



# ANNUAL REPORT 2014





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## STATEMENT OF COMPLIANCE

HON. LIZA HARVEY MLA  
Minister for Police; Tourism; Road Safety; Women's Interests

In accordance with Section 63 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 2014.

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 2014



# OVERVIEW OF THE AGENCY



Demand for policing services in Western Australia (WA) is rapidly increasing, not only from population growth, but also due to social, demographic, technological, and other factors. This is creating significant challenges for Western Australia Police (WA Police) in attempting to meet this demand and deliver quality core services.

To address the issue of the increasing disparity between supply and demand, ensure the continued delivery of quality core policing services to the community, and identify efficiencies in work practices, WA Police has embarked on a comprehensive reform program. In line with Frontline First principles, Frontline 2020 is about ensuring this agency continues to have “the right people, in the right place, at the right time, doing the right things”.

Frontline 2020 has four key principles to assist and guide WA Police through the reform process.

1. Leaner - is premised on delivering value for money by optimising resources, balancing cost versus benefit, and being more effective, efficient, and productive
2. Greater control over policing activities - relates to improvements in directing effort where it is most needed - having the right people, in the right place, at the right time, doing the right things

3. Elevated focus on demand reduction - relates to problem solving, collaboration, proactive policing, diversion and prevention, and about developing innovative ways to manage interactions and provide services
4. Locally focussed policing - an emphasis on being better connected to local communities, more engaged with them and more accessible to them, with a priority on doing the things that make a positive difference in their everyday lives, in their homes and streets.

An important starting point for Frontline 2020 was undertaking the Service Definition and Resource Model (SDRM) process. SDRM is a phased approach which seeks to examine, through activity based costing, every service provided by WA Police and the related costs. Through this analysis informed decisions can be made regarding service delivery now and into the future.

In July 2013, in order to drive the agency towards the key reform principles, a new police operating model titled the Frontline 2020 Operating Model was endorsed and trialled in the South East Metropolitan District.

In broad terms, the Operating Model aims to deliver the following:

- Local policing that is at the heart of service delivery
- Reaffirming the grassroots-policing approach of the Frontline First philosophy
- An efficient and flexible workforce able to adapt to demand whilst representing value for money
- A leaner agency with the ability to continually improve efficiency and productivity, and reduce costs
- A reduction in red tape and bureaucracy to release effort to core functions
- A focus on demand reduction, inclusive supervision and leadership
- Ensuring the system carries the load rather than individuals, and reduces or removes single points of failure in service delivery.

The Operating Model incorporates the following components:

- District Management Team - oversees the various components of the model
- District Engagement and Support Team - encompasses the District Intelligence Team, case file and brief management, vulnerable victim management and community engagement



## EXECUTIVE SUMMARY

- District Control Centre - a 24/7 unit that actively manages resources and prioritises police effort
- Response Teams – deploy from two large bases in the district to efficiently respond to high priority calls for police assistance
- Local Policing Teams – teams allocated to one or two suburbs to address crime and antisocial behaviour. Being largely freed up from the demands of response work, these teams concentrate effort to local problem-solving in their suburb(s) thereby reducing demand
- Investigation Teams - investigate serious offences that occur in the district, and a third of their effort is applied to proactive investigation.

Due to the successful outcome of the pilot, the Operating Model is to be implemented across the Metropolitan Region throughout 2014-15. The Model will next be implemented in the South and South-East Metropolitan Districts from September 2014, with North West and Central Metropolitan Districts to follow.

Another key element of the reform agenda is workforce optimisation. The Workforce Optimisation Project was established to review the workforce management practices, remuneration

and conditions of service of police officers and staff. From this review, recommendations will be made that enable the agency to better manage its resources and be more cost effective.

Officer availability and deployment options have provided the initial focus for the Workforce Optimisation Project. In particular, the review will examine and make recommendations in respect to the following:

- The growing percentage of non-operational officers and the impacts that this has on operational capacity and frontline deployment
- The need for fair and equitable employment practices as it relates to officers who are not capable of being deployed to a frontline role
- The current inequitable system of compensation for officers who are injured on the job and who cannot return to their former operational status
- The need for greater transparency around what officers can expect, should they not be able to perform the role for which they have been employed
- Physical and emotional fitness of officers, a key factor which affects operational readiness, response capability, officer availability and injury return rates

- How to use remuneration and conditions of service fairly to maximise deployment to frontline roles
- How to provide remuneration and conditions of service that are fair to, and reasonable for, the community, police officers and staff
- How to enable modern workforce management practices in line with practices elsewhere in the Public Sector and the wider community.

Throughout 2014-15 the WA Police will continue to progress initiatives and implement recommendations stemming from the Frontline 2020 Reform Program, which will enhance and tailor service delivery to contribute to community safety and security.

## ENABLING LEGISLATION

The Police Department was established under the provisions of the *Public Service Act 1904*. 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.

## ADMINISTERED LEGISLATION

The WA Police administers the following legislation:

*Australian Crime Commission (Western Australia) Act 2004*

*Community Protection (Offender Reporting) Act 2004*

*Criminal and Found Property Disposal Act 2006*

*Criminal Investigation Act 2006*

*Criminal Investigation (Covert Powers) Act 2012*

*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*

*Police (Medical and Other Expenses for Former Officers) Act 2008*

*Protective Custody Act 2000*

*Public Order in Streets Act 1984*

*Security and Related Activities (Control) Act 1996*

*Spear-guns Control Act 1955*

*Surveillance Devices Act 1998*

*Telecommunications (Interception and Access)*

*Western Australia Act 1996*

*Terrorism (Extraordinary Powers) Act 2005*

*Terrorism (Preventative Detention) Act 2006*

*Weapons Act 1999*

*Witness Protection (Western Australia) Act 1996*

## RESPONSIBLE MINISTER

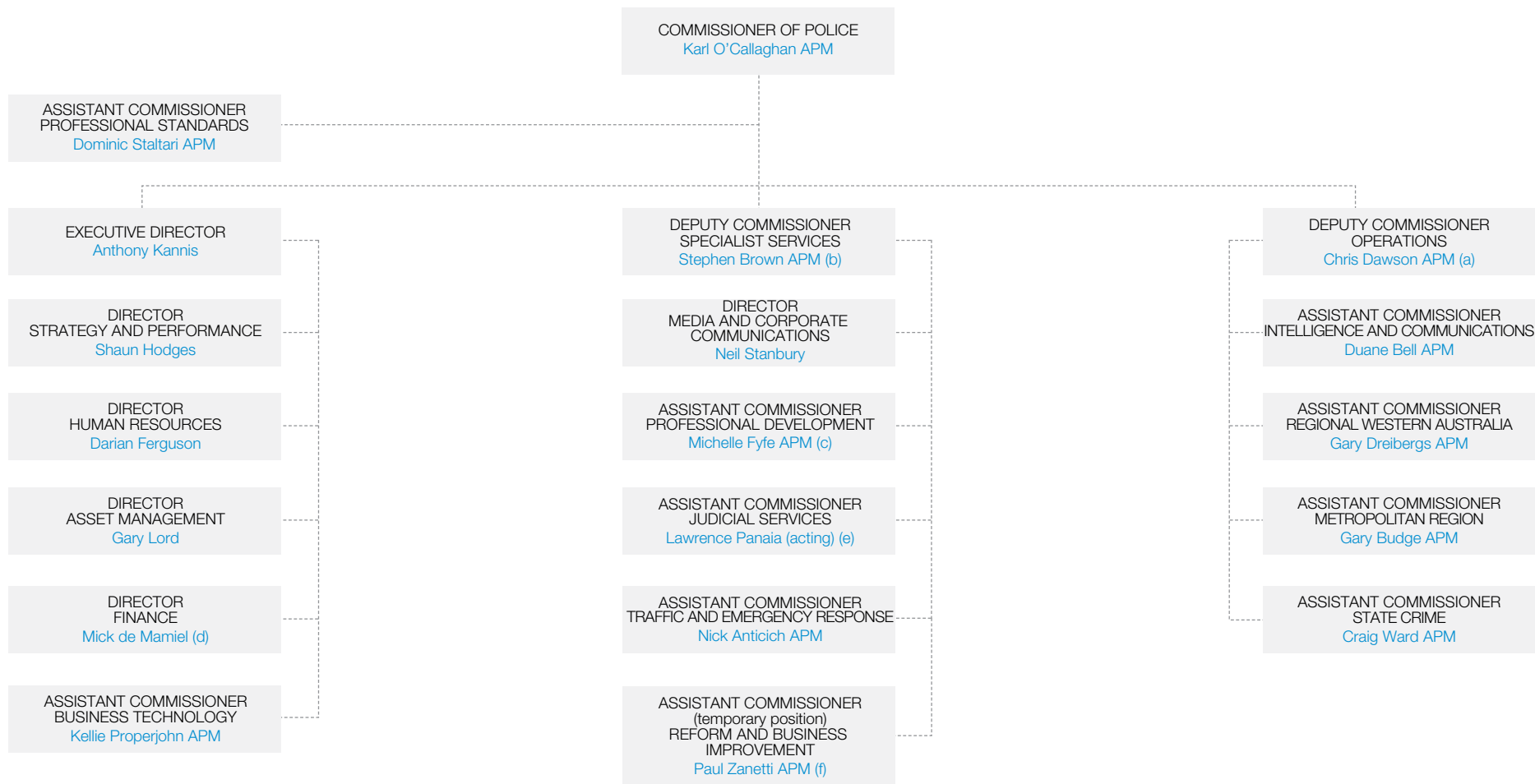
The Hon. Liza Harvey, MLA, Minister for Police; Tourism; Road Safety; Women's Interests.

## 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.



# ORGANISATIONAL CHART



**Notes:**

- (a) Chris Dawson retired from the WA Police on 27 April 2014. As of 5 May 2014 Stephen Brown is the substantive Deputy Commissioner (Operations).
- (b) Michelle Fyfe acted as Deputy Commissioner (Specialist Services) from 20 April 2014 to present.
- (c) Renae Lavell acted as Director (Professional Development) from 24 April 2014 to present.
- (d) Mick de Mamiel went on leave from 3 January 2014 and then retired on 19 June 2014. Santa Cardenia acted as Director Finance from 3 January 2014 to present.
- (e) Lawrence Panaia acted as Assistant Commissioner (Judicial Services) from 20 July 2013 to present.
- (f) Assistant Commissioner (Reform and Business Improvement) is a temporary position.





## OUTCOME BASED MANAGEMENT FRAMEWORK

Under the Western Australian Government's Outcome Based Management (OBM) Framework, the WA Police seeks to contribute to the Government's goal of 'Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians'.

### WA Police Link to Government Goal

Government Goal	What we sought to achieve	The services provided
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians	<b>Outcome 1:</b> Lawful behaviour and community safety	<b>Service 1:</b> Intelligence and protective services <b>Service 2:</b> Crime prevention and public order <b>Service 3:</b> Community support (non-offence incidents) <b>Service 4:</b> Emergency management and coordination
	<b>Outcome 2:</b> Offenders apprehended and dealt with in accordance with the law	<b>Service 5:</b> Response to and investigation of offences <b>Service 6:</b> Services to the judicial process
	<b>Outcome 3:</b> Lawful road-user behaviour	<b>Service 7:</b> Traffic law enforcement and management

## CHANGES TO AGENCY OUTCOMES, SERVICES AND KEY PERFORMANCE INDICATORS

The WA Police OBM Framework did not change during 2013-14.

During 2013-14, the WA Police reviewed its OBM Framework. A new framework was developed and subsequently approved by the Minister for Police; Tourism; Road Safety; Women's Interests and the Department of Treasury to take effect from 2014-15. For further information see page 114.

## SHARED RESPONSIBILITIES WITH OTHER AGENCIES

WA Police did not share responsibility for the delivery of services with other agencies in 2013-14.



# AGENCY PERFORMANCE REPORT ON OPERATIONS

# SUMMARY OF RESULTS AGAINST FINANCIAL TARGETS

Requirement under *Treasurer's Instruction 808 s4*

	2013-14 Target \$'000	2013-14 Actual \$'000	Variation \$'000
<b>Total cost of services</b>	1,262,892	1,246,142	(16,750)

The variance represents a 1.3% decrease on the Total Cost of Service Target

The decrease represents the net impact of various policy decisions, parameter changes and general cost escalation, offset by expenditure savings.

<b>Net cost of services</b>	1,214,949 <sup>(a)</sup>	1,200,835	(14,114)
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The variance represents a 1.2% decrease on the Net Cost of Service Target

The variance is mainly attributable to the flow on impact of the decreased Total Cost of Service

<b>Total equity</b>	1,119,285	1,172,893	53,608
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The variation is mainly due to a net increase in asset revaluations for land and buildings, decrease in contributed equity and increase in accumulated surplus/deficit

<b>Net increase / (decrease) in cash held</b>	(19,145)	(23,043)	(3,898)
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The variance is mainly attributable to repositioning of capital projects into future years, some appropriation provided in 2013-14 for which payments were made in the previous year and reduced payments in light of Government's Savings Initiatives

	2013-14 Target	2013-14 Actual	Variation
<b>Approved full-time equivalent (FTE) staff level <sup>(b)</sup></b>	8,006	7,841	(165)

The variance is mainly attributable to the 2013-14 Voluntary Separation Scheme

**Notes:**

(a) State Grants income is reflected as Income from State Government and is therefore not included in Net Cost of Services. The Net Cost of Services Target of \$1,214,949,000 equals the 2013-14 Budget of \$1,199,823,000 adjusted to exclude State Grants revenue of \$15,126,000.

(b) FTE staff level for 2013-14 Target/Actual includes Traffic Wardens. These figures are based on the projected and actual average of the quarterly reports made under the Human Resource Minimum Obligatory Information Requirements report to Government.

# SUMMARY OF RESULTS AGAINST PERFORMANCE TARGETS

Requirement under *Treasurer's Instruction 808 s4*

## Key Effectiveness Indicators <sup>(a)</sup>

	2013-14 Target <sup>(b)</sup>	2013-14 Actual	Variation <sup>(c)</sup>
<b>Outcome 1: Lawful behaviour and community safety</b>			
Percentage of the community who were 'satisfied' or 'very satisfied' with services provided by police	≥ 67%	70.7%	3.7%
Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police	≥ 80%	83.8%	3.8%
Percentage of the community who were 'somewhat concerned' or 'very concerned' about becoming a victim of the following crimes in the next 12 months:			
- physical assault in a public place	≤ 42%	43.5%	1.5%
- housebreaking	≤ 57%	64.0%	7.0%
- motor vehicle theft	≤ 44%	46.2%	2.2%
Percentage of the community who thought each of the following was 'somewhat of a problem' or a 'major problem' in their own neighbourhood:			
- use of illegal drugs	≤ 50%	38.9%	(11.1%)
- louts or gangs	≤ 34%	21.0%	(13.0%)
- drunken or disorderly behaviour	≤ 45%	35.6%	(9.4%)
- speeding cars, dangerous or noisy driving	≤ 76%	68.6%	(7.4%)

# SUMMARY OF RESULTS AGAINST PERFORMANCE TARGETS

<b>Key Effectiveness Indicators <sup>(a)</sup></b>	<b>2013-14 Target <sup>(b)</sup></b>	<b>2013-14 Actual</b>	<b>Variation <sup>(c)</sup></b>
<b>Outcome 2: Offenders apprehended and dealt with in accordance with the law</b>			
Percentage of emergency '000' calls for urgent police assistance or attendance answered within 20 seconds	90%	97.5%	7.5%
Percentage of '000' emergency calls answered on first presentation	>90%	98.8%	8.8%
Percentage of 131 444 calls for police assistance or attendance answered within 20 seconds	85%	90.1%	5.1%
Percentage of 131 444 calls abandoned	<5%	4.5%	(0.5%)
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	11 mins	2 mins
Priority 3 calls	25 mins	31 mins	6 mins
Sanction rate for offences against the person <sup>(d)</sup>	≥ 60%	46.7%	(13.3%)
Sanction rate for offences against property <sup>(d)</sup>	≥ 16%	16.3%	0.3%
Sanction rate for drug trafficking offences <sup>(d)</sup>	≥ 89%	88.5%	(0.5%)
<b>Outcome 3: Lawful road-user behaviour</b>			
Percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit	≥ 1.6%	1.1%	(0.5%)
Percentage of vehicles monitored for speeding by speed cameras that were found to exceed the lawful speed limit	≥ 15%	17.0%	2.0%

**Notes:**

(a) The tables are a summary of the 2013-14 WA Police Key Performance Indicators. For more detailed information see the Key Performance Indicators section of this report.

(b) Targets as specified in the 2013-14 Budget Statements.

(c) Variations shown in brackets represent a decrease in the actual figure compared with the target. Depending on the Key Performance Indicator, a decrease in the actual figure does not necessarily mean that the target has not been achieved. A variation between percentages should be interpreted as a percentage point change.

(d) The sanction rate is based on the number of verified offences where an investigation outcome has been recorded of an offender(s) being apprehended or processed (such as arrest, summons, caution or referral to a Juvenile Justice Team), or where for some substantial reason, police investigations cannot be continued (such as withdrawn complaint; a statute bar to proceedings where an offender is under age or claims diplomatic immunity or other statute of limitations matters; circumstances where the incident was found to be a matter for civil action by the complainant; the offender has died; the offender is in another jurisdiction and extradition is not desired or available; and where the offender is not criminally responsible). The number of these offences within the relevant time period is expressed as a percentage of the number of verified offences reported during the same period. Verified offences are all offences reported to police within the relevant time period that have not been determined to be falsely or mistakenly reported.

## SUMMARY OF RESULTS AGAINST PERFORMANCE TARGETS

Key Efficiency Indicators <sup>(a)</sup>	2013-14 Target <sup>(b)</sup>	2013-14 Actual	Variation <sup>(c)</sup>
<b>Service 1: Intelligence and protective services</b>			
Average cost per hour for providing intelligence and protective services	\$115	\$115	-
<b>Service 2: Crime prevention and public order</b>			
Average cost per hour for providing crime prevention and public order services	\$128	\$129	\$1
<b>Service 3: Community support (non-offence incidents)</b>			
Average cost per hour for providing community support (non-offence incidents) services	\$119	\$123	\$4
<b>Service 4: Emergency management and coordination</b>			
Average cost per hour of emergency management and coordination	\$129	\$122	(\$7)
<b>Service 5: Response to and investigation of offences</b>			
Average cost per response/investigation	\$2,535	\$2,637	\$102
<b>Service 6: Services to the judicial process</b>			
Average cost per hour of services to the judicial process	\$116	\$122	\$6
<b>Service 7: Traffic law enforcement and management</b>			
Average cost per hour of traffic law enforcement and management	\$118	\$116	(\$2)



## KEY EFFECTIVENESS INDICATORS

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

The targets for the percentage of the community who were 'somewhat concerned' or 'very concerned' about becoming a victim of physical assault in a public place, housebreaking and motor vehicle theft in the next 12 months were not met. There are many factors that may influence the increased community perception of becoming a victim of a crime, including the manner in which it is reported in the media. The actual number of reported non-domestic assault offences has decreased since 2009-10. The actual numbers of reported dwelling burglary and motor vehicle theft offences decreased significantly in 2013-14.

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

The target for the average time to respond to priority 1-2 calls was not met due to the introduction of a policy change in November 2013 where any traffic crash requiring attendance is initially listed as a priority 2. This contributed to a significant increase in priority 1-2 incidents in 2013-14.

The target for priority 3 calls for police assistance in the metropolitan area was not met. This was due to a number of contributing factors, including:

- An increase in the number of calls since 2011-12
- A greater focus on attending to priority 1 and 2 calls
- The continued growth and spread of the population in the metropolitan area.

The sanction rate target for offences against the person was not met. There has been a decreasing trend in the sanction rate since 2009-10 due to an increase in recorded domestic assault offences and a decrease in the number of sanctions.

WA Police would have achieved the target if domestic assault offences and sanctions were excluded. The increase in domestic assault is, in part, due to the action of police to record and investigate all domestic incidents that come to their attention.

Arresting and charging persons is not the only practice used by police to deal with domestic incidents. Police officers are able to issue Police Orders for domestic incidents. The number of Police Orders issued increased by 72.2 per cent (7,449) from 10,312 in 2009-10 to 17,761 in 2013-14. A Police Order is not counted as an official sanction but is increasingly utilised by frontline officers to deal with domestic incidents.

## SUMMARY OF VARIATION AGAINST PERFORMANCE TARGETS

### Outcome 3: Lawful road-user behaviour

The percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit was below the 2013-14 target. This is attributed to a deliberate strategy that balances targeted enforcement with a greater focus on random breath testing in order to raise the public perception of the chances of being stopped 'anywhere, anytime'. The number of drivers found to exceed the lawful alcohol limit has decreased significantly since 2009-10. A national survey shows that the percentage of drivers in WA who admitted to driving when possibly over the alcohol limit 'rarely' or more often in the previous six months has decreased since 2010-11.

### KEY EFFICIENCY INDICATORS

The average cost per hour target for Service 2: Crime prevention and public order, Service 3: Community support (non-offence incidents) and Service 6: Services to the judicial process was not met. In addition, Service 5: Response to and investigation of offences did not meet its average cost per response/investigation target. The nature of policing is highly reactive and with demand for services changing each year, the average cost per hour of providing policing services can vary significantly.

Generally, the hourly rate will increase in line with employee pay rates and other cost increases, but changes in work practices or streamlining of processes can also impact. 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 year. The variations between the target and actual for these services are driven by operational needs and arising circumstances.



## DEMAND FOR SERVICES

Demand for policing services in WA is rising rapidly, and is forecast to continue due to current and projected rates of population growth and changing social, demographic, technological, and other factors.

WA Police has embarked on a comprehensive reform program aimed at creating a sustainable and effective policing model able to face the challenges of future decades. Frontline 2020 is considering all services that the agency provides and systematically identifying what is needed to deliver the right services to the community by the most efficient and effective means.

The reform program is being progressed through six main streams with complementary agency activity to support and enable business improvements. These streams are; services, structure, production cycle, processes, workforce optimisation and corporate governance.

## INFORMATION MANAGEMENT

Information is the lifeblood of WA Police and its operations. In July 2013, the agency undertook a substantial review of how it manages information. As a result an agency-wide Information Management Strategy has been developed. The strategy aims to achieve information management maturity over the next five years by achieving the following objectives:

- Enable information self-service and alternative delivery channels
- Support better anytime/anywhere decision making
- Optimise the capture, storage, flow and access of information
- Improve the management of information assets
- Develop an information security position.

A joint-agency working group has been formed with the Department of the Attorney General and the Department of Corrective Services to establish consistent categorisation and classification of information for the purposes of information sharing. This cross-government collaboration is a major step to achieving better information flow between key partners and the community.

## SIGNIFICANT ISSUES IMPACTING THE AGENCY

### INFRASTRUCTURE

Responding to changing demands on policing in WA and effectively managing the agency's aging infrastructure, accommodation requirements and advancements in technology remains a challenge for WA Police.

Technology – The agency will deliver information systems through new channels and the alternative delivery of non-core services. This will enable WA Police to focus on the key services for the delivery of Frontline 2020. Working with government stakeholders to introduce new procurement and funding models for the efficient delivery of these leveraged services is a priority. Information on demand and the technology to support that direction (e.g. cloud, mobility, analytics and social media) will be the agency's primary focus moving forward.

Accommodation – In collaboration with the Department of Finance, WA Police has completed a state-wide survey of its owned building facilities to determine what condition they are in as well as their functionality and suitability. This has provided the agency with an overall view of its accommodation portfolio, including a documented understanding of those assets operating beyond their designed specification and in need of major capital investment. In addressing these challenges, this agency is exploring sustainability practices to reduce its environmental impact and ensuring sustained strategic investment in assets to effectively respond to the growing and changing demands on policing.

### WORKFORCE OPTIMISATION

WA Police faces a significant challenge in optimising the use of its workforce to enhance frontline capacity and delivery of quality policing services. Specific workforce pressure points include attracting quality applicants to deliver the Government's additional officer program, encouraging officers to work in regional/remote areas, the increasing non-operational workforce, the ageing workforce and achieving workforce diversity.

As part of the reform program, the Workforce Optimisation Project will identify and implement significant continuous improvement as well as industrial, workforce management and work process change initiatives. This will improve frontline operational capacity and build and sustain the agile workforce needed to deliver core policing services.

# DISCLOSURES AND LEGAL COMPLIANCE

# INDEPENDENT AUDITOR'S OPINION



**Auditor General**

## **INDEPENDENT AUDITOR'S REPORT**

**To the Parliament of Western Australia**

### **POLICE SERVICE**

#### **Report on the Financial Statements**

I have audited the accounts and financial statements of the Police Service.

The financial statements comprise the Statement of Financial Position as at 30 June 2014, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows, Schedule of Income and Expenses by Service, Schedule of Assets and Liabilities by Service, and Summary of Consolidated Account Appropriations and Income Estimates for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information, including Administered transactions and balances.

#### *Commissioner of Police's Responsibility for the Financial Statements*

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 and the Treasurer's Instructions, and for such internal control as the Commissioner of Police determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material

misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Police Service's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Commissioner of Police, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### **Opinion**

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Police Service at 30 June 2014 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

## Report on Controls

I have audited the controls exercised by the Police Service during the year ended 30 June 2014.

Controls exercised by the Police Service are those policies and procedures established by the Commissioner of Police to ensure 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.

### *Commissioner of Police's Responsibility for Controls*

The Commissioner of Police is responsible for maintaining an adequate system of internal control to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities are in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

### *Auditor's Responsibility*

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the Police Service based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the Police Service complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Opinion**

In my opinion, the controls exercised by the Police Service are sufficiently adequate to 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 during the year ended 30 June 2014.

### **Report on the Key Performance Indicators**

I have audited the key performance indicators of the Police Service for the year ended 30 June 2014.

The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide information on outcome achievement and service provision.

### *Commissioner of Police's Responsibility for the Key Performance Indicators*

The Commissioner of Police is responsible for the preparation and fair presentation of the key performance indicators in accordance with the Financial Management Act 2006 and the Treasurer's Instructions and for such controls as the Commissioner of Police determines necessary to ensure that the key performance indicators fairly represent indicated performance.

### *Auditor's Responsibility*

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the Commissioner of Police's preparation and fair presentation of the key performance indicators in order to design



## INDEPENDENT AUDITOR'S OPINION

audit procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Opinion**

In my opinion, the key performance indicators of the Police Service are relevant and appropriate to assist users to assess the Police Service's performance and fairly represent indicated performance for the year ended 30 June 2014.

### **Independence**

In conducting this audit, I have complied with the independence requirements of the Auditor General Act 2006 and Australian Auditing and Assurance Standards, and other relevant ethical requirements.

### **Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators**

This auditor's report relates to the financial statements and key performance indicators of the

Police Service for the year ended 30 June 2014 included on the Police Service's website. The Police Service's management is responsible for the integrity of the Police Service's website. This audit does not provide assurance on the integrity of the Police Service's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.

COLIN MURPHY  
AUDITOR GENERAL  
FOR WESTERN AUSTRALIA

Perth, Western Australia  
27 August 2014



# POLICE SERVICE

## CERTIFICATION OF FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

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 2014 and the financial position as at 30 June 2014.

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

SANTA CARDENIA  
Acting Director of Finance  
(Chief Finance Officer)

21 August 2014

# STATEMENT OF COMPREHENSIVE INCOME

## FOR THE YEAR ENDED 30 JUNE 2014

	Note	2014 \$'000	2013 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee expenses	6	939,535	868,031
Supplies and services	7	242,980	247,371
Depreciation and amortisation expense	8	51,131	45,187
Grant payments	9	3,651	4,122
Loss on disposal of non-current assets	15(b)	17	7
Other expenses	10	8,828	4,220
<b>Total cost of services</b>		<b>1,246,142</b>	<b>1,168,938</b>
<b>Income</b>			
<b>Revenue</b>			
User charges and fees	11	32,886	36,424
Commonwealth grants	12	492	534
Contributions, sponsorships and donations	13	10,469	9,318
Other revenue	14	1,110	525
<b>Total Revenue</b>		<b>44,957</b>	<b>46,801</b>
<b>Gains</b>			
Gain on disposal of non-current assets	15(a)	350	130
Gains on foreign exchange		-	1
<b>Total Gains</b>		<b>350</b>	<b>131</b>
<b>Total Income other than Income from State Government</b>		<b>45,307</b>	<b>46,932</b>
<b>NET COST OF SERVICES</b>		<b>1,200,835</b>	<b>1,122,006</b>
<b>Income from State Government</b>			
Service appropriation	16	1,180,976	1,136,382
State grants	17	16,454	18,760
Services received free-of-charge	18	7,320	7,756
Royalties for Regions Fund	19	14,111	8,340
<b>Total Income from State Government</b>		<b>1,218,861</b>	<b>1,171,238</b>
<b>SURPLUS FOR THE PERIOD</b>		<b>18,026</b>	<b>49,232</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items not reclassified subsequently to profit or loss</b>			
Changes in asset revaluation surplus	32(b)	23,322	22,725
<b>Total other comprehensive income</b>		<b>23,322</b>	<b>22,725</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>41,348</b>	<b>71,957</b>

Refer to the 'Schedule of Income and Expenses by Service'.

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



# STATEMENT OF FINANCIAL POSITION

## AS AT 30 JUNE 2014

	Note	2014 \$'000	2013 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	20	62,234	79,782
Restricted cash and cash equivalents	21(a)	11,647	21,442
Receivables	22	7,355	6,598
Amounts receivable for services	23	15,945	16,600
Non-current assets classified as held for sale	24	17	17
Inventories	25	442	621
Other current assets	26	7,141	6,598
<b>Total Current Assets</b>		<b>104,781</b>	<b>131,658</b>
<b>Non-Current Assets</b>			
Restricted cash and cash equivalents	21(b)	29,225	24,925
Amounts receivable for services	23	301,665	260,462
Property, plant and equipment	27	916,567	888,788
Intangible assets	28	57,804	60,194
<b>Total Non-Current Assets</b>		<b>1,305,261</b>	<b>1,234,369</b>
<b>TOTAL ASSETS</b>		<b>1,410,042</b>	<b>1,366,027</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Provisions	30	145,715	151,008
Payables and accruals	31	36,835	36,924
<b>Total Current Liabilities</b>		<b>182,550</b>	<b>187,932</b>
<b>Non-Current Liabilities</b>			
Provisions	30	54,595	54,781
<b>Total Non-Current Liabilities</b>		<b>54,595</b>	<b>54,781</b>
<b>TOTAL LIABILITIES</b>		<b>237,145</b>	<b>242,713</b>
<b>NET ASSETS</b>		<b>1,172,897</b>	<b>1,123,314</b>
<b>EQUITY</b>			
Contributed equity	32	565,275	557,040
Reserves		393,507	371,315
Accumulated surplus		214,115	194,959
<b>TOTAL EQUITY</b>		<b>1,172,897</b>	<b>1,123,314</b>

Refer to the 'Schedule of Assets and Liabilities by Service'.

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

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2014

	Note	Contributed equity \$'000	Reserves \$'000	Accumulated surplus/ (deficit) \$'000	Total equity \$'000
<b>Balance at 1 July 2012</b>	32	492,699	350,955	143,362	987,016
Total comprehensive income for the period		-	22,725	49,232	71,957
Transfer to accumulated surplus/(deficit) of assets disposed		-	(2,365)	2,365	-
Transactions with owners in their capacity as owners:					
Capital appropriations		54,691	-	-	54,691
Other contributions by owners		10,000	-	-	10,000
Distributions to owners		(350)	-	-	(350)
Total		64,341	-	-	64,341
<b>Balance at 30 June 2013</b>		<b>557,040</b>	<b>371,315</b>	<b>194,959</b>	<b>1,123,314</b>
<b>Balance at 1 July 2013</b>		557,040	371,315	194,959	1,123,314
Total comprehensive income for the period		-	23,322	18,026	41,348
Transfer to accumulated surplus/(deficit) of assets disposed		-	(1,130)	1,130	-
Transactions with owners in their capacity as owners:					
Capital appropriations		3,553	-	-	3,553
Other contributions by owners		4,682	-	-	4,682
Distributions to owners		-	-	-	-
Total		8,235	-	-	8,235
<b>Balance at 30 June 2014</b>		<b>565,275</b>	<b>393,507</b>	<b>214,115</b>	<b>1,172,897</b>

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

# STATEMENT OF CASH FLOWS

## FOR THE YEAR ENDED 30 JUNE 2014

	Note	2014 \$'000	2013 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Service appropriation		1,123,828	1,077,924
Capital appropriations		3,553	54,691
Holding account drawdowns		16,600	16,700
Grants from State Government		15,381	21,210
Royalties for Regions Fund		14,111	18,340
<b>Net cash provided by State Government</b>		<b>1,173,473</b>	<b>1,188,865</b>
<b>Utilised as follows:</b>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee payments		(941,839)	(865,268)
Supplies and services		(235,564)	(236,364)
Grant payments		(3,633)	(4,096)
GST payments on purchases		(30,181)	(33,448)
Other payments		(3,368)	(4,540)
		<b>(1,214,585)</b>	<b>(1,143,716)</b>
<b>Receipts</b>			
User charges and fees		29,284	34,566
Commonwealth grants		446	524
Contributions, sponsorships and donations		8,053	8,584
GST receipts on sales		3,497	5,540
GST receipts from taxation authority		25,848	30,544
Other receipts		-	2,251
		<b>67,128</b>	<b>82,009</b>
<b>Net cash provided by/(used in) operating activities</b>	33(b)	<b>(1,147,457)</b>	<b>(1,061,707)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Payments</b>			
Purchase of non-current physical assets		(49,854)	(79,690)
<b>Receipts</b>			
Proceeds from sale of non-current physical assets		795	217
<b>Net cash provided by/(used in) investing activities</b>		<b>(49,059)</b>	<b>(79,473)</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		<b>(23,043)</b>	<b>47,685</b>
Cash and cash equivalents at the beginning of period		126,149	78,464
<b>CASH AND CASH EQUIVALENTS AT THE END OF PERIOD</b>	33(a)	<b>103,106</b>	<b>126,149</b>

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

## SUMMARY OF CONSOLIDATED ACCOUNT APPROPRIATIONS AND INCOME ESTIMATES FOR THE YEAR ENDED 30 JUNE 2014

	2014 Estimate \$'000	2014 Actual \$'000	2014 Variation \$'000	2014 Actual \$'000	2013 Actual \$'000	Variation \$'000
<b>DELIVERY OF SERVICES</b>						
Item 67 Net amount appropriated to deliver services	1,177,377	1,176,784	(593)	1,176,784	1,132,270	44,514
Section 25 transfer from Director of Public Prosecutions	-	-	-	-	226	(226)
Amounts Authorised by Other Statutes <i>Salaries and Allowances Act 1975</i>	4,104	4,192	88	4,192	3,886	306
<b>Total appropriations provided to deliver services</b>	<b>1,181,481</b>	<b>1,180,976</b>	<b>(505)</b>	<b>1,180,976</b>	<b>1,136,382</b>	<b>44,594</b>
<b>CAPITAL</b>						
Item 152 Capital Appropriation	43,554	3,553	(40,001)	3,553	54,691	(51,138)
<b>GRAND TOTAL</b>	<b>1,225,035</b>	<b>1,184,529</b>	<b>(40,506)</b>	<b>1,184,529</b>	<b>1,191,073</b>	<b>(6,544)</b>
<b>Details of Expenses by Service</b>						
Intelligence and protective services	113,383	112,925	(458)	112,925	104,941	7,984
Crime prevention and public order	107,905	98,394	(9,511)	98,394	100,143	(1,749)
Community support (non-offence incidents)	92,236	100,265	8,029	100,265	85,409	14,856
Emergency management and co-ordination	39,368	31,159	(8,209)	31,159	35,728	(4,569)
Response to and investigation of offences	543,750	550,093	6,343	550,093	502,001	48,092
Services to the judicial process	121,121	131,816	10,695	131,816	112,479	19,337
Traffic law enforcement and management	245,129	221,490	(23,639)	221,490	228,237	(6,747)
<b>Total Cost of Services</b>	<b>1,262,892</b>	<b>1,246,142</b>	<b>(16,750)</b>	<b>1,246,142</b>	<b>1,168,938</b>	<b>77,204</b>
Less Total income	(63,069)	(45,307)	17,762	(45,307)	(46,932)	1,625
<b>Net Cost of Services</b>	<b>1,199,823</b>	<b>1,200,835</b>	<b>1,012</b>	<b>1,200,835</b>	<b>1,122,006</b>	<b>78,829</b>
Adjustments	(18,342)	(19,859)	(1,517)	(19,859)	14,376	(34,235)
<b>Total appropriations provided to deliver services</b>	<b>1,181,481</b>	<b>1,180,976</b>	<b>(505)</b>	<b>1,180,976</b>	<b>1,136,382</b>	<b>44,594</b>
<b>Capital Expenditure</b>						
Purchase of non-current physical assets	94,576	44,323	(50,253)	44,323	66,749	(22,426)
Adjustments for other funding sources	(51,022)	(40,770)	10,252	(40,770)	(12,058)	(28,712)
<b>Capital appropriations</b>	<b>43,554</b>	<b>3,553</b>	<b>(40,001)</b>	<b>3,553</b>	<b>54,691</b>	<b>(51,138)</b>
<b>DETAILS OF INCOME ESTIMATES</b>						
Income disclosed as Administered Incomes	650	629	(21)	629	660	(31)
<b>Total Income Estimates</b>	<b>650</b>	<b>629</b>	<b>(21)</b>	<b>629</b>	<b>660</b>	<b>(31)</b>

The Summary of Consolidated Account Appropriations and Income Estimates including variance to budget and actual should be read in conjunction with Note 42.

# SCHEDULE OF INCOME AND EXPENSES BY SERVICE

## FOR THE YEAR ENDED 30 JUNE 2014

	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	
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>COST OF SERVICES</b>										
<b>Expenses</b>										
Employee expenses	86,874	79,482	71,691	71,188	78,529	66,836	23,415	26,479	419,689	378,694
Supplies and services	20,298	20,303	19,015	21,041	16,601	15,009	5,693	6,875	105,421	104,240
Depreciation and amortisation expense	5,034	4,927	3,705	3,629	4,565	3,525	1,853	2,241	21,720	18,386
Grant payments	32	8	3,311	4,022	82	62	9	2	138	21
Loss on disposal of non-current assets	1	-	1	-	3	-	-	-	6	1
Other expenses	686	221	671	263	485	(23)	189	131	3,119	659
<b>Total cost of services</b>	<b>112,925</b>	<b>104,941</b>	<b>98,394</b>	<b>100,143</b>	<b>100,265</b>	<b>85,409</b>	<b>31,159</b>	<b>35,728</b>	<b>550,093</b>	<b>502,001</b>
<b>Income</b>										
<b>Revenue</b>										
User charges and fees	1,461	1,634	9,426	8,904	1,127	1,037	636	905	6,381	7,155
Commonwealth grants	79	12	97	463	1	1	3	-	219	40
Contributions, sponsorships and donations	586	545	1,634	2,499	1,058	871	265	346	4,432	3,007
Other revenue	101	71	326	64	41	34	18	23	279	192
<b>Total Revenue</b>	<b>2,227</b>	<b>2,262</b>	<b>11,483</b>	<b>11,930</b>	<b>2,227</b>	<b>1,943</b>	<b>922</b>	<b>1,274</b>	<b>11,311</b>	<b>10,394</b>
<b>Gains</b>										
Gain on disposal of non-current assets	54	10	8	11	(2)	10	(139)	2	278	58
Gains on foreign exchange	-	-	-	-	-	-	-	-	-	1
<b>Total Gains</b>	<b>54</b>	<b>10</b>	<b>8</b>	<b>11</b>	<b>(2)</b>	<b>10</b>	<b>(139)</b>	<b>2</b>	<b>278</b>	<b>59</b>
<b>Total Income other than Income from State Government</b>	<b>2,281</b>	<b>2,272</b>	<b>11,491</b>	<b>11,941</b>	<b>2,225</b>	<b>1,953</b>	<b>783</b>	<b>1,276</b>	<b>11,589</b>	<b>10,453</b>
<b>NET COST OF SERVICES</b>	<b>110,644</b>	<b>102,669</b>	<b>86,903</b>	<b>88,202</b>	<b>98,040</b>	<b>83,456</b>	<b>30,376</b>	<b>34,452</b>	<b>538,504</b>	<b>491,548</b>
<b>Income from State Government</b>										
Service appropriation	110,082	105,430	86,281	90,524	97,757	85,955	30,288	35,475	536,114	505,018
State grants	245	313	372	318	-	8	-	12	848	1,256
Services received free-of-charge	693	895	588	644	550	518	189	185	3,261	3,333
Royalties for Regions Fund	1,448	872	1,504	918	846	478	274	143	6,419	3,705
<b>Total Income from State Government</b>	<b>112,468</b>	<b>107,510</b>	<b>88,745</b>	<b>92,404</b>	<b>99,153</b>	<b>86,959</b>	<b>30,751</b>	<b>35,815</b>	<b>546,642</b>	<b>513,312</b>
<b>SURPLUS FOR THE PERIOD</b>	<b>1,824</b>	<b>4,841</b>	<b>1,842</b>	<b>4,202</b>	<b>1,113</b>	<b>3,503</b>	<b>375</b>	<b>1,363</b>	<b>8,138</b>	<b>21,764</b>

## SCHEDULE OF INCOME AND EXPENSES BY SERVICE FOR THE YEAR ENDED 30 JUNE 2014

	Services to the judicial process		Traffic law enforcement and management		TOTAL	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>COST OF SERVICES</b>						
<b>Expenses</b>						
Employee expenses	99,164	85,722	160,173	159,630	939,535	868,031
Supplies and services	27,127	22,851	48,825	57,052	242,980	247,371
Depreciation and amortisation expense	4,723	3,832	9,531	8,647	51,131	45,187
Grant payments	34	6	45	1	3,651	4,122
Loss on disposal of non-current assets	2	1	4	5	17	7
Other expenses	766	67	2,912	2,902	8,828	4,220
<b>Total cost of services</b>	<b>131,816</b>	<b>112,479</b>	<b>221,490</b>	<b>228,237</b>	<b>1,246,142</b>	<b>1,168,938</b>
<b>Income</b>						
<b>Revenue</b>						
User charges and fees	1,534	1,369	12,321	15,420	32,886	36,424
Commonwealth grants	79	15	14	3	492	534
Contributions, sponsorships and donations	1,074	826	1,420	1,224	10,469	9,318
Other revenue	77	36	268	105	1,110	525
<b>Total Revenue</b>	<b>2,764</b>	<b>2,246</b>	<b>14,023</b>	<b>16,752</b>	<b>44,957</b>	<b>46,801</b>
<b>Gains</b>						
Gain on disposal of non-current assets	79	15	72	24	350	130
Gains on foreign exchange	-	-	-	-	-	1
<b>Total Gains</b>	<b>79</b>	<b>15</b>	<b>72</b>	<b>24</b>	<b>350</b>	<b>131</b>
<b>Total Income other than Income from State Government</b>	<b>2,843</b>	<b>2,261</b>	<b>14,095</b>	<b>16,776</b>	<b>45,307</b>	<b>46,932</b>
<b>NET COST OF SERVICES</b>	<b>128,973</b>	<b>110,218</b>	<b>207,395</b>	<b>211,461</b>	<b>1,200,835</b>	<b>1,122,006</b>
<b>Income from State Government</b>						
Service appropriation	128,287	113,196	192,167	200,784	1,180,976	1,136,382
State grants	316	322	14,673	16,531	16,454	18,760
Services received free-of-charge	749	775	1,290	1,406	7,320	7,756
Royalties for Regions Fund	1,748	1,011	1,872	1,213	14,111	8,340
<b>Total Income from State Government</b>	<b>131,100</b>	<b>115,304</b>	<b>210,002</b>	<b>219,934</b>	<b>1,218,861</b>	<b>1,171,238</b>
<b>SURPLUS FOR THE PERIOD</b>	<b>2,127</b>	<b>5,086</b>	<b>2,607</b>	<b>8,473</b>	<b>18,026</b>	<b>49,232</b>

The schedule of Income and Expenses by service should be read in conjunction with the accompanying notes.

## SCHEDULE OF ASSETS AND LIABILITIES BY SERVICE AS AT 30 JUNE 2014

	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	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>ASSETS</b>										
Current assets	-	-	-	-	-	-	-	-	-	-
Non-current assets	98,632	105,755	72,834	78,257	89,436	75,949	36,040	47,823	426,960	397,002
<b>Total Assets</b>	<b>98,632</b>	<b>105,755</b>	<b>72,834</b>	<b>78,257</b>	<b>89,436</b>	<b>75,949</b>	<b>36,040</b>	<b>47,823</b>	<b>426,960</b>	<b>397,002</b>
<b>LIABILITIES</b>										
Current liabilities	15,478	15,479	12,773	13,864	13,991	13,016	4,171	5,156	74,774	73,751
Non-current liabilities	5,048	5,016	4,166	4,493	4,563	4,218	1,361	1,671	24,388	23,899
<b>Total Liabilities</b>	<b>20,526</b>	<b>20,495</b>	<b>16,939</b>	<b>18,357</b>	<b>18,554</b>	<b>17,234</b>	<b>5,532</b>	<b>6,827</b>	<b>99,162</b>	<b>97,650</b>
<b>NET ASSETS</b>	<b>78,106</b>	<b>85,260</b>	<b>55,895</b>	<b>59,900</b>	<b>70,882</b>	<b>58,715</b>	<b>30,508</b>	<b>40,996</b>	<b>327,798</b>	<b>299,352</b>

	Services to the judicial process		Traffic law enforcement and management		Not reliably attributable to services		TOTAL	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>ASSETS</b>								
Current assets	-	-	-	-	104,781	131,658	104,781	131,658
Non-current assets	93,088	82,938	186,608	186,182	301,663	260,463	1,305,261	1,234,369
<b>Total Assets</b>	<b>93,088</b>	<b>82,938</b>	<b>186,608</b>	<b>186,182</b>	<b>406,444</b>	<b>392,121</b>	<b>1,410,042</b>	<b>1,366,027</b>
<b>LIABILITIES</b>								
Current liabilities	17,668	16,695	28,537	31,088	15,158	18,883	182,550	187,932
Non-current liabilities	5,762	5,410	9,307	10,074	-	-	54,595	54,781
<b>Total Liabilities</b>	<b>23,430</b>	<b>22,105</b>	<b>37,844</b>	<b>41,162</b>	<b>15,158</b>	<b>18,883</b>	<b>237,145</b>	<b>242,713</b>
<b>NET ASSETS</b>	<b>69,658</b>	<b>60,833</b>	<b>148,764</b>	<b>145,020</b>	<b>391,286</b>	<b>373,238</b>	<b>1,172,897</b>	<b>1,123,314</b>

The schedule of Assets and Liabilities by service should be read in conjunction with the accompanying notes.

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

## 1. AUSTRALIAN ACCOUNTING STANDARDS

### General

The Police Service's financial statements for the year ended 30 June 2014 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' refers to Standards and Interpretations issued by the Australian Accounting Standards Board (AASB).

The Police Service has adopted any applicable, new and revised Australian Accounting Standards from their operative dates.

### Early adoption of standards

The Police Service cannot early adopt an Australian Accounting Standard unless specifically permitted by Treasurer's Instruction (TI) 1101 'Application of Australian Accounting Standards and Other Pronouncements'. No Australian Accounting Standards that have been issued or amended but not yet operative have been early adopted by the Police Service for the annual reporting period ended 30 June 2014.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) General statement

The financial statements constitute general purpose financial statements that have been prepared in accordance with 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* and the TIs are legislative provisions governing the preparation of financial statements and take precedence over the Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board.

Where modification is required and has had 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 on the accrual basis of accounting using the historical cost convention, except for land and buildings which have been measured at fair value.

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

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

The judgements that have been made in the process of applying the Police Service's accounting policies that have the most significant effect on the amounts recognised in the financial statements are disclosed at Note 3 'Judgements made by management in applying accounting policies'.

The key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period 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 4 'Key sources of estimation uncertainty'.

### (c) Reporting entity

The reporting entity comprises the Police Service. The Police Service is a not-for-profit reporting entity.

### Mission

The mission of the Police Service and the outcome of its policing activities are "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 including police clearance certificates, firearms licensing, security services, private prosecution reports, freedom of information reports, conviction records and crash information.

### Services

The Police Service provides the following services:

#### Service 1: Intelligence and Protective Services

Incorporating 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, prevent and reduce crime.





## Service 2: Crime Prevention and Public Order

Providing general support to the community including a visible police presence and crime prevention activities.

## 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 enquiries, handling non-offence related matter and incidents.

## Service 4: Emergency Management and Co-ordination

Responding in timely and effective manner to a range of emergencies and disasters to increase public feelings of safety and security.

## 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.

## Service 6: Services to the Judicial Process

Providing effective services to the judicial process is essential in bringing offenders before the criminal justice system.

## Service 7: Traffic Law Enforcement and Management

Providing traffic management and road safety strategies contributes to the whole-of-government initiative of improving road user behaviour and minimizing road fatalities and injuries.

The Police Service administers assets, liabilities, income and expenses on behalf of 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 using the same basis as the financial statements and are presented in Note 43 'Schedule of administered items'.

## (d) Contributed equity

AASB 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 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 32 'Equity'.

## (e) Income

### Revenue Recognition

Revenue is recognised and 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 at fair value 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 'Amounts receivable for services' (holding account) held at Treasury. See Note 16 'Service appropriation' for further detail.

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

## 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 2013-14 Budget Statements, the Police Service retained \$45.307 million in 2013-14 (\$46.932 million in 2012-13) from the following:

- Proceeds from fees and charges
- Recoups of services provided
- Commonwealth specific-purpose grants
- State Government grants
- Sponsorships and donations
- Proceeds from the sale of motor vehicles
- One-off gains with a value less than \$15,000 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.

Royalties for Regions funds are recognised as revenue at fair value in the period in which the Police Service obtains control over the funds. The Police Service gains control of funds at the time the funds are deposited into the Police Service's bank account.

## Gains

Realised or unrealised gains are usually 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 (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are immediately expensed directly to the Statement of Comprehensive Income.

#### 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

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land and buildings and historical cost for all other property, plant and equipment. Land and buildings at 30 June 2014 are carried at the fair value less accumulated depreciation on buildings and accumulated impairment losses. All other items of property, plant and

equipment are carried at historical cost less accumulated depreciation and accumulated impairment losses.

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. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

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 (Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

The most significant assumptions in estimating fair value are made in assessing whether to apply the existing use basis to assets and determining estimated useful life. Professional judgement by the valuer is required where evidence does not provide a clear distinction between market type assets and existing use assets.



## Derecognition

Upon disposal or derecognition of an item of land and building, any revaluation surplus relating to that asset is transferred to Accumulated surplus.

## Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets as described in Note 27 'Property, plant and equipment'.

## 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
Computing and Communication Equipment	
- Computing Software and Hardware	4 to 7
- Radio Network and Equipment	7 to 25
- Radio Site Infrastructure and Equipment	10 to 25
- Communication Equipment	7

Plant, Equipment and Vehicles	
- Office Equipment	7
- Furniture and Fittings	10
- Aircraft	20
- Vessels	10 to 15
- Dogs and Horses	8 to 20
- Motor Vehicles and Cycles	5
- All Other Vehicles	7
- Audio-Visual Equipment	7
- Photographic and Traffic Equipment	8
- Firearms and Scientific Equipment	10
- Other Plant and Equipment	10
Leasehold Improvements	3 to 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

### Capitalisation/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 Statement of Comprehensive Income.

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.

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

## Amortisation

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

Licences	4 years
Software and related system developments	8 years

## Licences

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

## System developments

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

## Computer software

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

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

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, and intangible assets are tested for any indication of impairment at the end of each reporting period. 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 in the Statement of Comprehensive Income. 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, where the replacement cost is falling or where there is a significant change in useful life. 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 the end of each reporting period 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 the end of each reporting period.

## (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 from other assets in the Statement of Financial Position. 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 of Lands (DoL) is the only agency with the power to sell Crown land. The Police Service transfers Crown land and their buildings to the DoL 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
- Derivative Financial Instruments

### Financial Liabilities

- Payables
- Accrued Expenses
- Derivative Financial Instruments

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.

## Derivative Financial Instruments

The Police Service has entered into a number of forward foreign exchange contracts that do not qualify for hedge accounting. Derivative financial instruments are initially recognised at fair value and are subsequently remeasured to their fair value at each reporting date. Changes in the fair value of derivative financial instruments are included in the Statement

of Comprehensive Income to the extent that hedge accounting is not applied. Fair value is based on the quoted spot rates at the reporting date.

## (l) Cash and cash equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalents (and restricted cash and cash equivalents) include cash on hand and cash deposits that are readily convertible to a known amount of cash and are subject to insignificant risk of changes in value.

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

## (m) 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 16 'Service appropriation' and Note 23 'Amounts receivable for services'.

## (n) Receivables

Receivables are recognised 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 against the allowance account. 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 2(k) 'Financial instruments' and Note 22 'Receivables'.

## (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 35 'Financial instruments'.

## (q) Accrued salaries

The accrued salaries suspense account (refer Note 21(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 31 'Payables and accruals') represent the amount due to staff but unpaid at the end of the financial year, as the pay date for the last pay period for that financial year does not coincide with the end of the financial year. Accrued salaries are settled within a fortnight of the financial year-end. The Police Service considers the carrying amount of accrued salaries to be equivalent to the net fair value. For 2014, the accrued salaries calculation is based on seven working days, as the last pay day was 19 June.

## (r) Provisions

Provisions are liabilities of uncertain timing and amount. The Police Service only recognises provisions where there is a present legal 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 the end of each reporting period. Refer Note 30 'Provisions'.

### Provisions – Employee benefits

All annual and long service leave provisions are in respect of employees' services up to the end of the reporting period.

### Annual leave

Annual leave is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. The annual leave liability is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using remuneration rates expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

The provision for annual leave is classified as a current liability as the Police Service does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

The provision for annual leave loading represents the present amount payable for annual leave loading accrued up to April 2011 for Public Service and Wages employees. This entitlement is measured in accordance with annual leave above. In April 2011, the Public Service and Government Officers General Agreement was amended so that annual leave loading shall be paid to Public Service employees on the first pay period in December in the calendar year in which the leave accrues.

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

## Long service leave

Long service leave is not expected to be settled wholly within 12 months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using remuneration rates expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

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 end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Police Service has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

## 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 generally 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 reporting 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 continue 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 current provision as employees can leave the scheme at their discretion at any time.

## 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 ten 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.

## Post-separation medical benefits

The provision for post-separation medical benefits relates to the cost of providing medical benefits to injured Police Officers after they cease work with the Police Service. Medical benefits expected to be settled within 12 months after the reporting date are recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled.

Medical benefits expected to be settled more than 12 months after reporting date are measured at the present value of amounts expected to be paid when the liabilities are settled.

An actuarial assessment of the amounts expected to be settled was performed at 30 June 2012.

## Superannuation

The Government Employees Superannuation Board (GESB) and other funds administer the public sector superannuation arrangements in Western Australia in accordance with legislative requirements. Eligibility criteria for membership in particular schemes for public sector employees varies according to commencement and implementation dates.

Eligible employees contribute to the Pension Scheme, a defined benefit pension scheme closed to new members since 1987, or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme closed to new members since 1995.

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

The Police Service has no liabilities under the Pension Scheme or the GSS Scheme. The liabilities for the unfunded Pension Scheme and the unfunded GSS Scheme transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS Scheme obligations are funded by concurrent contributions made by the Police Service to the GESB.

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). From 30 March 2012, existing members of the WSS or GESBS and new employees became able to choose their preferred superannuation fund. The Police Service makes concurrent contributions to GESB or other funds on behalf of employees in compliance with the Commonwealth Government's *Superannuation Guarantee (Administration) Act 1992*. Contributions to these accumulation schemes extinguish the Police Service's liability for superannuation charges in respect of employees who are not members of the Pension Scheme or GSS.

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 2(s) 'Superannuation expense'.

## Provisions - Other

### Employment on-costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately 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 6 'Employee expenses'.

## (s) Superannuation expense

The superannuation expense in the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBS, or other superannuation funds. The employer contribution paid to the GESB in respect of the GSS is paid back into the Consolidated Account by the GESB.

## (t) Assets and services received free-of-charge or for nominal cost

Assets and services received free-of-charge or for nominal value which can be reliably measured are recognised as income at fair value. Where the resource received represents a service that the Police Service would otherwise pay for, a corresponding expense is recognised. Receipts of assets are recognised in the Statement of Financial Position.

Assets or services received from another State Government agency are separately disclosed under 'Income from State Government' in the Statement of Comprehensive Income.

## (u) Assets and services 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

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

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 44 '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 Statement of Financial Position.

The GST component of a receipt or payment is recognised on a gross basis in the Statement of Cash Flows.

## **(x) Comparative figures**

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

## **3. JUDGEMENTS MADE BY MANAGEMENT IN APPLYING ACCOUNTING POLICIES**

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Police Service evaluates these judgements regularly.

### **Operating lease commitments**

The Police Service has entered into a number of leases for buildings for branch office accommodation. Some of these leases relate to buildings of a temporary nature and it has been determined that the lessor retains substantially all the risks and rewards incidental to ownership. Accordingly, these leases have been classified as operating leases.

## **4. KEY SOURCES OF ESTIMATION UNCERTAINTY**

The key estimates and assumptions made concerning the future and other key sources of estimation uncertainty at the reporting 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 calculating the Police Service's long service leave provision, several estimations and assumptions have been made. These include expected future salary rates, salary inflation, discount rates, employee retention rates and expected future payments. Any changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Post-separation medical benefits calculations include estimations of future medical payments to ceased police officers. There is uncertainty in the determination of these estimates due to the lack of claims history which could impact on the liability recognised.



## 5. 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 effective for annual reporting periods beginning on or after 1 July 2013.

AASB 13	<p>Fair Value Measurement</p> <p>This Standard defines fair value, sets out a framework for measuring fair value and requires additional disclosures for assets and liabilities measured at fair value. There is no financial impact.</p>
AASB 119	<p>Employee Benefits</p> <p>This Standard supersedes AASB 119 (October 2010), making changes to the recognition, presentation and disclosure requirements. The Police Service has assessed employee leave patterns to determine whether annual leave is a short-term or other long-term employee benefit. The resultant discounting of annual leave liabilities that were previously measured at the undiscounted amounts is not material.</p>
AASB 1048	<p>Interpretation of Standards</p> <p>This Standard supersedes AASB 1048 (June 2012), enabling references to the Interpretations in all other Standards to be updated by reissuing the service Standard. There is no financial impact.</p>
AASB 2011-8	<p>Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023, &amp; 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131, &amp; 132].</p> <p>This Standard replaces the existing definition and fair value guidance in other Australian Accounting Standards and Interpretations as the result of issuing AASB 13 in September 2011. There is no financial impact.</p>
AASB 2011-10	<p>Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, 8, 101, 124, 134, 1049 &amp; 2011-8 and Interpretation 14].</p> <p>This Standard makes amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 119 in September 2011. The resultant discounting of annual leave liabilities that were previously measured at the undiscounted amounts is not material.</p>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

AASB 2012-2	<p>Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities [AASB 7 &amp; 132].</p> <p>This Standard amends the required disclosures in AASB 7 to include information that will enable users of an entity's financial statements to evaluate the effect or potential effect of netting arrangements, including rights of set-off associated with the entity's recognised financial assets and recognised financial liabilities, on the entity's financial position. There is no financial impact.</p>
AASB 2012-5	<p>Amendments to Australian Accounting Standards arising from Annual Improvements 2009-11 Cycle [AASB 1, 101, 116, 132 &amp; 134 and Interpretation 2].</p> <p>This Standard makes amendments to the Australian Accounting Standards and Interpretations as a consequence of the annual improvements process. There is no financial impact.</p>
AASB 2012-6	<p>Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures [AASB 9, 2009-11, 2010-7, 2011-7 &amp; 2011-8].</p> <p>This Standard amends the mandatory effective date of AASB 9 Financial Instruments to 1 January 2015 (instead of 1 January 2013). Further amendments are also made to numerous consequential amendments arising from AASB 9 that will now apply from 1 January 2015. There is no financial impact.</p>
AASB 2012-9	<p>Amendment to AASB 1048 arising from the Withdrawal of Australian Interpretation 1039.</p> <p>The withdrawal of Interpretation 1039 Substantive Enactment of Major Tax Bills in Australia has no financial impact for the Police Service during the reporting period and at balance date. Measurement of tax assets and liabilities continues to be measured in accordance with enacted or substantively enacted tax law pursuant to AASB 112.46-47</p>
AASB 2012-10	<p>Amendments to Australian Accounting Standards – Transition Guidance and Other Amendments [AASB 1, 5, 7, 8, 10, 11, 12, 13, 101, 102, 108, 112, 118, 119, 127,128, 132, 133, 134, 137, 1023, 1038, 1039, 1049 &amp; 2011-7 and Interpretation 12].</p> <p>The Standard introduces a number of editorial alterations and amends the mandatory application date of Standards for not-for-profit entities accounting for interests in other entities. There is no financial impact.</p>
AASB 2013-9	<p>Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments.</p> <p>Part A of this omnibus Standard makes amendments to other Standards arising from revisions to the Australian Accounting Conceptual Framework for periods ending on or after 20 December 2013. Other Parts of this Standard become operative in later periods. There is no financial impact for Part A of the Standard.</p>



### Future impact of Australian Accounting Standards not yet operative

The Police Service cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Police Service has not applied early any following Australian Accounting Standards that have been issued that may impact on the Police Service. Where applicable, these Australian Accounting Standards will be applied from their application date.

The Police Service has determined that there is no or minimal financial impact of the following Standards:

Title	Operative for reporting periods beginning on/after
Interpretation 21 Levies	1 January 2014
AASB 10 Consolidated Financial Statements *	1 January 2014
AASB 11 Joint Arrangements *	1 January 2014
AASB 12 Disclosure of Interests in Other Entities *	1 January 2014
AASB 127 Separate Financial Statements *	1 January 2014
AASB 128 Investments in Associates and Joint Ventures *	1 January 2014
AASB 1031 Materiality	1 January 2014
AASB 1055 Budgetary Reporting	1 July 2014
AASB 2009-11 Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Interpretation 10 & 12] [modified by AASB 2010-7]	1 January 2015
AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17] *	1 January 2014
AASB 2012-3 Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132]	1 January 2014
AASB 2013-3 Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets	1 January 2014
AASB 2013-4 Amendments to Australian Accounting Standards – Novation of Derivatives and Continuation of Hedge Accounting [AASB 139]	1 January 2014
AASB 2013-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities [AASB 10, 12 & 1049]	1 January 2014



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

The Police Service has not yet determined the application or the potential impact of the following Standards:

<b>Title</b>	<b>Operative for reporting periods beginning on/after</b>
AASB 9 Financial Instruments *	1 January 2017
AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023, & 1038 and Interpretations 2, 5, 10, 12, 19, &127]	1 January 2015
AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments	1 January 2014 (Part B) 1 January 2017 (Part C)

\* Mandatory application of these Standards was deferred by one year for not-for-profit entities.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
	\$'000	\$'000
<b>6. EMPLOYEE EXPENSES</b>		
Employee benefits expense		
Salaries and wages (d)	689,603	630,470
Annual leave (a)	71,179	69,310
Long service leave (a)	23,286	20,623
Other leave (a)	363	272
Superannuation - defined contribution plans (b)	76,794	71,554
Employee housing	48,055	44,044
Relocation and relieving expenses	7,103	7,613
Fringe benefits tax	4,717	5,049
Uniforms and protective clothing	4,650	4,151
Medical expenses (c)	6,627	5,964
Other employee benefits expense	2,051	2,395
	<b>934,428</b>	<b>861,445</b>
Other employee expenses		
Training expenses	2,860	3,134
Workers' compensation including on-costs	2,223	3,456
Other employee expenses	24	(4)
	5,107	6,586
	<b>939,535</b>	<b>868,031</b>
(a) Includes a superannuation contribution component.		
(b) Defined contribution plans include West State, Gold State and GESB Super Scheme (contributions paid).		
(c) Medical expenses includes post-separation medical benefits.		
(d) The salaries and wages expense includes payments in relation to voluntary separations in the amount of \$29.1 million.		
<b>7. SUPPLIES AND SERVICES</b>		
Repairs and maintenance	29,744	33,216
Rental, leases and hire	30,313	31,579
Insurances and licences	16,008	14,864
Travel expenses	5,929	7,682
Energy, water and rates	13,383	12,424
Communication expenses	8,119	8,240
Services and contracts	114,217	112,845
Equipment acquisitions	9,683	10,707
Fuels and oils	8,880	8,917
Consumables	6,704	6,897
	<b>242,980</b>	<b>247,371</b>

	2014	2013
	\$'000	\$'000
<b>8. DEPRECIATION AND AMORTISATION EXPENSE</b>		
<i>Depreciation</i>		
Buildings	14,963	13,059
Plant, equipment and vehicles	9,255	8,723
Computing and communication equipment	7,492	7,193
Leasehold improvements	4,919	3,471
	36,629	32,446
<i>Amortisation</i>		
Software and software developments	14,502	12,741
	<b>51,131</b>	<b>45,187</b>
<b>9. GRANT PAYMENTS</b>		
State crime prevention grants	3,347	4,084
PCYC grants	250	-
Other grants	14	38
Transfer payments	40	-
	<b>3,651</b>	<b>4,122</b>
<b>10. OTHER EXPENSES</b>		
Doubtful debts	4,272	588
Loss on forward foreign exchange contracts	-	3
Refund of State grants received	726	-
Other assets written off (a)	2,058	1,219
Other expenses from ordinary activities	1,772	2,410
	<b>8,828</b>	<b>4,220</b>
(a) Other assets written off include surplus assets and those write-offs in accordance with the <i>Financial Management Act 2006</i> located within Note 39.		

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
	\$'000	\$'000
<b>11. USER CHARGES AND FEES</b>		
Regulated fees		
Firearms	6,150	4,968
Security and related activities	2,446	2,560
Pawnbrokers and second-hand dealers	158	297
Vehicle escorts	6	5,790
Clearance certificates	7,682	8,569
Crash information	194	176
Other regulated fees	509	528
	<u>17,145</u>	<u>22,888</u>
Recoups of services provided	1,671	3,766
Towage and storage recoups	10,564	7,661
Other recoups	3,506	2,109
	<u>32,886</u>	<u>36,424</u>
<b>12. COMMONWEALTH GRANTS</b>		
National Campaign Against Drug Abuse	146	146
Substance Abuse	300	300
National Counter-terrorism	-	78
Other	46	10
	<u>492</u>	<u>534</u>
<b>13. CONTRIBUTIONS, SPONSORSHIPS AND DONATIONS</b>		
Contributions		
Employee rental contributions	6,053	5,355
Executive vehicle contributions	220	219
Special series plate contributions	1,800	1,826
Other contributions	1,647	1,382
	<u>9,720</u>	<u>8,782</u>
Sponsorships and Donations		
Cash donations	-	1
Non-cash donations	749	535
	<u>749</u>	<u>536</u>
	<u>10,469</u>	<u>9,318</u>

	2014	2013
	\$'000	\$'000
<b>14. OTHER REVENUE</b>		
Other revenues from ordinary activities	1,110	525
	<u>1,110</u>	<u>525</u>
<b>15. NET GAIN / (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS</b>		
(a) Net gain on Disposal of non-current assets		
<i>Property, plant and equipment</i>		
Plant, Equipment and Vehicles	350	130
Net gain	<u>350</u>	<u>130</u>
(b) Net (loss) on Disposal of non-current assets		
<i>Property, plant and equipment</i>		
Plant, Equipment and Vehicles	(17)	(7)
Net (loss)	<u>(17)</u>	<u>(7)</u>
(c) Net gain/(loss) on Disposal of non-current assets		
Costs of Disposal		
Property, plant and equipment	462	94
	<u>462</u>	<u>94</u>
Proceeds from Disposal		
Property, plant and equipment	795	217
Net gain/(loss)	<u>333</u>	<u>123</u>
<b>16. SERVICE APPROPRIATION</b>		
Appropriations received during the year:		
Service appropriation	1,176,784	1,132,496
Salaries and Allowances Act 1975	4,192	3,886
	<u>1,180,976</u>	<u>1,136,382</u>

Service appropriations fund the net cost of services delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014



	2014	2013
	<u>\$'000</u>	<u>\$'000</u>
<b>17. STATE GRANTS</b>		
Road Trauma Trust Account (a)	14,654	16,590
Department of the Attorney General (b)	1,800	2,170
	<b><u>16,454</u></b>	<b><u>18,760</u></b>

- (a) Funds received from the Office of Road Safety - Road Trauma Trust Account are allocated to the Police Service for road safety initiatives in Western Australia. At 30 June 2014, \$693,238 of funds allocated remains unspent. Under the Memorandum of Understanding, all funds unspent at 30 June 2014 are required to be repaid to the Office of Road Safety. Consequently, \$693,238 included in the revenue figure above is also recognised as an expense in Note 10 'Other expenses'.
- (b) Funds collected under the Criminal Property Confiscation Account are allocated to the Police Service to combat organised crime in Western Australia. At 30 June 2014, \$219,900 of funds allocated remains unspent.

	2014	2013
	<u>\$'000</u>	<u>\$'000</u>
<b>18. SERVICES RECEIVED FREE-OF-CHARGE</b>		
Services received free-of-charge is determined by the following estimates provided by agencies:		
- Legal services provided by the State Solicitor's Office	1,112	1,370
- Procurement services, building and maintenance project management services and lease management services provided by the Department of Finance	5,789	5,712
- Title searches and valuation services provided by the Western Australian Land Information Authority (Landgate)	347	588
- Collection of firearm licences provided by the Department of Transport	72	86
	<b><u>7,320</u></b>	<b><u>7,756</u></b>

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 measured and which would have been purchased if not donated, and those fair values shall be recognised as assets or expenses, as applicable. Where the contribution of assets or services are in the nature of contributions by owners, the Police Service makes an adjustment directly to equity.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
	\$'000	\$'000
<b>19. ROYALTIES FOR REGIONS FUND</b>		
Regional Infrastructure and Headworks Account	3,668	2,062
Regional Community Services Account	10,443	6,278
	<b>14,111</b>	<b>8,340</b>
<p>This is a sub-fund within the over-arching 'Royalties for Regions Fund'. The recurrent funds are committed projects and programs in WA regional areas.</p>		
<b>20. CASH AND CASH EQUIVALENTS</b>		
<b>Operating Account</b>		
Amounts appropriated and any revenues subject to net appropriation determinations are deposited into this account, from which all payments are made.	60,938	78,362
<b>Advances</b>		
Advances include permanent and temporary advances allocated to areas within the Police Service.	1,296	1,420
	<b>62,234</b>	<b>79,782</b>
<b>21. RESTRICTED CASH AND CASH EQUIVALENTS</b>		
<p>Restricted cash assets are those cash assets, the uses of which are restricted, wholly or partly, by regulations or an externally imposed requirement.</p>		
- Current assets (a)	11,647	21,442
- Non-current assets (b)	29,225	24,925
	<b>40,872</b>	<b>46,367</b>
(a) CURRENT ASSETS		
<b>Multi-Function Policing Facilities - Grants Capital Works</b>	480	573
<p>Grant monies from the Department of Indigenous Affairs to fund the establishment of Multi-Function Policing Facilities and associated infrastructure at remote Indigenous communities.</p>		
<b>Police Recruit Traineeship Fund</b>	687	698
<p>To hold grant monies received from the Commonwealth for the funding of the Recruit Traineeship program.</p>		

	2014	2013
	\$'000	\$'000
<b>21. RESTRICTED CASH AND CASH EQUIVALENTS (cont.)</b>		
<b>National Drug Strategy</b>	511	502
<p>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.</p>		
<b>International Academy of Law Enforcement and Safety</b>	25	25
<p>To hold monies received in relation to activities of the International Academy of Law Enforcement and Safety for the research and development of training programs, curriculum development and professional development opportunities.</p>		
<b>Royalties for Regions Fund</b>	7,310	14,790
<p>To hold monies committed for projects and programs in WA regional areas.</p>		
<b>Road Trauma Trust Account</b>	693	1,493
<p>To hold monies received from the Road Trauma Trust Account to facilitate the implementation of road safety programs and initiatives.</p>		
<b>Organised Crime Investigation Fund</b>	220	1,576
<p>To hold monies received from the Confiscation Proceeds Account for the purpose of combating organised crime in Western Australia.</p>		
<b>Psycho-Stimulant Training</b>	-	33
<p>To hold monies received from the Department of the Attorney General to facilitate the production of training resources for the management and response to psycho-stimulant-related situations.</p>		
<b>Substance Abuse Grant</b>	314	345
<p>To hold grant monies received from the Commonwealth to facilitate strategic initiatives and support for substance abuse activities in Indigenous communities.</p>		



# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
	\$'000	\$'000
<b>21. RESTRICTED CASH AND CASH EQUIVALENTS (cont.)</b>		
<b>Early Intervention Pilot Project</b>	350	350
To hold grant monies received from the Commonwealth to implement a pilot project to reduce underage drinking through Police referral of eligible young people to treatment agencies.		
<b>BHP Billiton Community Sponsorship</b>	17	24
To hold monies received from BHP Billiton to support community policing initiatives and operations to address criminal and anti-social behaviour in rural communities.		
<b>Leavers WA</b>	998	892
To hold monies received in relation to the activities of Leavers WA – South West.		
<b>Parental Leave</b>	33	58
To hold monies received from the Commonwealth for the payment of paid parental leave to eligible employees.		
<b>State Counter-Terrorism</b>	9	83
To hold monies received from the Department of Premier and Cabinet for State counter-terrorism exercises.		
	<b>11,647</b>	<b>21,442</b>
<b>(b) NON-CURRENT ASSETS</b>		
<b>Accrued Salaries Suspense Account</b>	29,225	24,925
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.		
	<b>29,225</b>	<b>24,925</b>

	2014	2013
	\$'000	\$'000
<b>22. RECEIVABLES</b>		
Receivables	6,975	5,858
Allowance for impairment of receivables	(5,604)	(3,016)
GST-receivables	4,121	3,254
Accrued income	1,863	502
	<b>7,355</b>	<b>6,598</b>
Reconciliation of changes in the allowance for impairment of receivables:		
Balance at the start of year	3,016	6,072
Doubtful debts expense recognised in the Statement of Comprehensive Income	4,272	588
Amounts written off during the year	(1,684)	(3,644)
Balance at end of year	<b>5,604</b>	<b>3,016</b>
The Police Service does not hold any collateral as security or other credit enhancements relating to receivables.		
<b>23. AMOUNTS RECEIVABLE FOR SERVICES</b>		
Current asset	15,945	16,600
Non-current asset	301,665	260,462
	<b>317,610</b>	<b>277,062</b>

This asset represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability. See Note 2(m) 'Amounts receivable for services'.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014 \$'000	2013 \$'000
<b>24. NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE</b>		
Land	17	17
	<b>17</b>	<b>17</b>
This is reconciled as follows:		
Opening Balance	17	2,134
Less net assets transferred back to property, plant and equipment	-	(1,861)
Total assets held for sale	17	273
Less assets sold	-	(256)
Closing Balance	<b>17</b>	<b>17</b>
See also Note 2(i) 'Non-current assets (or disposal groups) classified as held for sale' and Note 15 'Net Gain/Loss on Disposal of Non-Current Assets'.		
Information on fair value measurement is provided in Note 29.		
<b>25. INVENTORIES</b>		
Inventories held for distribution	442	621
	<b>442</b>	<b>621</b>
<b>26. OTHER CURRENT ASSETS</b>		
Prepayments	7,141	6,598
	<b>7,141</b>	<b>6,598</b>
<b>27. PROPERTY, PLANT AND EQUIPMENT</b>		
<b>(a) PROPERTY, PLANT AND EQUIPMENT COMPRISE THE FOLLOWING ASSET CLASSES:</b>		
<b>Land</b>		
At fair value (i)	254,624	243,279
	<b>254,624</b>	<b>243,279</b>
<b>Buildings</b>		
At fair value (i)	537,027	514,896
Accumulated depreciation	(15,479)	(15,076)
	<b>521,548</b>	<b>499,820</b>

	2014 \$'000	2013 \$'000
<b>27. PROPERTY, PLANT AND EQUIPMENT (cont.)</b>		
<b>Works in Progress</b>		
Buildings under construction	10,946	14,755
Other	10,462	12,423
	<b>21,408</b>	<b>27,178</b>
<b>Plant, Equipment and Vehicles</b>		
At cost	107,040	106,680
Accumulated depreciation	(49,634)	(43,835)
	<b>57,406</b>	<b>62,845</b>
<b>Computing and Communication Equipment</b>		
At cost	94,447	83,723
Accumulated depreciation	(48,939)	(45,402)
	<b>45,508</b>	<b>38,321</b>
<b>Artwork</b>		
At cost	548	548
	<b>548</b>	<b>548</b>
<b>Leasehold Improvements</b>		
At cost	27,199	23,903
Accumulated amortisation	(11,674)	(7,106)
	<b>15,525</b>	<b>16,797</b>
	<b>916,567</b>	<b>888,788</b>

- (i) Land and buildings were revalued as at 1 July 2013 by the Western Australian Land Information Authority (Landgate). The valuations were performed during the year ended 30 June 2014 and recognised at 1 July 2013. In undertaking the revaluation, fair value was determined by reference to market values for land: \$80,080,450 and buildings: \$23,676,000. For the remaining balance, fair value of land and buildings was determined on the basis of depreciated replacement cost. See Note 2(f) 'Property, plant and equipment'.

Information on fair value measurement is provided in Note 29.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

### 27. 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:

2013-14

	Carrying amount at start of the year	Additions	Retirements	Transfers between classes	Transfer (to) /from assets held for sale	Revaluation	Depreciation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	243,279	-	(406)	2,091	-	9,660	-	254,624
Buildings	499,820	4,682	(387)	18,734	-	13,662	(14,963)	521,548
Works in progress	27,178	27,565	(450)	(32,885)	-	-	-	21,408
Plant, equipment and vehicles	62,845	4,238	(1,047)	625	-	-	(9,255)	57,406
Computing and communication equipment	38,321	4,382	(197)	10,494	-	-	(7,492)	45,508
Artwork	548	-	-	-	-	-	-	548
Leasehold improvements	16,797	-	(6)	3,653	-	-	(4,919)	15,525
	<b>888,788</b>	<b>40,867</b>	<b>(2,493)</b>	<b>2,712</b>	<b>-</b>	<b>23,322</b>	<b>(36,629)</b>	<b>916,567</b>

2012-13

	Carrying amount at start of the year	Additions	Retirements	Transfers between classes	Transfer (to) /from assets held for sale	Revaluation	Depreciation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	200,216	399	(1)	-	769	41,896	-	243,279
Buildings	440,491	767	(95)	89,795	1,092	(19,171)	(13,059)	499,820
Works in progress	94,610	51,117	(137)	(118,412)	-	-	-	27,178
Plant, equipment and vehicles	45,434	6,760	(1,527)	20,901	-	-	(8,723)	62,845
Computing and communication equipment	35,097	5,172	(209)	5,454	-	-	(7,193)	38,321
Artwork	548	-	-	-	-	-	-	548
Leasehold improvements	12,960	-	-	7,308	-	-	(3,471)	16,797
	<b>829,356</b>	<b>64,215</b>	<b>(1,969)</b>	<b>5,046</b>	<b>1,861</b>	<b>22,725</b>	<b>(32,446)</b>	<b>888,788</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
	\$'000	\$'000
<b>28. INTANGIBLE ASSETS</b>		
<b>(a) INTANGIBLE ASSETS COMPRISE THE FOLLOWING ASSET CLASSES:</b>		
<b>Computing software</b>		
At cost	173,240	160,975
Accumulated amortisation	(133,807)	(119,352)
	<b>39,433</b>	<b>41,623</b>
<b>Software Development in Progress</b>	<b>18,371</b>	<b>18,571</b>
	<b>57,804</b>	<b>60,194</b>

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

2013-14

	Carrying amount at start of the year	Additions	Retirements	Transfers between classes	Transfer (to) /from assets held for sale	Revaluation	Amortisation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Computing software	41,623	351	(4)	11,965	-	-	(14,502)	39,433
Software development in progress	18,571	14,477	-	(14,677)	-	-	-	18,371
	<b>60,194</b>	<b>14,828</b>	<b>(4)</b>	<b>(2,712)</b>	<b>-</b>	<b>-</b>	<b>(14,502)</b>	<b>57,804</b>

2012-13

	Carrying amount at start of the year	Additions	Retirements	Transfers between classes	Transfer (to) /from assets held for sale	Revaluation	Amortisation	Carrying amount at end of year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Computing software	42,950	282	-	11,132	-	-	(12,741)	41,623
Software development in progress	20,554	14,232	(37)	(16,178)	-	-	-	18,571
	<b>63,504</b>	<b>14,514</b>	<b>(37)</b>	<b>(5,046)</b>	<b>-</b>	<b>-</b>	<b>(12,741)</b>	<b>60,194</b>

### 29. FAIR VALUE MEASUREMENTS

Assets measured at fair value:	Level 1	Level 2	Level 3	Fair Value At end of period
<b>2014</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Non-current assets classified as held for sale (Note 24)	-	17	-	17
Land (Note 27)	-	80,093	174,531	254,624
Buildings (Note 27)	-	36,460	485,088	521,548
	<b>-</b>	<b>116,570</b>	<b>659,619</b>	<b>776,189</b>

There were no transfers between Levels 1, 2 or 3 during the period.

#### Valuation techniques to drive Level 2 fair values

Level 2 fair values of Non-current land and buildings (office accommodation) are derived using the market approach. Market evidence of sales prices of comparable land and buildings (office accommodation) in close proximity is used to determine price per square metre.

#### Fair value measurements using significant unobservable inputs (Level 3)

<b>2014</b>	<b>Land \$'000</b>	<b>Buildings \$'000</b>
Fair value at start of period	165,733	472,776
Additions	-	4,682
Revaluation increments/decrements recognised in Other Comprehensive Income	7,181	13,085
Transfers between asset classes	2,023	8,277
Disposals	(406)	(388)
Depreciation expense	-	(13,344)
<b>Fair value at end of period</b>	<b>174,531</b>	<b>485,088</b>

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

## 29. FAIR VALUE MEASUREMENTS (cont.)

### Valuation processes

There were no changes in valuation techniques during the period.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer. Transfers are generally limited to assets newly classified as non-current assets held for sale as Treasurer's Instructions require valuations of land and buildings to be categorised within Level 3 where the valuations utilise significant Level 3 inputs on a recurring basis.

Fair value for existing use specialised building assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, ie: depreciated replacement cost. Depreciated replacement cost is the current replacement cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed economic benefit, expired economic benefit or obsolescence of the asset. Current replacement cost is determined by reference to the cost of a substitute asset of comparable utility, the gross project size specifications and the historical cost, adjusted by relevant indices.

Fair value of restricted use land is based on market value, by either using market evidence of sales of comparable land that is unrestricted less restoration costs to return the site to a vacant and marketable condition (low restricted use land), or, comparison with market evidence for land with low level utility (high restricted use land).

Significant Level 3 inputs used by the Police Service are derived and evaluated as follows:

#### Historical cost per square metre floor area (m<sup>2</sup>)

The costs of constructing specialised buildings with similar utility are extracted from financial records of the Police Service, then indexed by movements in CPI.

#### Consumed economic benefit/obsolescence of asset

These are estimated by the Western Australian Land Information Authority (Valuation Services).

#### Selection of land with low level utility

Fair value for restricted use land is determined by comparison with market evidence for land with low level utility. Relevant comparators of land with low level utility are selected by the Western Australian Land Information Authority (Valuation Services).

#### Historical cost per cubic metre (m<sup>3</sup>)

The costs of construction of infrastructure are extracted from financial records of the Police Service and indexed by movements in construction costs by quantity surveyors.

### 29. FAIR VALUE MEASUREMENTS (cont.)

#### Information about significant unobservable inputs (Level 3) in fair value measurements

Description and fair value as at 30 June 2014 (\$'000)	Valuation technique(s)	Unobservable inputs	Range of unobservable inputs (average)	Relationship of unobservable inputs to fair value
Land (\$174,531)	Market approach	Selection of land with similar approximate size.	\$0.08 - \$3,585 per m <sup>2</sup> (\$116.71 per m <sup>2</sup> )	Higher value of similar land increases estimated fair value.
Buildings (\$485,088)	Depreciated Replacement Cost	Consumed economic benefit/obsolescence of asset.	-21.2% - 12% per year (0.22% per year)	Greater consumption of economic benefit or increased obsolescence lowers fair value.
		Historical cost of building per square metre floor area.	\$238.22 - \$10,603.93 per m <sup>2</sup> (\$2,202.24 per m <sup>2</sup> )	Higher historical cost per square metre increases fair value.

Reconciliations of the opening and closing balances are provided in Notes 27.

#### Basis of Valuation

In the absence of market based evidence, due to the specialised nature of some non-financial assets, these assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service and the Police Service's enabling legislation.

2014	2013
\$'000	\$'000

### 30. PROVISIONS

PROVISIONS COMPRISE THE FOLLOWING ITEMS:

(i) Current liabilities		
(a) Employee benefits provision	145,218	150,529
(b) Other provisions	497	479
	<b>145,715</b>	<b>151,008</b>
(ii) Non-current liabilities		
(a) Employee benefits provision	54,414	54,607
(b) Other provisions	181	174
	<b>54,595</b>	<b>54,781</b>
	<b>200,310</b>	<b>205,789</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014 \$'000	2013 \$'000
<b>30. PROVISIONS (cont.)</b>		
<b>(a) EMPLOYEE BENEFITS PROVISIONS HAVE BEEN RECOGNISED IN THE FINANCIAL STATEMENTS AS FOLLOWS:</b>		
- Current liabilities (i)	145,218	150,529
- Non-current liabilities (ii)	54,414	54,607
	<b>199,632</b>	<b>205,136</b>
<b>(i) CURRENT LIABILITIES</b>		
- Annual leave *	47,572	50,956
- Long service leave **	92,119	93,634
- 38-hour leave	291	681
- Special paid leave	156	238
- Time off in lieu/banked leave	481	403
- Purchased leave	2,079	2,041
- Deferred salary scheme ***	1,226	1,282
- Post-separation medical benefits	1,294	1,294
	<b>145,218</b>	<b>150,529</b>
<b>(ii) NON-CURRENT LIABILITIES</b>		
- Long service leave **	49,939	49,266
- 38-hour leave	1,636	2,502
- Post-separation medical benefits	2,839	2,839
	<b>54,414</b>	<b>54,607</b>
* 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 period. Assessments indicate that actual settlement of the liabilities will occur as follows:		
- Within 12 months of reporting period	42,383	45,147
- More than 12 months after reporting period	5,189	5,809
	<b>47,572</b>	<b>50,956</b>

	2014 \$'000	2013 \$'000
<b>30. PROVISIONS (cont.)</b>		
** 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 period. Assessments indicate that actual settlement of the liabilities will occur as follows:		
- Within 12 months of reporting period	22,339	24,807
- More than 12 months after reporting period	119,719	118,093
	<b>142,058</b>	<b>142,900</b>
*** Deferred salary scheme liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting period. Assessments indicate that actual settlement of the liabilities will occur as follows:		
- Within 12 months of reporting period	397	680
- More than 12 months after reporting period	829	602
	<b>1,226</b>	<b>1,282</b>



# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014 \$'000	2013 \$'000
<b>30. PROVISIONS (cont.)</b>		
<b>(b) OTHER PROVISIONS HAVE BEEN RECOGNISED IN THE FINANCIAL STATEMENTS AS FOLLOWS:</b>		
(i) Current liabilities		
- Non-Employee Benefits On-Costs	497	479
	<b>497</b>	<b>479</b>
(ii) Non-current liabilities		
- Non-Employee Benefits On-Costs	181	174
	<b>181</b>	<b>174</b>
The settlement of leave liabilities gives rise to the payment of employment on-costs including workers' compensation and medical benefits. The provision is the present value of expected future payments.		
Movement in Other provisions		
Carrying amount at start of year	653	658
Net amount of additional provision recognised	25	(5)
Carrying amount at end of year	<b>678</b>	<b>653</b>
<b>31. PAYABLES AND ACCRUALS</b>		
Payables	8,798	12,368
Sundry Accruals		
- Accrued salaries *	19,604	16,373
- Accrued superannuation *	2,072	1,668
- Staff leave loading expense	5,446	5,326
- Fringe benefit tax liability	915	1,189
* Accrued salaries and superannuation have been calculated for seven working days from 20 June to 30 June 2014.		
	<b>36,835</b>	<b>36,924</b>

### 32. 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 Surplus represents that portion of equity resulting from the revaluation of non-current assets.

	2014 \$'000	2013 \$'000
Contributed equity (a)	565,275	557,040
Asset revaluation surplus (b)	393,507	371,315
Accumulated surplus	214,115	194,959
<b>TOTAL EQUITY</b>	<b>1,172,897</b>	<b>1,123,314</b>

#### (a) CONTRIBUTED EQUITY

Balance at start of period	557,040	492,699
<b>Contributions by Owners</b>		
Capital appropriations (i)	3,553	54,691
Royalties for Regions Fund - Regional Infrastructure and Headworks Account	-	10,000
Transfer of net assets from other agencies (ii)		
- Land and buildings assumed	4,682	-
<b>Total contributions by owners</b>	<b>8,235</b>	<b>64,691</b>
<b>Distributions to owners</b>		
Transfer of net assets to other agencies (iii)		
- Land and buildings transferred to the Department of Lands	-	(350)
<b>Total distributions to owners</b>	<b>-</b>	<b>(350)</b>
<b>Balance at end of period</b>	<b>565,275</b>	<b>557,040</b>

(i) Under TI 955 'Contributions by Owners Made to Wholly Owned Public Sector Entities' Capital appropriations have been designated as contributions by owners in accordance with AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'.

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

## 32. EQUITY (cont.)

(ii) Under TI 955, non-discretionary (non-reciprocal) transfers of net assets between State government agencies have been designated as contributions by owners in accordance with AASB Interpretation 1038, where the transferee agency accounts for a non-discretionary (non-reciprocal) transfer of net assets as a contribution by owners and the transferor agency accounts for the transfer as a distribution to owners.

(iii) TI 955 requires non-reciprocal transfers of net assets to Government to be accounted for as distribution to owners.

	2014	2013
	\$'000	\$'000

	2014	2013
	\$'000	\$'000
<b>(b) ASSET REVALUATION SURPLUS</b>		
Balance at start of period	371,315	350,955
Net revaluation increments/(decrements):		
Land	9,660	41,896
Buildings	13,662	(19,171)
	23,322	22,725
Transfer to accumulated surplus/(deficit) on sale of previously revalued assets	(1,130)	(2,365)
<b>Balance at end of period</b>	<b>393,507</b>	<b>371,315</b>
<b>(c) ACCUMULATED SURPLUS/(DEFICIT)</b>		
Balance at start of period	194,959	143,362
Result for the year	18,026	49,232
Transfer of revalued amounts of assets sold	1,130	2,365
<b>Balance at end of period</b>	<b>214,115</b>	<b>194,959</b>

## 33. NOTES TO THE STATEMENT OF CASH FLOWS

### (a) RECONCILIATION OF CASH

Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

Cash and cash equivalents (see Note 20)	62,234	79,782
Restricted cash and cash equivalents (see Note 21)	40,872	46,367
	<b>103,106</b>	<b>126,149</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014



	2014	2013
	\$'000	\$'000
<b>33. NOTES TO THE STATEMENT OF CASH FLOWS (cont.)</b>		
<b>(b) RECONCILIATION OF NET COST OF SERVICES TO NET CASH FLOWS PROVIDED BY/(USED IN) OPERATING ACTIVITIES</b>		
<b>Net cost of services</b>	<b>(1,200,835)</b>	<b>(1,122,006)</b>
Non-cash items:		
Depreciation, amortisation and impairment expense	51,131	45,187
Services received free-of-charge	6,866	7,701
Donated assets	(749)	(535)
Doubtful and bad debts expense	4,272	588
Net loss/(gain) on sale of non-current assets	(333)	(123)
Net loss/(gain) on foreign currency transactions	-	2
Adjustment for state government grants	1,220	(536)
Adjustment for other non-cash items	(2,340)	864
(Increase)/decrease in assets:		
Receivables (iii)	110	1,555
Prepayments	(543)	(27)
Inventories	179	249
Increase/(decrease) in liabilities:		
Payables (iii)	(3,570)	130
Sundry accruals	3,481	(1,542)
Provisions	(5,479)	4,527
Net GST receipts/(payments) (i)	(836)	2,636
Change in GST (receivables)/payables (ii)	(31)	(377)
	<b>53,378</b>	<b>60,299</b>
<b>Net cash provided by/(used in) operating activities</b>	<b>(1,147,457)</b>	<b>(1,061,707)</b>

- (i) This is the net GST paid/received, i.e. cash transactions.  
(ii) This reverses out the GST in receivables and payables.  
(iii) The Australian Taxation Office (ATO) receivables/payables in respect of GST and the receivables/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.

### 33. NOTES TO THE STATEMENT OF CASH FLOWS (cont.)

#### (c) NON-CASH FINANCING AND INVESTING ACTIVITIES

During the financial year, the Police Service received donated assets from external parties totalling \$736,965 compared to \$486,242 in 2012-13.

During the year, there were no assets transferred to Department for Lands compared to \$350,467 in 2012-13. In addition, there were no assets transferred to other government agencies in 2013-14 and 2012-13.

	2014	2013
	\$'000	\$'000

### 34. 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:

	2014	2013
	\$'000	\$'000
Within one year	23,208	17,215
Later than one year and not later than five years	37,960	5,789
	<b>61,168</b>	<b>23,004</b>

#### (b) LEASE COMMITMENTS

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

	2014	2013
	\$'000	\$'000
Within one year	34,129	31,291
Later than one year and not later than five years	89,303	82,725
	<b>123,432</b>	<b>114,016</b>

Representing:

Non-cancellable operating leases	123,432	114,016
	<b>123,432</b>	<b>114,016</b>

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

	2014 \$'000	2013 \$'000
<b>34. COMMITMENTS (cont.)</b>		
<b>(c) OTHER EXPENDITURE COMMITMENTS</b>		
Other expenditure commitments at the reporting date arising through the placement of purchase orders or non-cancellable agreements and are payable as follows:		
Within one year	64,366	44,119
Later than one year and not later than five years	171,404	143,896
Later than five years	2,136	-
	<b>237,906</b>	<b>188,015</b>

The above commitments are all inclusive of GST.

## 35. 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, payables and derivative financial instruments. 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 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 35(c).

## 35. FINANCIAL INSTRUMENTS (cont.)

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 from Government, the Police Service recovers costs associated with providing services and has policies in place to ensure that receivable balances are monitored on an ongoing basis to mitigate exposure to bad debt. Overall, there are no significant concentrations of credit risk.

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

#### *Liquidity risk*

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

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.



	2014	2013
	\$'000	\$'000

### 35. FINANCIAL INSTRUMENTS (cont.)

#### (b) CATEGORIES OF FINANCIAL INSTRUMENTS

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:

##### Financial Assets

Cash and cash equivalents	62,234	79,782
Restricted cash and cash equivalents	40,872	46,367
Receivables (i)	320,844	280,406

##### Financial Liabilities

Financial liabilities measured at amortised cost	36,835	36,924
--	--------	--------

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

#### (c) FINANCIAL INSTRUMENT DISCLOSURES

##### 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.

##### Fair Values

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

### 35. FINANCIAL INSTRUMENTS (cont.)

#### Credit Risk

The following table details the Police Service's maximum exposure to credit risk and the ageing analysis of financial assets. The Police Service's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets shown below. The table discloses the ageing of financial assets that are past due but not impaired. 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 required their terms re-negotiated that would have otherwise resulted in them being past due or impaired.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

### 35. FINANCIAL INSTRUMENTS (Cont.)

#### Ageing Analysis of Financial Assets

	Carrying Amount \$'000	Not past due and not impaired \$'000	Past due but not impaired			
			Less than 3 months \$'000	3 to 6 months \$'000	6 months to 1 year \$'000	More than 1 year \$'000
<u>2013-14</u>						
Cash and cash equivalents	62,234	62,234	-	-	-	-
Restricted cash and cash equivalents	40,872	40,872	-	-	-	-
Receivables	3,234	2,303	224	114	492	101
Amounts receivable for services	317,610	317,610	-	-	-	-
	<b>423,950</b>	<b>423,019</b>	<b>224</b>	<b>114</b>	<b>492</b>	<b>101</b>
<u>2012-13</u>						
Cash and cash equivalents	79,782	79,782	-	-	-	-
Restricted cash and cash equivalents	46,367	46,367	-	-	-	-
Receivables	3,344	1,271	330	435	1,241	67
Amounts receivable for services	277,062	277,062	-	-	-	-
	<b>406,555</b>	<b>404,482</b>	<b>330</b>	<b>435</b>	<b>1,241</b>	<b>67</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

### 35. FINANCIAL INSTRUMENTS (Cont.)

#### *Liquidity Risk and Interest Rate Exposure*

The following table discloses the Police Service's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities.

**Interest Rate Risk Exposure and Maturity Analysis of Financial Assets and Financial Liabilities**

2013-14	Weighted average effective interest rate %	Interest Rate Exposure			Maturity Dates			
		Carrying Amount \$'000	Non-interest bearing amount \$'000	Nominal amount \$'000	Less than 3 months \$'000	3 months to 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000
<b>Financial Assets</b>								
Cash and cash equivalents	-	62,234	62,234	62,234	62,234	-	-	-
Restricted cash and cash equivalents	-	40,872	40,872	40,872	40,872	-	-	-
Receivables	-	3,234	3,234	3,234	3,234	-	-	-
Amounts receivable for services	-	317,610	317,610	317,610	797	15,148	36,690	264,975
		<b>423,950</b>	<b>423,950</b>	<b>423,950</b>	<b>107,137</b>	<b>15,148</b>	<b>36,690</b>	<b>264,975</b>
<b>Financial Liabilities</b>								
Payables	-	8,798	8,798	8,798	8,798	-	-	-
Other accrued expenses	-	28,037	28,037	28,037	28,037	-	-	-
		<b>36,835</b>	<b>36,835</b>	<b>36,835</b>	<b>36,835</b>	-	-	-
<b>Net Financial Assets (Liabilities)</b>		<b>387,115</b>	<b>387,115</b>	<b>387,115</b>	<b>70,302</b>	<b>15,148</b>	<b>36,690</b>	<b>264,975</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

### 35. FINANCIAL INSTRUMENTS (Cont.)

2012-13	Weighted average effective interest rate %	Carrying Amount \$'000	Interest Rate Exposure		Maturity Dates			
			Non-interest bearing amount \$'000	Nominal amount \$'000	Less than 3 months \$'000	3 months to 1 year \$'000	1 to 5 years \$'000	More than 5 years \$'000
<b>Financial Assets</b>								
Cash and cash equivalents	-	79,782	79,782	79,782	79,782	-	-	-
Restricted cash and cash equivalents	-	46,367	46,367	46,367	46,367	-	-	-
Receivables	-	3,344	3,344	3,344	3,344	-	-	-
Amounts receivable for services	-	277,062	277,062	277,062	-	16,600	30,940	229,522
		<b>406,555</b>	<b>406,555</b>	<b>406,555</b>	<b>129,493</b>	<b>16,600</b>	<b>30,940</b>	<b>229,522</b>
<b>Financial Liabilities</b>								
Payables	-	12,368	12,368	12,368	12,368	-	-	-
Other accrued expenses	-	24,556	24,556	24,556	24,556	-	-	-
		<b>36,924</b>	<b>36,924</b>	<b>36,924</b>	<b>36,924</b>	-	-	-
<b>Net Financial Assets (Liabilities)</b>		<b>369,631</b>	<b>369,631</b>	<b>369,631</b>	<b>92,569</b>	<b>16,600</b>	<b>30,940</b>	<b>229,522</b>

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



# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014



	2014	2013
	<u>\$'000</u>	<u>\$'000</u>
<b>36. CONTINGENT LIABILITIES</b>		
UNSETTLED LEGAL CLAIMS		
The value reported represents the maximum obligation potentially payable for the claims on hand at 30 June 2014.	<b>1,007</b>	<b>848</b>
MEDICAL EXPENSES		
Under Police Regulations and the current Enterprise Bargaining and Workplace Agreement, the Police Service is obliged to reimburse sworn officers for their medical expenses. Work-related medical expenses are met in full by the Police Service. Non-work-related medical expenses are reimbursed to the amount not covered by Medicare and private health providers. The total liability in respect of work-related medical costs is not able to be reliably measured at 30 June 2014.		
<b>37. REMUNERATION OF AUDITOR</b>		
Remuneration payable to the Auditor General for the financial year is as follows:		
Auditing the accounts, financial statements and performance indicators	<b>180</b>	<b>173</b>

### 38. REMUNERATION OF SENIOR OFFICERS

#### DEFINITION OF A SENIOR OFFICER

A Senior Officer means a person, by whatever the position title is 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:

\$	2014	2013	\$	2014	2013
50,001 - 60,000	-	1	230,001 - 240,000	-	1
70,001 - 80,000	1	1	240,001 - 250,000	2	1
80,001 - 90,000	1	-	250,001 - 260,000	4	2
90,001 - 100,000	1	2	260,001 - 270,000	1	1
110,001 - 120,000	1	2	280,001 - 290,000	1	-
140,001 - 150,000	1	1	290,001 - 300,000	1	1
150,001 - 160,000	-	2	320,001 - 330,000	2	-
160,001 - 170,000	-	4	330,001 - 340,000	-	1
170,001 - 180,000	-	1	380,001 - 390,000	1	-
180,001 - 190,000	2	1	490,001 - 500,000	1	-
190,001 - 200,000	1	-	510,001 - 520,000	-	1
210,001 - 220,000	-	1		<u>22</u>	<u>25</u>
220,001 - 230,000	1	1			

	2014	2013
	<u>\$'000</u>	<u>\$'000</u>
Total cash remuneration and superannuation	5,064	4,856
Annual and long service leave accruals	(38)	(160)
Other benefits	166	149
The total remuneration of Senior Officers is:	<b><u>5,192</u></b>	<b><u>4,845</u></b>

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

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
	<u>\$'000</u>	<u>\$'000</u>
<b>39. SUPPLEMENTARY FINANCIAL INFORMATION</b>		
(a) WRITE-OFFS		
Write-offs approved in accordance with section 48 of the <i>Financial Management Act 2006</i> related to:		
Bad debts *	1,824	4,030
Assets written off from the asset register *	34	19
Other public property **	90	95
	<u><b>1,948</b></u>	<u><b>4,144</b></u>
* Bad debts and asset register write-offs have been reflected within the Statement of Comprehensive Income.		
** Other public property written off includes 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 Statement of Comprehensive Income.		
Public and other property, revenue and debts due to the State were written-off in accordance with section 48 of the <i>Financial Management Act 2006</i> under the authority of:		
(i) Bad Debts		
The Accountable Authority	1,824	4,030
	<u><b>1,824</b></u>	<u><b>4,030</b></u>
(ii) Assets		
The Accountable Authority	34	19
	<u><b>34</b></u>	<u><b>19</b></u>
(iii) Other Public Property		
The Accountable Authority	90	95
	<u><b>90</b></u>	<u><b>95</b></u>
(b) GIFTS OF PUBLIC PROPERTY		
Gifts of public property provided by the Police Service	<u><b>100</b></u>	<u><b>174</b></u>

	2014	2013
	<u>\$'000</u>	<u>\$'000</u>
<b>40. AFFILIATED BODIES</b>		
An affiliated body is one which receives more than half its funding and resources from the Police Service but is not subject to operational control by the Police Service.		
CONSTABLE CARE CHILD SAFETY FOUNDATION INC	976	933
	<u><b>976</b></u>	<u><b>933</b></u>
<b>41. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD</b>		
The Police Service is not aware of any events occurring after the reporting date that have a significant financial effect on the financial statements.		

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014



2014 Estimate	2014 Actual	2014 Variation
\$'000	\$'000	\$'000

#### 42. EXPLANATORY STATEMENT

Significant variations between estimates and actual results for income and expense as presented in the financial statement titled 'Summary of Consolidated Account 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

###### (i) TOTAL APPROPRIATIONS TO DELIVER SERVICES

###### Service Expenditure

The variation of \$16.750 million between the 2014 Estimate and the 2014 Actual is a net result of several factors including Voluntary Separation Scheme payments to employees in 2013-14, offset by reduced GROH cost and demand pressures, savings from changes to vehicle leasing practices, salary savings attributed to separated personnel, reductions in travel expenditure, budget savings in depreciation as a result of delays in Asset Investment projects; and reduced insurance premiums due to a reduction in claims in prior years.

Variations between Estimate and Actual for the following services are driven by operational needs and circumstances that occur during the year, which necessitate the redirection of resources to meet service needs. The service mix is defined by survey results which fluctuate depending on the demands during the survey period, due to the reactive nature of policing. Subsequently, operational needs may result in diversion from the original allocation. The survey records the hours officers spent on each service. This forms the basis for actual allocations for the financial year.

Intelligence and protective services	113,383	112,925	(458)
Crime prevention and public order	107,905	98,394	(9,511)
Community support (non-offence incidents)	92,236	100,265	8,029
Emergency management and co-ordination	39,368	31,159	(8,209)
Response to and investigation of offences	543,750	550,093	6,343
Services to the judicial process	121,121	131,816	10,695
Traffic law enforcement and management	245,129	221,490	(23,639)
	<b>1,262,892</b>	<b>1,246,142</b>	<b>(16,750)</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014

	2014 Estimate \$'000	2014 Actual \$'000	2014 Variation \$'000
<b>42. EXPLANATORY STATEMENT (Cont.)</b>			
<b>(ii) CAPITAL CONTRIBUTION</b>	43,554	3,553	(40,001)
The decrease of \$40.001 million represents the cashflow requirement for the year for various asset investment projects where the implementation dates have varied from original estimates. The decrease is the net impact of capital works re-positioning into future years, changing the mix between the capital contribution and service appropriation and some new asset investment projects.			
The major projects contributing to the decrease are the Information and Communications Technology programs, Boost to Police Resources - Accommodation Infrastructure program, Mundijong Police Station and the Speed and Red Light Camera upgrades project.			
<b>(iii) CONSOLIDATED ACCOUNT INCOME</b>	650	629	(21)
Administered Income mainly comprises of Sale of Lost, Stolen and Forfeited Property and Firearm Infringement Fines. The volumes for both, and values of stolen property auctioned can fluctuate substantially from year to year.			
	2014 Actual \$'000	2013 Actual \$'000	Variation \$'000
<b>(b) SIGNIFICANT VARIANCES BETWEEN ACTUAL AND PRIOR YEAR ACTUALS</b>			
<b>(i) TOTAL APPROPRIATIONS TO DELIVER SERVICES</b>			
<b>Service Expenditure</b>			
The variation of \$77.204 million represents the increase in total cost of service which is mainly attributable to new initiatives and normal cost increases. A significant component of the variance is attributable to normal salary rate increases to employees, in addition to costs relating to the 2013-14 Voluntary Separation Scheme, and the continuation of additional employee programs and other new initiatives, offset by ongoing efforts to meet expenditure savings targets. Further, the reactive nature of policing causes fluctuations in the internal allocation and application of resources according to the operational demands that exist at the time.			
Intelligence and protective services	112,925	104,941	7,984
Crime prevention and public order	98,394	100,143	(1,749)
Community support (non-offence incidents)	100,265	85,409	14,856
Emergency management and co-ordination	31,159	35,728	(4,569)
Response to and investigation of offences	550,093	502,001	48,092
Services to the judicial process	131,816	112,479	19,337
Traffic law enforcement and management	221,490	228,237	(6,747)
	<b>1,246,142</b>	<b>1,168,938</b>	<b>77,204</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2014



	2014 Actual \$'000	2013 Actual \$'000	Variation \$'000
<b>42. EXPLANATORY STATEMENT (Cont.)</b>			
<b>(ii) CAPITAL CONTRIBUTION</b>	3,553	54,691	(51,138)
The Asset Investment Program annual expenditures will vary each year dependant upon the planned expenditures for the various projects within the program. Normally there may be substantial variations from one year to the next. The decreased Capital Contribution in 2013-14 is representative of Western Australia Police utilising cash held for Asset Investment projects. Significant projects for 2013-14 include Information and Communications Technology programs, West Metropolitan District Accommodation upgrade and Community Safety Network.			
<b>(iii) CONSOLIDATED ACCOUNT INCOME</b>			
<b>Revenue</b>	629	660	(31)
Administered Income mainly comprises of Sale of Lost, Stolen and Forfeited Property and Firearm Infringement Fines. The volumes for both, and values of stolen property auctioned can fluctuate substantially from year to year.			
	2014 \$'000	2013 \$'000	
<b>43. SCHEDULE OF ADMINISTERED ITEMS</b>			
<b>ADMINISTERED EXPENSES AND INCOME</b>			
<b>EXPENSES</b>			
Transfer payments	524	554	
Commission expenses	105	106	
<b>Total administered expenses</b>	<b>629</b>	<b>660</b>	
<b>INCOME</b>			
Sale of lost, stolen and forfeited property	521	559	
Fines and infringements	108	101	
<b>Total administered income</b>	<b>629</b>	<b>660</b>	

There were no administered assets or liabilities for the period.

Administered income and expenses are not reported by service because they cannot be reliably attributed to the services provided by the Police Service.

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
	\$'000	\$'000

#### 44. 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 Statement of Financial Position. These include:

##### (a) FOUND MONEY TRUST

Opening Balance 1 July 2013	147	73
Receipts	666	317
Payments	347	243
<b>Closing Balance at 30 June 2014</b>	<b>466</b>	<b>147</b>

##### **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 by the receiving officer.

##### (b) STOLEN MONIES TRUST

Opening Balance 1 July 2013	413	203
Receipts	872	1,869
Payments	486	1,659
<b>Closing Balance at 30 June 2014</b>	<b>799</b>	<b>413</b>

##### **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*.

	2014	2013
	\$'000	\$'000

##### (c) SEIZED MONIES TRUST

Opening Balance 1 July 2013	17,778	13,142
Receipts	8,506	9,500
Payments	7,101	4,864
<b>Closing Balance at 30 June 2014</b>	<b>19,183</b>	<b>17,778</b>

##### **Purpose**

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

##### (d) DECEASED ESTATE MONIES

Opening Balance 1 July 2013	10	18
Receipts	104	123
Payments	60	131
<b>Closing Balance at 30 June 2014</b>	<b>54</b>	<b>10</b>

##### **Purpose**

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



## CERTIFICATION OF KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2014

I hereby certify that the Key Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess the Police Service's performance, and fairly represent the performance of the Police Service for the financial year ended 30 June 2014.

KARL J O'CALLAGHAN APM  
Commissioner of Police

21 August 2014



# KEY PERFORMANCE INDICATORS

## 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 Service (WA 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. 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

For the 2013-14 reporting period, policing priorities were structured around contributing to the following government goal and the agency's three outcomes and seven services.

### Government Goal

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

### What we sought to achieve (Outcomes)

**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

### The services we provided

**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

**Note:** During 2013-14, the WA Police reviewed its OBM framework. A new framework was developed and subsequently approved by the Minister for Police; Tourism; Road Safety; Women's Interests, and the Department of Treasury to take effect from 2014-15. For further information see page 114.



## PERFORMANCE FRAMEWORK

The performance of the WA Police is measured through Key Performance Indicators (KPIs) comprised of effectiveness and efficiency indicators. Effectiveness indicators provide information about the extent to which the agency

is achieving its outcomes, while efficiency indicators monitor the efficiency with which a service is delivered.

The three outcomes of the WA Police were assessed through five KPIs. As some outcomes may overlap, certain KPIs may be relevant to more than one outcome. For example, KPI 1 – Community satisfaction with police services was

the main performance indicator for Outcome 1 – Lawful behaviour and community safety, but was also a secondary KPI for Outcomes 2 and 3. The following table shows the KPIs for each outcome. For reporting purposes, each outcome had at least one primary KPI that has been highlighted in bold, with secondary KPIs shown in italics.

### Key Effectiveness Indicators

#### Outcome 1: Lawful behaviour and community safety

**KPI 1 Community satisfaction with police services**

**KPI 2 Community perception of level of crime**

*KPI 3 Response to offences*

*KPI 4 Sanction rate for offences*

*KPI 5 Traffic law enforcement*

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

*KPI 1 Community satisfaction with police services*

*KPI 2 Community perception of level of crime*

**KPI 3 Response to offences**

**KPI 4 Sanction rate for offences**

#### Outcome 3: Lawful road-user behaviour

*KPI 1 Community satisfaction with police services*

**KPI 5 Traffic law enforcement**

The efficiency of the seven services delivered by the WA Police is assessed by cost efficiency indicators as shown in the table below.

### Key Efficiency Indicators

**Service 1:  
Intelligence and  
protective services**

Average cost per hour of providing service(s)

**Service 2:  
Crime prevention  
and public order**

Average cost per hour of providing service(s)

**Service 3:  
Community support  
(non-offence incidents)**

Average cost per hour of providing service(s)

**Service 4:  
Emergency  
management  
and coordination**

Average cost per hour of providing service(s)

**Service 5:  
Response to and  
investigation of  
offences**

Average cost per response/investigation

**Service 6:  
Services to the  
judicial process**

Average cost per hour of providing service(s)

**Service 7:  
Traffic law  
enforcement and  
management**

Average cost per hour of providing service(s)



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### OUTCOME 1: LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

This outcome relates to the WA 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 agencies and stakeholders to develop crime prevention strategies;
- identifying, assessing and managing risks to the community; and
- 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 two effectiveness indicators: Community satisfaction with police services and Community perception of the level of crime.

### KEY PERFORMANCE INDICATOR 1 – COMMUNITY SATISFACTION WITH POLICE SERVICES

**Indicator 1.1:** Percentage of the community who were ‘satisfied’ or ‘very satisfied’ with services provided by police.

**Indicator 1.2:** Percentage of the community who were ‘satisfied’ or ‘very satisfied’ with the service received during their most recent contact with police.

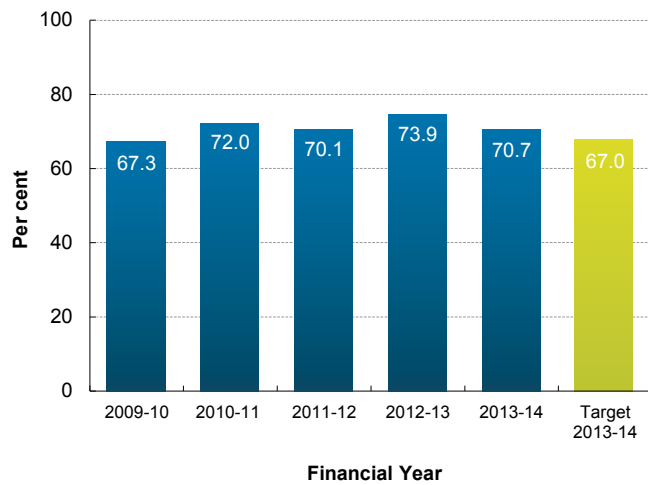
Customer satisfaction is a widely accepted measure of organisational performance. The community’s satisfaction with police services, which reflects the perceived level of lawful behaviour, safety, security and public order, is measured by the National Survey of Community Satisfaction with Policing.

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 WA Police is achieving Outcome 1: Lawful behaviour and community safety.

Indicators 1.1 and 1.2 illustrate the WA community’s level of satisfaction over time. The level of satisfaction is measured by the percentage of people who were either ‘satisfied’ or ‘very satisfied’ with police services.



**Indicator 1.1:** Percentage of the WA community who were 'satisfied' or 'very satisfied' with services provided by police, 2009-10 to 2013-14 <sup>(a)(b)(c)</sup>



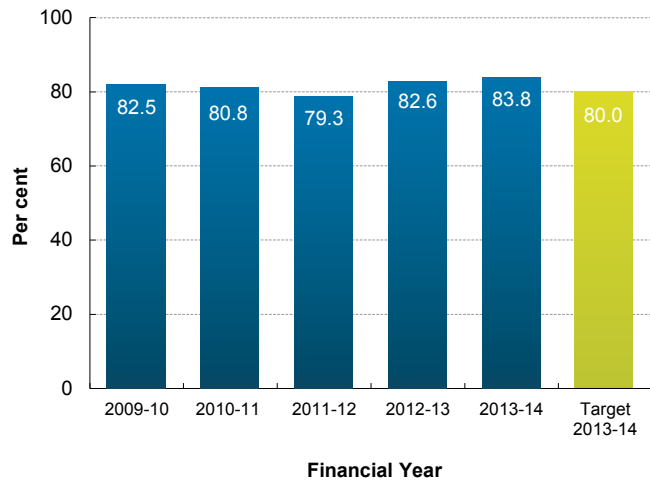
### ANALYSIS

- In 2013-14, the level of satisfaction with police services in WA (70.7 per cent) was not significantly different to 2012-13 (73.9 per cent).
- The WA Police achieved the 2013-14 target of greater than or equal to 67 per cent.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 1.2:** Percentage of the WA community who were 'satisfied or 'very satisfied' with the service received during their most recent contact with police, 2009-10 to 2013-14 <sup>(a)(b)(c)</sup>



### ANALYSIS

- In 2013-14, 49.4 per cent of the WA community had contact with police in the last 12 months. The most common reasons for the most recent contact with police were to receive a random breath/drug test and to report a crime or other incident.
- The percentage of the WA community who were satisfied with the services received during their most recent contact with police in 2013-14 (83.8 per cent) was not significantly different to 2012-13 (82.6 per cent).
- The WA Police achieved the 2013-14 target of greater than or equal to 80 per cent.

### Notes:

(a) This indicator is derived from the National Survey of Community Satisfaction with Policing that commenced in July 2001. The survey is conducted by telephone using the service provider's Computer Assisted Telephone Interviewing facilities. Interviewing is conducted each month. Eligible respondents are required to be aged 15 years or over. Respondents are chosen from each contacted household by the next birthday method. People who work for the police, or who live in a household with someone who works for the police, are excluded from the survey. A random sample of telephone numbers is generated for each police district within WA using the Random Digit Dialling (RDD) method. The random sampling method used allows both listed and unlisted numbers in all active telephone exchanges to be included in the sample. The overall sample is stratified by police district to ensure a sufficient sample is collected for each police district each quarter. Each police district has a monthly quota of interviews to ensure interviewing is spread evenly across the full year. During 2013-14, 2,800 people were surveyed in WA.

(b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with the sample estimates used in compiling the charts for Indicators 1.1 and 1.2 is equal to or lower than 3.0 per cent.

(c) It is important to note that public perceptions may not reflect actual levels of police performance, because many factors, including individual experiences, hearsay and media reporting, can influence community satisfaction with police services.

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

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

**Indicator 2.1:** Percentage of the community who were ‘somewhat concerned’ or ‘very concerned’ about becoming a victim of physical assault in a public place in the next 12 months.

**Indicator 2.2:** Percentage of the community who were ‘somewhat concerned’ or ‘very concerned’ about becoming a victim of housebreaking in the next 12 months.

**Indicator 2.3:** Percentage of the community who were ‘somewhat concerned’ or ‘very concerned’ about becoming a victim of motor vehicle theft in the next 12 months.

**Indicator 2.4:** Percentage of the community who thought the use of illegal drugs was ‘somewhat of a problem’ or a ‘major problem’ in their own neighbourhood.

**Indicator 2.5:** Percentage of the community who thought louts or gangs were ‘somewhat of a problem’ or a ‘major problem’ in their own neighbourhood.

**Indicator 2.6:** Percentage of the community who thought drunken and disorderly behaviour was ‘somewhat of a problem’ or a ‘major problem’ in their own neighbourhood.

**Indicator 2.7:** Percentage of the community who thought speeding cars, dangerous or noisy driving was ‘somewhat of a problem’ or a ‘major problem’ in their own neighbourhood.

Community perception of the level of crime is an indicator of the extent to which the WA Police influences lawful behaviour, safety, security and public order. The National Survey of Community Satisfaction with Policing measures the extent to which the community is concerned about becoming a victim of: physical assault in a public place, housebreaking and motor vehicle theft; it also measures the extent to which the community thought that crime and antisocial behaviour were a problem in their own neighbourhood. These include: the use of 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 incidents including preventing and reducing their incidence.

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

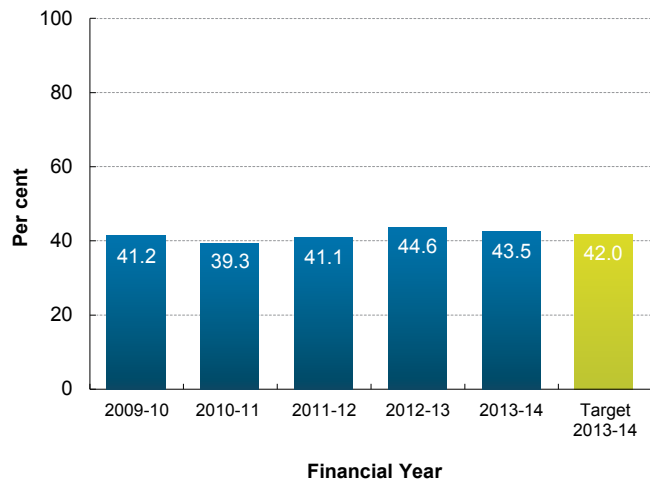
*Care needs to be taken in interpreting data on perceptions of crime. Reducing people's concerns about crime and reducing the actual level of crime are two separate, but related challenges for police. Comparisons between perceptions of crime problems and the level of crime raise questions about the factors 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.*

Indicators 2.1 to 2.3 illustrate the WA community's level of concern about becoming a victim of a crime in the next 12 months over time. Indicators 2.4 to 2.7 illustrate the WA community's perception of the extent to which crime and antisocial behaviour is a problem in their own neighbourhood over time.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 2.1:** Percentage of the WA community who were 'somewhat concerned' or 'very concerned' about becoming a victim of physical assault in a public place in the next 12 months, 2009-10 to 2013-14 <sup>(a)(b)(c)</sup>

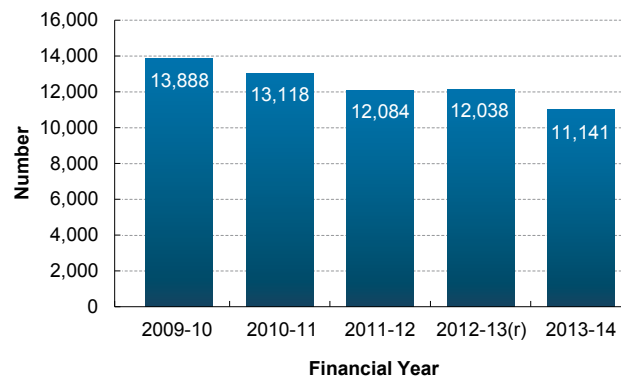


**Note:** A low or decreasing percentage of people who were concerned about becoming a victim of this crime is desirable.

### ANALYSIS

- The percentage of the WA community who were concerned about becoming a victim of physical assault in a public place in 2013-14 (43.5 per cent) was not significantly different to 2012-13 (44.6 per cent).
- The WA Police did not meet the 2013-14 target of less than or equal to 42 per cent.
- By contrast, the number of verified non-domestic assault offences has steadily decreased by 19.8 per cent (2,747) since 2009-10 (see following chart).

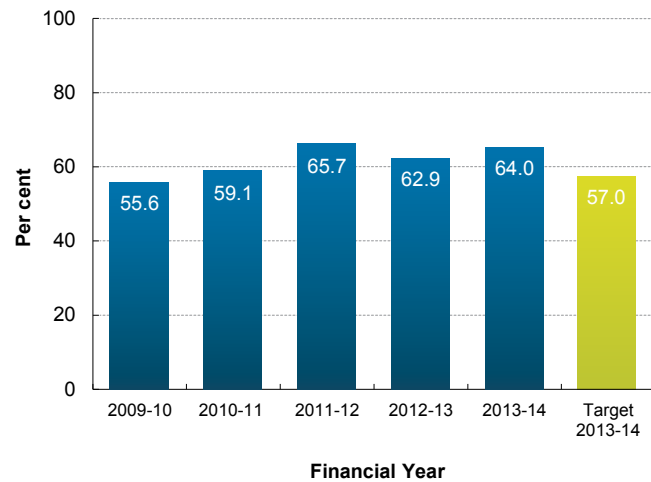
Number of verified non-domestic assault offences, 2009-10 to 2013-14



Source: WA Police, FrontLine Incident Management System.



**Indicator 2.2:** Percentage of the WA community who were 'somewhat concerned' or 'very concerned' about becoming a victim of housebreaking in the next 12 months, 2009-10 to 2013-14 <sup>(a)(b)(c)</sup>

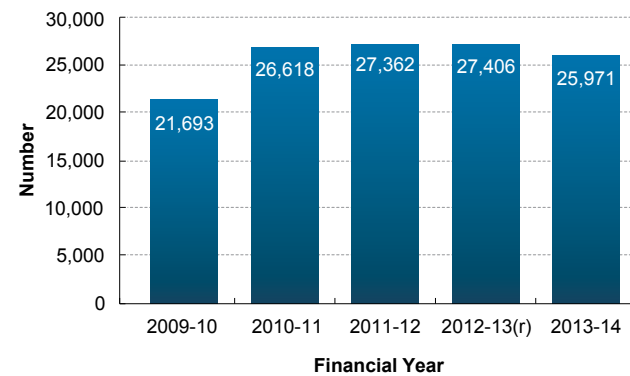


**Note:** A low or decreasing percentage of people who were concerned about becoming a victim of this crime is desirable.

### ANALYSIS

- In 2013-14, the percentage of the WA community who were concerned about becoming a victim of housebreaking (64.0 per cent) was not significantly different to 2012-13 (62.9 per cent).
- The WA Police did not meet the 2013-14 target of less than or equal to 57 per cent.
- By contrast, the number of verified dwelling burglary offences decreased by 5.2 per cent (1,435) to 25,971 compared with 27,406 in 2012-13 (see following chart).

Number of verified dwelling burglary offences, 2009-10 to 2013-14

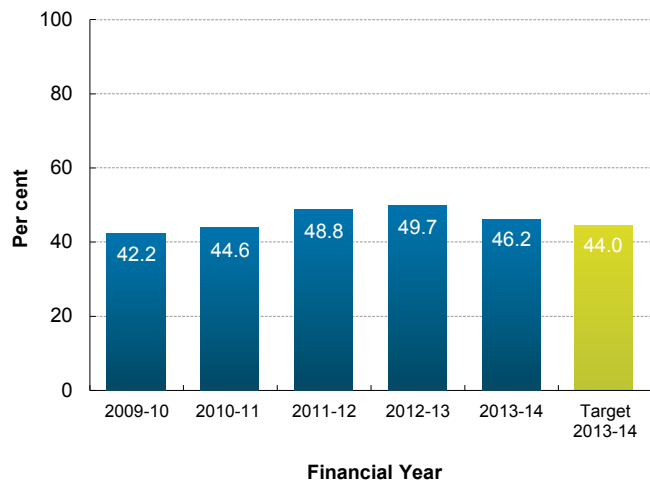


Source: WA Police, FrontLine Incident Management System.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 2.3:** Percentage of the WA community who were 'somewhat concerned' or 'very concerned' about becoming a victim of motor vehicle theft in the next 12 months, 2009-10 to 2013-14 <sup>(a)(b)(c)</sup>

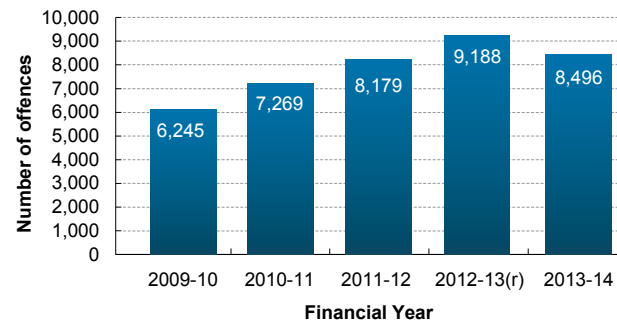


**Note:** A low or decreasing percentage of people who were concerned about becoming a victim of this crime is desirable.

### ANALYSIS

- In 2013-14, the percentage of the WA community who were concerned about becoming a victim of motor vehicle theft (46.2 per cent) was not significantly different to 2012-13 (49.7 per cent).
- The WA Police did not meet the 2013-14 target of less than or equal to 44 per cent.
- By contrast, the number of verified motor vehicle theft offences decreased by 7.5 per cent (692) to 8,496 compared with 9,188 in 2012-13 (see following chart).

Number of verified motor vehicle theft offences,  
2009-10 to 2013-14

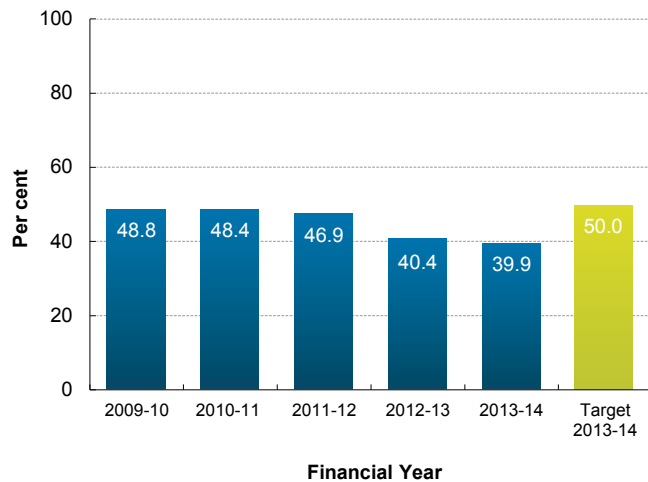


Source: WA Police, FrontLine Incident Management System.





**Indicator 2.4:** Percentage of the WA community who thought the use of illegal drugs was ‘somewhat of a problem’ or a ‘major problem’ in their own neighbourhood, 2009-10 to 2013-14 <sup>(a)/(b)/(c)</sup>



**Note:** A low or decreasing percentage of people who thought the use of illegal drugs was a problem is desirable.

### ANALYSIS

- The percentage of the community who thought the use of illegal drugs was a problem in their own neighbourhood decreased in WA since 2009-10.
- In 2013-14, the WA result of 38.9 per cent was not significantly different to 2012-13 (40.4 per cent).
- The WA Police achieved the 2013-14 target of less than or equal to 50 per cent.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 2.5:** Percentage of the WA community who thought louts or gangs were 'somewhat of a problem' or a 'major problem' in their own neighbourhood, 2009-10 to 2013-14 <sup>(a)(b)(c)</sup>



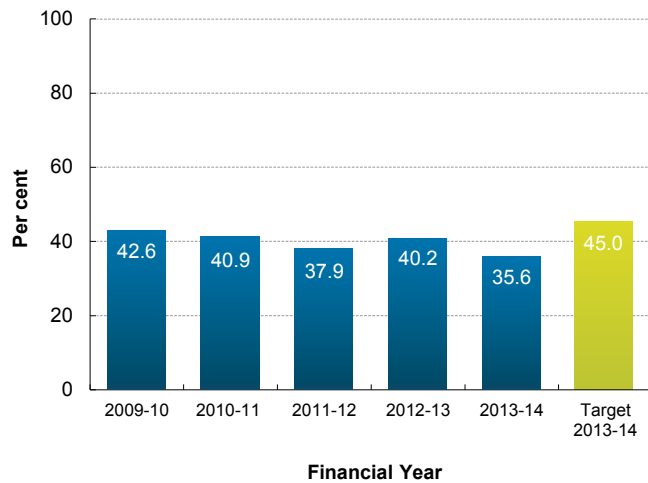
**Note:** A low or decreasing percentage of people who thought louts or gangs were a problem is desirable.

### ANALYSIS

- The percentage of the community who thought louts or gangs were a problem in their own neighbourhood decreased in WA since 2009-10.
- The WA result of 21.0 per cent was the lowest recorded in five years.
- The WA Police achieved the 2013-14 target of less than or equal to 34 per cent.



**Indicator 2.6:** Percentage of the WA community who thought drunken and disorderly behaviour was 'somewhat of a problem' or a 'major problem' in their own neighbourhood, 2009-10 to 2013-14 <sup>(a)(b)(c)</sup>



**Note:** A low or decreasing percentage of people who thought drunken and disorderly behaviour was a problem is desirable.

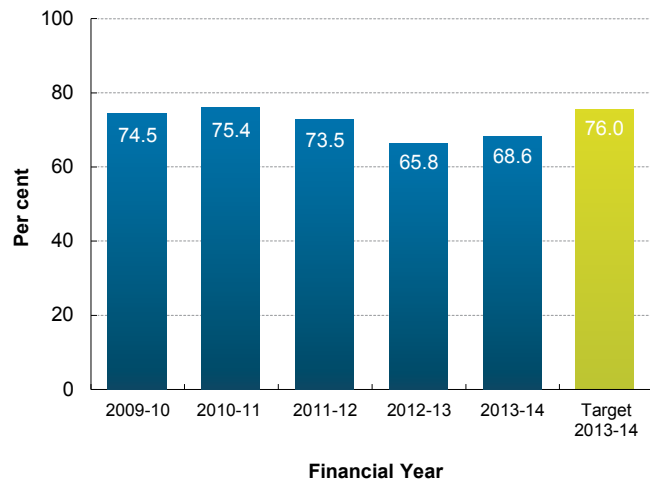
### ANALYSIS

- In 2013-14, the WA result of 35.6 per cent was not significantly different to 2012-13 (40.2 per cent).
- The WA Police achieved the 2013-14 target of less than or equal to 45 per cent.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 2.7:** Percentage of the WA community who thought speeding cars, dangerous or noisy driving was 'somewhat of a problem' or a 'major problem' in their own neighbourhood, 2009-10 to 2013-14 <sup>(a)(b)(c)</sup>



**Note:** A low or decreasing percentage of people who thought speeding cars, dangerous or noisy driving was a problem is desirable.

**Notes:**

- (a) This indicator is derived from the National Survey of Community Satisfaction with Policing that commenced in July 2001. The survey is conducted by telephone using the service provider's Computer Assisted Telephone Interviewing facilities. Interviewing is conducted each month. Eligible respondents are required to be aged 15 years or over. Respondents are chosen from each contacted household by the next birthday method. People who work for the police, or who live in a household with someone who works for the police, are excluded from the survey. A random sample of telephone numbers is generated for each police district within WA using the Random Digit Dialling (RDD) method. The random sampling method used allows both listed and unlisted numbers in all active telephone exchanges to be included in the sample. The overall sample is stratified by police district to ensure a sufficient sample is collected for each police district each quarter. Each police district has a monthly quota of interviews to ensure interviewing is spread evenly across the full year. During 2013-14, 2,800 people were surveyed in WA.
- (b) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling. Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes. Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used. The RSE associated with the sample estimates used in compiling the charts for Indicators 2.1 to 2.7 is equal to or lower than 7.0 per cent.
- (c) It is important to note that the perceived level of crime may not reflect the reported levels of crime because factors such as media coverage of crime and personal experiences can influence community perceptions.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

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

### ANALYSIS

- In 2013-14, the WA result of 68.6 per cent was not significantly different to 2012-13 (65.8 per cent).
- The WA Police achieved the 2013-14 target of less than or equal to 76 per cent.
- Vehicle impoundment legislation was introduced in 2004 which was enhanced by successive amendments in 2008, 2009 and 2010.

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

The process of achieving this outcome usually starts with an incident or offence being reported to police through a call to 000 or 131444.

Calls to 000 are made in an emergency or life-threatening situation, when urgent police assistance or attendance is needed, for example:

- a serious crime is in progress, being witnessed or just committed;
- any situation where life or serious injury is threatened;
- a car accident where people are trapped or seriously injured;
- a serious air, rail or water incident;
- any incident which poses an immediate threat of danger to people or property; or
- an explosion, bomb incident or threat.

Calls to 131444 are made for police assistance or attendance when it is not an emergency, for example:

- reporting a disturbance or breach of the peace (antisocial behaviour);
- reporting something which has happened in the past such as a burglary;
- reporting a property related incident for insurance purposes; or
- making a complaint against another individual.

Incidents that require the dispatch of a police vehicle or resource are recorded in the Computer Aided Dispatch System and allocated a priority of 1, 2, 3 or 4. Incidents are also recorded in the FrontLine Incident Management System and, where they relate to a criminal incident, an investigation is conducted.

The WA Police Investigation Doctrine provides investigating officers and supervisors with practical guidance on conducting and managing investigations in a professional manner. The Doctrine is based on the CRIME Model (Contact, Respond, Investigate, Manage, Evaluate) and encompasses five key investigative strategies: physical material, witnesses, intelligence, public awareness, and suspects/persons of interest.

These strategies are a practical means for identifying investigative actions and ensuring a thorough investigation in a structured framework.

Quality forensic services provide enormous value to the investigation process and justice system outcomes. These services are enhanced by the continued application of technology and techniques such as DNA testing and digital capture of fingerprint images (Livescan). Investigations are also supported by various information management systems and legislation.

Achievement of this outcome also positively impacts the Lawful behaviour and community safety and Lawful road-user behaviour outcomes. This outcome has the following two indicators of effectiveness:

1. 'Response to offences' that relates to answering 000 and 131444 calls, and responding to urgent calls for police assistance.
2. 'Sanction rate for offences' that relates to the finalisation of investigations.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### KEY PERFORMANCE INDICATOR 3 – RESPONSE TO OFFENCES

**Indicator 3.1:** Percentage of emergency 000 calls for urgent police assistance or attendance answered within 20 seconds.

**Indicator 3.2:** Percentage of 000 emergency calls answered on first presentation.

**Indicator 3.3:** Percentage of 131444 calls for police assistance or attendance answered within 20 seconds.

**Indicator 3.4:** Percentage of 131444 calls abandoned.

**Indicator 3.5:** Average time taken to respond to urgent calls for police assistance in the Metropolitan area from call received (entered) to arrival at scene.

The apprehension of offenders usually requires an offence to be reported to the police in a timely manner in order to record information about the offence, victim and the offender(s). Time is an important component of responding to incidents in order to ensure welfare of the victim, preserve evidence at the scene or possibly apprehend the offender if the crime is still in progress. The information recorded about the incident and evidence collected is used to conduct an investigation which, if successful, will lead to the apprehension and processing of the offender(s).

## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 3.1:** Percentage of emergency '000' calls for urgent police assistance or attendance answered within 20 seconds <sup>(a)(b)(c)</sup>

	2010-11	2011-12	2012-13	2013-14	Target 2013-14
Percentage	92.5%	91.9%	96.4%	97.5%	<b>90%</b>
Number answered within 20 seconds	225,875	240,143	253,125	254,174	
Total number of calls answered	244,315	261,280	262,676	260,625	
Total number of Telstra presented calls	245,654	262,163	270,364	261,107	

### ANALYSIS

- The 2013-14 result of 97.5 per cent exceeded the target of 90 per cent and was an improvement on the performance of the previous three years. The WA Police therefore achieved the 2013-14 target.
- The number of 000 emergency calls decreased by 3.4 per cent (9,257) from 270,364 in 2012-13 to 261,107 in 2013-14.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 3.2:** Percentage of '000' emergency calls answered on first presentation <sup>(a)(c)(d)</sup>

	2010-11	2011-12	2012-13	2013-14	Target 2013-14
Percentage	95.5%	95.5%	95.1%	98.8%	>90%
Number of calls answered on first presentation	234,697	250,264	257,151	257,882	
Total number of Telstra presented calls	245,654	262,163	270,364	261,107	

### ANALYSIS

- In 2013-14, the percentage of 000 emergency calls answered on first presentation was 98.8 per cent. This exceeded the target of >90 per cent and was an improvement on the performance of the previous three years. The WA Police therefore achieved the 2013-14 target.



**Indicator 3.3:** Percentage of 131444 calls for police assistance or attendance answered within 20 seconds <sup>(a)(e)(f)</sup>

2012-13	2013-14	Target 2013-14
78.2%	90.1%	<b>85%</b>

**Number and percentage of 131444 calls to the Police Assistance Centre in 2013-14** <sup>(a)(e)(f)(g)</sup>

PAC 131444 Queue Group	Number of calls presented	Number of calls answered	Number answered within 20 seconds	Percentage answered within 20 seconds
Tasking Queues	205,813	196,520	177,109	90.1%
Non-Tasking Queues	336,761	290,602	169,612	58.4%
General Queues	198,480	141,527	91,629	64.7%
Total 131444	741,054	628,649	438,350	69.7%

### ANALYSIS

- In November 2012, to ensure a more prompt response to callers requiring police assistance or attendance, changes to the Police Assistance Centre (PAC) 131444 queue group were implemented to split calls to 131444 into three categories. This enabled callers to direct their own call into the appropriate response category. The three categories are:

1. Tasking – calls for an incident that requires immediate police attendance.
2. Non-Tasking – calls for incidents that do not require immediate police attendance.
3. General – where the caller is seeking general information or has some other enquiry.

The 131444 tasking call queue is given a higher priority for answering calls than the other two queues.

- It is important to note that due to this initiative, the percentage result for the indicator is based on calls to the 131444 tasking call queue only and as a consequence is not comparable with results prior to 2012-13.
- In 2013-14, the percentage of calls to the 131444 tasking call queue for police assistance or attendance answered within 20 seconds was 90.1 per cent. The WA Police achieved the 2013-14 target of 85 per cent.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

**Indicator 3.4:** Percentage of 131444 calls abandoned <sup>(a)(f)(g)(h)</sup>

2012-13	2013-14	Target 2013-14
7.5%	4.5%	<5%

**Number and percentage of 131444 calls abandoned in 2013-14** <sup>(a)(f)(g)(h)</sup>

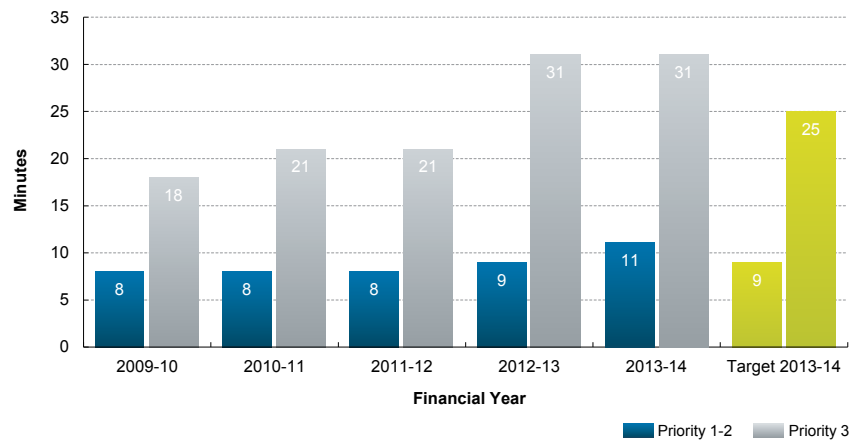
PAC 131444 Queue Group	Number of calls presented	Number of calls abandoned	Number of calls abandoned within 20 seconds	Percentage abandoned
Tasking Queues	205,813	9,293	3,311	4.5%
Non-Tasking Queues	336,761	46,159	10,141	13.7%
General Queues	198,480	56,953	6,540	28.7%
Total 131444	741,054	112,405	19,992	15.2%

### ANALYSIS

- The first two dot points in the analysis of the previous indicator also apply to this indicator.
- In 2013-14, 4.5 per cent of calls to the 131444 tasking call queue were abandoned by the caller before operators could answer them. The WA Police achieved the 2013-14 target of <5 per cent.



**Indicator 3.5:** Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene, 2009-10 to 2013-14



### ANALYSIS

- The average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene was 11 minutes for priority 1–2 calls and 31 minutes for priority 3 calls. The WA Police did not meet the 2013-14 priority 1-2 target of 9 minutes, or the priority 3 target of 25 minutes.
- The priority 1-2 target was not met due to the introduction of a policy change in November 2013 where any traffic crash requiring attendance is initially listed as a priority 2. This contributed to a 63.6 per cent (5,784) increase in priority 1-2 incidents from 9,099 in 2012-13 to 14,883 in 2013-14.
- The priority 3 target was not met due to a number of contributing factors, including:
  - a 10.8 per cent (12,982) increase in the number of calls from 119,707 in 2011-12 to 132,689 in 2013-14;
  - a greater focus on attending to priority 1 and 2 calls; and
  - the continued growth and spread of the population in the metropolitan area.

In 2013-14 there were:

- 14,883 priority 1-2 calls of which 54 per cent were responded to within the target time of 9 minutes.
- 132,689 priority 3 calls of which 64 per cent were responded to within the target time of 25 minutes.
- 55,545 non-urgent priority 4 calls of which 64 per cent were responded to within 60 minutes (non-KPI).

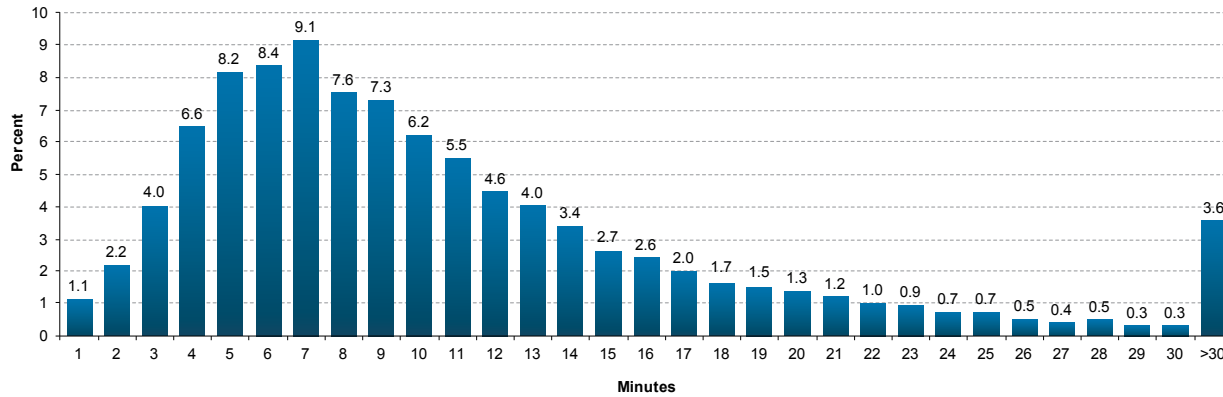
The following charts illustrate the percentage of priority 1-2, 3 and 4 tasks achieved by response time.



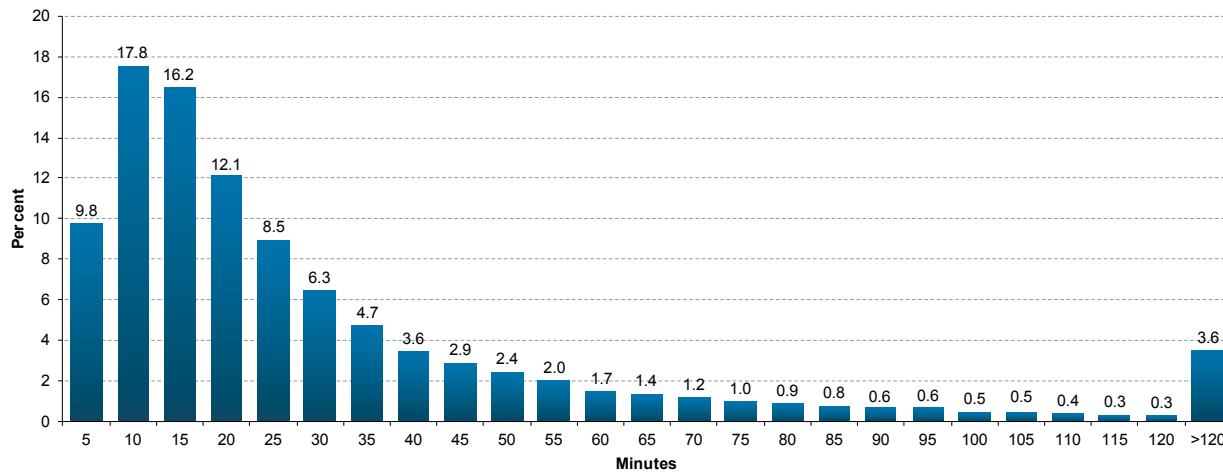
# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

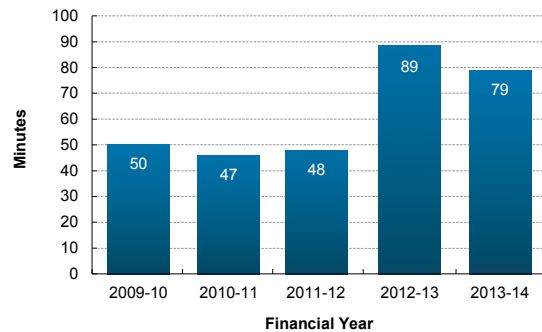
Metropolitan Region - Percentage of Priority 1 and 2 Tasks by Response Time, 2013-14



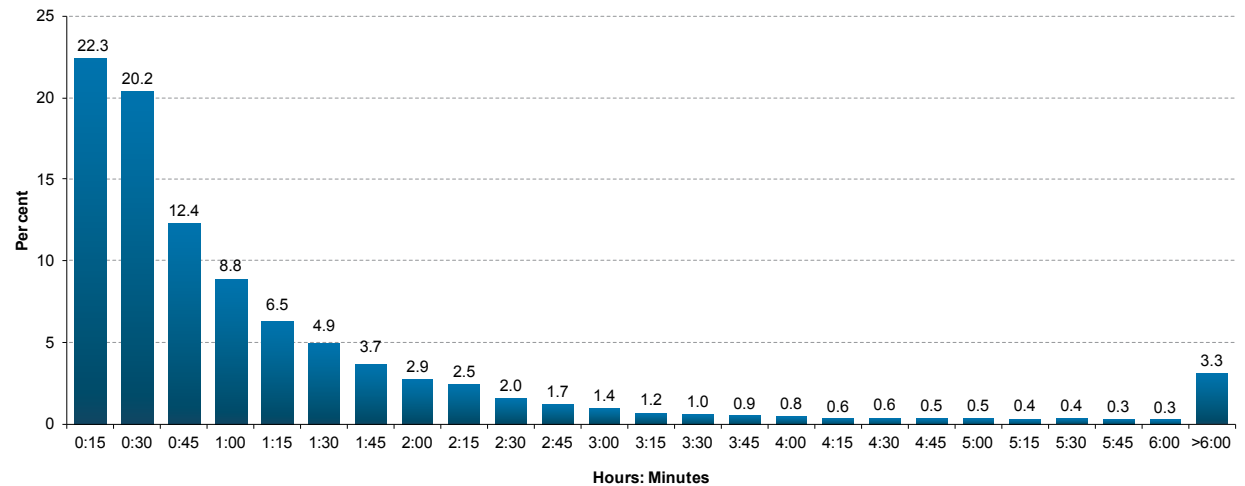
Metropolitan Region - Percentage of Priority 3 Tasks by Response Time, 2013-14



Average time taken to respond to Non-Urgent (Priority 4) calls for police assistance in the metropolitan area from call received (entered) to arrival at scene, 2009-10 to 2013-14



Metropolitan Region - Percentage of Non-Urgent (Priority 4) Tasks by Response Time, 2013-14



**Notes:**

- (a) Excludes calls from other government agencies or third party commercial service providers.
- (b) Based on the number of emergency '000' calls answered within 20 seconds on their first presentation by Telstra as a percentage of the total number of 000 calls answered on their first or subsequent presentations.
- (c) The difference between the total number of '000' calls presented and the total number of '000' calls answered reflects the number of calls abandoned by the caller or made to '000' in error.
- (d) Based on the number of emergency '000' calls answered on their first presentation by Telstra as a percentage of the total number of 000 calls answered on their first or subsequent presentations.
- (e) Based on the number of 131444 calls answered within 20 seconds as a percentage of the total number of 131444 calls answered.
- (f) The 2012-13 and 2013-14 figures for these indicators are based on calls directed to the PAC 131444 Tasking queue.
- (g) The difference between the total number of calls presented and the total number of calls answered reflects the number of calls abandoned by the caller.
- (h) Based on the number of 131444 calls where the caller opts to abandon the call before operators can answer them as a percentage of the total number of 131444 calls presented. Calls are abandoned for a number of reasons including change of mind, wrong agency, recorded message, solved issue or changed situation.
- (i) Urgent calls for police assistance are defined as priority 1, 2 and 3 incidents.
- (j) 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.
- (k) 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.
- (l) EXCEPTIONS. To provide an accurate indication of response times, the following incident types have been excluded from calculations as they do not contribute to measuring service delivery and/or have the potential to skew results:
  - Scheduled Events – are incidents created for attendance at a later time or date, e.g. Royal Flying Doctor Service escorts;
  - Field Initiated Incidents – are deemed 'arrived' at the time of initiating the Computer Aided Dispatch system (CAD) incident, e.g. pursuits or any incident created directly by a unit from their Tasking and Dispatch Information System (TADIS) device;
  - Change of Incident Response Priority – where incidents are subject to a priority upgrade, e.g. priority 4 to priority 2, the applicable response target time becomes that of the new priority group, however the target response time for that priority may already have expired;
  - Incidents with no recorded 'At Scene' time – which may occur due to a number of circumstances; and
  - Incidents where there is no police attendance – matter dealt with other than by police attending the location.
- (m) The response time has been formulated from the time the incident was entered in the CAD system to arrival of the first resource at the scene. The response times of other resources that may also attend the same incident are excluded.
- (n) The paramount considerations in responding to all incidents are the safety of the community and police officers, and the quality of the response. Response times are therefore considered to be indicative and only one aspect of police performance when responding to incidents. Response times are affected by many factors including the number of available police, existing job demands and priorities, road and weather conditions.
- (o) Population growth and the development of new housing estates in the metropolitan area have a significant impact on existing policing districts. Several of the metropolitan districts have police sub-districts that 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.

Sources: WA Police, Police Assistance Centre, WA Police, Computer Aided Dispatch system.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### KEY PERFORMANCE INDICATOR 4 – SANCTION RATE FOR OFFENCES

**Indicator 4.1:** Sanction rate for offences against the person.

**Indicator 4.2:** Sanction rate for offences against property.

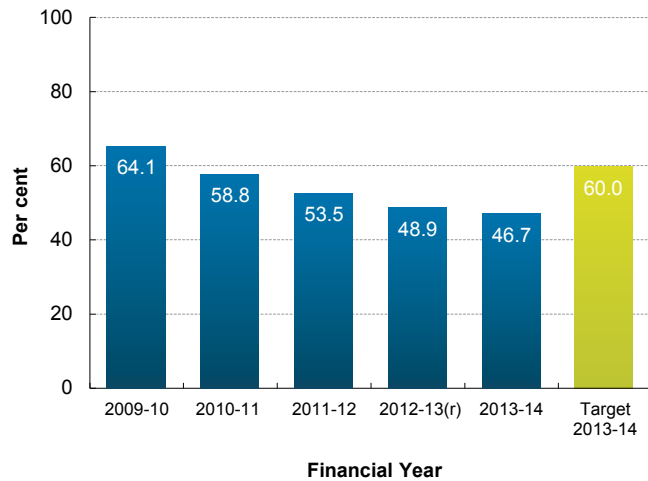
**Indicator 4.3:** Sanction rate for drug trafficking offences.

In 2010-11, the WA Police adopted the 'sanction rate' as a measure of the effectiveness of investigation outcomes instead of the clearance rate. The sanction rate is based on the number of verified offences where an investigation outcome has been recorded of an offender(s) being apprehended or processed (such as arrest, summons, caution or referral to a Juvenile Justice Team), or where, for some substantial reason, police investigations cannot be continued (such as withdrawn complaint; a statute bar to proceedings where an offender is under age or claims diplomatic immunity or other statute of limitations matters; circumstances where the incident was found to be a matter for civil action by the complainant; the offender has died; the offender is in another jurisdiction and extradition is not desired or available; and where the offender

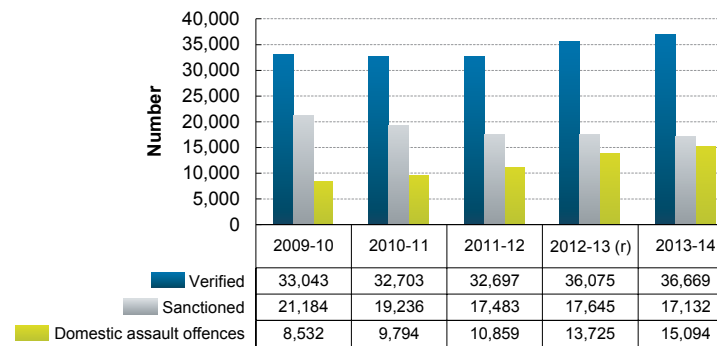
is not criminally responsible). The number of these 'sanctioned' offences within the relevant time period is expressed as a percentage of the number of verified offences reported during the same period. Verified offences are all offences reported to police within the relevant time period that have not been determined to be falsely or mistakenly reported.



**Indicator 4.1:** Sanction rate for offences against the person, 2009-10 to 2013-14 <sup>(a)(b)(c)(d)(e)(f)(g)</sup>



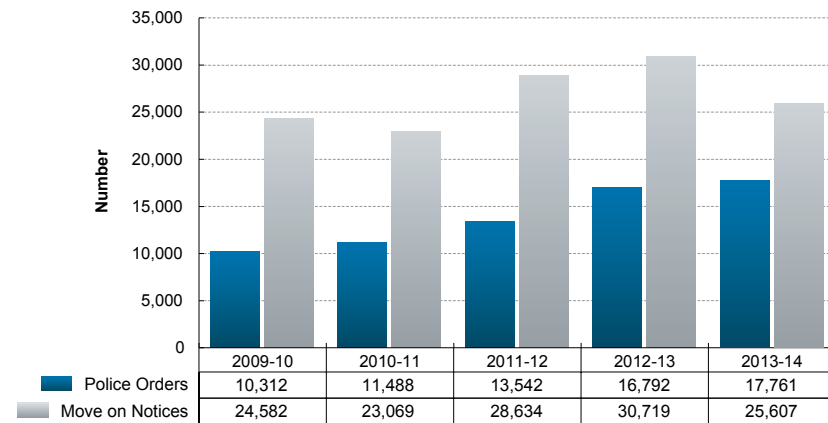
Number of verified and sanctioned offences against the person, 2009-10 to 2013-14





## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

Number of Police Orders <sup>(h)</sup> and Move On Notices <sup>(i)</sup> issued, 2009-10 to 2013-14



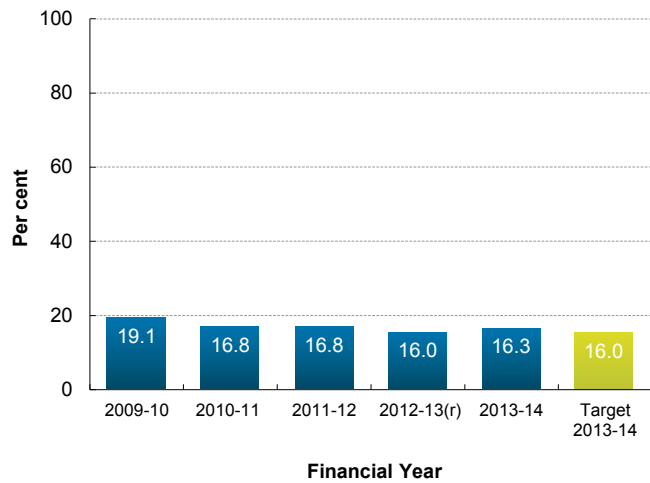
### ANALYSIS

- The sanction rate decreased from 48.9 per cent in 2012-13 to 46.7 per cent in 2013-14.
- This was the result of a 2.9 per cent (513) decrease in the number of sanctioned offences (from 17,645 in 2012-13 to 17,132 in 2013-14) and a 1.6 per cent increase (594) in the number of verified offences (from 36,075 in 2012-13 to 36,669 in 2013-14).
- The WA Police did not meet the 2013-14 target of greater than or equal to 60 per cent.
- The decreasing trend in the sanction rate since 2009-10 has been due to an increase in recorded domestic assault offences and a decrease in the number of sanctions.
- Total offences against the person have risen 11.0 per cent (3,626) since 2009-10.
- Total offences against the person excluding domestic assault have reduced by 12.0 per cent (2,936).
- WA Police would have achieved the target of 60 per cent in each year, 2009-10 to 2013-14, with the exception of 2012-13 (59.3 per cent), if domestic assault offences and sanctions were excluded.
- Total domestic assaults have risen 76.9 per cent (6,562). This accounted for the entire rise in offences against the person. The increase is, in part, due to the action of police to record and investigate all domestic incidents that come to their attention.
- Arresting and charging persons is not the only practice used by police to deal with domestic incidents. Police officers are able to issue Police Orders for domestic incidents. The number of Police Orders issued increased by 72.2 per cent (7,449) from 10,312 in 2009-10 to 17,761 in 2013-14 (see Chart). A Police Order is not counted as an official sanction but is increasingly utilised by frontline officers to deal with domestic incidents.





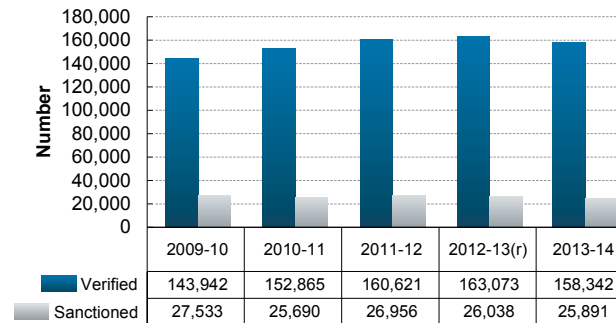
**Indicator 4.2:** Sanction rate for offences against property, 2009-10 to 2013-14 <sup>(a)(b)(c)(d)(e)(f)(g)</sup>



### ANALYSIS

- The sanction rate improved from 16.0 per cent in 2012-13 to 16.3 per cent in 2013-14.
- This was the result of a 0.6 per cent (147) decrease in sanctioned offences (from 26,038 in 2012-13 to 25,891 in 2013-14) and a 2.9 per cent (4,731) decrease in verified offences (from 163,073 in 2012-13 to 158,342 in 2013-14).
- The WA Police achieved the 2013-14 target of greater than or equal to 16 per cent.

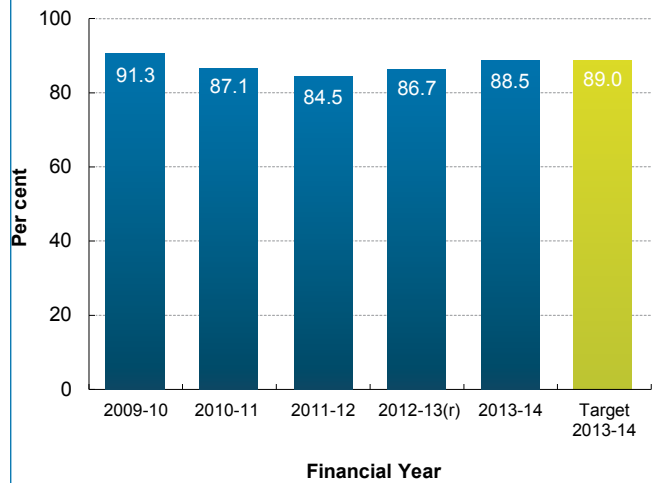
Number of verified and sanctioned offences against property, 2009-10 to 2013-14





# KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

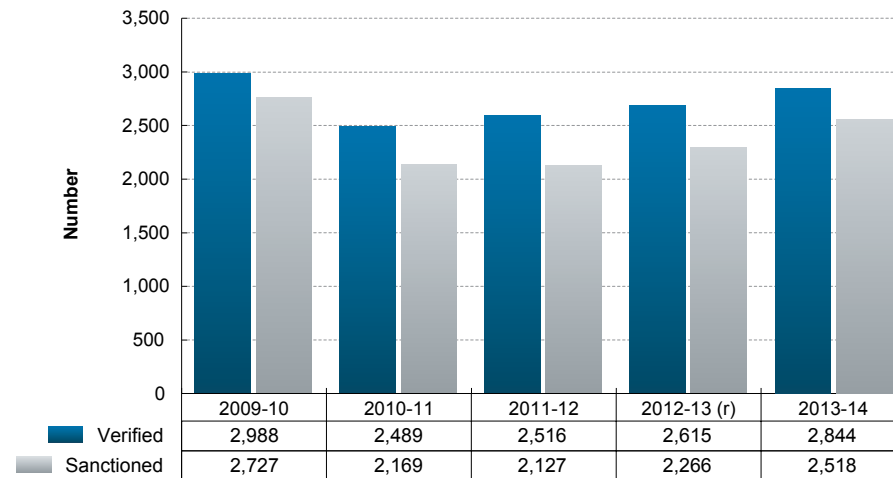
**Indicator 4.3:** Sanction rate for drug trafficking offences, 2009-10 to 2013-14 <sup>(a)(b)(c)(d)(e)(f)(k)</sup>



## ANALYSIS

- The sanction rate improved from 86.7 per cent in 2012-13 to 88.5 per cent in 2013-14.
- This was the result of an 11.1 per cent (252) increase in the number of sanctioned offences (from 2,266 in 2012-13 to 2,518 in 2013-14) and an 8.8 per cent (229) increase in the number of verified offences (from 2,615 in 2012-13 to 2,844 in 2013-14).
- The WA Police did not meet the 2013-14 target of greater than or equal to 89 per cent.

Number of verified and sanctioned drug trafficking offences, 2009-10 to 2013-14





**Notes:**

- (a) This indicator is based on selected verified offences reported to, or becoming known to police and resulting in the submission of an incident report in the FrontLine Incident Management System (IMS). 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 verified offences for a period (e.g. financial year) comprises all verified offences recorded during that period and may include verified offences committed during earlier periods.
- (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 verified offences recorded for a given period. However, a decrease in the number of verified offences recorded for a targeted offence may occur in subsequent periods if the targeting has been successful or a different offence becomes a replacement target.
- (f) Due to the nature and length of investigations, the number of sanctioned offences recorded during a period may include verified offences reported prior to that period.
- (g) 'Offences against the person' include: homicide, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.
- (h) 'Police Orders' provide immediate (but temporary) protection to victims of family and domestic violence until a Violence Restraining Order application can be made in person before a Magistrates Court.
- (i) 'Move On Notices' provide a formal process that enables police to require any person to leave a nominated public place, including vehicles, vessels and aircraft, in order to prevent the likelihood of a breach of the peace or other offences being committed.
- (j) 'Offences against property' include: burglary, motor vehicle theft, theft, arson and property damage. Excluded are 'fraud', 'graffiti' and 'receiving/ illegal use' offences due to reporting, recording and other issues significant enough to artificially effect the number of offences and the sanction rate, 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.
  - 'Receiving/illegal use' offences are usually detected by, rather than reported to, police and therefore the number of offences reflects police activity or initiatives.
- (k) Drug trafficking is the unlawful sale, supply, cultivation or manufacture of a prohibited drug or plant.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

**Source:** WA Police, FrontLine Incident Management System.



## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### OUTCOME 3: LAWFUL ROAD-USER BEHAVIOUR

The WA Police in conjunction with the community and relevant state and national organisations aim 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, including coordinated national policing operations. This agency works in close partnership with the Road Safety Council to promote a range of education programs and awareness campaigns.

The WA 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, failing to wear restraints and unlawful usage of mobile phones. The extent to which this outcome is being achieved is assessed through the effectiveness indicator of traffic law enforcement.

### KEY PERFORMANCE INDICATOR 5 – TRAFFIC LAW ENFORCEMENT

**Indicator 5.1:** Percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit.

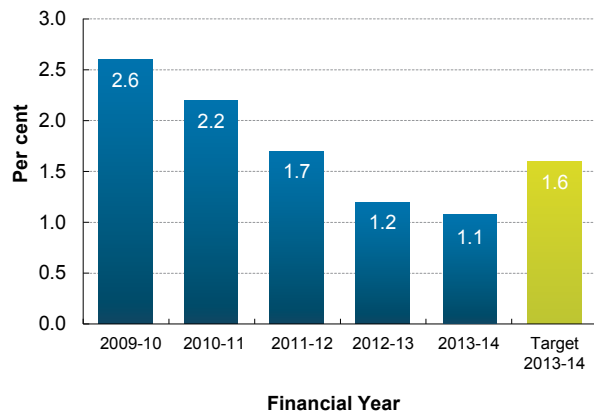
**Indicator 5.2:** Percentage of vehicles monitored for speeding by speed cameras that were found to exceed the lawful speed limit.

Indicators 5.1 and 5.2 reflect the WA Police focus on drink-driving and speeding enforcement as the primary strategy for achieving this outcome. The effectiveness of traffic enforcement can be improved through proactive targeting of locations and at times when there is a greater potential for offending. This may result in an increase in the percentage of drivers who were found to exceed the lawful alcohol or speed limits.

While such an increase is considered to be a positive indication of more effective road policing, it may also reflect an overall increase in unlawful behaviour due to population growth and/or cultural changes. Similarly, a decrease in the percentage of offending drivers may indicate that enforcement is having a positive impact on driver behaviour.



**Indicator 5.1:** Percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit, 2009-10 to 2013-14 <sup>(a)</sup>



### ANALYSIS

- The WA Police did not meet the 2013-14 target of greater than or equal to 1.6 per cent.
- The percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit decreased from 2.6 per cent in 2009-10 to 1.1 per cent in 2013-14. This decrease is attributed to a deliberate strategy that balances targeted enforcement with a greater focus on random breath testing in order to raise the public perception of the chances of being stopped 'anywhere, anytime'.
- Since 2009-10, the number of drivers who were found to exceed the lawful alcohol limit decreased by 7,660 or 39.6 per cent (see following table).
- Over 1.1 million breath tests were conducted in both 2012-13 and 2013-14 (see following table).
- Since 2010-11, there has been a decrease in the percentage of drivers in WA who admitted to driving when possibly over the alcohol limit 'rarely' or more often in the previous six months (see following chart).

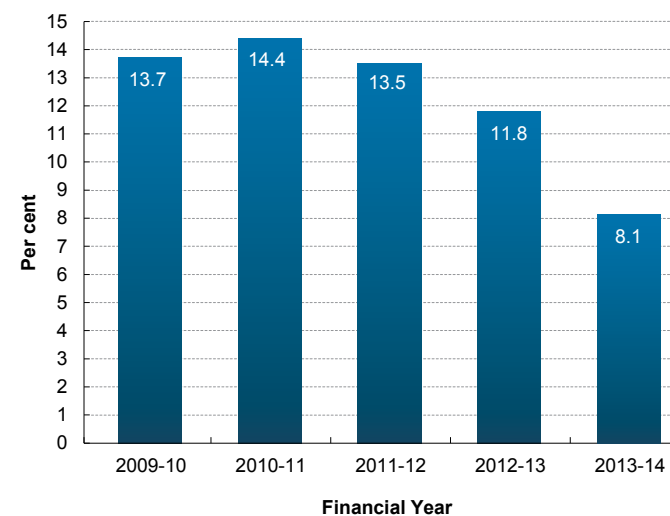


## KEY PERFORMANCE INDICATORS EFFECTIVENESS INDICATORS

### Number of breath tests and drivers who were found to exceed the lawful alcohol limit, 2009-10 to 2013-14

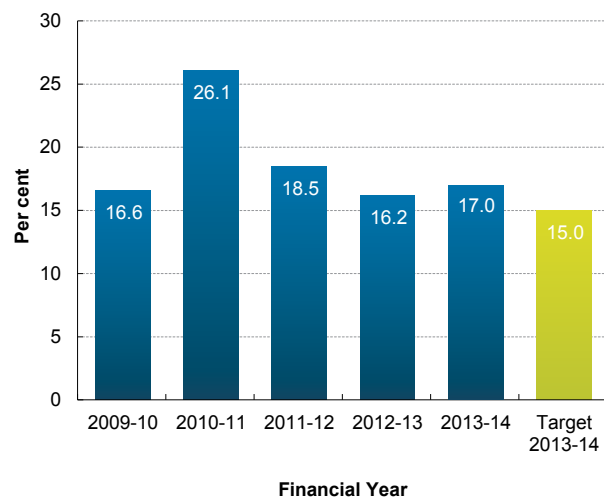
	2009-10	2010-11	2011-12	2012-13 <sup>(a)</sup>	2013-14
Breath tests	753,532	767,226	888,795	1,126,856	1,101,523
Drivers who exceeded the lawful alcohol limit	19,339	17,117	15,217	13,456	11,679

Percentage of drivers who admitted to driving when possibly over the alcohol limit 'rarely' or more often in the previous six months, 2009-10 to 2013-14 <sup>(b)</sup>





**Indicator 5.2:** Percentage of vehicles monitored for speeding by speed cameras that were found to exceed the lawful speed limit, 2009-10 to 2013-14 <sup>(c)</sup>



### ANALYSIS

- The WA Police achieved the 2013-14 target of greater than or equal to 15 per cent.
- The percentage of vehicles monitored for speeding that were found to exceed the lawful speed limit increased from 16.2 per cent in 2012-13 to 17.0 per cent in 2013-14.
- The number of vehicles monitored for speeding decreased by 2.9 per cent (790,919) in 2013-14 compared with 2012-13 (see following table).
- The increase in detection of speeding vehicles in 2010-11 and subsequent reduction in speeding behaviour is attributed to the roll-out of Vitronic PoliScan digital speed cameras.
- The percentage of drivers in WA who admitted to driving more than 10 kilometres per hour above the speed limit 'rarely' or more often in the previous six months has decreased since 2010-11 (see following chart).

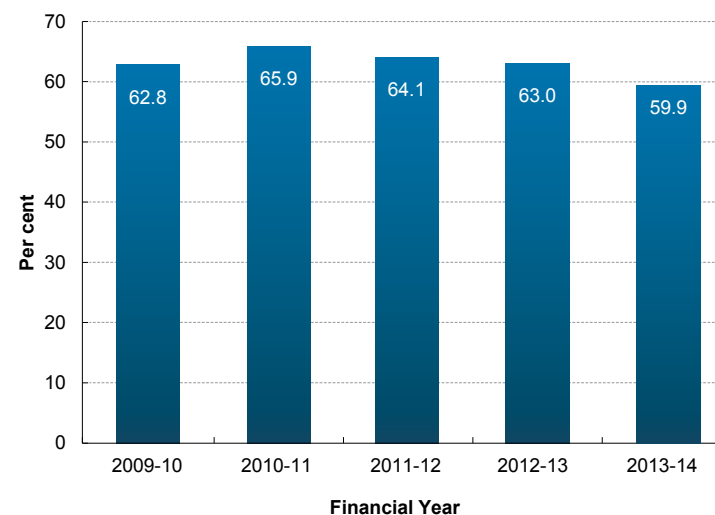
# KEY PERFORMANCE INDICATORS

## EFFECTIVENESS INDICATORS

**Number of vehicles monitored for speeding by speed cameras and the number of those found to exceed the lawful speed limit, 2009-10 to 2013-14 <sup>(c)</sup>**

	2009-10	2010-11	2011-12	2012-13 <sup>(f)</sup>	2013-14
Vehicles monitored	11,272,701	13,756,096	23,076,759	27,219,428	26,428,509
Vehicles exceeding lawful speed limit	1,867,478	3,593,065	4,266,048	4,416,267	4,491,144

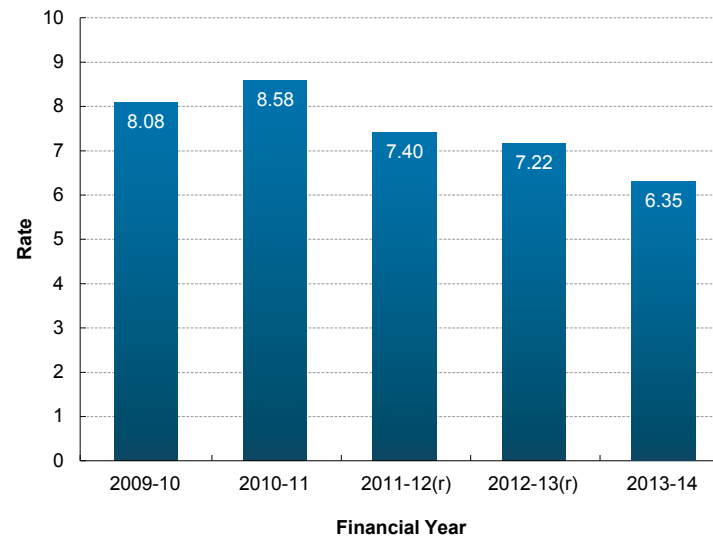
Percentage of drivers in WA who admitted to driving when over the speed limit by 10 kilometres per hour or more 'rarely' or more often in the previous six months, 2009-10 to 2013-14 <sup>(b)</sup>





To reduce road trauma in WA, the WA Police contributes to the 'safe road use' and 'safe speeds' cornerstones of the whole-of-government Towards Zero Road Safety Strategy 2008-2020. Ultimately, the outcome of lawful road-user behaviour should contribute to a reduction in road fatalities and serious injuries. The Police Services chapter of the Report on Government Services includes a section on road safety and uses road fatalities per 100,000 registered vehicles as a performance indicator of the contribution of policing to a reduction in road crashes and related road deaths and hospitalisations. A similar indicator is the rate of road fatalities per 100,000 people which shows that the rate has decreased in WA since 2010-11 (see following chart).

Rate of road fatalities in WA per 100,000 people, 2009-10 to 2013-14



**Notes:**

- (a) Based on the number of drink-driving charges expressed as a percentage of the total number of preliminary breath tests which 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. The number of preliminary breath tests and drink-driving 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.
- (b) The response categories for this survey question are: 'never', 'rarely', 'sometimes', 'most of the time', and 'always'.
- (c) Excludes vehicles monitored for speeding by the new fixed speed and red light cameras and digital hand-held speed cameras. The lawful speed limit is defined as the posted speed limit shown on road signage.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

**Sources:**

WA Police, Image and Infringement Processing System (IIPS).  
 WA Police, Traffic Enforcement and Crash Executive Information System (TEACEIS).  
 National Survey of Community Satisfaction with Policing (unpublished data).  
 Road Deaths Australia June 2014, Bureau of Infrastructure, Transport and Regional Economics.



## KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

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

It is important to note that the nature of policing is highly reactive and with demand for services changing each year, the average cost per hour of providing policing services can vary significantly. Policing activities include dealing with criminal

activities, traffic policing, emergency management and other important activities. Operational focus will affect the annual internal activity surveys (which are used to calculate the cost and hours of services) and the Full-Time Equivalent (FTE) mix which can be influential on the results. Generally the hourly rate will increase in line with employee pay rate movements and other cost increases, but changes in work practices or streamlining of processes can also impact.

The Key Efficiency Indicators for each service are presented in the following charts and show comparative performance over the period 2009-10 to 2013-14 and the target for 2013-14.

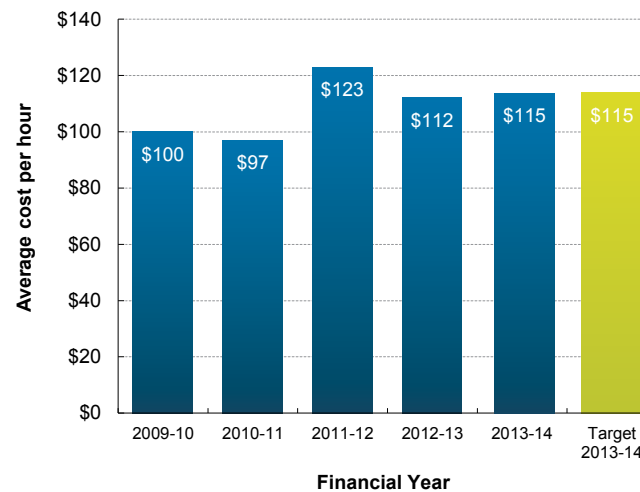
### OUTCOME 1: LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

#### SERVICE 1: INTELLIGENCE AND PROTECTIVE SERVICES

Incorporating 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, prevent and reduce crime. Activities undertaken include:

- using criminal intelligence analysis techniques to develop effective policing strategies;
- 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.

Average cost per hour of providing intelligence and protective services, 2009-10 to 2013-14 <sup>(a)</sup>



Note:

(a) Calculated from internal police activity surveys.

#### ANALYSIS

- In 2013-14, the average cost per hour of providing intelligence and protective services was \$115.
- The 2013-14 target of equal to/less than \$115 was achieved.
- The average cost increase in 2013-14 was mainly due to employee expenses including salary increases.
- The significant increase in average cost in 2011-12 was due to the impact of CHOGM 2011.



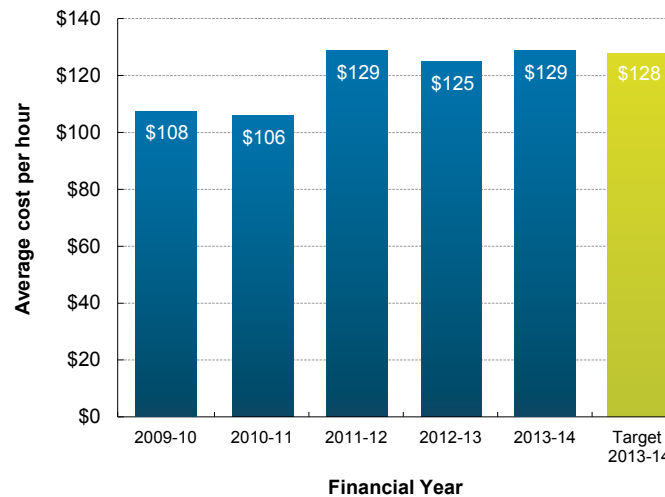
## KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

### 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 service includes:

- liaising with the community, engaging in community education and raising awareness on crime prevention, and providing regulatory services;
- policing public events including planning and debriefings;
- engaging in programs/initiatives aimed at fostering partnerships or improving liaison between WA Police and the community such as the media, schools, local government, community and business groups and government and non-government groups; and
- crime prevention project delivery, policy, research and evaluation.

Average cost per hour of providing crime prevention and public order services, 2009-10 to 2013-14 <sup>(a)</sup>



**Note:**

(a) Calculated from internal police activity surveys.

#### ANALYSIS

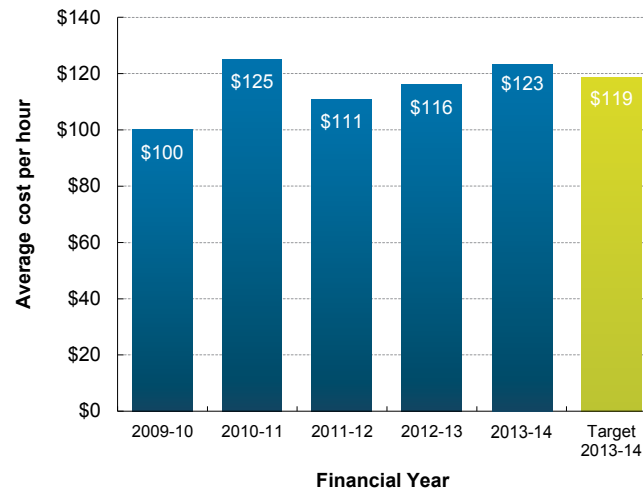
- In 2013-14, the average cost per hour of providing crime prevention and public order services was \$129.
- The 2013-14 target of equal to/less than \$128 was not met.
- In 2013-14, the number of hours decreased at a greater rate than the cost which resulted in an increase in the average cost per hour.
- The significant increase in average cost in 2011-12 was due to the impact of CHOGM 2011.

### 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 enquiries;
- clarifying laws and witnessing official documents;
- compiling missing persons reports; and
- handling Crime Stoppers enquiries.

Average cost per hour of providing community support (non-offence incidents) services, 2009-10 to 2013-14 <sup>(a)</sup>



Note:

(a) Calculated from internal police activity surveys.

#### ANALYSIS

- In 2013-14, the average cost per hour of providing community support (non-offence incidents) services was \$123.
- The 2013-14 target of equal to/less than \$119 was not met.
- The average cost increase in 2013-14 was mainly due to employee expenses including salary increases.
- The significant increase in average cost in 2010-11 was due to an increase in costs and a decrease in hours allocated to this service.



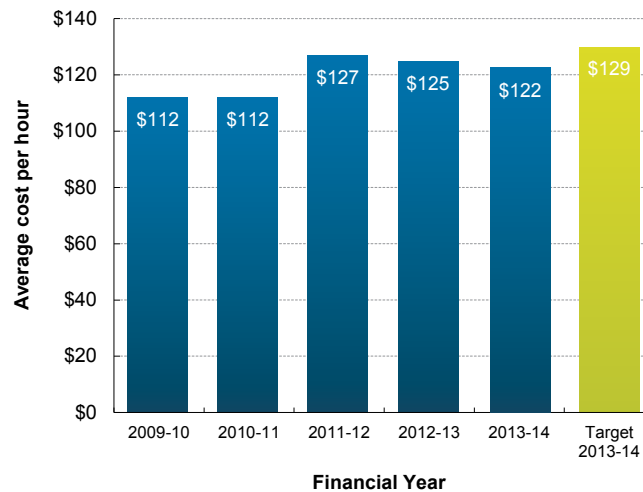
## KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

### 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 emergencies and disasters.

Average cost per hour of emergency management and coordination, 2009-10 to 2013-14 <sup>(a)</sup>



**Note:**

(a) Calculated from internal police activity surveys.

#### ANALYSIS

- In 2013-14, the average cost per hour of providing emergency management and coordination services was \$122.
- The 2013-14 target of equal to/less than \$129 was achieved.
- The significant increase in average cost in 2011-12 was due to the impact of CHOGM 2011.

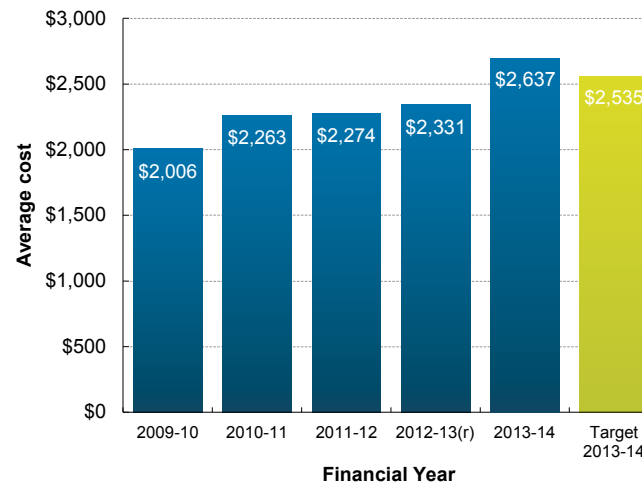
### OUTCOME 2: OFFENDERS APPREHENDED AND DEALT WITH IN ACCORDANCE WITH THE LAW

#### 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.

Average cost per response/ investigation, 2009-10 to 2013-14 <sup>(a)(b)</sup>



**Notes:**

- (a) Calculated from internal police activity surveys.
- (b) The number of responses/investigations is based on the total number of verified offences against the person and property, and drug offences.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

#### ANALYSIS

- In 2013-14, the average cost per response/ investigation was \$2,637.
- The 2013-14 target of equal to/ less than \$2,535 was not met.
- The average cost increase was mainly due to employee expenses including salary increases.



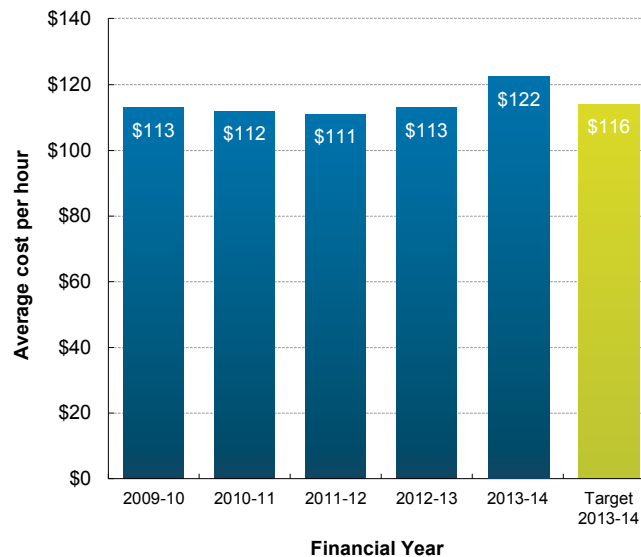
## KEY PERFORMANCE INDICATORS EFFICIENCY INDICATORS

### 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.

Average cost per hour of services to the judicial process, 2009-10 to 2013-14 <sup>(a)</sup>



Note:

(a) Calculated from internal police activity surveys.

#### ANALYSIS

- In 2013-14, the average cost per hour of services to the judicial process was \$122.
- The 2013-14 target of equal to/less than \$116 was not met.
- The average cost increase was mainly due to employee expenses including salary increases.



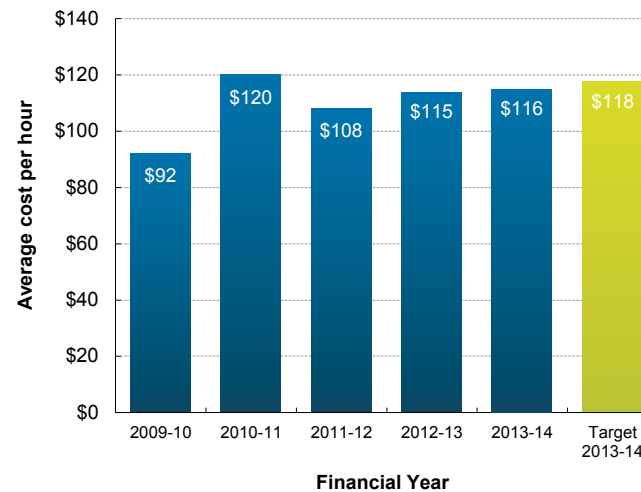
### OUTCOME 3: LAWFUL ROAD-USER BEHAVIOUR

#### 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 and drug tests;
- attending road crashes and conducting investigations and follow up inquiries; and
- providing community education and raising awareness on road safety issues.

Average cost per hour of traffic law enforcement and management, 2009-10 to 2013-14 <sup>(a)</sup>



**Note:**

(a) Calculated from internal police activity surveys.

**Sources:**

Total cost of Service from Schedule of Income and Expenses by Services for the years ending 30 June 2013 and 30 June 2014, respectively.

Operational hours are obtained from the Resource Management Information System and are distributed according to percentages from internal police activity surveys.

#### ANALYSIS

- In 2013-14, the average cost per hour of providing traffic law enforcement and management services was \$116.
- The 2013-14 target of equal to/less than \$118 was achieved.
- The significant increase in average cost in 2010-11 was due to an increase in costs and a decrease in hours allocated to this service.



## KEY PERFORMANCE INDICATORS 2014-15 PERFORMANCE FRAMEWORK

During 2013-14, the WA Police reviewed its Outcome Based Management (OBM) framework. A new framework was developed and subsequently approved by the Minister for Police; Tourism; Road Safety; Women's Interests, and the Department of Treasury.

The new OBM framework will take effect from 1 July 2014. The framework has one outcome "Contribute to community safety and security", three services that are aligned to the organisational structure and a new suite of KPIs that take into account several factors, including the balanced scorecard concept that considers customer; internal process; organisational readiness and financial perspectives.

### NEW KEY EFFECTIVENESS INDICATORS

Customer perspective:

- Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police.
- Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police.

- Rate of offences against property per 100,000 people.
- Rate of offences against the person (excluding domestic violence incidents) per 100,000 people.
- Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days.
- Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences (including drink driving, exceeding the lawful speed limit, careless/ dangerous/ reckless driving, no authority to drive/ unlicensed vehicle, use of mobile phones whilst driving, and non-wearing of seatbelts/ restraints/helmets).
- Percentage of priority 1 & 2 incidents in the metropolitan area responded to within 12 minutes.
- Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes.

Internal process perspective:

- Percentage of offences against the person investigations finalised within 60 days.
- Percentage of offences against property investigations finalised within 30 days.

Organisational readiness perspective:

- Percentage of sworn police officer hours available for frontline policing duties.

### NEW KEY EFFICIENCY INDICATORS

Financial perspective:

- Average cost of metropolitan policing services per person in the Perth metropolitan area.
- Average cost of regional and remote policing services per person in regional WA.
- Average cost of specialist policing services per person in WA.

## ACT OF GRACE PAYMENTS

Requirement under *Treasurer's Instruction 319(5)*

In 2013-14, six Act of Grace applications were received by WA Police. Of those, two were approved and four were denied. In total, \$121,064.41 was expended for Act of Grace payments.

## MAJOR CAPITAL WORKS

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

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

Project	Proposed Year of Completion	Revised ETC May 2013 \$'000	Revised ETC May 2014 \$'000	Variations \$'000	Variation %	Reasons for Variations
<b>Completed Works</b>						
Counter-Terrorism Initiatives						
- CT: Multi Agency Response - Capability / Capacity - NorWest Deployment - Bomb Squad - Safety / Security	2013-14	14,649	14,649	0	0.0%	
Fleet and Equipment Purchases - New and Replacement						
- Major Aircraft New and Replacement Program - Helicopter	2013-14	22,030	22,030	0	0.0%	
Police Facilities						
- Fitzroy Crossing Police Station	2013-14	10,674	10,311	(363)	-3.4%	Estimated surplus returned to Consolidated Account
Information Technology Infrastructure						
- PMRN Expansion and Regional Radio Planning	2013-14	31,272	31,272	0	0.0%	
- ICT - Infrastructure Replacement and Continuity 2010 to 2012	2013-14	13,187	13,187	0	0.0%	
- ICT - Infrastructure Replacement and Continuity 2011 to 2015	2013-14	25,900	25,900	0	0.0%	

## OTHER FINANCIAL DISCLOSURES

### MAJOR CAPITAL WORKS (CONTINUED)

Project	Proposed Year of Completion	Revised ETC May 2013 \$'000	Revised ETC May 2014 \$'000	Variations \$'000	Variation %	Reasons for Variations
<b>Works in Progress</b>						
Fleet and Equipment Purchases - New and Replacement						
- Fleet and Equipment Replacement Program 2012 to 2015	2014-15	30,724	30,724	0	0.0%	
- Speed and Red Light Camera Upgrades	2014-15	24,500	24,500	0	0.0%	
Information Technology Infrastructure						
- Community Safety Network : Regional Radio Network Replacement Program	2016-17	71,086	71,086	0	0.0%	
- ICT - Core Business Systems - Development 2011 to 2015	2015-16	60,000	60,000	0	0.0%	
- ICT - Infrastructure Replacement and Continuity 2013 to 2015	2014-15	54,008	54,008	0	0.0%	
Police Facilities						
- Boost to Police Resources	2016-17	0	67,000	67,000	0.0%	Budget approved in 2013-14 Budget
- Cockburn Central Police Station	2016-17	20,493	20,493	0	0.0%	
- Custodial Facilities Upgrade Program 2012 to 2015	2015-16	10,200	10,200	0	0.0%	
- Perth Police Complex	2014-15	93,270	93,270	0	0.0%	
- Police Facilities Major Refurbishment Program	2014-15	16,392	16,392	0	0.0%	
- West Metropolitan District Accommodation Upgrade	2014-15	11,750	11,750	0	0.0%	
- Western Suburbs Police Station	2020-21	27,408	27,408	0	0.0%	
<b>New Works</b>						
Fleet and Equipment Purchases - New and Replacement						
- Fleet and Equipment Replacement Program 2015 to 2018	2017-18	39,040	33,300	(5,740)	-14.7%	Variance applied to the 2018-2021 program
Information Technology Infrastructure						
- Computer Aided Dispatch System Replacement (CAD)	2016-17	0	20,700	0	0.0%	Budget approved in 2014-15 Budget
Police Facilities						
- Custodial Facilities Upgrade Program 2015 to 2018	2017-18	16,400	12,000	(4,400)	-26.8%	Variance applied to the 2018-2021 program
- Police Station Upgrade Program 2015 to 2018	2017-18	16,400	12,000	(4,400)	-26.8%	Variance applied to the 2018-2021 program

## PRICING POLICIES ON SERVICES

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

WA Police charges for goods and services are rendered on a full or partial cost-recovery basis. These fees and charges were determined in accordance with the Costing and Pricing of Government Services – Guidelines for use by agencies in the WA Public Sector published by the Department of Treasury and the annual instructions to agencies for the preparation of the budget.

The list of fees and charges that applied from 1 July 2013 for services provided during 2013-14 was published in the Government Gazette on 28 June 2013 for Police Fees, Security and Related Activities, Pawnbrokers and Second-hand Dealers and Firearms Fees.

## WORKERS' COMPENSATION CLAIMS (POLICE STAFF) 2012-13 TO 2013-14

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

	2012-13	2013-14
Number of Claims	76	69

## WORKFORCE PLANNING

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

Workforce initiatives undertaken during 2013-14 include:

- Commencement of the Workforce Optimisation Project, a component of Frontline 2020
- Development of a new performance management process to be launched in September 2014
- Addressed recommendations arising from the Office of the Auditor General's report New Recruits in the WA Police
- Launch of a new recruitment advertising campaign and Step Forward website targeting various demographics and diversity groups
- Development of a Police Auxiliary Officer Workforce Model to ensure these officers are able to effectively and efficiently support service delivery needs now and into the future
- Growth in Police Cadet numbers and appointment as Police Auxiliary Officers to allow them to better support frontline policing
- Negotiation of a new Police Auxiliary Officer Industrial Agreement
- Implementation of the Community Officer Project recommendations resulting in the recruitment of Aboriginal Community Relations Officers to identified regional locations to better support service delivery within diverse communities
- Development of a Royalties for Regions funded attraction and retention payment scheme as a financial incentive for transferring to regional locations
- Targeted management of Indigenous and Culturally and Linguistically Diverse Police Officer and Police Cadet applicants
- An overseas recruitment campaign to supplement local recruitment efforts to maintain police numbers
- Continued focus on maintained or improved female application rates for promotion
- Continual review and update of workforce management policies, processes and practices.

## OTHER FINANCIAL DISCLOSURES

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

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

<i>As at 30 June each year</i>	<b>2013</b>	<b>2014</b>
<b>Senior Police</b> <sup>(b)</sup>		
Male	11	9
Female	2	2
<b>Police Officers</b>		
Male	4,686	4,658
Female	1,251	1,264
<b>Police Auxiliary Officers</b> <sup>(c)</sup>		
Male	80	147
Female	65	98
<b>Aboriginal Police Liaison Officers</b>		
Male	10	9
Female	4	2
<b>Total Males</b>	<b>4,787</b>	<b>4,823</b>
<b>Total Females</b>	<b>1,322</b>	<b>1,366</b>
<b>TOTALS</b>	<b>6,109</b>	<b>6,189</b>

**Notes:**

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

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

(c) The increase in Police Auxiliary Officers (PAOs) is a result of positions provided by the Government through the growth program and that Police Cadets be employed as PAOs rather than Police Staff.

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

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

Level	As at 30 June 2013			As at 30 June 2014		
	Male	Female	Total	Male	Female	Total
Group 2	1	0	1	1	0	1
Class 1	3	0	3	3	0	3
Level 9	3	0	3	2	0	2
Specified Calling 8	0	0	0	1	0	1
Specified Calling 5	1	0	1	1	0	1
Level 8	23	11	34	21	11	32
Solicitor 4	4	0	4	4	0	4
Specified Calling 4	1	0	1	2	0	2
Level 7	53	29	82	52	32	84
Specified Calling 3	1	4	5	0	7	7
Level 6/7	0	1	1	0	1	1
Level 6	81	57	138	82	56	138
Specified Calling 2	1	1	2	1	1	2
Level 5	94	113	207	98	117	215
Level 4	105	123	228	102	128	230
Solicitor 1	0	0	0	0	1	1
Level 3 (includes Band Officers)	86	144	230	88	139	227
Level 2	213	557	770	205	538	743
Level 1	47	171	218	43	157	200
Chaplain	2	0	2	2	0	2
Cadets	18	12	30	11	3	14
Wages	29	82	111	38	76	114
<b>TOTALS</b>	<b>766</b>	<b>1,305</b>	<b>2,071</b>	<b>757</b>	<b>1,267</b>	<b>2,024</b>
Children's Crossing Guards employed by the WA Police <sup>(c)</sup>			571			536

### Notes:

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

(b) Police staff includes Public Servants and Wages employees, but does not include Crossing Guards.

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

## GOVERNANCE DISCLOSURES

### INTEREST IN OR BENEFITS FROM CONTRACTS

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

WA Police operates a system that requires senior officers to declare confidentiality and interest in respect to any existing or proposed contracts. There are no known cases of conflicts of interest in 2013-14.

### MINISTERIAL DIRECTIVES

Requirement under Treasurer's Instruction 903, s12

No Ministerial directives were received during 2013-14.

### ADVERTISING

Requirement under the *Electoral Act 1907*, s175ZE

Organisation	Purpose	Amount
<b>Adcorp Australia</b>	<b>Advertising, Marketing and Creative Media Provider</b>	
	Human Resources - Recruitment	\$16,789.02
	Vehicle Impoundment/Disposals	\$114,247.71
	eWatch Campaign	\$1,779.75
	Firearms Regional Radio	\$2,348.50
	Recruitment Campaign (Recruits, Auxiliary and Cadets)	\$171,266.31
	Firearms Amnesty Campaign	\$17,227.50
	Community Forums	\$1,699.38
	State Graffiti Fund Round	\$2,291.83
<b>Carat Australia Media Services</b>	<b>Media Services Suppliers</b>	
	eWatch Campaign	\$1,738.45
	Firearms Regional Radio	\$1,418.58
	Recruitment Campaign (Recruits, Auxiliary and Cadets)	\$1,497,571.70
	Firearms Amnesty Campaign	\$44,279.28
<b>Mitchell &amp; Partners Australia</b>	Phone in a Bikie Campaign	\$38,184.37
	Firearms Regional Radio	\$2,396.29
	Recruitment Campaign (Recruits, Auxiliary and Cadets)	\$540.66
<b>Adstream Australia</b>	Recruitment Campaign (Recruits, Auxiliary and Cadets)	\$33.00
<b>Broome Advertiser</b>	Community Forums	\$346.36
<b>Total</b>		<b>\$1,914,158.69</b>



## COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

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

In the administration of the WA 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 on the WA Police Intranet site and provided during staff induction. Awareness of the Standards is maintained through articles in the weekly electronic newsletter.

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

The Public Sector Commissioner did not undertake any investigations in accordance with the *Public Sector Management Act 1994* or any compliance audits.

The number of applications made for breach of standards reviews and the corresponding outcomes for the reporting period are detailed in the following table.

### Breach of Standard Applications 2013-14

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

### Complaints Regarding Compliance with the Code of Ethics and Agency Code of Conduct 2013-14

Number lodged	85
Number of breaches found	26
Number still under review	12



KARL J O'CALLAGHAN APM  
Commissioner of Police  
26 September 2014



## OTHER LEGAL REQUIREMENTS

### DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

Requirement under the *Disability Services Act 1993, s29*

In 2013, WA Police developed the Disability Access and Inclusion Plan (DAIP) 2013-2017. The DAIP now includes Outcome 7, regarding employment for people with disability, as well as a number of innovative strategies designed to increase access and inclusion for people with disability.

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

An update of content on the disability sections of the WA Police Internet and Intranet pages was completed offering users options for alternative formats, which are available upon request.

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

An inclusion to WA Police Disability Services Policy and Guidelines now requires all business areas planning a public event to undertake an accessible events checklist.

**Outcome 3:** People with disability receive information from WA Police in a format that will enable them to access the information.

The WA Police style manual has been reviewed and amended to ensure it is up to date with requirements for creating accessible documents.

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

- The Disability Services Policy has been updated to include new guidelines to provide further information to officers and staff regarding disability
- The WA Police website now has a quick link to the DAIP
- The DAIP is regularly promoted in the internal newsletter and on the WA Police Intranet site
- DAIP Coordination Group meetings are held on a bi-monthly basis. Progress of the DAIP is then reported to the Corporate Governance Group for Diversity Management
- Advice has been provided to the Perth Watch House to update standard operating procedures for people with a disability

- The online Equal Opportunity and Bullying training package was reviewed and updated to include the DAIP (training is compulsory for all police officers and staff and is to be completed every three years)
- The DAIP and Disability Services Policy and Guidelines were placed on the Australian Human Rights Commission national database of programs and services that assist people with disability in the criminal justice system.

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

A review of the complaints mechanisms within the agency was undertaken.

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

- Comprehensive consultation strategy was created and implemented for the development of the DAIP
- Consultation is taking place with the WA Deaf Society for the provision of signage promoting the use of Auslan interpreters in all WA Police customer service areas.

**Outcome 7:** People with Disability have the same opportunities as other people to obtain and maintain employment at WA Police.<sup>(a)</sup>

A review of how police staff positions of employment are advertised was completed and the following amendments made:

- Selection Panel Guidelines – Interviewing People with Disability – reference is made to reasonable adjustments for people with disability and any specific requirements they have, e.g. parking and accessible information
- Job Application Package – reference is made to reasonable adjustments when employing a person with a disability
- Induction Policy and supporting information now refer to reasonable adjustments
- Equal Opportunity and Bullying Awareness Training now refer to reasonable adjustments.

**Notes:**

(a) WA Police applies Section 66(q) of the *Equal Opportunity Act 1984* in relation to employing people with disability to police officer positions.

## PAWNBROKERS AND SECOND-HAND DEALERS

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

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

- There were 169 audits conducted on licensed second-hand dealers and pawnbrokers during 2013-14
- These audits identified 112 breaches of licence requirements from 47 premises
- Of the 112 breaches, there were four summons, 21 infringements under the *Pawnbrokers and Second-hand Dealers Act 1994* and 53 verbal cautions issued
- Compliance audits are ongoing.

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

- Currently there are 104 licensed pawnbrokers and second-hand dealers in WA
- The introduction of the new three tier licence system on 1 July 2013 has reduced the number of smaller operators terminating or letting their licences lapse

- National retail organisations are considering obtaining second-hand dealer licences in order to facilitate exchange on second-hand goods, such as mobile phones and other small electrical communications devices for store credit and gift vouchers. One retailer has recently licensed 12 stores
- Some telecommunication companies are accepting traded-in mobile phones for new phones utilising the new-for-old exemptions provision within the pawnbrokers and second-hand dealers regulations
- During the year a police operation discovered that several second-hand dealers were buying gold jewellery items and exchanging the jewellery for cash
  - No record was made of the transactions
  - The customer's name was not requested
  - Police were not notified of the transaction
  - The goods were not labelled or kept at the store for the required minimum 14 days
  - This operation identified 38 licence breaches at two premises.



## OTHER LEGAL REQUIREMENTS

### RECORDKEEPING PLANS

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

**Whether the efficiency and effectiveness of the agency's recordkeeping systems has been evaluated or alternatively when such an evaluation is proposed.**

The upgrade to the agency's recordkeeping system continued during 2013-14 to support future projects and initiatives as outlined in the new WA Police Information Management Strategy.

Improved information management service delivery outcomes were derived through the agency's Service Definition and Resource Model. The recordkeeping system is aligned with the agency's Record Keeping Plan, and the Retention and Disposal Schedule. The agency continues to monitor the validity of the existing systems to ensure compliance with contemporary records management protocols.

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

- The Customer Service Officer First Contact course now includes a dedicated records management course. Recordkeeping training programs delivered are: Introduction to Records Management in WA Police; Objective (Electronic Document Records Management System); and Introduction to Archiving in WA Police
- Records management awareness and system training are undertaken upon request
- Online policy and guidelines are available on the WA Police Intranet site, including links to the State Records Office and associated sites.

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

The 2014 Recordkeeping Training Program was developed on a need for the Records Management Centre (RMC) to re-engage with a back-to-basics records management training program and renew its records management procedures.

The preliminary results are that the training program needs to increase awareness in the records management beginner domain. Moving on from this baseline the RMC is developing intermediate (working) and advanced (administration) levels of training needed to encourage effectiveness and innovation in records management.

**Assurance that the agency's induction program addresses employee roles and responsibilities in regard to their compliance with the agency's recordkeeping plan**

While the new training approach to basic records management skills is proving beneficial, recordkeeping awareness is compulsory under WA Police staff induction programs, with compliance assessed through the agency's risk mitigation framework.

## OCCUPATIONAL SAFETY AND HEALTH

Requirement under Public Sector Commissioner's Circular 2012-05: Code of Practice: Occupational, Safety and Health in the Western Australian Public Sector

### **A statement of the agency's commitment to OSH and injury management with an emphasis on Executive commitment**

The WA Police is dedicated to its Occupational Safety and Health (OSH) Commitments. The OSH Policy statement is to enhance the quality of life and well-being of our workforce and contractors, through minimising the risk of injury and illness and the promotion of health initiatives.

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

Executive commitment to safety and health is further demonstrated through district/division/directorate safety meetings, annual policy reviews, introduction of new policies, championing of new safety initiatives, ongoing funding and budgetary support. The implementation of new training programs and the acquisition of new or improved equipment/resources has enhanced the agency's safety culture and confirmed a commitment to employee safety by providing a safer working environment.

### **A description of the formal mechanism for consultation with employees on safety and health matters**

The Corporate OSH Steering Committee meets bi-monthly and includes safety representatives, union representation and senior management from operational and non-operational areas. The Committee's role is to monitor and review the agency's OSH Safety Management System.

Identified hazards and work related incidents/injuries are reported in the OSH Incident Reporting System. This system electronically records the type and nature of the incident and through the automated e-mail system, advises the local safety representative and manager, OSH Branch and Health and Welfare Branch to the existence of

an incident. The system allows the recording of the safety representative's investigation and the managers' control measures and resolution, and for the incident to be monitored and reviewed. Throughout the process, the employee is kept informed of the status of their report through the automated email process and through personal interaction.

The reporting system is supported by the WA Police OSH issue resolution framework and policy. The framework is a pictorial diagram articulating the processes and the pathway by which all incidents are managed. The framework supports those incidents which can be readily resolved by the local manager or escalated for resolution. Where corporate strategies, procedures and/or financial considerations are required, the incident can be escalated to Corporate OSH Steering Committee for action.



## GOVERNMENT POLICY REQUIREMENTS

### **A statement of compliance with injury management requirements of the *Workers' Compensation and Injury Management Act 1981* including the development of return to work plans**

The WA Police Health and Welfare Services Vocational Rehabilitation Unit (VR Unit) is an accredited in-house workplace rehabilitation provider with WorkCover WA. It is committed to delivering a quality service as governed by workers' compensation legislation. Accountability is measured by the expediency of dealing with referred claims (early interventions), online reporting on the WorkCover Internet site and aims of returning injured workers to work with the same employer, along with other criteria.

WA Police supports and promotes the psychological and spiritual health, safety and wellbeing of agency employees through the provision of professional advice, services and programs. The VR Unit provides consultation and case management for work related injuries and illnesses according to the principles set out under the mentioned Act and the Workers' Compensation Code of Practice (Injury Management) 2005.

The VR Unit plays a critical role in assisting line managers by helping facilitate the return of ill and injured employees back into the workplace, and coordinates the management of all return to work programs, including liaison with the ill/injured employee, management and the treating medical practitioners.

There is an expectation that an employee will utilise the maximum mental and physical abilities that they are capable of in their efforts to return to the workplace following illness or injury. The vocational rehabilitation consultants are particularly effective if they are engaged early in the process as it has been found that generally the longer employees remain away from the workplace the more difficult it is for them to return.

### **A statement confirming that an assessment of the OSH management system has been completed (within the past five years or sooner depending on the risk profile of the agency) using a recognised assessment tool and reporting the percentage of agreed actions completed**

In June 2013, WA Police commissioned an external audit of the existing safety management system and received certification against AS4801 and ISO18000.

## Report against performance targets

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

	Target	2011-12 <sup>(a)</sup>	2013-14 <sup>(a)</sup>	Performance against 2013-14 targets
Number of fatalities	0	0	0	Achieved
Lost time injury/disease incident rate	10% reduction on comparison year (2011-12)	1.78	2.20	Not achieved
Lost time injury/disease severity rate	10% reduction on comparison year (2011-12)	4.86	4.21	Achieved
Percentage of injured workers returned to work:				
(i) within 13 weeks	Greater than or equal to 80%	89%	97%	Achieved
(ii) within 26 weeks	Greater than or equal to 80%	92%	98%	Achieved
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than or equal to 80%	72%	48% <sup>(b)</sup>	Not Achieved <sup>(c)</sup>

### Notes:

(a) This is a three-year trend and as such the comparison year is to be two years prior to 2013-14, i.e. 2011-12.

(b) These statistics include all employees (including acting / relieving) who hold the rank of sergeant or level 6 and above.

(c) Previous reporting was against managers only however this has now changed to include supervisors. Although not achieved against the three year period, WA Police has trained in excess of 83% of OIC/managers and supervisors in OSH and Injury Management since 2009.



## GOVERNMENT POLICY REQUIREMENTS

### SUBSTANTIVE EQUALITY

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

The following progress has been made in relation to substantive equality in 2013-14:

- The Corporate Governance Group for Diversity Management (CGGDM) continued its strategic role in the implementation of substantive equality within WA Police, providing leadership on diversity matters
- A gap analysis was undertaken to highlight areas for improvement regarding the implementation of substantive equality to support continuous improvement and integration into corporate frameworks
- A screening process for new policies and initiatives is in place
- Ensuring the sustainability of the substantive equality policy, systems and processes through the development and implementation of training has commenced

- Continued focus on delivering substantive equality requirements through the review of recruitment and retention.

The CGGDM provides strategic direction on substantive equality and diversity matters. The mix of senior management representation ensures across agency awareness and opportunity for efficient analysis and decision-making momentum to facilitate effective implementation.

Strategies addressing substantive equality continue to be highlighted in business processes, and practical guidance is available on the WA Police Intranet site. Measures are in place to ensure all policy, project or program development work is considered within the framework of substantive equality across the agency, with the use of the Equity Impact Assessment Guidelines and Checklist.

As an initiative endorsed by the CGGDM, a working group was established to review and develop sustainable training programs targeting substantive equality and diversity. The needs of recruits, officers in-service and police staff are being considered.

The substantive equality assessment on employment (recruitment and retention), agreed to by the Commissioner of Police and the Equal Opportunity Commissioner, is in progress. It is linked with significant reform taking place on all recruitment and retention policies and procedures.





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