were recruited over the second 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) The number of traffic warden positions to operate Type-A children's crossings in Western Australia as at 30 June.

(g) Does not include traffic wardens.

na not applicable. Cadets were employed by WA Police from February 2007.

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

CRIME INFORMATION

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

Offences against the person	Financial year	2003-04	2004-05	2005-06	2006-07	2007-08
Homicide ⁽ⁱ⁾	Reported	106 ^(f)	107	108	79 ^(f)	69
	Cleared	106	131	98	90 ^(f)	67
	Clearance rate (%)	100.0 ^(f)	122.4	90.7	113.9 ^(f)	97.1
Sexual assault ^(k)	Reported	2,592 ^(f)	2,521 ^(f)	3,214	3,816 ^(f)	3,603
	Cleared	2,314 ^(f)	2,708	2,983	3,306 ^(f)	3,371
	Clearance rate (%)	89.3	107.4 ^(f)	92.8	86.6 ^(f)	93.6
Assault ^(l)	Reported	17,026 ^(f)	20,916 ^(f)	22,236	22,873 ^(f)	22,601
	Cleared	13,739 ^(f)	17,817	18,109	18,576 ^(f)	18,923
	Clearance rate (%)	80.7 ^(f)	85.2	81.4	81.2 ^(f)	83.7
Threatening behaviour	Reported	2,357 ^(f)	4,210 ^(f)	4,844 ^(f)	5,065 ^(f)	4,953
	Cleared	1,900 ^(f)	3,459 ^(f)	4,020 ^(f)	4,258 ^(f)	4,335
	Clearance rate (%)	80.6 ^(f)	82.2 ^(f)	83.0 ^(f)	84.1 ^(f)	87.5
Deprivation of liberty	Reported	360 ^(f)	470	397	420 ^(f)	353
	Cleared	294	402	337	326 ^(f)	296
	Clearance rate (%)	81.7 ^(f)	85.5	84.9	77.6 ^(f)	83.9
Aggravated robbery	Reported	1,311 ^(f)	1,186	1,185	1,560 ^(f)	1,311
	Cleared	553	637	598	716 ^(f)	660
	Clearance rate (%)	42.2 ^(f)	53.7	50.5	45.9	50.3
Non-aggravated robbery	Reported	821 ^(f)	644	545	489 ^(f)	533
	Cleared	373 ^(f)	338	263	282 ^(f)	290
	Clearance rate (%)	45.4 ^(f)	52.5	48.3	57.7 ^(f)	54.4
Total offences against the person	Reported	24,573 ^(f)	30,054 ^(f)	32,529 ^(f)	34,302 ^(f)	33,423
	Cleared	19,279 ^(f)	25,492 ^(f)	26,408 ^(f)	27,554 ^(f)	27,942
	Clearance rate (%)	78.5 ^(f)	84.8	81.2 ^(f)	80.3 ^(f)	83.6

statistical summary

CRIME INFORMATION

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

Offences against property		Financial year	2003-04	2004-05	2005-06	2006-07	2007-08
Burglary (dwelling)	Reported		33,954 ^(f)	26,813	26,895	25,745 ^(f)	26,410
	Cleared		5,432 ^(f)	4,525 ^(f)	4,535	4,655 ^(f)	4,883
	Clearance rate (%)		16.0	16.9	16.9	18.1 ^(f)	18.5
Burglary (non-dwelling)	Reported		17,821 ^(f)	13,972 ^(f)	13,004	12,666 ^(f)	13,050
	Cleared		2,844	2,532 ^(f)	2,424	2,646 ^(f)	2,661
	Clearance rate (%)		16.0	18.1	18.6	20.9 ^(f)	20.4
Steal motor vehicle ^(m)	Reported		9,277 ^(f)	7,465 ^(f)	7,317	7,633 ^(f)	8,005
	Cleared		2,407 ^(f)	2,193 ^(f)	2,214	2,380 ^(f)	2,637
	Clearance rate (%)		25.9 ^(f)	29.4	30.3	31.2 ^(f)	32.9
Theft	Reported		86,545 ^(f)	77,518 ^(f)	80,964	82,043 ^(f)	82,783
	Cleared		16,580 ^(f)	15,556	14,541	14,761 ^(f)	15,638
	Clearance rate (%)		19.2	20.1	18.0	18.0 ^(f)	18.9
Arson	Reported		1,112 ^(f)	1,083	1,251	1,272 ^(f)	1,384
	Cleared		269	327	380	339 ^(f)	409
	Clearance rate (%)		24.2	30.2	30.4	26.7 ^(f)	29.6
Property damage	Reported		38,903 ^(f)	38,022 ^(f)	42,008	44,297 ^(f)	45,936
	Cleared		7,844 ^(f)	8,417	8,824	9,519 ^(f)	10,296
	Clearance rate (%)		20.2	22.1	21.0	21.5 ^(f)	22.4
Total offences against property	Reported		187,612 ^(f)	164,873 ^(f)	171,439 ^(f)	173,656 ^(f)	177,568
	Cleared		35,376 ^(f)	33,550 ^(f)	32,918 ^(f)	34,300 ^(f)	36,524
	Clearance rate (%)		18.9 ^(f)	20.3 ^(f)	19.2 ^(f)	19.8 ^(f)	20.6
TOTAL SELECTED REPORTED OFFENCES	Reported		212,185 ^(f)	194,927 ^(f)	203,968 ^(f)	207,958 ^(f)	210,991 ^(f)
	Cleared		54,655 ^(f)	59,042 ^(f)	59,326 ^(f)	61,854 ^(f)	64,466 ^(f)
	Clearance rate (%)		25.8 ^(f)	30.3 ^(f)	29.1 ^(f)	29.7 ^(f)	30.6 ^(f)

Detected offences ⁽ⁿ⁾	Financial year	2003-04	2004-05	2005-06	2006-07	2007-08
Drugs (trafficking) ^(o)	Reported	2,193 ^(f)	2,436	2,700	2,716 ^(f)	2,438
	Cleared	1,924 ^(f)	2,263	2,530	2,551 ^(f)	2,277
	Clearance rate (%)	87.7 ^(f)	92.9	93.7	93.9 ^(f)	93.4
Drugs (possession) ^(p)	Reported	11,144 ^(f)	12,286	14,097	14,929 ^(f)	13,910
	Cleared	9,883 ^(f)	11,661	12,708	13,717 ^(f)	12,975
	Clearance rate (%)	88.7	94.9	90.1	91.9 ^(f)	93.3
Receiving/illegal use ^(q)	Reported	842 ^(f)	1,014	1,292	1,655 ^(f)	1,994
	Cleared	841 ^(f)	1,098	1,235	1,614 ^(f)	2,037
	Clearance rate (%)	99.9 ^(f)	108.3	95.6	97.5 ^(f)	102.2
Total detected offences	Reported	14,179	15,736	18,089	19,300	18,342
	Cleared	12,648	15,022	16,473	17,882	17,289
	Clearance rate (%)	89.2	95.5	91.1	92.7	94.3

Other offences ^(a)	Financial year	2003-04	2004-05	2005-06	2006-07	2007-08
Fraud ^(b)	Reported	5,721 ^(c)	6,906 ^(c)	9,979 ^(c)	9,240 ^(c)	8,894
	Cleared	4,871 ^(c)	5,409 ^(c)	7,846 ^(c)	7,423 ^(c)	7,229
	Clearance rate (%)	85.1 ^(c)	78.3 ^(c)	78.6	80.3 ^(c)	81.3
Graffiti	Reported	10,426 ^(c)	9,247 ^(c)	9,294	13,852 ^(c)	15,972
	Cleared	718 ^(c)	835	962	1,260 ^(c)	1,409
	Clearance rate (%)	6.9	9.0 ^(c)	10.4	9.1	8.8
Breach of restraint	Reported	3,113 ^(c)	4,397	5,671	6,772 ^(c)	6,033
	Cleared	2,754 ^(c)	4,076	5,199	6,263 ^(c)	5,801
	Clearance rate (%)	88.5 ^(c)	92.7	91.7	92.5 ^(c)	96.2

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 offences reported during that period and may include offences committed during earlier periods.
- (e) Proactive policing strategies undertaken by the police to encourage the reporting of certain offences, such as domestic violence and sexual assault, and the proactive targeting by the police of certain offences will increase the number of offences reported or detected for a given period. However, a decrease in the number of reports for a targeted offence may occur in subsequent periods if the targeting has been successful or a different offence becomes a replacement target.
- (f) The number of reported 'offences against the person' has increased since 2003-2004 due to a significant increase in the number of 'assault', 'sexual assault' and 'threatening behaviour' offences recorded. These increases do not necessarily reflect an actual increase in crime trends, but can be largely attributed to the following reporting and recording factors:
- The increase in 'assault' offences is attributable to improved recording capabilities of the FrontLine Incident Management System (IMS) in relation to domestic assaults and enhancements to family and domestic violence legislation and ongoing Government and police strategies to encourage the reporting of offences.
 - 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 the Criminal Code.
- (g) 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.
- (h) 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.
- (i) 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.
- (j) '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'.
- (k) 'Sexual assault' includes: aggravated sexual assault and non-aggravated sexual assault.
- (l) 'Assault' includes: aggravated assault and non-aggravated assault.

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- (m) 'Steal motor vehicle' excludes attempts to steal a motor vehicle, damaging or tampering/interfering with a motor vehicle, or the theft of motor vehicle parts or the contents of a motor vehicle. For the purpose of this offence category, a motor vehicle is defined as a self-propelled vehicle that runs on a land surface (but is not restricted to rails or tram lines) and is eligible for registration for use on public roads, or could be made eligible for registration for use on public roads with modifications that would not change the essential nature of the vehicle. 'Steal motor vehicle' therefore excludes the theft of some types of motorised vehicle such as large mining trucks (super-haulers), gophers (motorised wheel-chairs), golf carts, miniature motor cycles (pocket rockets), go-carts and motorised bicycles/scooters, and also excludes the theft of trailers, semi-trailers or caravans (regardless of whether or not they were attached to a motor vehicle at the time of theft).
- (n) 'Detected offences' comprise categories of offences such as drug trafficking and possession offences and receiving/illegal use offences that are usually detected by, rather than reported to, police.
- (o) The unlawful sale, supply, cultivation or manufacture of a prohibited drug or plant.
- (p) The unlawful possession or use of a prohibited drug or plant, or the unlawful possession of a smoking implement.
- (q) 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.
- (r) Revised figure from that shown in the previous Annual Report. The revisions are attributable to the following factors: The detection of processing errors associated with the transition from OIS to IMS in 2003-04. A number of offences that were originally allocated to a particular offence category not included in this summary were re-categorised under an offence category included in this summary to more accurately reflect the nature of the offence. As a consequence, historical data has been recast to ensure comparability. Reported and cleared offence data are subject to revision due to the use of a monthly 13-month re-extraction process. This process enables data entered after the initial monthly or annual cut-off date to be included in later extractions, and ensures a more accurate count of reported offences, cleared offences and clearance rates. The 'total offences against property' and 'total selected reported offences' figures have been revised due to a change in the offence categories that are included in these totals and are not comparable to the totals shown in the previous Annual Report.
- (s) 'Other offences' comprise offence categories that are not included in 'total selected offences' due to factors that impact on the number of offences recorded. The number of 'fraud' and 'graffiti' offences is affected by recording issues and reporting practices by some Government agencies, local government authorities and private enterprise. The number of 'breach of restraint' offences is affected by 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.
- (t) 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.

Source:

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

ROAD SAFETY INFORMATION

Crashes and Casualties

Calendar year ^(a)	2003	2004	2005	2006	2007 ^(b)
Number of crashes ^(b)	36,012	37,909	38,986	39,563 ^(f)	41,598
Number of fatal crashes ^(c)	154	163	149	182 ^(f)	214
Number of fatalities ^(d)	179	179	162	201 ^(f)	236
Number of casualties ^(e)	10,278	10,508	10,264 ^(f)	10,462 ^(f)	10,438
Casualties per 100,000 population	526.2 ^(f)	530.0 ^(f)	508.9 ^(f)	508.0 ^(f)	495.6
Casualties per 100,000 licensed drivers	778.2	783.5	754.4 ^(f)	758.5 ^(f)	733.4
Casualties per 100,000 registered motor vehicles ^(f)	696.4	690.7	669.2 ^(f)	636.7 ^(f)	626.2
Estimated Resident Population as at 30 June	1,953,070 ^(f)	1,982,637 ^(f)	2,017,088 ^(f)	2,059,381 ^(f)	2,106,119
Licensed drivers as at 30 June	1,320,777	1,341,116	1,360,598	1,379,365	1,423,222
Registered motor vehicles as at 30 June ^(f)	1,475,772	1,521,319	1,533,782 ^(f)	1,643,187 ^(f)	1,666,820



Number of road fatalities by road-user

Calendar year ^(a)	2003	2004	2005	2006	2007 ^(b)
Motor vehicle driver	84	85	86	94 ^(f)	111
Motor vehicle passenger	53	44	36	50	64
Motorcyclist (incl. pillion passengers)	23	22	20	31	35
Bicyclists, pedestrians and other ^(g)	19	28	20	26	26
Totals	179	179	162	201 ^(f)	236

Financial year	2003-04	2004-05	2005-06	2006-07	2007-08 ^(b)
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Drink-driving

Number of preliminary breath tests ^(h)	1,079,613	908,042	978,724	930,947 ^(f)	970,064
Number of drivers who were found to exceed the lawful alcohol limit	14,154	13,723	15,124	15,070 ^(f)	19,280
Percentage of drivers tested who were found to exceed the lawful alcohol limit (%)	1.3	1.5	1.5	1.6	2.0

Speeding (Speed Cameras Only)

Number of vehicles monitored for speeding by speed cameras	19,976,150	19,686,795	16,899,491	12,713,986 ^(f)	11,525,471
Number of vehicles monitored that were found to exceed the lawful speed limit ⁽ⁱ⁾	3,215,650	3,606,581	3,306,521	2,166,697 ^(f)	1,858,217
Percentage of vehicles monitored that were found to exceed the lawful speed limit ⁽ⁱ⁾ (%)	16.1	18.3	19.6	17.0 ^(f)	16.1

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 that resulted from the movement of at least one road vehicle on a road open to, and used by, the public and involving death or injury to any person, or property damage.
- (c) A 'fatal crash' is a road crash where at least one person died within 30 days as a result of injuries sustained in the crash. The crash must occur on a road open to, and used by, the public and involve a vehicle which was in motion. It cannot be an 'act of nature', an 'act of deliberate intent', or as a result of a prior event such as a heart attack.
- (d) A 'fatality' is a person who dies within 30 days of a road crash from injuries sustained in that road crash.
- (e) A 'casualty' is a person who is killed, admitted to hospital, or injured requiring medical attention as a result of a road crash. Excludes injured persons who do not require medical attention.
- (f) Registered motor vehicles as at 30 June of each year excluding caravans, trailers and plant and equipment.
- (g) 'Other road-users' include skateboarders, rollerbladers/skaters, persons in non-powered wheelchairs and 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 10 July 2008.

Main Roads Western Australia, crash and casualty data for 2003 to 2007 extracted in July 2008.

Australian Bureau of Statistics, *Australian Demographic Statistics, December Quarter 2007* (ABS Cat. No. 3101.0), released June 2008.

Department for Planning and Infrastructure, licensed motor vehicle drivers data and vehicle registration data as at 30 June 2003, 2004, 2005, 2006 and 2007 extracted in July 2008.

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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)}

	2006-07	2007-08
Traffic patrol hours	11,598	10,947
Number of vehicles stopped	60,253	62,185
Speed camera – vehicles monitored for speeding	35,815	72,415
Speed camera – vehicles over the speed enforcement limit	2,442	5,219
Non-camera speed contacts – briefs, infringements and cautions (BIC)	26,440	26,920
Drivers tested for drink-driving	38,114	40,193
Drivers charged with drink-driving offences	234	236
Seatbelt contacts (BIC)	992	831
Other traffic contacts (BIC)	11,573	12,712
Vehicle work orders	711	642

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.



CORRUPTION PREVENTION AND INVESTIGATION INFORMATION POLICE COMPLAINTS ADMINISTRATION CENTRE (PCAC)

Inquiries ^(a)

		2004-05	2005-06	2006-07	2007-08
Public Complaints					
Serious Misconduct	Assault	76 ^(r)	49 ^(r)	57 ^(r)	39
	Conduct ^(b)	1	4	3	0
	Corruption ^(c)	14	11	12 ^(r)	7
	Domestic Violence	3	11	8	8
	Drugs	5	6	1	1
	Equal Opportunity	1	0	1	0
	Information Security ^(d)	28	29	23 ^(r)	19
	Professionalism ^(e)	0	1	0	0
	Stealing	13	7	6 ^(r)	7
	Use of Force	0	1	0	0
	Total	141 ^(r)	119	111 ^(r)	81
Reviewable Police Action	Assault	0	1	0	1
	Conduct ^(b)	44	44	27 ^(r)	46
	Draw ^(f)	0	0	1 ^(r)	1
	Neglect	39	32 ^(r)	30 ^(r)	39
	Professionalism ^(e)	624 ^(r)	453 ^(r)	574 ^(r)	333
	Stealing	0	0	1	0
	Use of Force	95	71	105 ^(r)	82
	Total	802 ^(r)	601	738 ^(r)	502
Information Files ^(g)	Assault	0	2	0	0
	Conduct ^(b)	0	1	17 ^(r)	72
	Corruption ^(c)	0	0	1	5
	Criminal	0	0	1 ^(r)	4
	Information Security ^(d)	0	2	0	0
	Neglect	0	1	0	0
	Procedure ^(h)	0	0	56 ^(r)	140
	Professionalism ^(e)	1	117 ^(r)	0	0
	Service Delivery ⁽ⁱ⁾	0	0	45 ^(r)	80
	Stealing	0	1	0	0
	Traffic	0	0	22 ^(r)	29
	Total	1	124 ^(r)	142 ^(r)	330
Non-Reportable ^(j)	Computers ^(k)	0	1	0	0
	Information Security ^(d)	1	0	0	0
	Neglect	0	0	1	0
	Professionalism ^(e)	37	10	0	0
	Use of Force	1	0	0	0
	Total	39	11	1	0
TOTAL PUBLIC COMPLAINTS		983 ^(r)	855 ^(r)	992 ^(r)	913

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CORRUPTION PREVENTION AND INVESTIGATION INFORMATION POLICE COMPLAINTS ADMINISTRATION CENTRE (PCAC)

Inquiries ^(a) (continued)

	2004-05	2005-06	2006-07	2007-08
Commissioner of Police ^(l)				
Serious Misconduct				
Assault	14 ^(r)	3	3	7
Conduct ^(b)	1	3	3 ^(r)	0
Corruption ^(c)	41	20	17 ^(r)	10
Domestic Violence	9	7	1	10
Drugs	9	6	2	2
Equal Opportunity	3	0	2 ^(r)	4
Information Security ^(d)	36	21	27 ^(r)	15
Stealing	16	10	4	4
Total	129 ^(r)	70	59 ^(r)	52
Reviewable Police Action				
Computers ^{(k)(m)}	2	4	5 ^(r)	39
Conduct ^(b)	51	34	35 ^(r)	30
Equipment	0	2	0	0
Escape Custody ⁽ⁿ⁾	10	1	4	4
Neglect	12	13	15	14
Professionalism ^(e)	2	8	3	0
Use of Force	7	0	5	2
Total	84	62	67 ^(r)	89
Non-Reportable ^(j)				
Computer Misuse ^(o)	7	7 ^(r)	0	1
Drive ^(p)	4	5	0	0
Equipment Loss	40	27	4	3
Neglect	0	1	0	0
Performance Management	1	0	0	0
Total	52	40	4 ^(r)	4
TOTAL COMMISSIONER OF POLICE	265 ^(r)	172	130 ^(r)	145
Other				
Reviewable Police Action				
BAMR ^(q)				
Accountability	0	0	1	0
Missing ^(s)	4	6	7	1
Neglect	1	0	0	0
Firearms				
Discharge ^(t)	7	5	2	1
Draw ^(f)	5	4	5	2
Loss	2	0	2	0
Total	19	15	17	4
Non-Reportable ^(j)				
Crashes ^(u)				
Police	60	40 ^(r)	19 ^(r)	8
Urgent Duty Driving	54	27 ^(r)	8 ^(r)	5
Deaths and Injuries ^(v)				
Deaths	17	11 ^(r)	2 ^(r)	4
Injuries	77 ^(r)	75 ^(r)	83	79
Total	208	153 ^(r)	112 ^(r)	96
TOTAL OTHER	227	168 ^(r)	129 ^(r)	100
Grand Total	1,475 ^(r)	1,195 ^(r)	1,251 ^(r)	1,158

Local Complaint Resolution (LCR) 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	2006-07 ^(r)	2007-08
Public Complaints					
	Professionalism ^(e)	662 ^(r)	588 ^(r)	716	663
	Additional Categories resolved by LCR	69 ^(r)	61 ^(r)	63	71
	Total	731	649 ^(r)	779	734
Commissioner of Police ^(l)					
	Professionalism ^(e)	2	8	8	0
	Additional Categories resolved by LCR	5 ^(r)	2	6	1
	Total	7 ^(r)	10	14	1
TOTAL LCRs		738 ^(r)	659 ^(r)	793	735

Outcome of Allegations ^{(w)(x)}

		2004-05	2005-06	2006-07	2007-08
Public Complaints					
	Conciliated	11	0	1	0
	Not conciliated	1	2	0	3
	Sustained	350 ^(r)	275 ^(r)	212 ^(r)	146
	Not sustained	1,776 ^(r)	1,642 ^(r)	1,436 ^(r)	944
	Unfounded	75	61 ^(r)	86 ^(r)	100
	Withdrawn	71	18	33 ^(r)	45
	No action required	0	0	6 ^(r)	4
	Complainant unavailable	11	3	0	0
	Exonerated	52	27 ^(r)	39 ^(r)	67
	Resolved at PCAC ^(y)	0	0	89 ^(r)	306
	Not finalised ^(z)	2 ^(r)	0 ^(r)	12 ^(r)	397
	Total Public Complaints	2,349 ^(r)	2,028 ^(r)	1,914 ^(r)	2,012
Commissioner of Police ^(l)					
	Conciliated	0	0	0	0
	Not conciliated	0	0	0	0
	Sustained	737 ^(r)	332 ^(r)	252 ^(r)	256
	Not sustained	592 ^(r)	147 ^(r)	106 ^(r)	78
	Unfounded	69	6 ^(r)	13 ^(r)	8
	Withdrawn	3	3 ^(r)	1 ^(r)	0
	No action required	10	0	2	3
	Complainant unavailable	0	0	0	0
	Exonerated	25	10 ^(r)	26 ^(r)	10
	Not finalised ^(z)	0 ^(r)	2 ^(r)	11 ^(r)	66
	Total Commissioner of Police	1,436 ^(r)	500 ^(r)	411 ^(r)	421
TOTAL OUTCOME OF ALLEGATIONS		3,785 ^(r)	2,528 ^(r)	2,325 ^(r)	2,433

CORRUPTION PREVENTION AND INVESTIGATION INFORMATION POLICE COMPLAINTS ADMINISTRATION CENTRE (PCAC)

Notes:

- (a) From 1 July 2004 categories changed to align with the *Corruption and Crime Commission Act 2003*. Therefore, data prior to 2004-05 is not included in this table.
- (b) 'Conduct' includes subcategories of Damage, Drive, Secondary Employment, Serious, Sponsorship/Donation and Unbecoming – where the conduct of the subject officer is questionable.
- (c) 'Corruption' is defined by section 83 of the Criminal Code as 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.
- (d) 'Information Security' incorporates allegations of Unlawful access (censorship), Divulge information (disclose) and Unauthorised access (without authorisation).
- (e) 'Professionalism' includes subcategories of Minor Damage, Manner, Procedure, etc. where the behaviour of the subject officer is of a minor nature.
- (f) 'Draw' includes unholstering of firearm in circumstances that are likely to cause public alarm, unnecessary fear, or intimidation.
- (g) Information Files are resolved using an informal resolution process via telephone or email 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 – e.g. where there is a lack of understanding or knowledge of legislation, police policy/procedure or the matter is frivolous – 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, 2006-07 and 2007-08. The initial assessment of the complaint is made by Complaint Assessors attached to PCAC. If deemed suitable for immediate resolution, this is achieved via the Complaint Assessor usually directly with the Complainant via the telephone or email and the District/Divisional Officer advised where relevant. 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.
- (h) 'Procedure' matters relate to issues concerning policy/procedures, matters of law, Standard Operating Procedures, etc., with these previously being reported as Professionalism. The substantial increase in numbers for this reporting period is due to improved complaint assessment processes at PCAC and resolving those matters.
- (i) 'Service Delivery' matters are those that simply relate to time taken for police to respond or the placement of a Booze Bus, Multanova camera, etc. PCAC are recording this data more efficiently.
- (j) Not required to be reported to the Corruption and Crime Commission.
- (k) 'Computers' refers to the misuse of computers or electronic systems other than serious criminal actions or minor policy breach.
- (l) Inquiries initiated from internally sourced information.
- (m) The substantial increase in this reporting period relates to a number of files involving the emailing of inappropriate images and highlights better AudiTrak processes and reporting by staff.
- (n) '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.
- (o) 'Computer Misuse' refers to the inappropriate use of a computer to access or transmit non-work-related material.
- (p) 'Drive' includes breaches of policy and minor traffic infringements.
- (q) Business Area Management Review.
- (r) Revised figure from that 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 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 Police Complaints Administration Centre (PCAC) system, a full review of all files, allegations, charges, etc. was conducted by staff at the Risk Assessment Unit and PCAC. Anomalies, errors and inconsistencies identified as a result of this exercise were corrected prior to the preparation of the 2007-08 Annual Report.
- (s) Items not found during BAMR or other audit process can include seized property and drugs, found property, accoutrements and other Government property.
- (t) 'Discharge' can include either intentional or unintentional discharge of firearm with or without non-threatening injury reported to PCAC.
- (u) Crash statistics are now only recorded if an investigation results in managerial action being taken against a subject officer.
- (v) DEATH – Includes Death in Custody and Death in Police Presence files. INJURY – Includes any injury sustained in Police Custody or Police Presence. Definition as agreed to by the WA Police, Coroner, and the Crime and Corruption Commission.
- (w) All 'Other' inquiries listed in the Inquiries table are incorporated into the 'Commissioner of Police' category of this table.
- (x) 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.
- (y) Allegations and Outcomes are now recorded against Information Files resolved at PCAC (recording commenced March 2007).
- (z) Allegations that remain not finalised as at the date of reporting.

Source:

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

INTERNAL AFFAIRS UNIT

Inquiries

		2006-07 ⁽ⁱ⁾	2007-08
Information Reports ^(a)			
Serious Misconduct	Assault	5	3
	Conduct ^(b)	12	3
	Corruption ^(c)	84	52
	Drugs	12	23
	Equal Opportunity	1	0
	Information Security ^(d)	11	27
	Stealing	8	8
	Total	133	116
Reviewable Police Action	Computers ^(e)	4	6
	Conduct ^(b)	3	18
	Equipment	1	1
	Neglect	3	2
	Professionalism ^(f)	8	4
	Use of Force	2	0
	Total	21	31
Information Only ^(g)	Computers ^(e)	2	1
	Conduct ^(b)	9	10
	Corruption ^(c)	7	10
	Domestic Violence	1	4
	Drugs	6	8
	Equipment	0	1
	Information Only	57	35
	Information Security ^(d)	2	4
	Misconduct	2	0
	Neglect	0	1
	Performance Management	0	3
	Professionalism ^(f)	1	5
	Stealing	2	0
	Total	89	82
Non-Reportable ^(h)	Attempted Suicide in Custody	0	1
	Computers ^(e)	13	0
	Computer Misuse ⁽ⁱ⁾	0	4
	Drive ⁽ⁱ⁾	0	10
	Information Security ^(d)	0	1
	Injury	0	0
	Neglect	0	1
	Performance Management	0	0
	Police Crash	0	1
	Total	13	18
TOTAL INFORMATION REPORTS		256	247

statistical summary

CORRUPTION PREVENTION AND INVESTIGATION INFORMATION INTERNAL AFFAIRS UNIT

Inquiries (continued)

		2006-07 ^(r)	2007-08
Folios ^(a)			
Serious Misconduct	Assault	3	6
	Conduct ^(b)	1	1
	Corruption ^(c)	13	6
	Drugs	4	9
	Information Security ^(d)	3	8
	Professionalism ^(f)	0	1
	Stealing	2	1
	Total	26	32
Reviewable Police Action	Accountability	1	0
	Computers ^(e)	1	1
	Conduct ^(b)	0	14
	Discharge Firearm ^(k)	2	0
	Equipment	0	1
	Neglect	0	2
	Professionalism ^(f)	0	1
	Use of Force	0	1
	Total	4	20
Non-Reportable ^(h)	Computer Misuse ⁽ⁱ⁾	0	1
	Drive ^(j)	0	0
	Information Security ^(d)	0	0
	Injury	0	0
	Neglect	0	0
	Performance Management	0	0
	Police Crash	0	0
	Total	0	1
TOTAL FOLIOS		30	53
Grand Total		286	300

Outcome of Allegations ^(l)

		2006-07 ^(r)	2007-08
Information Reports	File for Intelligence	49	94
	Conciliated – No Action Required	0	1
	Sustained	11	11
	Insufficient Evidence	0	3
	Not sustained	18	25
	Unfounded	26	37
	Withdrawn	0	1
	No action required	0	2
	Exonerated	0	7
	Not finalised ^(m)	5	59
	Total Information Reports	109	240

Outcome of Allegations ^(l) (continued)

		2006-07 ^(r)	2007-08
Folios	File for Intelligence	3	2
	Sustained	55	64
	Not sustained	28	40
	Unfounded	11	7
	Withdrawn	0	0
	No action required	2	0
	Statute Barred	1	0
	Exonerated	0	0
	Not finalised ^(m)	10	116
	Total Folios	110	229
TOTAL OUTCOME OF ALLEGATIONS		219	469

Notes:

- (a) An Information Report contains the originating information which, after assessment, may require further investigation (Folio).
- (b) 'Conduct' includes subcategories of Damage, Drive, Secondary Employment, Serious, Sponsorship/Donation and Unbecoming – where the conduct of the subject officer is questionable.
- (c) 'Corruption' is defined by section 83 of the Criminal Code as 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.
- (d) 'Information Security' incorporates allegations of Unlawful access (censorship), Divulge information (disclose) and Unauthorised access (without authorisation).
- (e) 'Computers' refers to the misuse of computers or electronic systems other than serious criminal actions or minor policy breach.
- (f) 'Professionalism' includes subcategories of Minor Damage, Manner, Procedure, etc. where the behaviour of the subject officer is of a minor nature.
- (g) Information reported to the Internal Affairs Unit requiring no research or further action.
- (h) Not required to be reported to the Corruption and Crime Commission.
- (i) 'Computer Misuse' refers to the inappropriate use of a computer to access or transmit non-work-related material.
- (j) 'Drive' includes breaches of policy and minor traffic infringements.
- (k) 'Discharge' can include either intentional or unintentional discharge of firearm with or without non-threatening injury.

- (l) Total Outcomes of 'Information Reports' and 'Folios' in this table do not equal the total 'Information Reports' and 'Folios' in the Inquiries table because not all Information Reports contain allegations, however Folios may contain more than one allegation. The Outcomes table shows allegation outcomes, not individual inquiry outcomes and each individual allegation receives an outcome at the time of file write-off.
- (m) Allegations that remain not finalised as at the date of reporting.

- (r) Revised figure from that 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 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 Internal Affairs Unit (IAU) system, a full review of all files, allegations, charges, etc. was conducted by staff at the Risk Assessment Unit and IAU. Anomalies, errors and inconsistencies identified as a result of this exercise were corrected prior to the preparation of the 2007-08 Annual Report.

Source:

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

statistical summary

CORRUPTION PREVENTION AND INVESTIGATION INFORMATION ACTION RESULTING FROM ALL INQUIRIES (INCLUDES PCAC AND IAU)

(Number of officers shown in brackets)

	2004-05	2005-06	2006-07	2007-08
Statutory charges	64 (26) ^(r)	41 (22) ^(r)	56 (13) ^(r)	38 (24)
Discipline charges (S23 Police Act)	71 (36) ^(r)	46 (46)	5 (5) ^(r)	22 (14)
Demotion	(4)	(2)	(3)	(2)
Fine	(17)	(11)	(3)	(8)
Unfavourable Report	69 (63) ^(r)	208 (194) ^{(a)(r)}	29 (29) ^(r)	0
Managerial Notice ^(b)	0	0	22 (22) ^(r)	46 (44)
Internal Review Panel ^(b)	0	0	(6) ^(r)	(5)
Dismissals (S8, S23 and S38(1) (b) Police Act and S505A(2) Police Force Regulations)	(13) ^(r)	(17)	(2) ^(r)	(1)
Resignation (as a result of inquiry)	(19)	(25) ^(r)	(23) ^(r)	(21)
Nomination for Loss of Confidence (S8 Police Act) and Nomination for Removal (S505A Police Force Regulations)	(27) ^(r)	(22) ^(r)	(30) ^(r)	(25)
Notice of Intention to Remove (S8 Police Act and S505A(2) Police Force Regulations) and Notice to Revoke (S38(1)(b) Police Act)	(24) ^(r)	(19) ^(r)	(18)	(16)
Reprimand (Public Sector Management Act) ^(c)	0	3 (3)	3 (3) ^(r)	1 (1)

Notes:

- (a) One inquiry file included 185 officers being investigated, with 132 Unfavourable Reports being issued.
- (b) 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) considers recommendations for disciplinary action under section 23 of the Police Act, with the final decision resting with the Commissioner of Police.
- (c) Not including Public Sector Investigation Unit data.

- (r) Revised figure from that 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 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 Police Complaints Administration Centre (PCAC) and Internal Affairs Unit (IAU) systems, a full review of all files, allegations, charges, etc. was conducted by staff at the Risk Assessment Unit, PCAC and IAU. Anomalies, errors and inconsistencies identified as a result of this exercise were corrected prior to the preparation of the 2007-08 Annual Report.

Notes:

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*). While the number of discipline charges and other punitive measures preferred by the WA Police increased in 2007-08 compared with 2006-07, it was significantly lower than 2004-05 and 2005-06.

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 to be of sufficient seriousness and the final decision as to whether disciplinary charges will be invoked rests solely with the Commissioner.



significant issues and trends

- To increase levels of safety and security within the community, the WA Police is continuing to improve the quality of intelligence available to frontline officers through:

- improvements to, and standardisation of, the approach to prolific offender management
- review and enhancement of metropolitan Crime Intelligence Coordination Units.
- standardisation and enhancements to Tasking and Coordination Group processes.

Intelligence collection, analysis and dissemination is dependent on the enhancement of existing information technology (IT) systems. However, funding issues have resulted in enhancements to intelligence and case management systems being delayed. This delay will have a negative impact on information sharing with national and State law enforcement agencies.

- The WA Police is engaging in a number of initiatives to heighten preparedness to provide business continuity and disaster recovery in the event of emergencies including environmental disasters or terrorist attacks. These include:

- purchase of a Crisis Information Management System (CIMS) system called WebEOC
- conducting an Emergency Management Review to examine all emergency management issues and practices
- working with key agencies in the development of an exercise that will test command, control, coordination and communications in a multi-agency response to an air-crash at Perth Airport
- developing a Counter-terrorism Skills Enhancement Program for Commissioned Officers, who will form a Cadre of Commanders.
- providing AIIIMS training to frontline officers
- continuing to maintain and develop counter-terrorism exercise programs in partnership with the National Counter-Terrorism Committee (NCTC), the Department of the Premier and Cabinet and other government departments.

- Focusing on maximising officer availability for frontline policing through initiatives such as:

- transferring responsibility of the non-core function of custodial management at the Perth Watch House and implementing a staffing structure that includes custodial officers.
- implementing changes to the Police Assistance Centre to release police officers to frontline duties, improve access for the community to police services through first-contact reporting and provide statewide consistency of call-taking services for the community.

- As a consequence of the natural attrition rate of officers and a reduction in specific training programs, there is a risk that the knowledge-base of Traffic Enforcement Officers will be reduced. In order to more effectively enforce road traffic legislation and deny criminals the use of the roads, it is necessary to provide specific training to assist in increasing the detection of offences, apprehension of offenders and increase visible police presence.

- Enhancing cross-jurisdictional and international policing partnerships to prevent and respond to crime. The WA Police is involved in developing a standardised approach to the management of human sources (informants) across Australia and introducing a centralised database to ensure effective information sharing.

- The WA Police continues to implement initiatives to recruit and retain staff in a competitive workforce environment, with the goal of meeting the State Government's commitment to increasing the number of police officers, together with replacing officers lost through resignation or retirement.

- Districts within Regional WA, in particular Peel and South West, are experiencing high population growth rates. This growth is impacting on police resourcing needs to meet demand in these areas.

Rapid and ongoing development within the Pilbara, Mid West-Gascoyne and Kimberley regions has resulted in population increases in mining communities and subsequent crime pressures. These communities have unique policing needs as a high proportion of the population consists of fly-in-fly-out and overseas workers.



- To progress enhancements in the provision of policing services to improve the safety of Indigenous people, the Commonwealth Government has committed to contributing \$20 million towards Stage Two of the Multi-Functional Police Facility Program that includes three additional sites:
 - Looma (Kimberley)
 - Burringurrah (Mid-West Gascoyne)
 - Blackstone (Central Lands).
- The WA Police is in the process of upgrading their property management system to maintain the integrity of exhibits through the enhanced storage of property (found, seized, or stolen). This is in keeping with recommendations of the joint WA Police and Corruption and Crime Commission review of property management practices. It also aligns with industry-based standards in supply chain services and inventory management.
- Since its inception the Police Assistance Centre has experienced a greater increase in workload than anticipated and there is a challenge to continue to meet increasing demand from calls by the community, whilst still meeting grade of service requirements (85 per cent of calls answered within 20 seconds).
- There is increased demand on policing resources as a result of changes to legislation and other initiatives relating to hoon driving, dangerous goods, prostitution, the Western Australian Redress Scheme and mandatory reporting of suspected cases of child abuse and neglect.
- There is significant risk attached to maintaining statewide information systems and regional radio communications services as a result of equipment obsolescence. Some of the identified risks are:
 - failure of technology or communications equipment
 - outages to communications processes and systems with potential impacts to the community in times of major incidents or emergencies
 - non-purchase/development of specific systems and technologies required to increase the productivity and effectiveness of police officers, support intelligence-driven policing and maximise the time officers spend on the frontline.

- The current police helicopter was manufactured in 1989. Although meticulously maintained and engineered, the aircraft's age demands constant upgrades and safety inspections.

The helicopter performs functions in the areas of statutory responsible search and rescue, aerial observation and evidence gathering to target anti-social behaviour, traffic policing and criminal activity, and provides support to general frontline policing including counter-terrorism and tactical response operations. Ongoing maintenance and safety requirements of the police helicopter inhibits tasking to be performed to an optimum level.

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 2008

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 2008, 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 decisions of users of the financial statements and key performance indicators.

Police Service

Financial Statements and Key Performance Indicators for the year ended 30 June 2008

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 2008 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 provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance 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 2008.



COLIN MURPHY

AUDITOR GENERAL

19 August 2008



financial statements

for the year ended 30 June 2008


Certification of Financial Statements for the year ended 30 June 2008

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 2008 and the financial position as at 30 June 2008.

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)

4 August 2008

financial statements

Income Statement

INCOME STATEMENT

for the year ended 30 June 2008

	Note	2008 \$'000	2007 \$'000
COST OF SERVICES			
Expenses			
Employee expenses	7	614,904	541,150
Supplies and services	8	171,092	157,575
Capital user charge	9	-	32,464
Depreciation, amortisation and impairment expense	10	37,772	28,069
Grant payments	11	3,957	2,676
Loss on disposal of non-current assets	17	49	99
Other expenses	12	2,252	2,257
Total cost of services		830,026	764,290
Income			
Revenue			
User charges and fees	13	20,283	19,741
Commonwealth grants	14	965	1,001
Contributions, sponsorships and donations	15	5,768	6,245
Other revenue	16	1,888	1,349
Total Revenue		28,904	28,336
Gains			
Gain on disposal of non-current assets	17	74	136
Total Gains		74	136
Total Income other than Income from State Government		28,978	28,472
NET COST OF SERVICES		801,048	735,818
Income from State Government			
Service appropriation	18	795,805	734,880
State grants	19	9,579	2,483
Liabilities assumed by the Treasurer	20	5,072	5,075
Resources received free-of-charge	21	1,398	2,786
Total Income from State Government		811,854	745,224
SURPLUS/(DEFICIT) FOR THE PERIOD		10,806	9,406

The Income Statement should be read in conjunction with the accompanying notes.

financial statements

Balance Sheet

BALANCE SHEET

as at 30 June 2008

	Note	2008 \$'000	2007 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	22	76,090	54,108
Restricted cash and cash equivalents	23(a)	8,849	2,577
Receivables	24	10,024	9,196
Amounts receivable for services	25	1,922	24,009
Non-current assets classified as held for sale	26	18,522	13,802
Inventories	27	130	395
Other current assets	28	5,345	5,604
Total Current Assets		120,882	109,691
Non-Current Assets			
Restricted cash and cash equivalents	23(b)	6,525	4,125
Amounts receivable for services	25	71,216	27,281
Property, plant and equipment	29	616,299	512,944
Intangible assets	30	76,008	79,816
Total Non-Current Assets		770,048	624,166
TOTAL ASSETS		890,930	733,857
LIABILITIES			
Current Liabilities			
Provisions	31	113,409	106,453
Payables	32	11,239	6,540
Other current liabilities	33	8,617	5,902
Total Current Liabilities		133,265	118,895
Non-Current Liabilities			
Provisions	31	24,480	20,893
Total Non-Current Liabilities		24,480	20,893
TOTAL LIABILITIES		157,745	139,788
NET ASSETS		733,185	594,069
EQUITY			
Contributed equity	34	284,745	233,437
Reserves		353,887	277,291
Accumulated surplus (deficiency)		94,553	83,341
TOTAL EQUITY		733,185	594,069
TOTAL LIABILITIES AND EQUITY		890,930	733,857

The Balance Sheet should be read in conjunction with the accompanying notes.

financial statements

Statement of Changes in Equity

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2008

	Note	2008 \$'000	2007 \$'000
BALANCE OF EQUITY AT START OF PERIOD		594,069	490,731
Contributed equity	34(a)		
Balance at start of period		233,437	194,038
Capital contributions		52,680	38,415
Other contributions by owners		-	2,492
Distributions to owners		(1,372)	(1,508)
Balance at end of period		284,745	233,437
Reserves			
Asset Revaluation Reserve	34(b)		
Balance at start of period		277,291	224,111
Gains/(losses) from asset revaluation		77,002	54,533
Transfer to accumulated surplus/deficit of assets disposed		(406)	(1,353)
Balance at end of period		353,887	277,291
Accumulated surplus/(deficiency)			
Balance at start of period		83,341	72,582
Surplus/(deficit) for the period		10,806	9,406
Previous transfer of revalued amounts of assets sold		406	1,353
Balance at end of period		94,553	83,341
BALANCE OF EQUITY AT END OF PERIOD		733,185	594,069
TOTAL INCOME AND EXPENSE FOR THE PERIOD (a)		87,808	63,939

- (a) The aggregate net amount attributable to each category of equity is:
- surplus \$10,806,000 plus gains from asset revaluation \$77,002,000,
 - (2007: surplus \$9,406,000 plus gains from asset revaluation \$54,533,000).

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

financial statements

Cash Flow Statement

CASH FLOW STATEMENT

for the year ended 30 June 2008

	Note	2008 \$'000	2007 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		749,948	701,684
Capital contributions		52,680	38,415
Holding account drawdowns		24,009	42,871
Grants from State Government		9,479	1,937
Non-retained revenue distribution to owners		-	(81)
Transfer of net assets from/(to) other agencies		(888)	416
Net cash provided by State Government		835,228	785,242
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee payments		(596,595)	(538,350)
Supplies and services		(140,700)	(121,205)
Capital user charge		-	(35,439)
Grant payments		(3,666)	(2,698)
GST payments on purchases		(24,736)	(24,128)
GST payments to taxation authority		-	-
Other payments		(26,502)	(33,994)
		(792,199)	(755,814)
Receipts			
User charges and fees		20,829	18,135
Commonwealth grants		1,068	1,001
Contributions, sponsorships and donations		5,305	5,380
GST receipts on sales		2,429	1,283
GST receipts from taxation authority		21,287	21,477
Other receipts		1,529	946
		52,447	48,222
Net cash provided by/(used in) operating activities	35(b)	(739,752)	(707,592)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of non-current physical assets		(64,974)	(79,955)
Proceeds from sale of non-current physical assets		152	227
Net cash provided by/(used in) investing activities		(64,822)	(79,728)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS			
Cash and cash equivalents at the beginning of period		60,810	62,888
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	35(a)	91,464	60,810

The Cash Flow Statement should be read in conjunction with the accompanying notes.

financial statements

Summary of Consolidated Fund Appropriations and Income Estimates

SUMMARY OF CONSOLIDATED FUND APPROPRIATIONS AND INCOME ESTIMATES

for the year ended 30 June 2008

	2008 Estimate \$'000	2008 Actual \$'000	2008 Variation \$'000	2008 Actual \$'000	2007 Actual \$'000	Variation \$'000
DELIVERY OF SERVICES						
Item 55 Net amount appropriated to deliver services	777,821	792,883	15,062	792,883	731,962	60,921
Amounts Authorised by Other Statutes						
<i>Salaries and Allowances Act 1975</i>	2,837	2,922	85	2,922	2,918	4
Total appropriations provided to deliver services	780,658	795,805	15,147	795,805	734,880	60,925
CAPITAL						
Item 146 Capital Contribution	85,300	52,680	(32,620)	52,680	38,415	14,265
GRAND TOTAL OF APPROPRIATIONS	865,958	848,485	(17,473)	848,485	773,295	75,190
Details of Expenses by Service						
Intelligence and protective services	64,621	54,440	(10,181)	54,440	55,712	(1,272)
Crime prevention and public order	86,188	63,310	(22,878)	63,310	62,115	1,195
Community support (non-offence incidents)	88,306	61,648	(26,658)	61,648	71,227	(9,579)
Emergency management and co-ordination	18,738	25,940	7,202	25,940	16,442	9,498
Response to and investigation of offences	295,939	341,005	45,066	341,005	283,961	57,044
Services to the judicial process	89,951	97,054	7,103	97,054	85,577	11,477
Traffic law enforcement and management	161,780	177,725	15,945	177,725	181,666	(3,941)
Implementation of the State crime prevention strategy	8,327	8,904	577	8,904	7,590	1,314
Total Cost of Services	813,850	830,026	16,176	830,026	764,290	65,736
Less Total income	(22,283)	(28,978)	(6,695)	(28,978)	(28,472)	(506)
Net Cost of Services	791,567	801,048	9,481	801,048	735,818	65,230
(Less)/Add Adjustments	(10,909)	(5,243)	5,666	(5,243)	(938)	(4,305)
Total appropriations provided to deliver services	780,658	795,805	15,147	795,805	734,880	60,925
Capital Expenditure						
Purchase of non-current physical assets	84,875	67,005	(17,870)	67,005	79,912	(12,907)
Adjustments for other funding sources	425	(14,325)	(14,750)	(14,325)	(41,497)	27,172
Capital Contribution (appropriation)	85,300	52,680	(32,620)	52,680	38,415	14,265
DETAILS OF INCOME ESTIMATES						
Income disclosed as Administered Incomes	390	546	156	546	525	21
Total Income Estimates	390	546	156	546	525	21

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 2008

	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	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
COST OF SERVICES										
Expenses										
Employee expenses	38,944	38,617	48,065	45,163	39,171	49,874	15,241	10,729	256,349	204,199
Supplies and services	12,390	12,316	12,386	12,270	15,806	13,199	8,078	3,383	68,121	57,589
Capital user charge	-	2,373	-	2,687	-	3,090	-	689	-	12,245
Depreciation, amortisation and impairment expense	2,533	2,136	2,449	1,837	6,144	4,839	2,328	1,550	13,692	8,547
Grant payments	350	21	296	39	357	30	176	21	1,770	125
Loss on disposal of non-current assets	1	2	7	3	3	47	3	15	10	12
Other expenses	222	247	107	116	167	148	114	55	1,063	1,244
Total cost of services	54,440	55,712	63,310	62,115	61,648	71,227	25,940	16,442	341,005	283,961
Income										
Revenue										
User charges and fees	2,802	1,739	4,700	6,308	3,630	831	793	199	5,598	4,277
Commonwealth grants	86	91	72	86	86	83	43	15	433	369
Contributions, sponsorships and donations	350	211	662	839	536	592	74	137	1,765	1,916
Other revenue	220	371	113	51	191	174	92	102	722	335
Total Revenue	3,458	2,412	5,547	7,284	4,443	1,680	1,002	453	8,518	6,897
Gains										
Gain on disposal of non-current assets	7	14	7	13	9	16	1	4	29	68
Total Gains	7	14	7	13	9	16	1	4	29	68
Total income other than Income from State Government	3,465	2,426	5,554	7,297	4,452	1,696	1,003	457	8,547	6,965
NET COST OF SERVICES	50,975	53,286	57,756	54,818	57,196	69,531	24,937	15,985	332,458	276,996
Income from State Government										
Service appropriation	50,379	53,100	57,386	54,673	56,555	69,420	24,701	15,976	330,177	276,420
State grants	872	299	682	260	951	257	369	43	4,082	1,156
Liabilities assumed by the Treasurer	468	366	372	389	496	455	186	92	2,150	1,907
Resources received free-of-charge	71	58	147	172	75	116	28	14	858	2,068
Total income from State Government	51,790	53,823	58,587	55,494	58,077	70,248	25,284	16,125	337,267	281,551
SURPLUS/(DEFICIT) FOR THE PERIOD	815	537	831	676	881	717	347	140	4,809	4,555

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 2008

	Services to the judicial process		Traffic law enforcement and management		Implementation of the State crime prevention strategy		TOTAL	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
COST OF SERVICES								
Expenses								
Employee expenses	72,613	62,455	141,031	127,627	3,490	2,486	614,904	541,150
Supplies and services	19,576	16,765	29,467	39,601	5,268	2,452	171,092	157,575
Capital user charge	-	3,606	-	7,626	-	148	-	32,464
Depreciation, amortisation and impairment expense	4,166	2,552	6,321	6,528	139	80	37,772	28,069
Grant payments	416	27	598	36	(6)	2,377	3,957	2,676
Loss on disposal of non-current assets	4	6	21	14	-	-	49	99
Other expenses	279	166	287	234	13	47	2,252	2,257
Total cost of services	97,054	85,577	177,725	181,666	8,904	7,590	830,026	764,290
Income								
Revenue								
User charges and fees	1,582	1,197	1,122	5,154	56	36	20,283	19,741
Commonwealth grants	101	101	144	219	-	37	965	1,001
Contributions, sponsorships and donations	923	783	561	1,212	897	555	5,768	6,245
Other revenue	322	107	219	193	9	16	1,888	1,349
Total Revenue	2,928	2,188	2,046	6,778	962	644	28,904	28,336
Gains								
Gain on disposal of non-current assets	8	20	13	-	-	1	74	136
Total Gains	8	20	13	-	-	1	74	136
Total Income other than Income from State Government	2,936	2,208	2,059	6,778	962	645	28,978	28,472
NET COST OF SERVICES	94,118	83,369	175,666	174,888	7,942	6,945	801,048	735,818
Income from State Government								
Service appropriation	93,162	83,201	175,509	175,130	7,936	6,960	795,805	734,880
State grants	1,463	343	1,111	125	49	-	9,579	2,483
Liabilities assumed by the Treasurer	807	560	562	1,281	31	25	5,072	5,075
Resources received free-of-charge	129	155	85	199	5	4	1,398	2,786
Total Income from State Government	95,561	84,259	177,267	176,735	8,021	6,989	811,854	745,224
SURPLUS/(DEFICIT) FOR THE PERIOD	1,443	890	1,601	1,847	79	44	10,806	9,406

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 2008

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 2008 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).

Early adoption of standards

The Police Service cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. No Standards and Interpretations that have been issued or amended but are not yet operative have been early adopted by the Police Service for the annual reporting period ended 30 June 2008.

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.

notes to the financial statements

for the year ended 30 June 2008 (continued)

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'.

(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 'Schedule of administered items'.

(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 'Service appropriation' 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 2007-08 Budget Statements, the Police Service retained \$28.978 million in 2007-08 (\$28.472 million in 2006-07) 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. 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 expensed directly 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.

notes to the financial statements

for the year ended 30 June 2008 (continued)

The carrying amount of land, buildings and livestock at 30 June 2008 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. When buildings are revalued, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

Independent valuations of land and buildings is provided on an annual basis by the Western Australian Land Information Authority (Valuation Services) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the balance sheet date.

Livestock revaluation was performed during 2007-08 with the effective date being 1 July 2007 by an independent valuer from Asset Valuation Partners Pty Ltd. Fair value of livestock has been determined on the basis of existing use value. 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.

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.

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	Years
BUILDINGS	
- Buildings	50
- Transportables	20
VEHICLES	
- Motor Vehicles and Cycles	5
- All Other Vehicles	7
AIRCRAFT AND VESSELS	
- Aircraft	20
- Vessels	10 to 15

Class of Assets	Years
COMPUTING AND OFFICE EQUIPMENT	
- Computing Software and Hardware	4 to 6
- Office Equipment	7
- Furniture and Fittings	10
- Communication Equipment	7
LIVESTOCK	
- Dogs and Horses	8 to 20
OTHER PLANT AND EQUIPMENT	
- Audio-Visual Equipment	7
- Photographic and Traffic Equipment	8
- Radio, Firearms and Scientific Equipment	10
- Radio/Communication Towers	10
- Other Plant and Equipment	10

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 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.

notes to the financial statements

for the year ended 30 June 2008 (continued)

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.

(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

In addition to cash, the Police Service has two categories of financial instrument:

- Receivables; and
- Financial liabilities measured at amortised cost.

These have been disaggregated into the following classes:

Financial Assets

- Cash and cash equivalents
- Restricted cash and cash equivalents
- Receivables
- Amount receivable for services

Financial Liabilities

- Payables

The fair value of short-term receivable and payables is the 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 3(k) 'Financial instruments' and Note 24 'Receivables'.

notes to the financial statements

for the year ended 30 June 2008 (continued)

(o) Inventories

Inventories include those items held for distribution and are measured at the lower of cost and net realisable value. 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 23(b) 'Restricted cash and cash equivalents') 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 'Other current liabilities') 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 2008, the accrued salaries calculation is based on two working days, as the last pay day was 26 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 the 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 the 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.

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.

notes to the financial statements

for the year ended 30 June 2008 (continued)

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 Police Service 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 Schemes, 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 GSS; and
- (b) Defined contribution plans – Employer contributions paid to the WSS, 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 Police Service's true cost of services, the Police Service 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.

GSS 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.

(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 Estate 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 Cash Flow Statement.

(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.

notes to the financial statements

for the year ended 30 June 2008 (continued)

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 2007.

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 and while there is no financial impact, the changes have resulted in increased disclosures, both quantitative and qualitative, of the Police Service's exposure to risks, including enhanced disclosure regarding components of the Police Service's financial position and performance, and changes to the way of presenting certain items in the notes to the financial statements.

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 Standards and Interpretations	
101	'Presentation of Financial Statements' (amendments relating to the Standard released in October 2006)
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)'
2007-1	'Amendments to Australian Accounting Standards arising from AASB Interpretation 11 [AASB 2]'
2007-4	'Amendments to Australian Accounting Standards arising from ED 151 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 and 1038)'. The amendments arise as a result of the AASB decision to make available all options that currently exist under IFRSs and that certain additional Australian disclosures should be eliminated. The Treasurer's Instructions have been amended to maintain the existing practice when the Standard was first applied and as a consequence there is no financial impact.
2007-5	'Amendments to Australian Accounting Standard - Inventories Held for Distribution by Not-For-Profit Entities [AASB 102]'

AASB Standards and Interpretations	
2007-7	'Amendments to Australian Accounting Standards [AASB 1, AASB 2, AASB 4, AASB 5, AASB 107 and AASB 128]'
ERR	Erratum 'Proportionate Consolidation [AASB 101, AASB 107, AASB 121, AASB 127 and Interpretation 113]'
Interpretation 10	'Interim Financial Reporting and Impairment'
Interpretation 11	'AASB 2 - Group and Treasury Share Transactions'
Interpretation 1003	'Australian Petroleum Resource Rent Tax'

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. Where applicable, these will be applied from their application date:

Title	Operative for reporting periods beginning on/after
AASB 101 'Presentation of Financial Statements' (September 2007). This Standard has been revised and will change the structure of the financial statements. These changes will require that owner changes in equity are presented separately from non-owner changes in equity. The Police Service does not expect any financial impact when the Standard is first applied.	1 January 2009
Review of AAS 27 'Financial Reporting by Local Governments', 29 'Financial Reporting by Government Departments and 31 'Financial Reporting by Governments'. The AASB has made the following pronouncements from its short-term review of AAS 27, AAS 29 and AAS 31:	
AASB 1004 'Contributions' (December 2007)	1 July 2008
AASB 1050 'Administered Items' (December 2007)	1 July 2008
AASB 1051 'Land Under Roads' (December 2007)	1 July 2008
AASB 1052 'Disaggregated Disclosures' (December 2007)	1 July 2008
AASB 2007-9 'Amendments to Australian Accounting Standards arising from the review of AASs 27, 29 and 31 [AASB 3, AASB 5, AASB 8, AASB 101, AASB 114, AASB 116, AASB 127 and AASB 137]' (December 2007).	1 July 2008
Interpretation 1038 'Contributions by Owners Made to Wholly Owned Public Sector Entities (revised) (December 2007).	1 July 2008
The existing requirements in AAS 27, AAS 29 and AAS 31 have been transferred to the above new and existing topic-based Standards and Interpretation. These requirements remain substantively unchanged. The new and revised Standards make some modifications to disclosures, otherwise, there will be no financial impact.	

notes to the financial statements

for the year ended 30 June 2008 (continued)

The following Australian Accounting Standards and Interpretations are not considered applicable to the Police Service or adoption of them in future periods will have no impact on the Police Service or do not apply to not-for-profit entities:

Title	Operative for reporting periods beginning on/after
AASB 3 'Business Combinations' (March 2008)	1 January 2009
AASB 8 'Operating Segments'	1 January 2009
AASB 123 'Borrowing Costs' (June 2007)	1 January 2009
AASB 127 'Consolidated and Separate Financial Statements' (March 2008)	1 July 2009
AASB 1049 'Whole of Government and General Government Sector Financial Reporting'	1 July 2008
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 and AASB 139]'	1 January 2008
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 and AASB 1038]'	1 January 2009
AASB 2007-6 'Amendments to Australian Accounting Standards arising from AASB 123 [AASB 1, AASB 101, AASB 107, AASB 111, AASB 116 and AASB 138 and Interpretations 1 and 12]'	1 January 2009
AASB 2007-8 'Amendments to Australian Accounting Standards arising from AASB 101'	1 January 2009
AASB 2008-1 'Amendments to Australian Accounting Standard - Share-based Payments: Vesting Conditions and Cancellations'	1 January 2009
AASB 2008-2 'Amendments to Australian Accounting Standard - Puttable Financial Instruments and Obligations arising on Liquidation [AASB 7, AASB 101, AASB 132, AASB 139 and Interpretation 2]'	1 January 2009
AASB 2008-3 'Amendments to Australian Accounting Standards arising from AASB 3 and AASB 127 [AASB 1, 2, 4, 5, 7, 101, 107, 112, 114, 116, 121, 128, 131, 132, 133, 134, 136, 137, 138, 139 and Interpretations 9 and 107]'	1 July 2009
AASB 2008-4 'Amendments to Australian Accounting Standards - Key Management Personnel Disclosures by Disclosing Entities [AASB 124]'	30 June 2008
Interpretation 4 'Determination whether an Arrangement contains a Lease' (February 2007)	1 January 2008
Interpretation 12 'Service Concession Arrangements'	1 January 2008
Interpretation 13 'Customer Loyalty Programmes'	1 July 2008
Interpretation 14 'AASB 119 - The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction'	1 January 2008
Interpretation 129 'Service Concession Arrangements: Disclosures'	1 January 2008

	2008	2007
	\$'000	\$'000

7. EMPLOYEE EXPENSES

Employee benefits expense		
Salaries and wages	440,190	396,631
Annual leave (a)	53,083	45,851
Long service leave (a)	21,205	11,345
Other leave (a)	293	106
Superannuation - defined contribution plans (b)	47,296	42,952
Superannuation - defined benefit plans (c),(d)	5,072	5,075
Employee housing	22,294	18,499
Relocation and relieving expenses	6,783	5,365
Fringe benefits tax	3,083	3,306
Uniforms and protective clothing	6,453	4,384
Medical expenses	3,130	3,103
Other employee benefits expense	1,605	1,486
	610,487	538,103
Other employee expenses		
Training expenses	3,758	2,416
Workers' compensation including on-cost	665	610
Other employee expenses	(6)	21
	4,417	3,047
	614,904	541,150

(a) Includes a superannuation contribution component.

(b) Defined contribution plans include West State, Gold State and GESB Super Scheme (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	24,012	22,000
Rental, leases and hire	21,086	17,544
Insurances and licences	6,664	6,500
Travel expenses	7,780	5,901
Energy, water and rates	6,028	5,493
Communication expenses	8,105	6,660
Other services and contracts	72,625	60,135
Equipment acquisitions	8,413	17,815
Fuels and oils	8,485	7,504
Consumables	6,496	5,237
Services received free of charge	1,398	2,786
	171,092	157,575

9. CAPITAL USER CHARGE

	-	32,464
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This charge was a levy applied by Government for the use of its capital. The final charge was levied in 2006-07.

notes to the financial statements

for the year ended 30 June 2008 (continued)

	2008 \$'000	2007 \$'000
10. DEPRECIATION, AMORTISATION AND IMPAIRMENT EXPENSE		
<i>Depreciation</i>		
Buildings	8,820	7,046
Vehicles	709	551
Computing and office equipment	4,811	4,096
Aircraft and vessels	1,055	917
Livestock	182	253
Leasehold improvements	146	124
Other plant and equipment	4,734	3,895
	<u>20,457</u>	<u>16,882</u>
<i>Amortisation</i>		
Software and software developments	14,220	11,187
<i>Impairments</i>		
Impairment on software assets under construction	3,095	-
	<u>37,772</u>	<u>28,069</u>

Refer to Note 30 'Intangible assets' for details of recognised impairment losses.

11. GRANT PAYMENTS

State Crime Prevention Grants	3,858	2,377
Aboriginal Wardens Scheme Grants	36	88
Other grants	63	211
	<u>3,957</u>	<u>2,676</u>

12. OTHER EXPENSES

Doubtful debts	17	174
Other assets written off not elsewhere reported (a)	751	708
Other expenses from ordinary activities	1,484	1,375
	<u>2,252</u>	<u>2,257</u>

(a) Other assets written off not elsewhere reported include reductions due to capitalisation policy changes and those write-offs in accordance with the *Financial Management Act 2006* located within Note 41.

13. USER CHARGES AND FEES

<i>Regulated fees</i>		
Firearms	3,825	4,273
Security and related activities	1,137	1,065
Pawnbrokers and secondhand dealers	60	74
Vehicle escorts	2,218	2,223
Clearance certificates	5,527	5,197
Crash information	198	130
Other regulated fees	464	525
	<u>13,429</u>	<u>13,487</u>
<i>Recoups of services provided</i>		
Gold stealing	646	587
National Crime Authority	161	440
Search and rescue	104	39
Other	1,951	976
	<u>2,862</u>	<u>2,042</u>
Other Recoups	<u>3,992</u>	<u>4,212</u>
	<u>20,283</u>	<u>19,741</u>

	2008	2007
	\$'000	\$'000

14. COMMONWEALTH GRANTS

Police Recruit Traineeship Program	805	519
National Campaign Against Drug Abuse	146	325
Regional Airport Security	14	-
Other	-	157
	965	1,001

15. CONTRIBUTIONS, SPONSORSHIPS AND DONATIONS

Contributions		
Employee rental contributions	3,933	4,049
Executive vehicle contributions	158	145
Other contributions	1,213	1,543
	5,304	5,737
Sponsorships and Donations		
Sponsorships	141	86
Non-cash donations	323	422
	464	508
	5,768	6,245

16. OTHER REVENUE

Proceeds from Sale of Equipment items	13	53
Other revenues from ordinary activities	1,875	1,296
	1,888	1,349

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	71	93
Aircraft and Vessels	-	43
Other Plant and Equipment	3	-
Net gain	74	136

notes to the financial statements

for the year ended 30 June 2008 (continued)

	2008	2007
	\$'000	\$'000

17. NET GAIN / (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS (cont.)

(b) Net (loss) on Disposal of non-current assets

<i>Property, plant and equipment</i>		
Vehicles	(47)	(6)
Computing and Office Equipment	(2)	(92)
Other Plant and Equipment	-	(1)
Net (loss)	(49)	(99)

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

Costs of Disposal		
Property, plant and equipment	127	190
	<u>127</u>	<u>190</u>
Proceeds from Disposal		
Property, plant and equipment	152	227
	<u>152</u>	<u>227</u>
Net gain/(loss)	25	37

18. SERVICE APPROPRIATION

Service appropriations received during the year	792,883	731,962
<i>Salaries and Allowances Act 1975</i>	2,922	2,918
	<u>795,805</u>	<u>734,880</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

Department of Indigenous Affairs (a)	7,000	-
Road Trauma Trust Fund	2,566	2,478
Other	13	5
	<u>9,579</u>	<u>2,483</u>

(a) The grant must be used to fund the establishment of Multi-Function Policing Facilities and associated Infrastructure at remote indigenous communities. At 30 June 2008, \$6.178 million of the grant remains unspent.

	2008	2007
	\$'000	\$'000

20. LIABILITIES ASSUMED BY THE TREASURER

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

- Superannuation	5,072	5,075
	5,072	5,075

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)	592	1,914
- Collection of firearm licences provided by the Department for Planning and Infrastructure	84	111
- Leased management services provided by the Department of Housing and Works	94	71
- Labour relation services provided by the Department of Consumer and Employment Protection	7	79
- Recruitment services provided by the Department of the Premier and Cabinet, Public Sector Management Division	3	5
- Procurement services provided by the Department of Treasury and Finance	618	606
	1,398	2,786

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.

	75,609	53,643
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Advances

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

	481	465
	76,090	54,108

notes to the financial statements

for the year ended 30 June 2008 (continued)

	2008	2007
	\$'000	\$'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)	8,849	2,577
- Non-current assets (b)	6,525	4,125
	15,374	6,702

(a) CURRENT ASSETS

Multi-Function Policing Facilities - Grants Capital Works

Grant monies from the Department of Indigenous Affairs to fund the establishment of Multi-Function Policing Facilities and associated infrastructure at remote Indigenous communities.

6,178	-
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Police Recruit Traineeship Fund

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

1,285	921
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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.

848	815
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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.

183	293
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RAC Neighbourhood Watch

To hold unspent money received from RAC Insurance Pty Ltd in relation to the Neighbourhood Watch program.

217	190
-----	-----

Regional Air Security

To hold monies received by the Police Service from the Commonwealth to improve and strengthen regional airport security and aviation security in general.

103	-
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Monies held for Rewards

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

10	10
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National Counter-Terrorism Committee

To hold monies received by the Police Service from the Commonwealth for the funding of national counter-terrorism exercises.

25	348
8,849	2,577

(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.

6,525	4,125
6,525	4,125

	2008	2007
	\$'000	\$'000

24. RECEIVABLES

Receivables	3,337	4,311
Allowance for doubtful debts	(243)	(304)
GST Receivable	6,930	5,189
	10,024	9,196

Reconciliation of changes in the allowance for impairment of receivables:

Balance at the start of the year	304	246
Doubtful debts expense recognised in the Income Statement	17	174
Amounts written off during the year	(78)	(116)
Amounts recovered during the year	-	-
Balance at end of year	243	304

Credit Risk

Ageing of receivables past due but not impaired based on the information provided to senior management at reporting date:

Not more than 2 months	1,182	367
More than 2 months but less than 4 months	63	138
More than 4 months but less than 1 year	242	136
More than 1 year	400	378
	1,887	1,019

The Police Service does hold any collateral as security or other credit enhancements relating to receivables.

25. AMOUNTS RECEIVABLE FOR SERVICES

Current asset	1,922	24,009
Non-current asset	71,216	27,281
	73,138	51,290

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'.

26. NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

Land (i)	14,771	10,051
Buildings	3,751	3,751
	18,522	13,802

(i) The Department for Planning and Infrastructure (DPI) is the only agency with the power to sell Crown land. The land is transferred to DPI for sale and the Police Service accounts for the transfer as a distribution to owner.

This is reconciled as follows:

Opening Balance	13,802	11,548
Add net assets reclassified as held for sale	5,180	2,254
Total assets held for sale	18,982	13,802
Less assets sold	(460)	-
Closing Balance	18,522	13,802

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'.

notes to the financial statements

for the year ended 30 June 2008 (continued)

	2008 \$'000	2007 \$'000
27. INVENTORIES		
Inventories held for distribution	130	395
	130	395
28. OTHER CURRENT ASSETS		
Accrued income	1,056	939
Prepayments	4,289	4,665
	5,345	5,604
29. PROPERTY, PLANT AND EQUIPMENT		
(a) PROPERTY, PLANT AND EQUIPMENT COMPRISE THE FOLLOWING ASSET CLASSES:		
Land		
At fair value (i)	169,936	130,803
Accumulated impairment losses	-	-
	169,936	130,803
Buildings		
At fair value (i)	350,101	297,062
Accumulated depreciation	(9,342)	(8,373)
	340,759	288,689
Accumulated impairment losses	-	-
	340,759	288,689
Works in Progress		
Buildings under construction	43,966	27,614
Other	1,993	4,223
	45,959	31,837
Vehicles		
At cost	7,237	5,592
Accumulated depreciation	(3,388)	(3,236)
	3,849	2,356
Accumulated impairment losses	-	-
	3,849	2,356
Aircraft and Vessels		
At cost	16,156	15,282
Accumulated depreciation	(2,896)	(1,841)
	13,260	13,441
Accumulated impairment losses	-	-
	13,260	13,441

	2008 \$'000	2007 \$'000
29. PROPERTY, PLANT AND EQUIPMENT (cont.)		
Computing and Office Equipment		
At cost	26,456	24,587
Accumulated depreciation	(15,656)	(11,575)
	<u>10,800</u>	<u>13,012</u>
Accumulated impairment losses	-	-
	10,800	13,012
Livestock		
At fair value (ii)	1,130	1,575
Accumulated depreciation	(195)	(238)
	<u>935</u>	<u>1,337</u>
Accumulated impairment losses	-	-
	935	1,337
Other Plant and Equipment		
At cost	52,199	50,836
Accumulated depreciation	(22,862)	(20,878)
	<u>29,337</u>	<u>29,958</u>
Accumulated impairment losses	-	-
	29,337	29,958
Artwork		
At cost	435	361
Accumulated impairment losses	-	-
	<u>435</u>	<u>361</u>
Leasehold Improvements		
At cost	3,029	3,004
Accumulated amortisation	(2,000)	(1,854)
	<u>1,029</u>	<u>1,150</u>
Accumulated impairment losses	-	-
	1,029	1,150
	616,299	512,944

(i) Land and buildings were revalued as at 1 July 2007 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2008 and recognised at 1 July 2007. In undertaking the revaluation, fair value was determined by reference to market values for land: \$21,847,500 and buildings: \$3,295,000. For the remaining balance, fair value of land and buildings was determined on the basis of depreciated replacement cost. See note 3(f) 'Property, Plant and Equipment'.

Valuation Services (Landgate), the Office of the Auditor General and the Department of Treasury and Finance assessed valuations globally to ensure that the valuations provided by Valuation Services (as at 1 July 2007) were compliant with fair value at 30 June 2008.

(ii) Livestock was revalued as at 1 July 2007 by Asset Valuation Partners Pty Ltd. The valuations were performed during the year ended 30 June 2008 and recognised at 1 July 2007. The fair value of land and buildings was determined on the basis of depreciated replacement cost. See note 3(f) 'Property, Plant and Equipment'.

notes to the financial statements

for the year ended 30 June 2008 (continued)

29. PROPERTY, PLANT AND EQUIPMENT (cont.)

(b) RECONCILIATIONS OF THE CARRYING AMOUNT OF PROPERTY, PLANT AND EQUIPMENT AT THE BEGINNING AND END OF THE REPORTING PERIOD ARE SET OUT BELOW:

	2007-08									
	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	130,803	-	(10)	10,005	(4,800)	-	-	33,938	-	169,936
Buildings	288,689	52	(48)	17,965	(380)	-	-	43,301	(8,820)	340,759
Works in progress	31,837	44,830	-	(30,708)	-	-	-	-	-	45,959
Vehicles	2,356	1,257	(154)	1,099	-	-	-	-	(709)	3,849
Aircraft and vessels	13,441	139	-	735	-	-	-	-	(1,055)	13,260
Computing and office equipment	13,012	2,236	(36)	399	-	-	-	-	(4,811)	10,800
Livestock	1,337	54	(37)	-	-	-	-	(237)	(182)	935
Other Plant and equipment	29,958	3,964	(434)	583	-	-	-	-	(4,734)	29,337
Artwork	361	-	-	74	-	-	-	-	-	435
Leasehold improvements	1,150	-	-	25	-	-	-	-	(146)	1,029
	512,944	52,532	(719)	177	(5,180)	-	-	77,002	(20,457)	616,299

	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 equipment	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

2008	2007
\$'000	\$'000

30. INTANGIBLE ASSETS

(a) INTANGIBLE ASSETS COMPRISE THE FOLLOWING ASSET CLASSES:

Software	120,860	99,153
Accumulated amortisation	(52,319)	(38,098)
	68,541	61,055
Accumulated impairment losses	-	-
	68,541	61,055
Software Development in Progress	7,467	18,761
	76,008	79,816

(b) RECONCILIATIONS OF THE CARRYING AMOUNT OF INTANGIBLES AT THE BEGINNING AND END OF THE REPORTING PERIOD ARE SET OUT BELOW:

2007-08										
	Carrying amount at start of the year	Additions	Retirements	Transfers between classes	Transfer to assets held for sale	Impairment losses (i)	Impairment losses reversal	Revaluation	Depreciation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Software	61,055	-	-	21,706	-	-	-	-	(14,220)	68,541
Software in progress	18,761	13,685	-	(21,884)	-	(3,095)	-	-	-	7,467
	79,816	13,685	-	(178)	-	(3,095)	-	-	(14,220)	76,008

2006-07										
	Carrying amount at start of the year	Additions	Retirements	Transfers between classes	Transfer to assets held for sale	Impairment losses (i)	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

(i) The impairment loss is attributable to the discontinued construction of software assets. As a result, the software asset was determined to be impaired and written down to its recoverable amount.

notes to the financial statements

for the year ended 30 June 2008 (continued)

	2008	2007
	\$'000	\$'000

31. PROVISIONS

PROVISIONS COMPRISE THE FOLLOWING ITEMS:

(i) Current liabilities		
(a) Employee benefits provision	112,952	106,339
(b) Other provisions	457	114
	113,409	106,453
(ii) Non-current liabilities		
(a) Employee benefits provision	24,459	20,873
(b) Other provisions	21	20
	24,480	20,893
	137,889	127,346

(a) EMPLOYEE BENEFITS PROVISIONS HAVE BEEN RECOGNISED IN THE FINANCIAL STATEMENTS AS FOLLOWS:

- Current liabilities (i)	112,952	106,339
- Non-current liabilities (ii)	24,459	20,873
	137,411	127,212

(i) CURRENT LIABILITIES		
- Annual leave *	45,610	41,353
- Long service leave **	65,954	63,766
- 38-hour leave	220	240
- Special paid leave	257	267
- Time off in lieu/banked leave	482	379
- Purchased leave	251	188
- Deferred leave	178	146
	112,952	106,339

(ii) NON-CURRENT LIABILITIES		
- Long service leave	22,023	18,391
- 38-hour leave	2,255	2,308
- Deferred leave	181	174
	24,459	20,873

* 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	42,520	40,683
- More than 12 months after reporting date	734	670
	43,254	41,353

	2008 \$'000	2007 \$'000
--	----------------	----------------

31. PROVISIONS (cont.)

** 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	18,075	16,930
- More than 12 months after reporting date	50,287	46,836
	68,362	63,766

(b) OTHER PROVISIONS HAVE BEEN RECOGNISED IN THE FINANCIAL STATEMENTS AS FOLLOWS:

(i) Current liabilities

- Non-Employee Benefits On-Costs	107	114
- Restoration costs	350	-
	457	114

(ii) Non-current liabilities

- Non-Employee Benefits On-Costs	21	20
	21	20

The settlement of leave liabilities gives rise to the payment of employment on-costs including workers' compensation and medical benefits.

Other provisions also includes restoration costs relating to the removal of contaminants from the new Perth Police Complex.

Movement in Other provisions

Carrying amount at start of year	134	112
Net amount of additional provision recognised	344	22
Carrying amount at end of year	478	134

32. PAYABLES

Payables	11,239	6,540
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33. OTHER CURRENT LIABILITIES

Sundry Accruals

- Accrued salaries *	4,044	1,824
- Accrued superannuation *	383	169
- Police officers' leave loading expense	3,133	2,859
- Fringe benefit tax liability	728	850
	8,288	5,702

* Accrued salaries and superannuation have been calculated for two working days from 27 June to 30 June 2008.

Income in Advance	329	200
	8,617	5,902

notes to the financial statements

for the year ended 30 June 2008 (continued)

	2008	2007
	\$'000	\$'000

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)	284,745	233,437
Asset revaluation reserve (b)	353,887	277,291
Accumulated surplus/(deficiency)	94,553	83,341
	733,185	594,069

(a) CONTRIBUTED EQUITY

Balance at the start of the year	233,437	194,038
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Contributions by Owners

Capital contributions (i)	52,680	38,415
Transfer of net assets from other agencies (i)		
- Land and buildings assumed	-	1,951
- Transfer of Office of Crime Prevention from Department of the Premier and Cabinet	-	541
	-	2,492

Balance at the end of the year	286,117	234,945
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Distributions to owners

Transfer of net assets to other agencies (ii)		
- Land and buildings transferred to the Department for Planning and Infrastructure	(484)	(1,230)
- Payment for Path Centre asset purchases	(671)	-
- Transfers to Department of Attorney General for equipment purchases	(217)	(197)

Net assets transferred to Government (iii)		
- Proceeds for disposal of assets paid to Consolidated Fund	-	(81)
	(1,372)	(1,508)

Balance at the end of the year	284,745	233,437
--------------------------------	----------------	----------------

(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	277,291	224,111
Net revaluation increments/(decrements):		
Land	33,938	34,277
Buildings	43,301	19,905
Livestock	(237)	351
	77,002	54,533
Transfer to accumulated surplus/(deficiency) on sale of previously revalued assets	(406)	(1,353)
Balance at the end of the year	353,887	277,291

2008	2007
\$'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	76,090	54,108
Restricted cash and cash equivalents (see Note 23)	15,374	6,702
	91,464	60,810

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

Net cost of services	(801,048)	(735,818)
Adjustment for non-cash items:		
Depreciation, amortisation and impairment expense	37,772	28,069
Resources received free-of-charge	1,398	2,786
Donated assets	(272)	(189)
Superannuation expense	5,072	5,075
Doubtful and bad debts expense	17	174
Net loss/(gain) on sale of non-current assets	(25)	(37)
Adjustment to carrying value of assets	(320)	(629)
(Increase)/decrease in assets:		
Receivables	(ii) 913	(1,844)
Prepayments	376	(991)
Accrued income	(117)	(37)
Inventories	265	(264)
Increase/(decrease) in liabilities:		
Payables	(ii) 4,698	2,220
Sundry accruals	2,586	(3,497)
Provisions	10,544	(891)
Income in advance	130	(478)
Net change in GST:		
Change in GST (receivables)/payables	(i) (1,741)	(1,241)
Net cash (used in)/provided by operating activities	(739,752)	(707,592)

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

(ii) 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

During the financial year, the Police Service received donated assets from external parties totalling \$271,392 compared to \$188,856 in 2006-07.

During the year, there were \$483,494 of assets transferred to Department of Land Information compared to \$1.230 million in 2006-07.

notes to the financial statements

for the year ended 30 June 2008 (continued)

	2008	2007
	\$'000	\$'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	116,264	97,202
Later than one year but not later than five years	138,400	183,110
Later than 5 years	-	-
	254,664	280,312

The capital commitment includes amounts for:

Buildings	206,596	216,747
Computer infrastructure upgrades	8,928	35,075
Other asset acquisitions	39,140	28,490
	254,664	280,312

(b) LEASE COMMITMENTS

Operating lease commitments contracted for at the reporting date but not recognised in the financial statements are payable as follows:

Within one year	16,754	15,950
Later than one year but not later than five years	28,718	21,145
Later than five years	1,309	395
	46,781	37,490

Representing:

Cancellable operating leases	13,042	11,152
Non-cancellable operating leases (i)	33,739	26,338
	46,781	37,490

(i) Non-cancellable operating lease commitments

Commitments for minimum lease payments are payable as follows:

Within one year	7,891	8,211
Later than one year but not later than five years	24,539	17,732
Later than five years	1,309	395
	33,739	26,338

* Vehicle lease commitments have been included for the first time in 2008. The 2007 figures have been amended accordingly for comparative purposes.

(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	15,767	24,235
Later than one year but not later than five years	19,242	21,074
Later than five years	230	-
	35,239	45,309

These represent:

Staff training	156	125
Computing costs	10,101	18,825
Communication costs	14,278	17,562
Other	10,704	8,797
	35,239	45,309

The above commitments are all inclusive of GST.

* Vehicles Lease figures have been added for 2007-08 and 2006-07 as previously excluded.

37. FINANCIAL INSTRUMENTS

(a) FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

Financial instruments held by the Police Service are cash and cash equivalents, restricted cash and cash equivalents, receivables and payables. All of the Police Service's cash is held in the public bank account (non-interest bearing). 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

Credit risk arises when there is the possibility of third parties defaulting on their contractual obligations resulting in financial loss to the Police Service. The Police Service measures credit risk on a fair value basis and monitors risk on a regular basis.

The maximum exposure to credit risk at reporting date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment, as shown in the table at Note 37(c).

Credit risk associated with the Police Service's financial assets is minimal because the main receivable is the amounts receivable for services (Holding Account). For receivables other than government, 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.

Provision for impairment of receivables is determined by reviewing each debt at reporting date and assessing its collectability.

Liquidity risk

The Police Service is exposed to liquidity risk through its trading in the normal course of business. Liquidity risk arises when the Police Service is unable to meet its financial obligations as they fall due.

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.

Market 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.

2008	2007
\$'000	\$'000

(b) CATEGORIES OF FINANCIAL INSTRUMENT

In addition to cash, the carrying amounts of each of the following categories of financial assets and financial liabilities at the reporting date are as follows:

Cash and cash equivalents	76,090	54,108
Restricted cash and cash equivalents	15,374	6,702
Receivables (i)	77,288	56,236
Financial Liabilities		
Financial liabilities measured at amortised cost	19,527	12,242

(i) The amount of receivables excludes GST recoverable from ATO.

notes to the financial statements

for the year ended 30 June 2008 (continued)

37. FINANCIAL INSTRUMENTS (cont.)

(c) FINANCIAL INSTRUMENT DISCLOSURES

Credit Risk, Liquidity Risk and Interest Rate Risk Exposure

The following table details the exposure to liquidity risk and interest rate risk as at reporting date. The Police Service's maximum exposure to credit risk at the reporting date is the carrying amount of the financial assets as shown in the following table. The table is based on information provided to senior management of the Police Service. The contractual maturity amounts in the table are representative of the undiscounted amounts at reporting date.

The Police Service does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

The Police Service does not hold any financial assets that had to have had their terms re-negotiated that would have otherwise resulted in them being past due or impaired.

Interest Rate Risk Exposure

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

Contractual Maturity Rates:

	Weighted average effective interest rate	Variable interest rate	Less than 1 year	1 to 5 years	More than 5 years	Non- interest bearing	Total
2007-08	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets							
Cash and cash equivalents	-	-	-	-	-	76,090	76,090
Restricted cash and cash equivalents	-	-	-	-	-	15,374	15,374
Receivables	-	-	-	-	-	3,094	3,094
Amounts receivable for services	-	-	-	-	-	73,138	73,138
Accrued income	-	-	-	-	-	1,056	1,056
						168,752	168,752
Financial Liabilities							
Payables	-	-	-	-	-	11,239	11,239
Other accrued expenses	-	-	-	-	-	8,288	8,288
						19,527	19,527
Net Financial Assets (Liabilities)						149,225	149,225

Contractual Maturity Rates:

	Weighted average effective interest rate	Variable interest rate	Less than 1 year	1 to 5 years	More than 5 years	Non- interest bearing	Total
2006-07	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets							
Cash and cash equivalents	-	-	-	-	-	54,108	54,108
Restricted cash and cash equivalents	-	-	-	-	-	6,702	6,702
Receivables	-	-	-	-	-	4,007	4,007
Amounts receivable for services	-	-	-	-	-	51,290	51,290
Accrued income	-	-	-	-	-	939	939
	-	-	-	-	-	117,046	117,046
Financial Liabilities							
Payables	-	-	-	-	-	6,540	6,540
Other accrued expenses	-	-	-	-	-	5,702	5,702
	-	-	-	-	-	12,242	12,242
Net Financial Assets (Liabilities)	-	-	-	-	-	104,804	104,804

The amount of receivables excludes GST recoverable from the ATO (statutory receivable)

Interest Rate Sensitivity Analysis

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

2008	2007
\$'000	\$'000

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 2008.

510	2,057
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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 2008.

POST-SEPARATION MEDICAL BENEFITS

A Bill proposing the payment of medical and other expenses for employment-related illnesses and injuries of former police officers has been introduced in Parliament. The proposed legislation is still subject to debate and the terms of the scheme cannot be finalised. Accordingly, it is not practical to reliably estimate the potential liability.

notes to the financial statements

for the year ended 30 June 2008 (continued)

2008	2007
\$'000	\$'000

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	<u>150</u>	<u>142</u>
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40. 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:

\$	2008	2007
10,001 - 20,000	-	1
20,001 - 30,000	-	1
30,001 - 40,000	1	-
40,001 - 50,000	2	1
50,001 - 60,000	1	1
70,001 - 80,000	-	3
80,001 - 90,000	-	1
90,001 - 100,000	-	1
110,001 - 120,000	-	2
120,001 - 130,000	1	2
130,001 - 140,000	6	2
140,001 - 150,000	1	1
150,001 - 160,000	1	1
160,001 - 170,000	1	1
180,001 - 190,000	-	2
190,001 - 200,000	2	2
200,001 - 210,000	4	2
210,001 - 220,000	-	1
220,001 - 230,000	2	1
240,001 - 250,000	1	-
260,001 - 270,000	1	1
380,001 - 390,000	-	1
410,001 - 420,000	1	-

The total remuneration of Senior Officers is:

<u>4,195</u>	<u>4,026</u>
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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.

	2008	2007
	\$'000	\$'000

41. SUPPLEMENTARY FINANCIAL INFORMATION

(a) WRITE-OFFS

Write-offs approved in accordance with Section 48 of the *Financial Management Act 2006* related to:

Bad debts *	83	121
Assets written-off from the asset register *	197	211
Other public property **	572	-
	852	332

* Bad debts and asset register write-offs have been reflected within the Income Statement.

** Other public property-written off include items of equipment not capitalised within the asset register. The value reported above is the estimated written down replacement cost. This amount is not reflected within the Income Statement.

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:

(i) Bad Debts		
The Accountable Authority	83	121
The Minister	-	-
Executive Council	-	-
	83	121
(ii) Assets		
The Accountable Authority	197	211
The Minister	-	-
Executive Council	-	-
	197	211
(iii) Other Public Property		
The Accountable Authority	572	-
The Minister	-	-
Executive Council	-	-
	572	-

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

Losses of public property through theft, default or otherwise	852	332
Losses of public money	-	-
Less: Amount recovered	-	-
	852	332

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

notes to the financial statements

for the year ended 30 June 2008 (continued)

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.

(a) SIGNIFICANT VARIANCES BETWEEN ESTIMATES AND ACTUAL

2008 Estimate \$'000	2008 Actual \$'000	2008 Variation \$'000
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(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	64,621	54,440	(10,181)
Crime prevention and public order	86,188	63,310	(22,878)
Community support (non-offence incidents)	88,306	61,648	(26,658)
Emergency management and co-ordination	18,738	25,940	7,202
Response to and investigation of offences	295,939	341,005	45,066
Services to the judicial process	89,951	97,054	7,103
Traffic law enforcement and management	161,780	177,725	15,945
Implementation of the State crime prevention strategy	8,327	8,904	577
813,850	830,026	16,176	

(ii) CAPITAL CONTRIBUTION

WA Police has reviewed its capital works cash flow requirement due to deferred or delays associated with existing projects. As a result, WA Police has repositioned its capital contribution from the 2007-08 financial year to 2008-09 and 2009-10 financial years.

	85,300	52,680	(32,620)
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(iii) CONSOLIDATED FUND REVENUE

Administered income mainly comprises 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.

	390	546	156
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**(b) SIGNIFICANT VARIANCES BETWEEN ACTUAL AND PRIOR YEAR
ACTUALS**

2008 Actual \$'000	2007 Actual \$'000	2008 Variation \$'000
--------------------------	--------------------------	-----------------------------

Service Expenditure

There was an increase in the Total Cost of Services of \$65.736 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.

Intelligence and protective services	54,440	55,712	(1,272)
Crime prevention and public order	63,310	62,115	1,195
Community support (non-offence incidents)	61,648	71,227	(9,579)
Emergency management and co-ordination	25,940	16,442	9,498
Response to and investigation of offences	341,005	283,961	57,044
Services to the judicial process	97,054	85,577	11,477
Traffic law enforcement and management	177,725	181,666	(3,941)
Implementation of the State crime prevention strategy	8,904	7,590	1,314
	830,026	764,290	65,736

2008 \$'000	2007 \$'000
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44. SCHEDULE OF ADMINISTERED ITEMS

(a) ADMINISTERED EXPENSES AND INCOME

EXPENSES

Transfer	482	466
Commission expenses	64	59
Total administered expenses	546	525

INCOME

Licences, fines and other	546	444
Proceeds from disposal of non-current assets	-	81
Total administered income	546	525

(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

notes to the financial statements

for the year ended 30 June 2008 (continued)

	2008	2007
	\$'000	\$'000

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 2007	320	281
RECEIPTS		
Found Money	181	118
	501	399
PAYMENTS		
Refunds	104	74
Transfer	2	5
	106	79
CLOSING BALANCE AT 30 JUNE 2008	395	320

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*.

(b) STOLEN MONIES TRUST

OPENING BALANCE AT 1 JULY 2007	275	232
RECEIPTS		
Stolen Money	389	55
Transfer	20	3
	684	290
PAYMENTS		
Refunds	69	15
Transfer	-	-
	69	15
CLOSING BALANCE AT 30 JUNE 2008	615	275

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*.

	2008 \$'000	2007 \$'000
45. SPECIAL PURPOSE ACCOUNTS (cont)		
(c) SEIZED MONIES TRUST		
OPENING BALANCE AT 1 JULY 2007	9,801	7,691
RECEIPTS		
Proceeds of Crime	5,449	3,447
Interest received on receipts	648	328
Transfer	-	5
	<u>15,898</u>	<u>11,471</u>
PAYMENTS		
Refunds	853	929
Payments to Office of the Director of Public Prosecutions	1,600	686
Transfer to the Consolidated Fund	28	12
Transfer	23	6
Other	-	37
	<u>2,504</u>	<u>1,670</u>
CLOSING BALANCE AT 30 JUNE 2008	<u>13,394</u>	<u>9,801</u>

Purpose

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

(d) DECEASED ESTATE MONIES

OPENING BALANCE AT 1 JULY 2007	34	9
RECEIPTS		
Deceased Estate Money	39	46
Transfer	-	2
	<u>73</u>	<u>57</u>
PAYMENTS		
Payment to deceased estate	39	23
Transfer	7	-
	<u>46</u>	<u>23</u>
CLOSING BALANCE AT 30 JUNE 2008	<u>27</u>	<u>34</u>

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 2008

I hereby certify that the Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess the Police Service's performance, and fairly represent the performance of the Police Service for the financial year ended 30 June 2008.



KARL J O'CALLAGHAN APM

Commissioner of Police

1 August 2008



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. A fourth outcome of A safer and more secure community relates to the implementation of the State Crime Prevention Strategy by the Office of Crime Prevention. 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”. There are eight policing and crime prevention services provided to the community under the outcomes.

Government Goal	What we sought to achieve (Outcomes)	The services we provided in 2007-08
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

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 2007-08 target as identified in the 2007-08 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 table below.

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 hour for providing service(s)	Average cost per community safety and crime prevention partnership managed
					Average cost per guilty plea		Average cost per hour for research, policy development and support to the Community Safety and Crime Prevention Council
					Average cost per non-guilty plea		Average cost per \$1 million in grant funding administered
Timeliness							
		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 the 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, personal experiences or indirect contacts with police. Consequently, community satisfaction can alter over time.

effectiveness indicators

Outcome 1: Lawful behaviour and community safety

Indicator 1.1: The community's level of satisfaction with services provided by police, 2003-04 to 2007-08 ^{(a)(b)(c)}



Analysis

- In 2007-08, the level of satisfaction with police services in WA of 6.6 is equal to the 6.6 achieved in 2006-07. The WA level of satisfaction was significantly lower than the national level of satisfaction. The national level also remained the same as 2006-07.
- The 2007-08 result of 6.6 had a 95% confidence interval of between 6.5 and 6.7. The Western Australia Police therefore achieved the 2007-08 target of greater than or equal to 6.7.
- In 2007-08, the proportion of the WA community who were 'satisfied' or 'very satisfied' with services provided by the police was 62.0 per cent. The equivalent national figure was higher at 66.3 per cent.

Indicator 1.2: The community's level of satisfaction with services received during their most recent contact with police, 2003-04 to 2007-08 ^{(a)(b)(c)}



Analysis

- The WA community's level of satisfaction with the services received during their most recent contact with police in 2007-08 (7.6) was not significantly different compared with 2006-07 (7.8) or the national level of satisfaction (7.8).
- The 2007-08 result of 7.6 had a 95% confidence interval of between 7.5 and 7.8. The Western Australia Police therefore achieved the 2007-08 target of greater than or equal to 7.8.

In 2007-08:

- The proportion of the WA community who were 'satisfied' or 'very satisfied' with the services received during their most recent contact with police, within the last 12 months, was 78.3 per cent.
- 61.5 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 a random breath test (30.4 per cent) followed by the reporting of a crime (15.7 per cent) and getting assistance (10.1 per cent).

Notes:

- Data are based on an ongoing survey of people aged 15 years and over that commenced in July 2001. Nationally, about 36,500 people are surveyed over a twelve-month period with about 5,700 being in WA.
- 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 2006-07 and 2007-08 sample estimates used in compiling the charts for Indicators 1.1 and 1.2 was lower than one per cent.
- 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.

effectiveness indicators

Outcome 1: Lawful behaviour and community safety

The Likert scale is converted into an interval scale by assigning equal-distant 'scores' to each category in the scale. For example, where the indicator relates to satisfaction with police services, the five response categories are assigned scores as follows:

- 'very satisfied' (10);
- 'satisfied' (7.5);
- 'neither satisfied nor dissatisfied' (5);
- 'dissatisfied' (2.5); and
- 'very dissatisfied' (0).

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

Source:

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

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 were 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.

effectiveness indicators

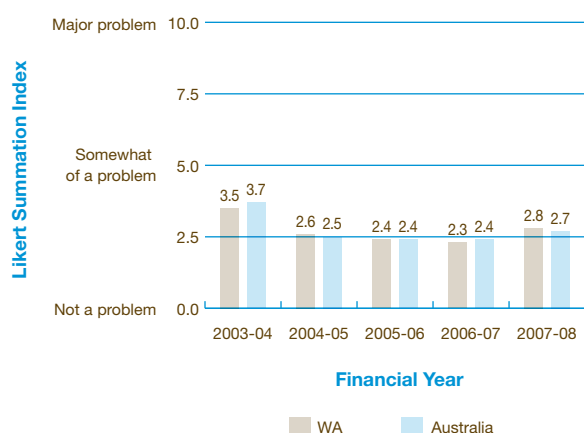
Outcome 1: Lawful behaviour and community safety

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, 2003-04 to 2007-08 ^{(a)(b)(c)}



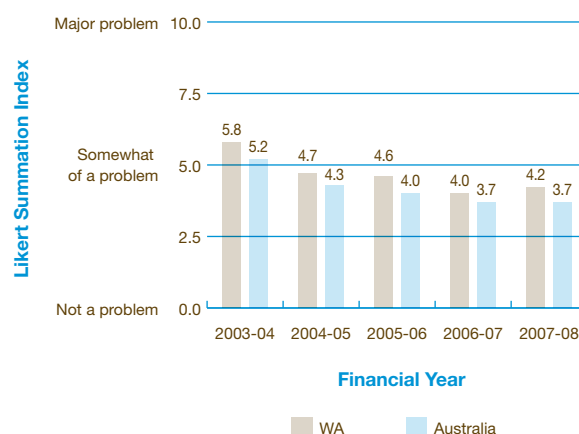
Analysis

- In 2007-08, the extent to which the WA community thought physical assault in a public place was a problem in their own neighbourhood (2.8) was significantly higher compared with the WA result in

2006-07 (2.3), but was not significantly different to the 2007-08 national result (2.7) which was also higher than the national 2006-07 result of 2.4.

- The Western Australia Police did not achieve the 2007-08 target of less than or equal to 2.4.
- In 2007-08, 43.0 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.

Indicator 2.2: Extent to which the community thought housebreaking was a problem in their own neighbourhood, 2003-04 to 2007-08 ^{(a)(b)(c)}



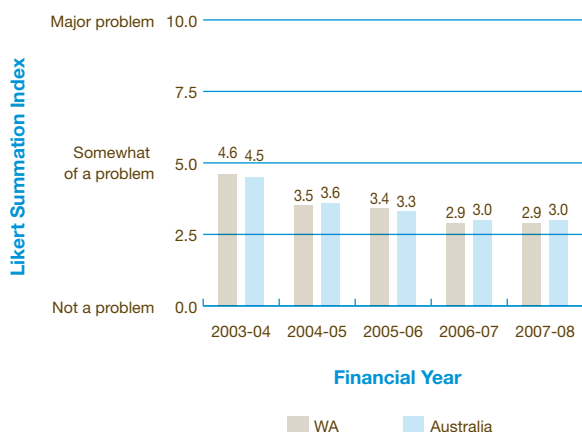
Analysis

- In 2007-08, the extent to which the WA community thought housebreaking was a problem in their own neighbourhood (4.2) was significantly higher than 2006-07 (4.0) and the national figure of 3.7. The national result for 2007-08 (3.7) remained the same as 2006-07.
- The Western Australia Police did not achieve the 2007-08 target of less than or equal to 4.0.
- In 2007-08, 63.4 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 57.9 per cent.

effectiveness indicators

Outcome 1: Lawful behaviour and community safety

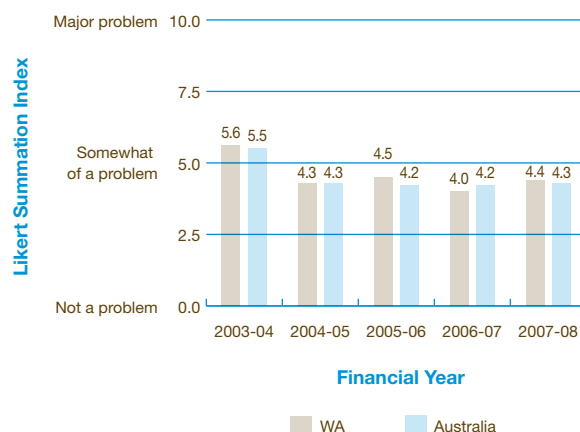
Indicator 2.3: Extent to which the community thought motor vehicle theft was a problem in their own neighbourhood, 2003-04 to 2007-08 ^{(a)(b)(c)}



Analysis

- In 2007-08, the extent to which the WA community thought motor vehicle theft was a problem in their own neighbourhood (2.9) remained the same as 2006-07 and was not significantly different to the national result (3.0). The national result for 2007-08 also remained the same as 2006-07.
- The Western Australia Police achieved the 2007-08 target of less than or equal to 3.0.
- In 2007-08, 45.7 per cent of the WA community thought that motor vehicle theft was either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

Indicator 2.4: Extent to which the community thought illegal drugs were a problem in their own neighbourhood, 2003-04 to 2007-08 ^{(a)(b)(c)}



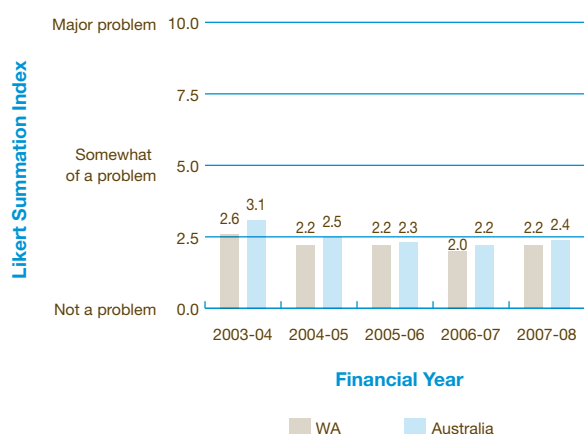
Analysis

- In 2007-08, the extent to which the WA community thought illegal drugs were a problem in their own neighbourhood (4.4) was not significantly different compared with 2006-07 (4.0), or the national figure (4.3).
- The Western Australia Police did not achieve the 2007-08 target of less than or equal to 4.1.
- In 2007-08, 59.7 per cent of the WA community thought illegal drugs were either a 'major problem' or 'somewhat of a problem' in their own neighbourhood.

effectiveness indicators

Outcome 1: Lawful behaviour and community safety

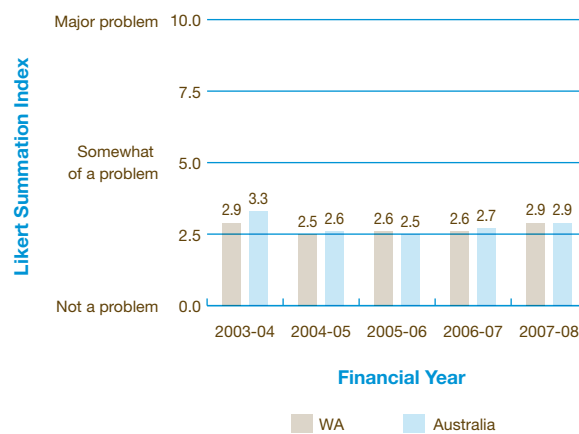
Indicator 2.5: Extent to which the community thought louts or gangs were a problem in their own neighbourhood, 2003-04 to 2007-08 ^{(a)(b)(c)}



Analysis

- In 2007-08, the extent to which the WA community thought louts or gangs were a problem in their own neighbourhood (2.2) was not significantly different when compared with 2006-07 (2.0) or the national result (2.4). The national result for 2007-08 was not significantly different compared with 2006-07 (2.2).
- The 2007-08 result of 2.2 had a 95 per cent confidence interval of between 2.0 and 2.3. The Western Australia Police therefore achieved the 2007-08 target of less than or equal to 2.0.
- In 2007-08, 33.7 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 (36.8 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, 2003-04 to 2007-08 ^{(a)(b)(c)}



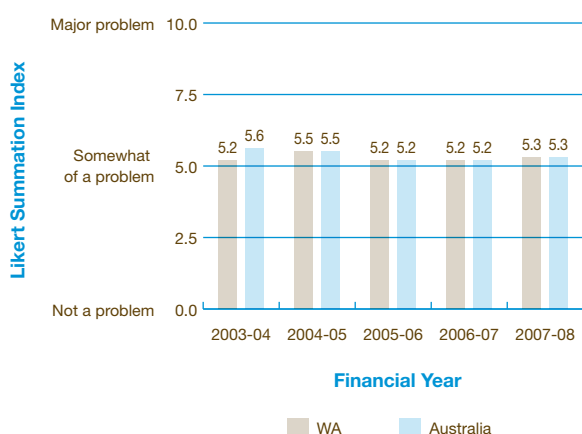
Analysis

- In 2007-08, the extent to which the WA community thought drunken and disorderly behaviour was a problem in their own neighbourhood (2.9) was not significantly different compared with 2006-07 (2.6) or the national result. The 2007-08 national result was significantly higher than the 2006-07 result (2.7).
- The Western Australia Police did not achieve the 2007-08 target of less than or equal to 2.5. Perceptions are likely to reflect actual experience as well as reports in the local media. High profile media reports associated with incidents on Australia Day may also have contributed.
- In 2007-08, 44.3 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.

effectiveness indicators

Outcome 1: Lawful behaviour and community safety

Indicator 2.7: Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood, 2003-04 to 2007-08 ^{(a)(b)(c)}



Analysis

- In 2007-08, the extent to which the WA community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood (5.3) was not significantly different compared with 2006-07 (5.2) or the national result (5.3). The national result for 2007-08 was not significantly different compared with 2006-07 (5.2).
- The Western Australia Police did not achieve the 2007-08 target of less than or equal to 5.0. The high number of road fatalities in 2007 and media reporting of 'hoon' incidents and proposed measures to combat such incidents are likely to have contributed to the increased community perception of speeding cars, dangerous or noisy driving being a problem in their neighbourhood.
- In 2007-08, 73.3 per cent of the WA community thought speeding cars, dangerous or noisy driving was either a 'major problem' or 'somewhat of a problem' in their neighbourhood.

Notes:

- Data are based on an ongoing survey of people aged 15 years and over that commenced in July 2001. Nationally, about 36,500 people are surveyed over a twelve-month period with about 5,700 being in WA.
- 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 2006-07 and 2007-08 sample estimates used in compiling the charts for Indicators 2.1 to 2.7 was lower than three per cent.
- 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.

Source:

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

effectiveness indicators

Outcome 1: Lawful behaviour and community safety

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 who 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; Road Crash; Land Search; Marine Search and Rescue; Nuclear Powered Warship Visit; and Space Re-entry Debris. The Western Australia Police is also the HMA responsible for the hazard of “terrorist act” as prescribed 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 who have a key emergency-related qualification over a four-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)

2003-04	2004-05	2005-06	2006-07	2007-08
6	6	6	6	6

Analysis

The Western Australia Police achieved the 2007-08 target of six State emergency management plans in place and current.

effectiveness indicators

Outcome 1: Lawful behaviour and community safety

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

Course	As at 30 June	2005	2006	2007	2008
Australasian Inter-Service Incident Management System		0	0	194	313
Land Search and Rescue Controllers		508	524	580	565
First Responder		181	497	777	925
Marine Search and Rescue Initial Response/Introduction		317	388	456	513
Incident Managers		117	393	631	725
Strategic Emergency Management		234	285	284	277
Chemical, Biological and Radiological Familiarisation		439	560	585	558
Total		1,796	2,647	3,507	3,876

Analysis

- The number of police officers who have a key emergency-related qualification increased by 10.5 per cent (369) from 3,507 as at 30 June 2007 to 3,876 as at 30 June 2008. The First Responder, Australasian Inter-Service Incident Management System, Incident Managers, and Marine Search and Rescue Initial Response/ Introduction courses contributed most to this increase. The Australasian Inter-Service Incident Management System course commenced in July 2006.
- The Western Australia Police achieved its 2007-08 target of 2,870 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 current. 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 the competency levels of a proportion of qualified officers in frontline operational roles will be tested each year. This will be done 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:

- (a) Current means that emergency management plans have been reviewed and, where possible, exercised in the previous twelve-month period.
- (b) 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 utilises 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 FrontLine 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 continued ⁽¹⁾.

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' increased significantly since 2003-04 due to an increase in the number of 'assault', 'sexual assault' and 'threatening behaviour' offences recorded. These increases were due to the following reporting and recording factors:

- The increase in 'assault' offences was attributable to improved recording capabilities of the FrontLine Incident Management System (IMS) in relation to domestic assaults, 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 was attributed to improved quality of investigations that led to additional offences being recorded following the completion of the investigation, and greater encouragement of the reporting of 'sexual assault' offences, especially in regional communities. The increase in reported 'sexual assault' offences was also attributed to an enhancement to the IMS in February 2005 that enabled multiple offences of the same type on the same incident report to be recorded more easily for reporting purposes.

effectiveness indicators

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

- ‘Threatening behaviour’ offences increased due to improvements to the IMS in 2004-05 that enabled 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 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.

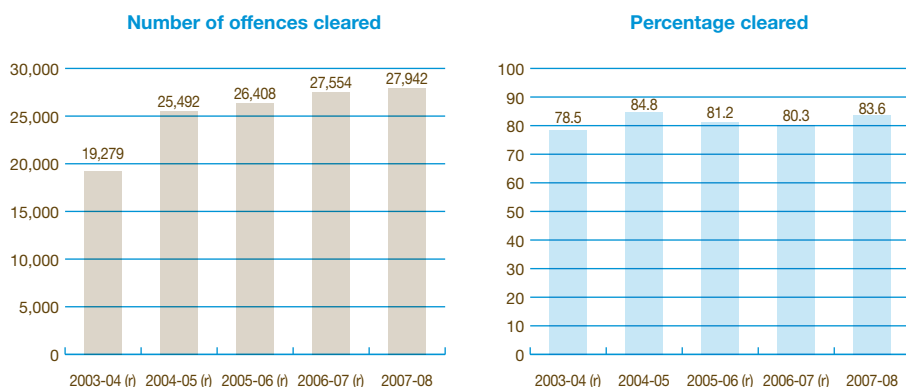
- ‘Graffiti’ due to recording issues and reporting practices by some Government agencies, local government authorities and private enterprise that have impacted on the number of offences recorded.

- 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.

Indicator 4.1: Number and percentage of selected recorded offences against the person cleared, 2003-04 to 2007-08 (a)(b)(c)(d)(e)(f)(g)(h)(i)(j)



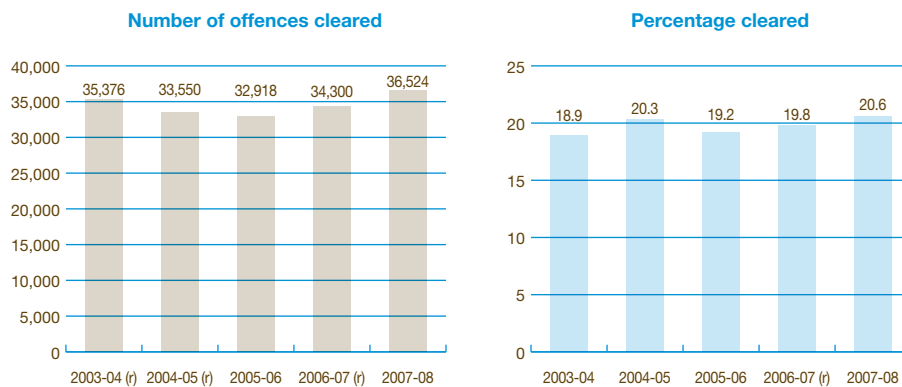
Analysis

- The percentage of offences cleared has increased from 80.3 per cent in 2006-07 to 83.6 per cent in 2007-08. This was the result of a 1.4 per cent (388) increase in the number of offences cleared (from 27,554 in 2006-07 to 27,942 in 2007-08) and a 2.6 per cent decrease (-879) in the number of reported offences (from 34,302 in 2006-07 to 33,423 in 2007-08).
- The Western Australia Police achieved the 2007-08 target of greater than or equal to 83 per cent of offences cleared. The target of clearing greater than or equal to 27,000 offences was also achieved.

effectiveness indicators

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

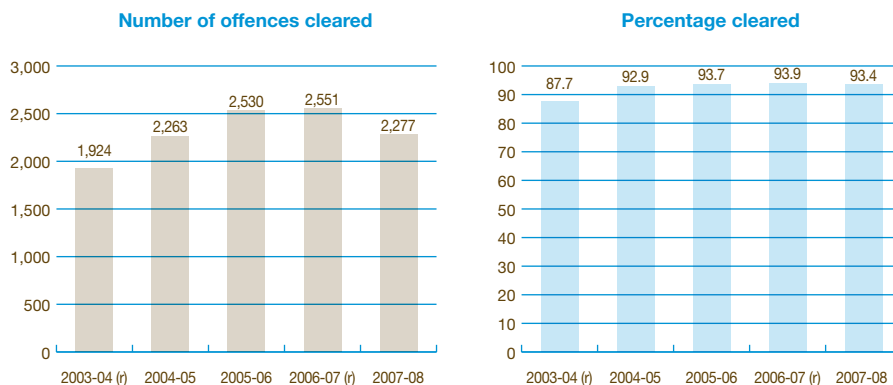
Indicator 4.2: Number and percentage of selected recorded property offences cleared, 2003-04 to 2007-08 ^{(a)(b)(c)(d)(e)(f)(g)(h)(i)(l)}



Analysis

- The percentage of offences cleared has increased from 19.8 per cent in 2006-07 to 20.6 per cent in 2007-08. This was the result of a 6.5 per cent (2,224) increase in offences cleared (from 34,300 in 2006-07 to 36,524 in 2007-08) and a 2.3 per cent (3,912) increase in reported offences (from 173,656 in 2006-07 to 177,568 in 2007-08).
- The Western Australia Police achieved the 2007-08 target of greater than or equal to 20 per cent of offences cleared. The target of clearing greater than or equal to 34,000 offences was also achieved.

Indicator 4.3: Number and percentage of recorded drug trafficking offences cleared, 2003-04 to 2007-08 ^{(a)(b)(c)(d)(e)(f)(g)(h)(k)(l)}



Analysis

- The percentage of 'drug trafficking' offences cleared decreased from 93.9 per cent in 2006-07 to 93.4 per cent in 2007-08. This was the result of a 10.7 per cent (-274) decrease in the number of offences cleared (from 2,551 in 2006-07 to 2,277 in 2007-08) and 10.2 per cent (-278) decrease in the number of detected offences (from 2,716 in 2006-07 to 2,438 in 2007-08).
- The Western Australia Police achieved the 2007-08 target of greater than or equal to 93 per cent of offences cleared. The target of clearing greater than or equal to 2,300 offences was not achieved.
- 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.

effectiveness indicators

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

Notes:

- (a) This indicator is based 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 proactive targeting by the police of certain offences will increase the number of offences reported or detected for a given period. However, a decrease in the number of reports for a targeted offence may occur in subsequent periods if the targeting has been successful or a different offence becomes a replacement target.
- (f) An offence is 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) '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 Summary.

- (r) Revised figure from that shown in the previous Annual Report. The revisions are attributable to the following factors: The detection of processing errors associated with the transition from OIS to IMS in 2003-04. A number of offences that were originally allocated to a particular offence category not included in this indicator were re-categorised under an offence category included in this indicator to more accurately reflect the nature of the offence. As a consequence, historical data has been recast to ensure comparability. Reported and cleared offence data are subject to revision due to the use of a monthly 13-month re-extraction process. This process enables data entered after the initial monthly or annual cut-off date to be included in later extractions, and ensures a more accurate count of reported offences, cleared offences and clearance rates.

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

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.

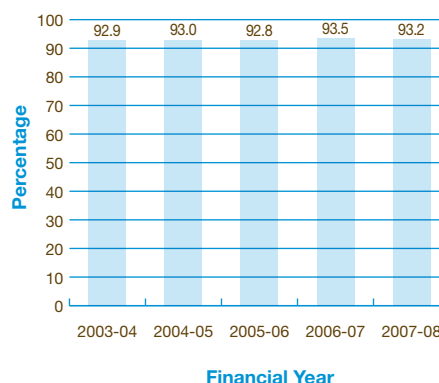
Police activities supporting the judicial process include police prosecutions, presenting of evidence, processing and serving of court documents, and managing the bail and court reporting process. Achieving successful prosecutions through the court system is the culmination of all the activities involved 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 that creates 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.

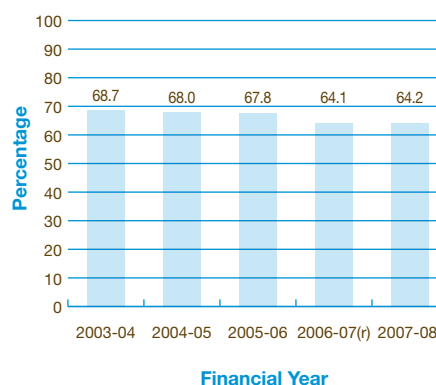
Indicators 5.1 and 5.2 encompass two aspects of effectiveness: the percentage of guilty pleas before trial and the percentage of convictions for matters listed for trial.

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, 2003-04 to 2007-08 ^{(a)(b)}



Indicator 5.2: Percentage of convictions for matters listed for trial, 2003-04 to 2007-08 ^{(a)(b)}



Analysis

- The percentage of guilty pleas before trial decreased from 93.5 per cent in 2006-07 to 93.2 per cent in 2007-08. The Western Australia Police achieved its 2007-08 target of 93 per cent.
- The percentage of convictions for matters listed for trial increased from 64.1 per cent in 2006-07 to 64.2 per cent in 2007-08 (only 6.8 per cent of total matters ^(c) were listed for trial in 2007-08). The Western Australia Police did not achieve the 2007-08 target of 65 per cent.

effectiveness indicators

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

- The introduction of the Trial Allocation Day that replaced the Direction Hearings resulted in a flow-on effect that continues to facilitate early pleas of guilty. In addition, the legislative requirement of full disclosure as identified in the *Criminal Procedure Act 2004* continues 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) also 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.

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.
- Revised figure from that shown in the previous Annual Report due to updated data.

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.

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

2003-04	2004-05	2005-06	2006-07	2007-08
Nil	Nil	Nil	Nil	Nil

Analysis

- During the period 2003-04 to 2007-08, 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 2007-08 target of nil deaths in custody.

Notes:

- The State Coroner is responsible for determining the culpability of the Western Australia Police in the death of a person in custody. Custody includes: detaining an intoxicated person, where no other option is available; accompanying an officer for the purposes of undergoing a breath test; travelling with a member to assist in inquiries; and being formally under arrest for any reason. For the purposes of Recommendation 6 of the Royal Commission into Aboriginal Deaths in Custody, the definition of a death in custody includes a situation where police officers are attempting to detain a person, i.e. high-speed pursuit.
- The number of deaths in custody is preliminary pending the completion of all coronial inquiries.

Source:

Western Australia Police, Risk Assessment Unit.

effectiveness indicators

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

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

2003-04 ^(b)	2004-05 ^(c)	2005-06 ^(d)	2006-07 ^{(e)(f)}	2007-08
5	3	2	3	14

Analysis

- In 2007-08, 14 persons escaped from police lock-ups. This was the highest number of escapes since 2003-04. One person escaped from the Belmont Lock-up; one person escaped from the Cannington Lock-up; one person escaped from the Geraldton Lock-up; one person escaped from the Halls Creek Lock-up; one person escaped from the Kalgoorlie Lock-up; one person escaped from the Katanning Lock-up; five persons escaped from the Roebourne Lock-up; one person escaped from the South Hedland Lock-up; and two persons escaped from the Wiluna Lock-up. All were recaptured.
- The Western Australia Police did not achieve the 2007-08 target of nil escapes, but continues to work towards improving the security of persons in police custody in order to prevent escapes.
- The number of escapes from police lock-ups is relatively small given that over 40,000 persons pass through lock-ups each year ^(g).

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) Three persons escaped from the Carnarvon Lock-up and two escaped from the Kalgoorlie Lock-up. All were recaptured.
- (c) One person escaped from the Onslow Lock-up and two persons escaped from the Fitzroy Crossing Lock-up. All were recaptured.
- (d) One person escaped from the Bunbury Lock-up and one escaped from Geraldton Lock-up. Both were recaptured.
- (e) Two persons escaped from Carnarvon Lock-up and one escaped from Cockburn Lock-up. All 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).
- (g) Revised figure from that shown in the previous Annual Report due to updated data.

Sources:

Western Australia Police, Regional Investigations Unit.

Western Australia Police, FrontLine Incident Management Systems (IMS).

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 coordinated approach to road safety is critical to developing and implementing strategies to influence safe road-user behaviour. This agency works in close partnership with the Road Safety Council to promote a range of education programs and awareness campaigns.

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

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 were found to exceed the lawful alcohol limit.

Indicator 6.2: Percentage of vehicles monitored for speeding by speed cameras that were 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 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 drivers 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.

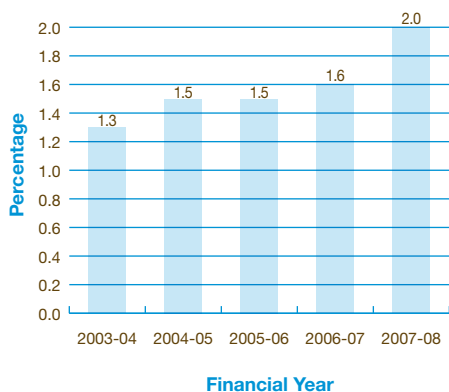
Improving the effectiveness of traffic enforcement through, for example, intelligence-led proactive targeting of locations where and at times when there is likely to be a greater incidence of offending drivers may result in an increase in the percentage of drivers tested or monitored who were found to exceed the lawful alcohol or speed limit. While such an increase is considered to be a positive indication that the Western Australia Police has been more effective in their detection of these unlawful road-user behaviours, it is acknowledged that such an increase may also reflect an overall increase in unlawful behaviour due to population growth and/or cultural changes. Effective enforcement also has a significant deterrence value that influences the outcome of lawful road-user behaviour.

Indicators 6.3, 6.4 and 6.5 illustrate the level of lawful road-user behaviour in relation to drink-driving, excessive speed and seatbelt usage based on a driver's perception of their own behaviour in the last six months. These indicators are derived from 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

Indicator 6.1: Percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit, 2003-04 to 2007-08 ^{(a)(b)}

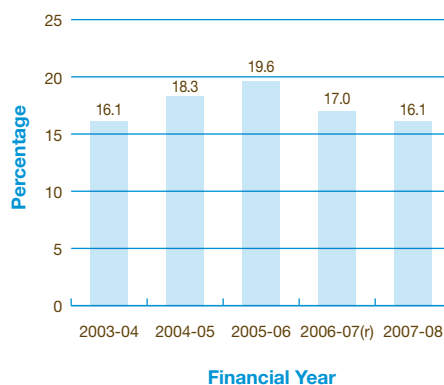


Analysis

- 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.
- 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 2007-08, the percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit was 2.0 per cent. This was a 25 per cent increase compared with the 1.6 per cent achieved in 2006-07. While this increase reflects a sustained focus on enforcement utilising an intelligence-led policing strategy that targets high-volume alcohol locations and times, an overall increase in drink-driving behaviour due to population growth and/or cultural changes may also have been a contributing factor. Indicator 6.3 indicates that the percentage of WA drivers who never drink and drive was not significantly different to 2006-07, but remains lower than the national result.

- The Western Australia Police achieved the 2007-08 target of greater than or equal to 1.6 per cent.
- There was a 4.2 per cent (39,117) increase in the number of drivers tested for drink-driving from 930,947^(r) in 2006-07 to 970,064 in 2007-08.
- The number of drivers charged with drink-driving offences increased by 27.9 per cent (4,210) from 15,070 in 2006-07 to 19,280 in 2007-08.

Indicator 6.2: Percentage of vehicles monitored for speeding by speed cameras that were found to exceed the lawful speed limit, 2003-04 to 2007-08 ^{(c)(d)(e)}



Analysis

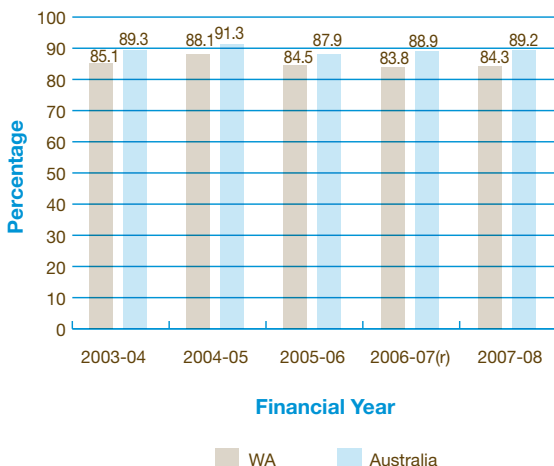
- The outcome of lawful road-user behaviour is strongly influenced by the effectiveness of police traffic enforcement activities that detect and deter unlawful road-user behaviour such as speeding. An increase in the percentage of vehicles monitored by speed cameras for speeding that were found to exceed 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.

effectiveness indicators

Outcome 3: Lawful road-user behaviour

- The percentage of vehicles monitored for speeding that were found to exceed the lawful speed limit decreased from 17.0 per cent in 2006-07 to 16.1 per cent in 2007-08.
- The Western Australia Police did not achieve the 2007-08 target of greater than or equal to 20 per cent. The target was based on historical patterns of operational deployment. This pattern was varied during 2006-07 and 2007-08 as part of a deliberate strategy to focus on road safety in Regional WA. As a consequence, a greater proportion of camera hours were allocated to Regional WA. During 2007-08, speed cameras were also utilised as part of a high-visibility road safety strategy. This involved cameras being placed around crash 'black-spots' as opposed to known speeding areas. Another contributing factor was the practice of placing warning signs in front of speed camera locations. This resulted in drivers slowing down and not being detected for speeding. However, as a result of occupational health and safety issues, this practice was discontinued.
- There was a 9.3 per cent (-1,188,515) decrease in the number of vehicles monitored by speed cameras from 12,713,986 ^(f) in 2006-07 to 11,525,471 in 2007-08. This decrease is attributed to changes in the operational deployment of speed cameras that impacted on the volume of traffic monitored.

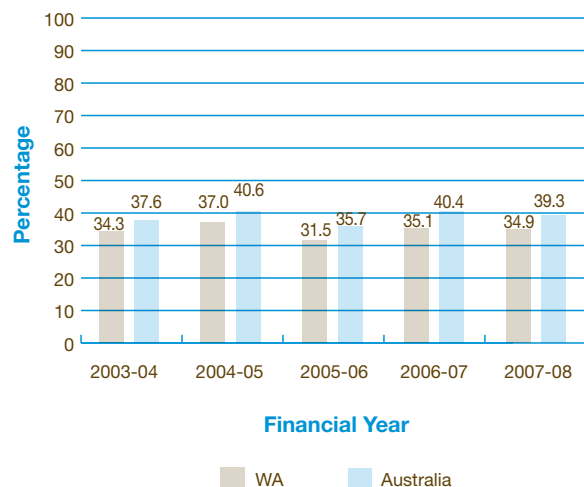
Indicator 6.3: Percentage of drivers who have never driven when they felt they might be over the alcohol limit in the last six months, 2003-04 to 2007-08 ^{(f)(g)(h)}



Analysis

- In 2007-08, 84.3 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 83.3 per cent and 85.3 per cent. Statistically, this result was not significantly different to the 2006-07 figure of 83.8 per cent, but was significantly lower than the national figure of 89.2 per cent.
- The Western Australia Police achieved the 2007-08 target of greater than or equal to 85 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, 2003-04 to 2007-08 ^{(f)(g)(h)}



Analysis

- In 2007-08, 34.9 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 33.7 per cent and 36.1 per cent. Statistically, this result was not significantly different to the previous year (35.1 per cent), but was significantly lower than the national figure of 39.3 per cent.
- The Western Australia Police achieved the 2007-08 target of greater than or equal to 35 per cent as the target was within the 95 per cent confidence interval.

effectiveness indicators

Outcome 3: Lawful road-user behaviour

Indicator 6.5: Percentage of drivers who have never driven without wearing a seatbelt in the last six months, 2003-04 to 2007-08 ^{(e)(f)(g)}



Analysis

- In 2007-08, 92.9 per cent of WA drivers perceived that they had not driven without wearing a seatbelt in the last six months. This percentage had a 95 per cent confidence interval of between 92.1 per cent and 93.7 per cent. Statistically, this result was significantly higher than the 2006-07 figure of 90.5 per cent and the national figure of 91.7 per cent.
- The Western Australia Police achieved the 2007-08 target of greater than or equal to 91 per cent.

Notes:

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

- 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.
- 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.
- Data are based on an ongoing survey of people aged 15 years and over that commenced in July 2001. Nationally, about 36,500 people are surveyed over a twelve-month period with about 5,700 being in WA.
- 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 was lower than two per cent.
- 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.
- Revised figure from that shown in the previous Annual Report due to updated data.

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

Key Performance Indicator 7 – Community perception of road behaviour

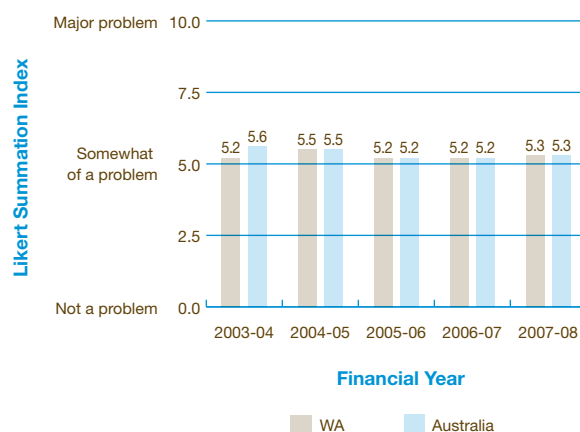
Indicator 7.1: Extent to which the community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood.

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, 2003-04 to 2007-08 ^{(a)(b)(c)(d)}



Analysis

- In 2007-08, the extent to which the WA community thought speeding cars, dangerous or noisy driving was a problem in their own neighbourhood (5.3) was not significantly different compared with 2006-07 (5.2) or the national result (5.3). The national result for 2007-08 was not significantly different compared with 2006-07 (5.2).
- The Western Australia Police did not achieve the 2007-08 target of less than or equal to 5.0. The high number of road fatalities in 2007 and media reporting of 'hoon' incidents and proposed measures to combat such incidents are likely to have contributed to the increased community perception of speeding cars, dangerous or noisy driving being a problem in their neighbourhood.
- In 2007-08, 73.3 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.

effectiveness indicators

Outcome 3: Lawful road-user behaviour

Notes:

- (a) Data are based on an ongoing survey of people aged 15 years and over that commenced in July 2001. Nationally about 36,500 people are surveyed over a twelve-month period with about 5,700 being in WA.
- (b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with the 2006-07 and 2007-08 sample estimates used in compiling the charts for Indicator 7.1 was lower than two per cent.
- (c) This indicator uses as a unit of measurement the Likert Summation Index. This is a method for aggregating responses to obtain one measure of the overall (or 'average') level of attitude/opinion. This method converts the data collected using a Likert scale into an interval scale, and then derives a measure of centrality.

The Likert scale is converted into an interval scale by assigning equal-distant 'scores' to each category in the scale. For example, where the indicator relates to problems in the neighbourhood, the three response categories are assigned scores as follows:

- 'major problem' (10);
- 'somewhat of a problem' (5); and
- 'not a problem' (0).

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

- (d) The term 'neighbourhood' replaced the term 'local area' in July 2004 which may have affected data comparability with previous periods.

Source:

National Survey of Community Satisfaction with Policing (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; and
- 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 travelling 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.

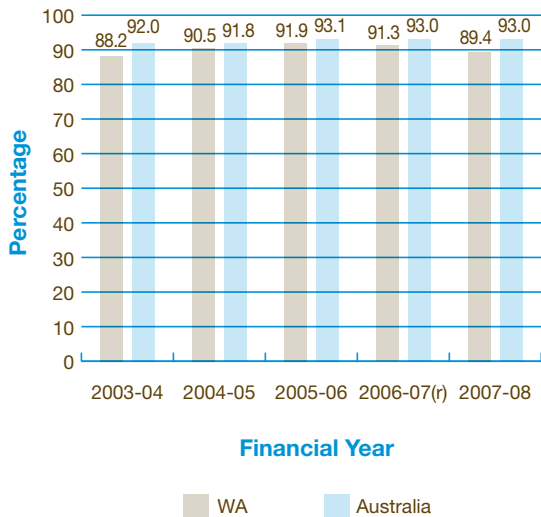
The survey data has been analysed using a response frequency method where the results are expressed as the proportion (percentage) of responses by category, for example, the proportion of the community who feel 'safe' or 'very safe' at home alone during the day.

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 signalled by this indicator are the outcome of the policies, programs and actions of several departments working together across government.

effectiveness indicators

Outcome 4: A safer and more secure community

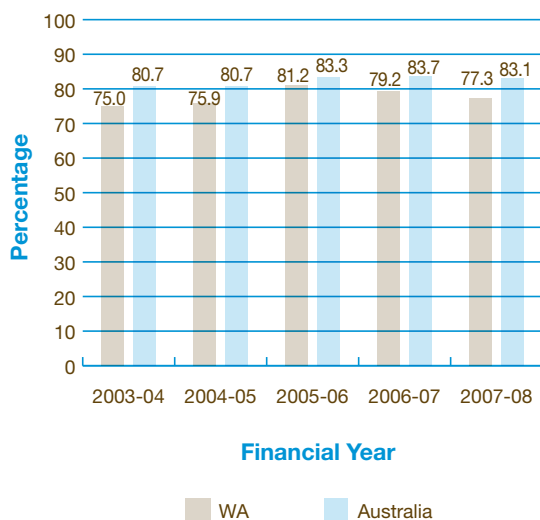
Indicator 8.1: Percentage of the community who feel 'safe' or 'very safe' at home alone during the day, 2003-04 to 2007-08 ^{(a)(b)}



Analysis

- In 2007-08, 89.4 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 88.6 per cent and 90.2 per cent. Statistically, this result was significantly different to the previous year and significantly lower than the national figure of 93.0 per cent.
- The 2007-08 target of greater than or equal to 91 per cent was not achieved.

Indicator 8.2: Percentage of the community who feel 'safe' or 'very safe' at home alone after dark, 2003-04 to 2007-08 ^{(a)(b)}



Analysis

- In 2007-08, 77.3 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 76.1 per cent and 78.5 per cent. Statistically, this result was significantly lower than the previous year and the national figure of 83.1 per cent.
- The 2007-08 target of greater than or equal to 79 per cent was not achieved.

Notes:

- Data are based on an ongoing survey of people aged 15 years and over that commenced in July 2001. Nationally, about 36,500 people are surveyed over a twelve-month period with about 5,700 being in WA.
- 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 2006-07 and 2007-08 sample estimates used in compiling Indicators 8.1 and 8.2 was lower than one per cent.
- Revised figure from that shown in the previous Annual Report due to updated data.

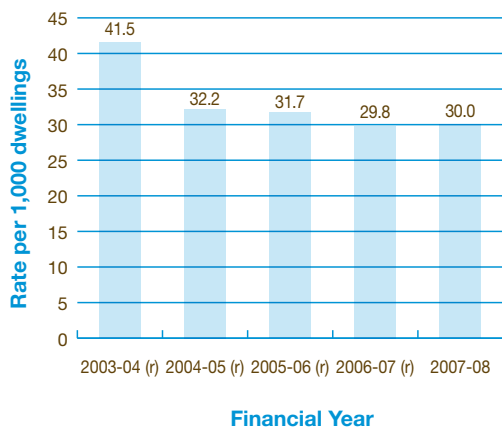
Source:

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

effectiveness indicators

Outcome 4: A safer and more secure community

Indicator 8.3: Reported rate of home burglary per 1,000 residential dwellings, 2003-04 to 2007-08 ^(a)



Sources:

Australian Bureau of Statistics, 2001 and 2006 Census: Western Australia, Dwelling Characteristics – Private Dwellings.

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

Analysis

- The reported rate of home burglary per 1,000 residential dwellings decreased by 28.2 per cent between 2003-04 and 2006-07. In 2007-08, the rate has increased slightly to 30.0.
- The 2007-08 target of less than or equal to 32.0 home burglary offences per 1,000 residential dwellings was achieved.
- 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.

Notes:

- (a) The number of residential dwellings used to calculate the rate for each financial year period has been estimated based on the average annual increase in residential dwellings between the 2001 Census and the 2006 Census.
- (r) Revised figure from that shown in the previous Annual Report due to updated data.

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 eight 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 2006-07 and 2007-08 financial years and the target for 2007-08.

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; and
- participating in crisis situations.

Key Efficiency Indicator	2006-07	2007-08	2007-08 Target
Average cost per hour for providing intelligence and protective services ^(a)	\$90	\$99	\$92

Analysis

- In 2007-08, the average cost per hour for providing intelligence and protective services (\$99) was higher than the previous year (\$90) and the 2007-08 target of \$92.

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); and
- engaging in programs/initiatives dealing with the media, schools, local government, community and business groups, and government and non-government groups.

Key Efficiency Indicator	2006-07	2007-08	2007-08 Target
Average cost per hour for providing crime prevention and public order services ^(a)	\$94	\$97	\$90

Analysis

- In 2007-08, the average cost per hour for providing crime prevention and public order services (\$97) was higher than the previous year (\$94) and the 2007-08 target of \$90.

efficiency indicators

Service 3: Community support (non-offence incidents)

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

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

Key Efficiency Indicators	2006-07	2007-08	2007-08 Target
Average cost per hour for providing community support (non-offence incidents) services ^(a)	\$93	\$79	\$95
General calls for police assistance (not including '000' calls) answered within 20 seconds ^(b)	81%	89%	85%

Analysis

In 2007-08:

- The average cost per hour for providing community support (non-offence incidents) services (\$79) was lower than the previous year (\$93) and the 2007-08 target of \$95.
- The percentage of general calls for police assistance answered within 20 seconds was 89 per cent. This was an increase in performance compared with 2006-07 (81 per cent). The Western Australia Police achieved the 2007-08 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, coordinate and provide support programs to ensure readiness for major emergencies and disasters including terrorist incidents, natural disasters, search and rescue. Activities associated with this service include:

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

Key Efficiency Indicator	2006-07	2007-08	2007-08 Target
Average cost per hour of emergency management and coordination ^(a)	\$106	\$91	\$106

Analysis

In 2007-08, the average cost per hour of emergency management and coordination (\$91) was lower than the previous year (\$106) and the 2007-08 target of \$106.

efficiency indicators

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

Service 5: Response to and investigation of offences

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

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

Key Efficiency Indicators	2006-07	2007-08	2007-08 Target
Average cost per response/ investigation ^(c)	\$1,222 ^(f)	\$1,461	\$1,287
Emergency calls (000) for police assistance answered within 20 seconds ^(d)	91%	88%	90%
Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene ^{(e)(f)(g)(h)(i)(j)}			
Priority 1–2 calls	9 mins	8 mins	9 mins
Priority 3 calls	24 mins	18 mins	25 mins

Analysis

In 2007-08:

- The average cost per response/investigation was \$1,461 which was higher than the previous year (\$1,222) and the 2007-08 target of \$1,287.
- The percentage of emergency calls (000) for police assistance answered within 20 seconds was 88 per cent. This was lower than the previous year (91 per cent) and the 2007-08 target of 90 per cent. The quality of the response to individual '000' calls improved in 2007-08 which increased slightly the time taken to deal with each call. In addition, the volume of '000' calls increased by seven per cent in 2007-08 while the number of staff available to answer those calls has remained static.
- The average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrive at scene was 8 minutes for priority 1–2 calls and 18 minutes for priority 3 calls. The Western Australia Police achieved the 2007-08 targets of 9 and 25 minutes for priority 1–2 and priority 3 calls, respectively.

efficiency indicators

Service 6: Services to the judicial process

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

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

Key Efficiency Indicators	2006-07	2007-08	2007-08 Target
Average cost per hour of services to the judicial process ^(a)	\$91	\$97	\$96
Average cost per guilty plea ^(b)	\$29	\$44	\$31
Average cost per non-guilty plea ^(b)	\$235	\$353	\$247

Analysis

In 2007-08:

- The average cost per hour of services to the judicial process (\$97) was higher than the previous year (\$91) and the 2007-08 target of \$96.
- The average cost per guilty plea (\$44) and non-guilty plea (\$353) were both higher than the 2007-08 targets of \$31 and \$247, 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; and
- providing community education and raising awareness on road safety issues.

Key Efficiency Indicator	2006-07	2007-08	2007-08 Target
Average cost per hour of traffic law enforcement and management ^(a)	\$84	\$98	\$86

Analysis

- In 2007-08, the average cost per hour of traffic law enforcement and management (\$98) was higher than the previous year (\$84) and the 2007-08 target of \$86.

efficiency indicators

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; and
- managing and evaluating projects supported by grant funding.

Key Efficiency Indicators	2006-07	2007-08	2007-08 Target
Average cost per community safety and crime prevention partnership managed	\$17,823	\$31,129	\$13,647
Average cost per hour for research, policy development and support to the Community Safety and Crime Prevention Council	\$106	\$125	\$128
Average cost per \$1 million in grant funding administered	\$237,217	\$244,469	\$154,114

Analysis

In 2007-08:

- The average cost per community safety and crime prevention partnership managed (\$31,129) was significantly higher than the 2007-08 target of \$13,647. This increase is due to additional carryovers of \$2.4 million and repositioned funds of \$1.25 million from previous years spent in 2007-08.
- The average cost per hour for research, policy development and support to the Community Safety and Crime Prevention Council (\$125) was lower than the 2007-08 target of \$128. Although there was additional expenditure in 2007-08, the proportion allocated to research and policy development was lower, due to an increase in staff in 2007-08.
- The average cost per \$1 million in grant funding administered (\$244,469) was higher than the 2007-08 target of \$154,114 due to a reduction in the level of grants administered as a result of funding realignments.

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) The number of responses/investigations is based on the total number of selected reported and detected offences excluding receiving/illegal use, fraud and graffiti offences.
- (d) 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.
- (e) 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.
- (f) 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.
- (g) 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.
- (h) 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.
- (i) 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.
- (j) Population growth and the development of new housing estates in the metropolitan area have a significant impact on existing policing districts. Several of the metropolitan districts have police sub-districts that are situated on the periphery of the metropolitan area. Whilst patrolling of these outlying sub-districts is contained within

a district's service delivery model, it is not necessarily true that an operational unit will be in the area when a high priority task arises. It is reasonable to assume that responding to Priority 1, 2 or 3 tasks in these marginal metropolitan areas may experience delays beyond the target response times.

- (k) 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.
- (l) The introduction of the Trial Allocation Day that replaced the Direction Hearings resulted in a flow-on effect that continues to facilitate early pleas of guilty. In addition, the legislative requirement of full disclosure as identified in the *Criminal Procedure Act 2004* continues 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) also 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.
- (r) Revised figure from that shown in the previous Annual Report due to updated data.

Sources:

Total cost of Service from Schedule of Income and Expenses by Services for the years ending 30 June 2007 and 30 June 2008, 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.

Western Australia Police, Office of Crime Prevention.

other financial disclosures

MAJOR CAPITAL WORKS

System Support Services

Major Capital Works - where Project Estimated Total Cost exceeds \$5.0M

Project	Year	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						
Facility OSH Modifications	2007-08	10,676	10,676	0	0.0%	
Police Operations Support Facility	2007-08	42,056	42,056	0	0.0%	
Equipment and Fleet Programs						
Aircraft Replacement Program	2007-08	10,465	10,465	0	0.0%	
Works in Progress						
Police Facilities						
Blackstone Remote Multifunctional Policing Facility	2008-09	0	6,968	6,968	0.0%	New Project Approval
Burringurrah Remote Multifunctional Policing Facility	2008-09	0	6,374	6,374	0.0%	New Project Approval
Carnarvon Police Station	2011-12	12,510	12,510	0	0.0%	
Derby Police Station	2008-09	6,900	6,900	0	0.0%	
Kimberley District Police Complex	2008-09	13,450	13,450	0	0.0%	
Looma Remote Multifunctional Policing Facility	2008-09	0	6,138	6,138	0.0%	New Project Approval
Operations Support Facility Stage 2 Traffic Support	2008-09	21,335	22,415	1,080	5.1%	Building Cost Escalation Identified and additional funding from Government approved.
Perth Police Complex	2011-12	93,000	93,000	0	0.0%	
Pilbara District Police Complex	2009-10	17,500	17,500	0	0.0%	
Police Station Upgrade Program 2007-08 to 2009-10	2009-10	7,500	7,500	0	0.0%	
Rockingham Police Rail Unit	2008-09	5,700	5,700	0	0.0%	
Secret Harbour Police Station	2009-10	10,000	10,000	0	0.0%	
South Hedland Police Station	2009-10	14,665	14,665	0	0.0%	
Stirling Police Station	2010-11	9,750	9,750	0	0.0%	
Vincent Customer Service Centre (Leederville)	2009-10	5,110	510	-4,600	-90.0%	Following a change of scope, the unused funding is to be applied to a new Property Management Facility.
Equipment and Fleet Programs						
Counter-Terrorism Multi-Agency Response - Capability / Capacity - NorWest Deployment - Bomb Squad - Safety / Security	2008-09	14,633	14,649	16	0.1%	
Non-Leased Non-Standard Vehicles 2006-07 to 2009-10	2009-10	5,542	5,542	0	0.0%	
Replacement Equipment Program	2008-09	13,709	13,709	0	0.0%	
Schedule Equipment Replacement Program 2008 to 2010	2009-10	11,000	11,000	0	0.0%	
Information Technology Programs						
Delta Communications and Technology (DCAT)	2008-09	110,025	110,025	0	0.0%	
Perth Metro Radio Network (CADCOM Stage 1C)	2008-09	60,030	60,030	0	0.0%	
New Works Approved after 2005/06 Budget (May 2005)						
Police Facilities						
Equipment and Fleet Programs						
Scheduled Equipment Replacement Program 2010-11	2010-11	6,000	6,000	0	0.0%	
Scheduled Equipment Replacement Program 2011-12	2011-12	0	7,500	7,500	0.0%	New Project Approval

Notes:

(a) Budget ETC is the Estimated Total Cost (ETC) for the Project recorded at the Budget Statements for 2007-08.

(b) Revised ETC is either the Estimated Total Cost (ETC) at the Budget Statements for 2008-09, or the actual expenditure upon completion. Only projects exceeding \$5 million total value are included in this table.

PRICING POLICIES ON SERVICES

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 2007 as published in the *Gazette* on 29 June 2007.

In-house Grievances Lodged 2002-03 to 2007-08

Source of Grievance	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Sworn Promotion System	13	2	5	0	1	7
Transfers/Deployment	7	7	12	13	5	6
Administrative Decisions	13	7	4	8	8	6
Relief/Secondment	11	0	3	2	6	7
Other	11	11	20	14	8	8
Total	55	27	44	37	28	34

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

Workers' Compensation Claims (Police Staff) 2003-04 to 2007-08

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

	2003-04	2004-05	2005-06	2006-07	2007-08
Number of Claims	–	40	47	33	34

governance disclosures

INTEREST IN OR BENEFITS FROM CONTRACTS

Requirement under s14 [iii (a)(b)(c)][iv] 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 2007–08 reporting period.

other legal requirements

ADVERTISING

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

Organisation	Purpose	Amount \$
Media Decisions	Media Advertising	2,469,869
	Step Forward and Recruitment	892,158
	Phone-in a Bokie	11,149
	Burglar Beware	398,446
	Don't Buy Crime	111,390
	Open Doors and Windows	254,859
	Eyes on the Street	153,619
	Graffiti	527,951
	Community Safe Month	93,207
	Office of Crime Prevention	19,171
	Neighbourhood Watch	7,919
	Advertising Agencies	551,092
	Designing Out Crime	124,107
	Hoons	87,327
	Neighbourhood Watch	170
	Burglar Beware	243,548
	Community Safety Month	3,685
	Don't Buy Crime	34,420
	Eyes on the Street	37,823
	Graffiti	20,012
	Miscellaneous research	61,259
Shelby Consulting	Market research	58,184
Royal Life Saving Society WA	Telephone survey	3,075
Total Expenditure for 2007–08		3,082,220

other legal requirements

DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

Requirement under *Disability Services Act 1993* s29

Over the past year, the WA Police has made significant progress with its Disability Access and Inclusion Plan (DAIP). As required, the plan was completed by the agency and registered by the Disability Services Commission prior to 31 July 2007.

[People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the relevant public authority](#)

The WA Police DAIP Coordination Group has been established since April 2007. Consisting of representatives from key work units within the agency, the group is continuing to guide the implementation of DAIP activities and progress strategies.

The WA Police website contains information on a range of policing services and various ways they can be accessed. The Community Diversity Unit has been working with the district Crime Prevention and Diversity Officers to gain feedback on services delivered to people with disabilities.

A research project was undertaken as part of the point-of-entry for the Access to Justice Working Party in relation to service to people with disabilities from both a policing and disability services perspective. A report will be presented to the Access to Justice Working Party with a view to improving services to people with disabilities.

Events management and planning guidelines will be reviewed in the coming year to ensure adequate provision for people with disabilities. This year, in events such as the WA Police exhibition at the Royal Show, provisions were made for people with sight and hearing impairment to receive information on road safety.

[People with disabilities have the same opportunities as other people to access the buildings and other facilities of the relevant public authority](#)

The WA Police continues its commitment to ensure provision of appropriate access in new buildings and responds to complaints from the public. For example,

the wheelchair ramp to the Esperance Police Station was replaced so it conforms to current Australian Standards and enables better access for people with disabilities.

[People with disabilities receive information from the relevant public authority in a format that will enable them to access the information as readily as other people are able to access it](#)

The WA Police website makes provision for its public documents to be made available in alternative formats such as large print, electronic format, audio or Braille. Requests received throughout the year have been addressed.

To ensure the agency website is accessible for people with disabilities, work is being undertaken to meet requirements of the W3C Content Accessibility Guidelines as recommended by the State Government. For example, the agency is currently working with the WA Blind Association to assess how people with vision impairment can access the website. To assist service access, some of the forms required for police services have been placed on the WA Police website.

The upgraded SMS Assist mobile phone service for people with a hearing or speech disability continues to be supported.

[People with disabilities receive the same level and quality of service from the staff of the relevant public authority.](#)

During the year, the agency reviewed its disability training as part of an overall review of all diversity training. A new diversity training program has been implemented and the disability component has been jointly delivered with Disability Services Commission staff. The new training regime will provide police officers and police staff with an enhanced level of awareness for providing consistent and quality policing services across a diverse WA community.

In addition, the agency's Induction Policy, guidelines and checklists have been revised to include a discussion focus item as follows: 'Disability Access and Inclusion Plan and assistance, if required, for employees with disabilities'.

other legal requirements

People with disabilities have the same opportunities as other people to participate in any public consultation by the relevant public authority.

WA Police has a number of options available for people with disabilities to make complaints. The options include the WA Police Internet site with email links, telephone numbers, TTY and postal addresses. Direct contact numbers for Police Complaints Administrative Centre, Corruption and Crime Commission and Ombudsman are also available on the website. The agency website also contains the pamphlet 'Making a Complaint about Police'.

The agency is currently developing a community engagement strategy that will guide the agency on ways to more effectively engage and consult with diversity groups including social minorities and people with disabilities. This work will also be progressed through 2008–09.

The Access to Justice Working Party is an interagency group reporting to the Disability Services Commission. The Working Party was established to promote access to justice for people with disabilities. The WA Police is a member of the Working Party, and are supporting specific strategies such as the point-of-entry project. This project is managed by a sub-group of the Working Party and is seeking to improve the way various agencies deal with people with disabilities at the point of contact so they do not unnecessarily move further into the justice system.

RECORDKEEPING PLANS

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

Evaluating the efficiency and effectiveness of the agency's recordkeeping systems

In 2005, the agency conducted a detailed analysis of its recordkeeping systems. This resulted in previously mainframe-based operational and corporate recordkeeping systems being migrated into a new corporate Electronic Document and Records Management System (EDRMS) in 2006, providing immediate improvement in analysis and reporting capabilities. The 2006 rollout was the foundation

delivery phase of a major five-year recordkeeping reform program.

A Review of the Retention and Disposal Schedule component of the recordkeeping plan was undertaken during the EDRMS rollout. The new schedule continues to evolve as business adapts to the new Business Classification Scheme and reviews its retention and disposal requirements accordingly. With the ongoing assistance of the State Records Office this is expected to be completed by the end of 2009.

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

As part of the EDRMS rollout, a statewide training program was initiated.

Further work is underway to expand training to address other needs for recordkeeping. This will incorporate a standards-based approach to management and accountability for recordkeeping across the agency. Increased demand for EDRMS functionality is providing a steady requirement for training delivery to include classroom, one-on-one and site visits to remote locations.

Other core training in retention and disposal of agency records and archives is conducted regularly on-site. Dedicated trainers deliver training and support materials to ensure that the retention and disposal processing complies with the Recordkeeping Plan.

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

To assess the effectiveness of the EDRMS training program and to identify areas requiring additional resourcing or attention, a post-EDRMS rollout survey was completed in early 2008. An action plan incorporating the key issues identified from the survey is being implemented. The main theme is to target non-EDRMS users and personnel who have not received the base-level records management and electronic document management training.

Assurance that the agency's induction program addresses employee roles and responsibilities in regard to their compliance with the agency's Recordkeeping Plan

Following the EDRMS rollout in 2006, a program to provide recordkeeping training on several levels was implemented. This included regular induction training sessions and refresher courses for officers with specific business needs or to refresh their skills following a period of operational duties. Specific courses are also provided to cadets and frontline customer service staff.

These training modules address the core roles and responsibilities of recordkeeping. Trainees are encouraged to relate their specific records usage to core roles and responsibilities, with a broader understanding of the functions and obligations of government and the importance of proper management of state records.

COVERT SEARCH WARRANTS

Requirement 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) (i) – Nil

PAWNBROKERS AND SECOND-HAND DEALERS

Requirement 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 70 inquiries into dealings of pawnbrokers and second-hand dealers were instigated by the licensing officer and conducted by the Licensing Crime Squad personnel resulting in 130 infringements being issued
- (ii) There were no matters brought before the State Administrative Tribunal under this Act and
 - no matters remain outstanding
 - the incorrect recording of property details by licensees and police resulting in the system failing to identify stolen property has been identified as an issue
 - it is predicted the workload of licensing officers will increase three-fold in the 2008–09 year
 - there are no proposals for improving the performance of the functions of the licensing officer under this Act.

other legal requirements

COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

Public Sector Management Act 1994 s31(1)

Compliance with Public Sector Management Act Section 31 (1)

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

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

Information about the Standards is contained in the WA Police intranet site and provided during staff induction. Awareness of the standards occurs when Human Resources staff visit stations to advise on recruitment and selection processes. Recruitment and selection training has been scheduled for selection panel members to ensure compliance with the Standard.

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 2007-2008	
Number lodged	3
Number of breaches found	0
Number still under review	0

COMPLAINTS REGARDING COMPLIANCE WITH THE CODE OF ETHICS AND AGENCY CODE OF CONDUCT 2007-2008	
Number lodged	15
Number of breaches found	6
Number still under review	6



Karl J O'Callaghan APM
Commissioner of Police

26 September 2008

OCCUPATIONAL SAFETY AND HEALTH

Premier's Circular 2007/12: Code of Practice: Occupational Safety and Health in the Western Australian Public Sector

The WA Police is committed to enhancing the quality of life and well-being of its employees through minimising the risk of injury and illness and promoting health initiatives.

As part of its consultative framework on matters of safety and health, the agency has a number of Safety and Health Representatives who represent the majority of business units. Safety and Health Representatives play an integral role on Safety and Health Committees through their input into incident investigation, issue resolution and the promotion of safety for their local areas. Their contribution through the exchange of information with the corporate Safety and Health Committee has resulted in making a significant difference to reducing risk and enhancing safety for our employees.

Compliance with injury management

Requirement of the *Workers' Compensation and Injury Management Act 1981*

The WA Police is continuously reviewing and improving its injury management practices in conjunction with ensuring compliance with legislation.

Report against performance targets

Incident Rate			Performance against target
	2007	2008	
Number of Fatalities	1	0	Achieved
Lost time injury/disease	1.7	1.0	Achieved
Lost time injury severity rate	5.7	6.7	Not achieved



government policy requirements

CORRUPTION PREVENTION

The WA Police has implemented the following initiatives including those emanating from the Kennedy Royal Commission to reduce the potential of corruption or misconduct across the agency.

- a new Managerial Discipline Model (MDM), which was developed to manage behaviour, conduct and performance issues arising from complaints against police officers
- a qualitative and quantitative survey of the first six months of operation of the MDM with a view to enhancing understanding, acceptance and effectiveness
- streamlining complaint handling – improved efficiencies in complaint management and the investigation process
- a Personnel Security Vetting service – enabling the agency to provide an appropriate level of assurance so only appropriate people have access to sensitive and classified resources
- participation in a District Audit model by the Corruption and Crime Commission as a result of increased confidence in internal investigations and their outcomes
- a Professional Standards Information System – utilising a program called IAPro. This program enables WA Police to identify at-risk officers through an early intervention notification
- maintenance of Blue Line and Supported Internal Witness Program providing a confidential tool for staff to report allegations of serious misconduct or corruption
- integrity testing – an internal anti-corruption strategy.

Professional Standards Information Management System

The WA Police Risk Assessment Unit (RAU) continues to manage the professional standards information management system, known as IAPro. RAU monitors IAPro in order to detect and intervene at an early stage of possible behavioural issues, both in terms of individual behaviours and business unit trends.

Additionally, the RAU is striving to improve the reporting framework from the data imported and held within the IAPro system. Through this, the RAU is continuing to advance best-practice when it comes to early

intervention strategies.

The development and implementation of IAPro enables the WA Police to undertake early intervention and risk profiling of officers at-risk of corrupt behaviour. The system also allows the capture of all allegations made against police officers and police staff including supervisor details, internal and external stakeholder information, use of force, information-only files, complimentary correspondence, outcomes of investigations and any criminal, loss of confidence, disciplinary or managerial action taken.

Benefits achieved from IAPro include:

- the capacity to record infinite incident types for early intervention analysis
- increased administrative efficiency and streamlined processes
- immediate identification of trends and patterns relating to employee behaviour
- timely notification to local supervisors and managers on complaint issues
- automated alerts on police employees, based on role and behaviour characteristics
- positive correspondence has been added to the information types enabling all letters of appreciation and commendations, to be linked to the individual employee.

Personnel Security Vetting Unit

WA Police personnel security vetting process provides government, external agencies and the community with the appropriate level of assurance as to the suitability of personnel requiring a security clearance. The process identifies issues such as – security concerns, personal vulnerabilities, associations and financial risks. In an endeavour to raise security awareness and responsibilities, ongoing security training sessions are provided to personnel in key areas.

Personnel security vetting is now well established in the agency. Ongoing security clearances are conducted in high-risk areas and for identified personnel in other areas such as Computer Crime, Communications and Legal Services where there is an operational requirement to access national security classified information.

Integrity Testing

The WA Police conduct targeted integrity testing of police officers and workgroups reasonably suspected of corrupt, criminal or improper conduct.

Integrity testing enhances the corruption resistance of the agency and may determine if perceived risks exist.

The tests are designed to test the veracity of the conduct alleged by an officer or officers and the results of the tests are capable of objectively refuting allegations.

The WA Police maintained and enhanced communication in the National Integrity Testing Practitioners Group. This contains members of all state jurisdictions, oversight bodies and federal agencies who have integrity testing capabilities. In 2008, the WA Police hosted the Annual Meeting of the group. The involvement in the group has facilitated information exchange, resource sharing and covert methodology review.

The Managerial Discipline Model

The WA Police formally adopted the Managerial Discipline Model (MDM), soon to be re-named the Managerial Intervention Model (MIM), to manage behaviour, conduct and performance issues arising from complaints against police officers. The MDM is a managerial approach with a developmental/remedial focus. However, the Commissioner of Police may prefer a disciplinary charge under section 23 of the *Police Act 1892* for matters deemed to be of sufficient seriousness.

MDM Evaluation Survey

During the year the agency commissioned an independent research consultancy firm to conduct an evaluation of the understanding, acceptance and implementation of the MDM.

The research focused around surveys administered to police officers subject to the MDM between October 2006 and March 2007 (Subject Officers); the supervisors of those officers; all Superintendents and those officers not of Superintendent rank but who delivered managerial action during the subject period.

The research outcomes, delivered in October 2007, included a preliminary literature review whilst the actual

survey was conducted in two phases:

- Qualitative phase: Interviews conducted with six Subject Officers, eight supervisors and eight Superintendents. The information and data collected also served to inform the design of survey questionnaires used to conduct the second (quantitative) phase
- Quantitative phase: Questionnaires sent to various officers exposed to the MDM between October 2006 and March 2007.

Results of the MDM survey differed substantially from positive support from middle and senior management to dissatisfaction from subject officers, for example:

- the acceptance and cultural change required for the managerial approach to succeed is largely supported by middle and senior management
- feedback from subject officers indicates that they are generally dissatisfied. However, it appears evident that many of the subject officers had difficulty separating the investigation from the delivery of managerial actions at the conclusion of the investigation. Therefore, much of the dissatisfaction appears to relate to being subject to an investigation in the first instance
- the shift in culture away from an adversarial/punitive approach in managing staff to a remedial/developmental approach is seen as a major positive
- it is the perception by subject officers that certain aspects of the model, such as: consistency in the delivery of managerial action, communication of options available to subject officers, and the impact or not of any managerial action on future promotions needs addressing
- one of the key issues identified indicates many subject officers have not taken the opportunity to read the guidelines, policies and review options associated with the MDM. This is predicated by the fact they did not expect to be the subject of a complaint and therefore, had no need to be apprised.

As a result of the review, changes to the model include:

- a name change from the Managerial Discipline Model to the Managerial Intervention Model (MIM) from July 2009 to better reflect the managerial focus whilst still allowing for other intervention such as disciplinary

government policy requirements

- charges and loss of confidence nominations to occur
- development of an e-brochure explaining relevant details, procedures and processes available to subject officers before any managerial action is delivered, including availability of a fairness test review
- amendment and upgrade of existing policies and guidelines
- clear policy on integrity checking and promotions
- alignment to a revised WA Police Code of Conduct
- MIM presentations and training packages
- agency-wide communication and marketing of the MIM.

It is expected that the implementation of these and other changes will realise the following benefits over the next 12 months:

- increased knowledge, understanding, acceptance and satisfaction with the model
- more motivation for staff to learn from mistakes which will lead to improved behaviour, performance, conduct and minimise any repeat episodes by staff
- improved management and supervision.

Streamlined Complaints Handling Procedures/ Benchmarking

The Police Complaints Administration Centre (PCAC) has introduced a number of improvements to their complaints management processes. These mainly relate to improved quality assurance processes surrounding the review of completed complaint files, and timelines associated with the agency's policy of 30 days for Local Complaint Resolution (LCR) and 60 days for formal investigations.

As a result there has been a marked improvement in the standard of investigations and the outcomes associated with the MDM and general behaviour of officers. This is reflected by:

- only five files out of a total of 1,121 have been returned by the Corruption and Crime Commission for further investigation by the WA Police
- increased district visits by PCAC staff

- a reduction in the average days taken to complete investigations in 2007-08: LCR files – 28 days compared to 32 days in the previous year; formal investigations – 59 days compared to 71 days.
- identification, recording and actioning of issues associated with sub-standard investigation files to improve investigator skills
- the reduction in the number of disciplinary charges preferred under section 23 of the *Police Act 1892* for the two year period 2004-05 and 2005-06 – 117 compared to 27 charges preferred since the introduction of the MDM between 2006-07 and 2007-08
- issue of 237 Unfavourable Reports under the previous disciplinary model between 2005-06 and 2006-07 in comparison with 68 Managerial Notices issued under the MDM between 2006-07 and 2007-08
- development and trial in July 2008 of a new reporting format for internally generated Commissioner of Police files.

Assistance to the Indigenous Community

As a result of the Gordon Report recommendations, the PCAC has established a dedicated telephone number (1800 859 339) to assist the Indigenous community, particularly those in remote areas, to make complaints against police.

The new telephone number has been marketed throughout Indigenous communities with the assistance of the Aboriginal Legal Service (ALS).

A partnership has been established between PCAC and the ALS to ensure that Indigenous complaint matters for clients they represent are addressed appropriately. This enables sharing of information through a process of regular feedback on the status of current inquiries. There has been a marked improvement through this approach in fostering a harmonious relationship and trust between each agency.

Management Development Courses

Management development courses are offered that include misconduct and corruption prevention strategies. For example, the Management Accountabilities Course contains segments on corruption prevention, corruption-prevention planning, and Local Complaint Resolution. The Contemporary Management Practices Course includes a segment on the Managerial Discipline Model (MDM) as the basis for managing and remedying conduct arising out of complaints.

A number of learning events were conducted to reinforce the over-arching principles, values and managerial outcomes associated with the MDM, which includes identification of complaint trends and issues.

In addition, a District Governance/PCAC Coordinators Course has been developed to enhance the knowledge, quality and oversight of investigations conducted by personnel at the local level.

Public Interest Disclosure

WA Police complies with its obligation pursuant to section 23(1) of the *Public Interest Disclosure Act 2003*. This places obligations on the Commissioner that the agency has designated trained officers in accordance with the Act. Within the reporting period four officers attended training provided by the Office of the Public Sector Standards Commissioner and became designated Public Interest Disclosure Officers for the agency, authorised to receive, investigate (or cause to be investigated), review and report on public interest disclosures.

Code of Conduct

The WA Police Code of Conduct was revised in April 2008 and has been disseminated to all agency personnel. The Code of Conduct Policy is currently being revised and enhanced to conform to contemporary standards to reflect the Managerial Discipline Model (MDM). It is the agency's primary reference point when dealing with complaints against police officers and police staff under the agency's new individual performance management framework, *4me2achieve*.

New arrangements with CCC auditing of files

In April 2008, the Corruption and Crime Commission (CCC) reviewed its process for dealing with minor complaints (LCR) about police. The CCC now conducts audits of these complaints at the district/divisional level.

This approach has enhanced the WA Police reputation as a government agency which is effectively managing misconduct complaints. The process also re-affirms the CCC's confidence in a process that aligns it to oversee bodies in other states.

The process still involves PCAC quality assuring LCR files to ensure that they meet both the investigative and Managerial Discipline Model standards. On being advised of an impending District/Divisional Audit, PCAC will advise the CCC of the investigation files that have been allocated to the area to be audited and provide any assistance to the audit team.

It is anticipated that the CCC will continue to conduct audits of all police districts/divisions over a 12-month period and will provide formal reports to PCAC that will facilitate continuous improvement.

Since inception, two metropolitan and three Regional WA districts have been audited with no major issues having been brought to the attention of police at this time. The introduction of these audits has enhanced the service provided by PCAC to both our internal and external stakeholders. In addition, it has provided PCAC an opportunity to identify and address any issues at the time, with a view to adding value and improving current practices.

government policy requirements

SUBSTANTIVE EQUALITY

Requirement under Premier's Circular 2005-07: Implementation of the Policy Framework for Substantive Equality

The Policy Framework for Substantive Equality was endorsed by Cabinet in December 2004. The Equal Opportunity Commission (EOC) is the government sponsor and coordinator for the program which forms part of the Public Sector Anti-Racism and Equality Program. Substantive Equality focuses on 'systemic' discrimination that may be hard to identify in policies, systems and practices. These policies and practices sometimes unintentionally produce inequality of outcomes, or raise barriers for some groups that may impact on the level or quality of service. The main focus is to ensure that the service delivery of government agencies is meeting the distinct needs of Indigenous, different ethnic and other minority groups.

The Substantive Equality Unit in the EOC and an officer from the WA Police are jointly coordinating the work with key agency stakeholders. The approach taken 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 in service delivery.

The program is in its second year of implementation. For the WA Police, progress has continued on two levels. Firstly, corporate responsibilities and secondly a more detailed assessment of the following service areas:

- Family and Domestic Violence
- Diversity Training
- Investigation Services.

The WA Police has progressed key aspects of the framework and is currently working on implementation of a communication strategy, clarification of assigned resources and a revised management structure. Part of the communication strategy includes educating WA Police personnel on the purpose and process of implementing Substantive Equality. The first of a series of professional development sessions will be held in July 2008. A review of resource requirements needed to sustain the program is underway, with the management structure being reviewed due to changes in organisational

structures.

The scope of work focusing on the Family and Domestic Violence service has expanded during the year to include two new service areas under the initial assessment, namely Diversity Training and Investigation Services.

Family and Domestic Violence (F&DV)

The first service area for the WA Police to examine was the F&DV service policy and operational framework. The initial assessment using the Assessment Tool provided by the SEU of the EOC was completed, with the final draft being completed in September 2007. The final draft report was presented to the Corporate Diversity Advisory Group (CDAG) in October 2007. Aspects of the F&DV service review included policies, call-taking and task despatching, computer recording of information, reports, and a brief scan of case practice and F&DV training.

The initial assessment identified that further work was required to identify issues and to work through the solutions within the policing context. The preliminary findings included:

- there were no concerns in regard to client groups within the policy statements
- there were limitations and gaps in the information systems in regard to ethnic and Indigenous descriptors
- use of interpreters was not currently monitored
- there may be improvements needed within the F&DV training to include more aspects of cultural diversity.

The initial assessment provided sufficient information to recommend additional work to be undertaken and was endorsed by the CDAG. Work will progress in consultation with key areas within the WA Police.

Aspects of the full assessment include: reviewing the ethnic descriptors and related fields on information systems, reviewing the Language Services Policy including interpreter-use monitoring, assessment of case practice including community feedback from people impacted by F&DV, and an assessment of F&DV training. The full assessment on aspects of the report has commenced and is progressing.

Diversity Training

This area was originally identified for action in the pilot of the Substantive Equality program undertaken in conjunction with the EOC in 2005. The report identified there was no coordinated program that systematically identified training needs in regard to cultural and linguistic diversity, and training was not closely linked to service delivery.

During 2007–08, an initial assessment of diversity training was undertaken. As a result a new program for recruit training has been developed and is being trialled. The program was developed in consultation with police officers, trainers and key community groups. Feedback on the trial of diversity training will be sought for the evaluation.

An assessment report is being drafted that will include a recommended program of diversity training including the recruit training, professional development for in-service training and management training. The report is being drafted in consultation with EOC and will be presented to CDAG.

Investigation Services

Initial planning for the assessment has commenced to link in with a major review of the agency's investigation services and training. Timing for this assessment is being negotiated with relevant areas within the WA Police and the EOC.

SUSTAINABILITY

Requirement under: Premier's Circular 2004/14: Sustainability Code of Practice for Government Agencies

The WA Police is continuing to incorporate a wide range of sustainability initiatives into the delivery of its outcomes. This is reflected in the design of new facilities, energy, water and waste management strategies for buildings, assets and land, and supporting sustainable procurement policies.

In the past year, the WA Police placed a strong focus on actively reducing the number of operational and administration six-cylinder vehicles in its fleet and replaced them with four-cylinder vehicles where practicable. Additionally, the agency has undertaken trials of new technology, low emission and dual-fuel vehicles, and their deploying within the fleet where appropriate.

This year has seen the introduction and continuation of initiatives such as:

- progression of conversion of 30 per cent of the agency's vehicle fleet to four-cylinder vehicles
- recycled-paper-use in line with the Government Common Use Agreement (CUA)
- waste-paper-recycling and disposal in line with the CUA
- participation in the Water Efficiency Management Plan as part of the commitment to water conservation
- development of a special task force to identify strategies that reduce the agency's carbon footprints and utility consumption.

The WA Police has met its mandatory reporting requirement for the Sustainable Energy Development Office Energy Smart Program, and is currently completing the Government Reporting for the System for Accounting and Reporting of Government Emissions.

The WA Police is currently undertaking a water-management assessment with the Water Corporation for two of its largest water-usage sites. The information gathered from these assessments will be used to develop a Water Efficiency Management Plan for other sites within the State.

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

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

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 Terrace
Perth 6000
Telephone (08) 9222 9733
Facsimile (08) 9222 8705



