

# WESTERN AUSTRALIA POLICE FORCE

ANNUAL REPORT 2018



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## STATEMENT OF COMPLIANCE

Hon. Michelle Roberts MLA  
Minister for Police; Road Safety

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 Force for the year ending 30 June 2018.

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



CHRIS DAWSON APM  
COMMISSIONER OF POLICE

13 SEPTEMBER 2018

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# COMMISSIONER'S FOREWORD



It is a great privilege to present my first annual report as Commissioner of Police. Returning to the Western Australia Police Force has given me the opportunity to

drive my shared passion alongside my colleagues in serving the community to the very best of our ability.

As Commissioner, I am dedicated to achieving the vision of this agency of being an exceptional, trusted and valued police force for the community. In order to achieve this vision, with the support of the State Government and the senior executive, I have made a number of changes to improve our capabilities. My first action was to return the agency to being known as the Western Australia Police Force. This change aligns the agency with the *Police Act 1892*, and reflects my view that as a police force, it is our duty to enforce the law and be unrelenting in pursuing those who break the law.

In December 2017, following an independent review of the agency, I announced a number of changes to be implemented. One significant change was to the structure of the WA Police

Force moving from four to eight metropolitan districts, increasing the districts in Western Australia to 15, and creating a centralised State Operations Command Centre. The new structure is designed to better meet the demands of our community and optimise police resources, responding to crime and managing emergencies or events.

I have established new portfolios of Capability and Coordination, People Capability and the State Intelligence and Command Portfolio. These new portfolios will ensure our people have the right leaders, skills, knowledge, facilities, systems and processes to provide an agile and robust response to crime and to enhance community safety.

The WA Police Force undertakes strategic planning to ensure that policing services are delivered to the highest standard and can adapt to the changing needs of the community. The Western Australia Police Force Strategic Direction was launched in April 2018 and outlines the three pillars of policing – enforce the law, prevent crime, and manage and coordinate emergencies. Most importantly, the Strategic Direction resets the WA Police Force core values to duty, teamwork, integrity and care.

The agency invests significant effort into the recruitment, retention and development of a diverse workforce representative of the WA population, and is committed to

a positive and inclusive culture, with high ethical standards. The Aboriginal Cadet Program has been integral in increasing Indigenous representation in the WA Police Force and is helping bridge gaps between the police and Aboriginal communities. I am very confident that further recruitment of Aboriginal cadets, and their transition to sworn status, will continue to improve our relationships with Aboriginal communities.

Consistent with the State Government priority and broad community concern, I am very passionate about addressing the over representation of Aboriginal people in the justice system. A key focus for the WA Police Force will be working across Government with the strong objective to divert more young people away from the criminal justice system. We are building stronger partnerships with other agencies through forums such as the Justice Planning and Reform Committee, which has been successful in delivering improved forensic and allied capabilities.

Over \$1.6 million of ministerially endorsed community grants are supporting locally driven community safety and crime prevention projects throughout the State. This funding is supporting programs to reduce youth offending, reduce Aboriginal offending and victimisation, prevent family violence, promote drug and alcohol awareness, and increase community safety. The funding provided to community



organisations such as PCYC, Whitelion Youth Agency, Save the Children Australia, the Breakaway Aboriginal Corporation and the Armadale Youth Intervention Partnership Project are valued and effective in implementing youth diversionary programs for young people. I share with our Minister, the Hon. Michelle Roberts MLA, a passion for supporting strong and more effective crime prevention programs.

When I look back at what the WA Police Force has achieved since I commenced as Commissioner, it gives me a great sense of satisfaction that we are performing well and continue to enhance our capabilities. One of the most significant success stories is the largest seizure in Australian history, 1,296 tonnes of methamphetamine in Geraldton in December 2017, with a street value of \$1.04 billion. This drug seizure and apprehension of six males is a powerful example of the success that can be achieved through collaboration with other law enforcement agencies.

On 1 July 2017, the Road Safety Commission became administratively attached to the WA Police Force through the machinery of Government changes. This allows for improved collaboration for increasing road safety, enforcing road traffic and delivering road safety policy, strategies and community education to meet the objectives of the Government's Towards Zero road safety strategy for 2008-2020.

I would like to welcome Mr Frank Pasquale who was appointed as Executive Director on 1 June 2018. Mr Pasquale brings a wealth of knowledge and skill to lead our Corporate Services, having spent the last ten years in a similar role at the Department of Fire and Emergency Services. Other new senior appointments include Assistant Commissioner Col Blanch (State Intelligence and Command), Mr Andrew Cann (Chief Information Officer), and Mr Howard Gretton who heads the Media and Corporate Communications Directorate. The appointment of these externally recruited senior executives injects fresh, experienced business acumen and adds value to our already credentialed senior executive team.

I am pleased to report that the WA Police Force has achieved a balanced budget and is working hard in contributing to the State Government's intent to deliver effective services within a tight fiscal environment.

In the year ahead, we will aim to improve police services through the provision of a Digital Policing Program, equipping officers with improved body armour and body worn cameras. We are actively working with the State Government to explore opportunities to recognise police officers medically retired due to a work related illness or injury under Section 8 (Loss of Confidence) provision of the Police Act 1892, and towards the design

and development of a long awaited, contemporary Workers' Compensation model for police officers.

Finally, I would like to take this opportunity to express my appreciation for the professionalism and dedication of my entire workforce. Whilst I appreciate that the WA Police Force faces many challenges and some of our goals are ambitious, I am confident that we will continue to increase our capabilities and become an exceptional police force for our community.



**Chris Dawson APM**  
Commissioner of Police



# EXECUTIVE SUMMARY

The WA Police Force exists to provide trusted and valued policing services for all Western Australians. Our vision is to be an exceptional Police Force for our community.

The agency is responsible for serving the world's largest single police jurisdiction covering 2.5 million square kilometres, with a structure comprising two regions, 15 districts and more than 200 police facilities.

We are committed to enhancing the quality of life and wellbeing of all people throughout WA. We will:

- Uphold our **duty** to the community, building confidence and trust
- Promote **teamwork** and value the contribution of all
- Demonstrate **integrity** at all times across the organisation and in the community
- Act with **care**, recognising the impact we have on others.

We acknowledge the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present. We also recognise Aboriginal people's current and emerging leaders' contribution to this country and to the WA Police Force, as we work together from a shared past to a united future. We will continue to build strong partnerships with

Aboriginal and other diverse communities to better understand culture and address the issues and impediments they face in today's environment.

We will continue to face significant challenges now and in the future and remain committed to providing robust defensible policing services underpinned by three policing pillars:

- Enforce the Law
- Prevent Crime
- Manage and Coordinate Emergencies.

The key priorities are to:

- Contribute to preventing and combatting family violence
- Disrupt organised crime networks in WA and reduce the supply of illicit drugs with a focus on meth
- Reduce youth offending
- Reduce Aboriginal offending and victimisation
- Enforce traffic laws and support road safety initiatives
- Provide critical incident management, emergency prevention and preparedness.

The new strategic direction and key priorities will allow the WA Police Force to effectively deliver on key focus areas introduced by the Commissioner of Police, Chris Dawson APM. Significant structural

changes have also been implemented to support the delivery of policing activities.

## METROPOLITAN RESTRUCTURE

The agency has increased the number of districts to 15 with the creation of four additional districts in the metropolitan area. Further measures will be implemented in the coming months to deliver a new Central Regional Operations Group at Warwick and changes to the State Operations Control Centre structure. Changes to date have resulted in significant benefits for the agency and the community, including a larger police presence in entertainment precincts, a focus on servicing local community needs, increased capacity of Family Violence Teams and support to all 15 policing districts across the state. We will continue to be adaptable to the changing needs of our community and improve our services in line with the needs of the people of Western Australia and our visitors.

The Commissioner of Police recently approved the roll-out of body-worn cameras, an initiative currently under a proposed Digital Policing Program of Works. The program presents opportunities to deliver mobility initiatives in a long-term phased approach that includes real-time mobile tasking, enhanced search tools, system consolidation, self-service options and advanced biometrics, all of which will improve efficiency and effectiveness.

## REDUCE ABORIGINAL OFFENDING AND VICTIMISATION

Aboriginal prisoners represented 37 per cent of the WA adult prisoner population, despite accounting for 2.4 per cent of the total Western Australian population. Alcohol and illicit drugs are identified as drivers of criminality and offending in regional communities where Aboriginal people, particularly women, are significantly represented as victims of violence.

The WA Police Force is dedicated to playing our part in achieving better results for Aboriginal and Torres Strait Islander Australians. We are implementing initiatives and engaging with Aboriginal communities to build better relationships and work together to address issues and remove barriers to improve the lives of all people within our community.

The Aboriginal Cadet Program has welcomed 45 new cadets and we will continue to recruit and deploy more Aboriginal police officers to better reflect the community we serve. In the next 12 months, the agency will develop a WA Police Force Aboriginal Policing Strategy. We will leverage opportunities, partnerships and funding to support Aboriginal programs and continue to design and develop interventions and initiatives to reduce the supply and consumption of alcohol and drugs in Aboriginal communities.



Commissioned artwork of the 2018 Australasian Police & Emergency Services Games, titled "Mandjoogoordap", meaning 'meeting place of the heart' by Bradley Kickett (2018)

## CONTRIBUTE TO PREVENTING AND COMBATTING FAMILY VIOLENCE

Family violence refers to violence or a threat of violence, by a person to a family member of the person or any other behaviour that coerces, controls or causes fear. There has been a 50 per

cent increase in family violence incident reports from 2009-10 to 2016-17, with over representation in Aboriginal communities. Substance abuse is a contributing factor and there is a strong link between family violence and youth offending.

The WA Police Force plays a key role in the delivery of the Government's Stopping Family and Domestic Violence strategy.

The agency has implemented specialist family violence units and will continue to develop capability, practices and standards. We will work in partnership with communities and stakeholders to address identified issues.

## DISRUPT ORGANISED CRIME NETWORKS AND REDUCE THE SUPPLY OF ILLICIT DRUGS WITH A FOCUS ON METHAMPHETAMINE

It is widely recognised that illicit drugs, particularly amphetamines such as meth causes disproportionate community harm. The emergence of methamphetamine (meth) is putting enormous stress on families and the community as a whole including services such as policing and health.

The Government's Methamphetamine Action Plan has enabled the WA Police Force to strengthen its enforcement capabilities by funding dedicated resources to disrupt the supply chain and alleviate the harm caused.



A Meth Taskforce was established in June 2017. As at April 2018, the Taskforce had deconstructed 15 clandestine drug laboratories and seized 80.5kg of meth, contributing to the total of 1.56 tonnes of meth seizures in the year.

The WA Police Force will develop a WA Police Force Drug Strategy and continue to target criminal networks and implement initiatives to further reduce meth related harm in the community.



## REDUCE YOUTH OFFENDING

There is a strong link between youth offending and adverse home circumstances such as exposure to family violence, alcohol/drug use and crime for our youth under 18 years of age. Foetal Alcohol Syndrome is considered a prominent contributing factor to youth crime, incarceration of youth and suicides.

We intend to enhance our capability to influence youth at risk by developing methodologies to enable early identification and referral of youth at risk of continued offending. We will continue to strengthen partnerships and leverage opportunities to support programs and improve the lives of our youth, including through the Target 120 initiative.

## ENFORCEMENT OF TRAFFIC LAWS AND ROAD SAFETY INITIATIVES

Western Australia has more road crash fatalities per capita than the national fatality rate. Approximately 30 per cent of crashes causing death or serious injury are attributed to risk taking behaviour, whilst 70 per cent are caused by human error or momentary inattention.

The WA Police Force is striving to reduce the road toll by continuing enforcement to deter speeding and decrease the prevalence of mobile phone use whilst driving, as well as driving under the influence of drugs or alcohol. We will maintain focus on causal factors of road trauma, particularly in Regional WA and achieve random breath and drug sampling targets.

## ENFORCE CRITICAL INCIDENT MANAGEMENT, EMERGENCY PREVENTION AND PREPAREDNESS

There have been five classified onshore terrorist attacks and 14 counter-terrorism disruptions since September 2014 in the eastern states. The National Terrorism Threat for Australia remains at 'probable'. Numerous incidents, both on domestic and international fronts, involve lone wolf, simple attack methodologies and although not all incidents are attributable to ideological extremism, they are expected to increase.

The WA Police Force will continue to build and foster a culture of security whilst developing and enhancing collaborative relationships with partner agencies. We will strengthen community engagement and improve our capability and capacity to respond to threats and incidents.

Amendments to the *Terrorism (Extraordinary) Powers Act 2015* increased police powers to respond to terrorist incidents.





# OVERVIEW OF THE AGENCY

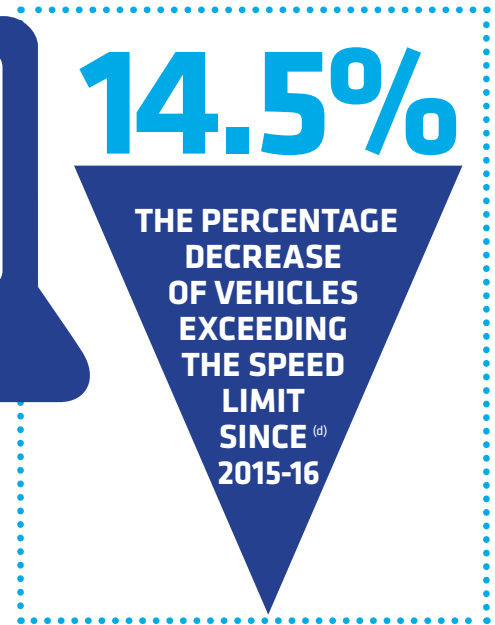


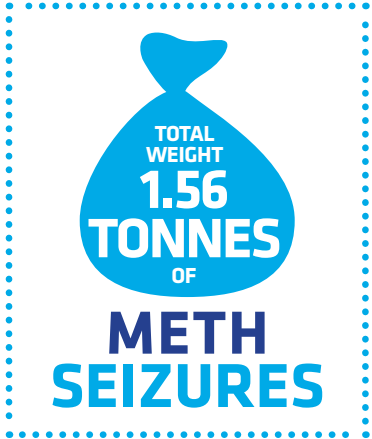
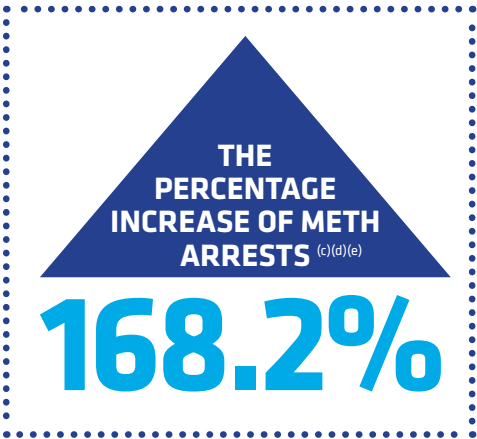
# AGENCY AT A GLANCE

OVERVIEW OF THE AGENCY



**2 POLICING OUTCOMES:**  
**CONTRIBUTE**  
**TO COMMUNITY SAFETY & SECURITY**  
**AND**  
**TO IMPROVE COORDINATION & COMMUNITY AWARENESS OF ROAD SAFETY IN WESTERN AUSTRALIA**





**Notes:**

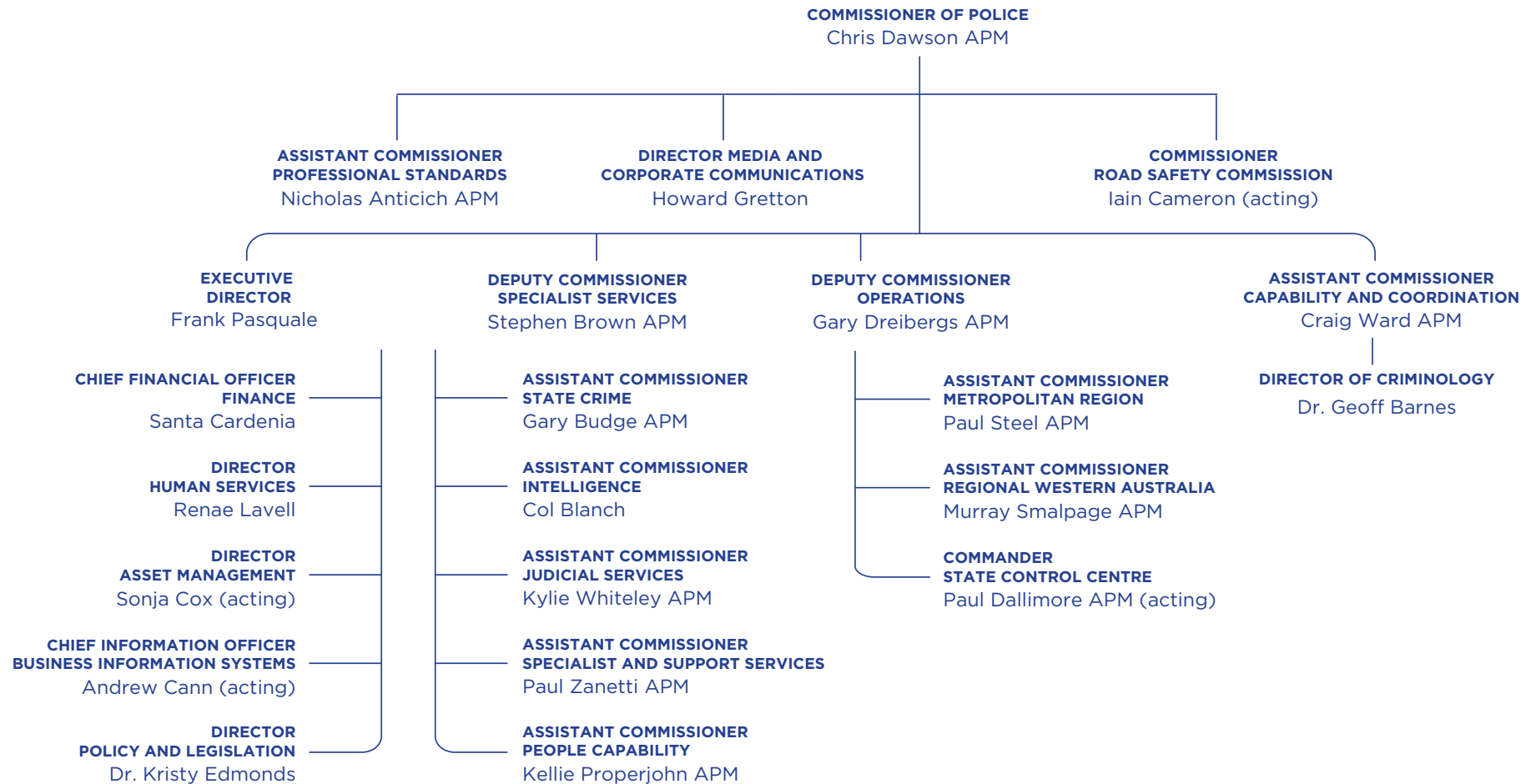
- (a) Personnel figures are based on headcount, which includes employees on leave without pay, as at 30 June 2018 (not full-time equivalent (FTE) staff).
- (b) Police Staff includes Public Service Officers and Wages employees, but does not include Crossing Guards.
- (c) Refers to the difference between the periods of 01-07-2013 to 30-06-2014 and 01-07-2017 to 30-06-2018.
- (d) Figures are provisional and subject to revision
- (e) Methamphetamine arrest is determined based on the offence description in the Prosecution application containing the text "methamphetamine" or "methylamphetamine". Offence descriptions which are drug related/unspecific are not represented in this figure.
- (f) A youth offender is determined based on the offenders age at the time of the offence being between 10 to 17 years old inclusive.



# ORGANISATIONAL STRUCTURE

As at 30 June 2018

OVERVIEW OF THE AGENCY



**Note:** The organisational chart reports substantive appointments and where a position is vacant, the individual acting in the role at 30 June 2018.



# ENABLING LEGISLATION

The Police Department was established under the provisions of the *Public Service Act 1904* on 16 December 1964. 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 Force (WA Police Force). The WA Police Force / Road Safety Commission administer 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*
- *Graffiti Vandalism Act 2016*
- *Mandatory Testing (Infectious Diseases) Act 2014*
- *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*
- *Road Safety Council Act 2002*
- *Road Traffic Act 1974*
- *Security and Related Activities (Control) Act 1996*
- *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. Michelle Roberts, MLA, Minister for Police; Road Safety



## MISSION

To provide trusted and valued policing for Western Australia

# OUTCOME BASED MANAGEMENT FRAMEWORK

The WA Police Force operates under the WA Government Outcome Based Management (OBM) Framework. The Machinery of Government initiative to amalgamate the Road Safety Commission with the WA Police Force took effect on 1 July 2017, and the WA Police Force OBM framework has been expanded to include the additional outcome of 'Improve coordination and community awareness of road safety in Western Australia'. This outcome is achieved through 'Service 4: Road Safety Commission'.

In addition, the Government Goal of 'Results Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians' was changed to 'Strong Communities: Safe communities and supported families'. The WA Police Force outcomes and services are summarised in the table below.

| Government Goal  | Outcomes (What we sought to achieve)  | The services we provided   |
|--|---|--|
| Strong Communities:<br>Safe communities and supported families | Outcome 1: Contribute to community safety and security                                      | Service 1: Metropolitan policing services<br>Service 2: Regional and remote policing services<br>Service 3: Specialist policing services |
|  | Outcome 2: Improve coordination and community awareness of road safety in Western Australia | Service 4: Road Safety Commission  |

## SHARED RESPONSIBILITIES WITH OTHER AGENCIES

A core value for the WA Police Force is to work in partnership with others to enhance the safety and security of the state. The agency collaborates with federal, state and local government agencies, not-for-profit and community organisations and the private sector to contribute to better outcomes for the Western Australian community.

# AGENCY PERFORMANCE



# REPORT ON OPERATIONS

The WA Police Force Strategic Direction was introduced in April 2018 and outlines three pillars of policing: **Enforce the Law; Prevent Crime**; and **Manage and Coordinate Emergencies**. Within these three pillars we have identified particular areas of focus, our Command Intent, towards which we will apply sustained effort to address endemic societal issues creating constant demand for our services.

The Strategic Direction sets the foundation for the agency to strive to be an exceptional police force for the WA community, and forms the basis for our existing and future agency reports on operations.

The agency is faced with unique and diverse challenges influencing the delivery of police services. In the current climate of economic austerity, the agency needs to work smarter and more collaboratively to fulfil our role in addressing the range of complex and multi-faceted societal issues significantly impacting the WA community. We will be persistent in our pursuit of criminal elements and will continue to target the underlying factors leading to offending behaviour.

We fully understand there are no quick fixes for complex issues such as alcohol and illicit drug abuse, reducing Aboriginal victimisation and offending, family violence, and youth offending. Police alone

cannot solve these intractable issues. A coordinated, controlled response is required to encourage problem solving and foster local issue management to reduce the impact such societal issues have on our community. We are committed to engaging and working collaboratively with community groups, and partnering with other agencies to achieve effective, enduring and sustainable solutions.

We must optimise our organisational effectiveness to appropriately furnish, inform and support our people and ensure we build the capability to perform to a high standard. We are committed to strong values, a positive inclusive workforce, and good ethical standards and practices.

## C4

**Command** - a clear intent on what we should focus

**Control** - the activities and processes in place to direct resources to achieving the intent

**Coordination** - of capabilities across portfolios and districts to deliver results

**Communication** - our agreed processes and procedures for communicating how we are planning, tracking and monitoring progress



The new C4 (Command, Control, Coordination and Communication) tasking and coordination mechanism outlines the areas of focus across each command level, and provides the mechanism through which the strategic priorities are translated into tangible focus areas which cascade into tasks for the frontline. C4 enables us to target the underlying factors leading to offending behaviour without replacing or detracting from our day-to-day operations.

## OUR CURRENT C4 COMMAND INTENT IS:

- Reduce Aboriginal offending and victimisation
- Disrupt organised crime networks in WA and reduce the supply of illicit drugs with a focus on meth
- Contribute to preventing and combatting family violence
- Reduce youth offending
- Enforce traffic laws and road safety initiatives
- Critical incident management, emergency prevention and preparedness



# ENFORCE THE LAW

The WA Police Force is unrelenting in its pursuit of criminals who break the law, particularly those who prey on the vulnerable, are violent in the home or on the street, who traffic methamphetamine (meth)<sup>1</sup> and other illicit drugs, and those who do not observe the law on our roads.

## FOCUS ON METH

The WA Police Force continues to enforce the law in apprehending those profiting from the supply and sale of all illicit drugs in our community. In response to the increasing prevalence of meth, WA Police



Force has increased its enforcement efforts through dedicated targeting of meth in investigative operations and intelligence gathering to reduce the devastating effect meth has on communities within WA. Outcomes of these strategies have resulted in the seizure of meth, arrest and prosecution of those responsible for its distribution, and the confiscation of assets identified through proceeds of crime legislation.

Disruption and seizures (drugs and proceeds of crime) through the MEAP and a significant growth in intelligence information

continues to inform the WA Police Force of the criminal environment responsible for the international and national illicit supply chain of meth into Western Australia. Inter-agency communications, investigations and increased intelligence have informed a new Meth Action Plan 2017-21 (MAP) further strengthening our enforcement strategies and information gathering efforts.

In 2017, the Government provided WA Police Force with an additional \$83.5 million for the Meth Border Force initiative to support our continued investigative strategies and MAP 2017-21. With this government support the

## NATIONAL TREND REPORTING RELATING TO WESTERN AUSTRALIA

The Australian Criminal Intelligence Commission (ACIC) National Wastewater Drug Monitoring Program<sup>1</sup>, reports that WA has the highest regional average consumption and the second highest metropolitan consumption of meth in Australia. Additionally, statistics from the Australian Institution of Criminology's Drug Use Monitoring in Australia research program revealed 59 per cent of Perth Watch House detainees tested positive to meth via urinalysis in the first quarter of 2018. These results remain unchanged with similar level results to the same period tested in 2016.

Research conducted by the Australian Institute of Criminology has shown meth users are more likely to commit property, robbery, and weapon offences compared to users of other drugs. This relationship between drug use and criminal behaviour has significant implications for the WA Police Force in relation to officer, detainee and overall community safety and security.

<sup>1</sup>The National Wastewater Drug Monitoring Program utilises wastewater analysis to measure drug use in the Australian population.

**Note:** <sup>1</sup> For the purpose of this report the term meth is used for all types of amphetamine-type stimulants and refers to a group of psychostimulant drugs that are related to the parent compound amphetamine and include amphetamine, methylamphetamine and 3,4-methylenedioxymethamphetamine (MDMA) - Australian Criminal Intelligence Commission : IDDR 2015-16.

WA Police Force is able to direct additional resources and assets to dedicated meth investigations and intelligence collection across the state, and to strengthen our collaboration and interoperability with our national law enforcement and border protection partners.

Working in partnership with national and international law enforcement agencies continues to deliver enforcement results in WA through the targeting of profits and assets gained from the sale of meth. In 2017-18, more than 1.56 tonnes of meth and approximately \$11.26 million dollars in cash was seized or frozen through proceeds of crime legislation.

At a local level the Meth Desk, established as a result of the Meth Action Plan, continues to provide a one-stop-shop intelligence service to WA Police Force officers and other key law enforcement stakeholders. The Meth Desk operates 24/7 and provides contemporary intelligence to metropolitan and regional police, predominately focused on the movements of meth dealers around the state, collating and analysing information from partner agencies and community sources.

The WA Police Force continues to target suburban drug dealers and dismantle improvised drug manufacturing sites (clandestine laboratories). In 2017-18, the meth teams seized 80.5kg of meth

(at 10 April), charging 506 offenders. In the reporting period the teams located and deconstructed 15 clandestine drug laboratories.

To reduce access to meth obtained via the dark-net, the agency and the Australian Federal Police (AFP) continue the x-ray examination of parcels at Australia Post and private delivery and courier businesses, resulting in seizures and arrests. A new mobile x-ray unit was commissioned in June 2017 increasing our parcel x-ray capacity. In March 2018, the Organised Crime Squad Meth Transport Team, working with AFP, deployed the mobile x-ray unit to scan 100 per cent of luggage arriving into Perth from interstate. As a result, a member of a criminal network operating out of New South Wales was identified, arrested, and a quantity (20kg) of meth prevented from circulation in WA.

The WA Police Force will continue the fight against the importation of drugs into the state of WA and disrupt the activities of organised criminal networks. We will strengthen our partnerships with national and international law enforcement agencies to further develop our intelligence capabilities that inform our investigative efforts, targeting trafficking routes and identifying and prosecuting those who supply and profit from the sale of illicit drugs.

The WA Police Force is working in conjunction with law enforcement partners to combine methodologies and maximise intelligence and enforcement options.

A joint operation resulted in the largest seizure of meth in Australian history in December 2017. A total of 1.296 tonnes of meth with a street value of \$1.04 billion was seized at Geraldton with nine offenders subsequently charged.



## OPERATION FORTITUDE

In June 2018, Goldfields-Esperance police and the Organised Crime Squad Meth Transport Team ran Operation Fortitude, a targeted week long anti-drug operation.

The operation targeted offenders dealing meth and other illicit drugs and used information received by local residents in response to the 'Action Against Ice' campaign. A series of search warrants were carried out in Kalgoorlie-Boulder and Coolgardie in addition to vehicle search checkpoints on roads in Coolgardie, Mullingar and Yilkari, and two illuminated signboards in high traffic areas around Kalgoorlie.

The search warrants resulted in three people being charged with multiple drug-related offences and seized items including hydroponic cannabis-growing equipment, cannabis plants, a significant quantity of dried cannabis, an imitation firearm, 800 rounds of ammunition, and cash and gold.

During the operation over 800 vehicles were stopped and a further six people were charged with drug possession offences after meth and cannabis were seized.

### TRAFFIC ENFORCEMENT

The WA Police Force continues to focus traffic enforcement effort on driver behaviour attributed to fatal and serious injury crashes on WA roads, including the investment in partnerships with key road safety organisations to positively influence driver behaviour. Visible and mobile enforcement strategies, together with covert and targeted activities, are continually reviewed to assess the effectiveness of resources and the impact they have on reducing road trauma.

In 2017, there were 241 fatal and serious injury road crashes recorded by the WA Police Force. Of the total fatal and serious injury crashes, 53 per cent occurred in Regional WA.

Speeding, impaired driving (alcohol and/or drug), inattention, lack of restraint/helmet use, careless/reckless driving and no authority to drive offences have been identified as prominent factors in road trauma events, and are categorised by the WA Police Force as Category A offences. The agency aims to apply 90 percent of traffic enforcement effort to Category A offences. In 2017-18 we have exceeded this commitment by conducting a total of 36,500 roadside drug tests, 1.8M breath tests and 42,000 hours of mobile speed camera enforcement. Expansion of crash blood testing commenced in March 2017, increasing the agency's capacity to test drivers in serious crashes. A total of 426 crash blood tests were conducted between July 2017 and June 2018 (358 serious and 68 fatal). The tests identified a number of

drivers who were not considered culpable drivers, but who returned a positive result to alcohol and/or drugs whilst driving.

The capability and capacity of traffic enforcement was enhanced through an increase in regional and metropolitan mobile speed camera hours, fixed camera sites on the freeway and the expansion of red light cameras. Other strategies employed through the year included greater concentration on recidivist offenders through targeted taskforce operations, covert cameras and mixed road policing enforcement activities. A modification to the agency's mobile speed camera operational deployment model provided more agility in mobile camera placement and an increased presence in Regional WA.



In the period July 2017 to early January 2018 a targeted traffic operation was conducted state-wide, complementing routine traffic enforcement. The operation used a combination of high visibility vehicle patrols, Breath and Drug bus operations and mobile speed camera deployments, and involved officers and staff from across Regional WA and State Traffic Command. The heightened enforcement on regional roads focussed on speed, impaired driving, distracted drivers and those not wearing seatbelts or helmets. During the operation 92,773 breath/drug tests were conducted, 384 charges laid and 11,077 infringements issued.

The Regional Enforcement Unit (REU) commenced operations in January 2018 to continue increased traffic enforcement in regional areas, providing increased patrol and enforcement capability on high-risk regional roads. The majority of REU patrols are within the 400km arc outside the metropolitan area where the majority of regional crashes occur. A program is currently under development to extend patrols beyond the 400km zone and will consist of three-day and up to two-week deployments into Regional WA.

WA Police Force with the Road Safety Commission, continues to have a strong focus on enforcing the road rules and is using behaviour changing campaigns and evidence-based road policing strategies to strengthen standard enforcement responses. These strategies result in the agency being better informed and able to direct highly visible activities towards increased driver awareness of high risk behaviour, leading to improved road use.

The Wheatbelt District has worked in partnership with Main Roads WA and the Department of Transport to conduct several large multi-agency Vehicle Control Points resulting in significant numbers of traffic offenders being detected. The multi-faceted operation targets drug possession and distribution, safety inspections of heavy haulage trucks and mechanical and roadworthy inspections of passenger and light commercial vehicles.



### COMMUNITY SAFETY

While we work collaboratively to address the underlying factors leading to offending behaviour, the WA Police Force remains unrelenting in pursuing criminal elements in our community committing offences impacting on community safety and security.

Maintaining public order and protecting the community remains a core policing function. The Regional Operations Group (ROG) provides essential tasking support to districts, and response to public order incidents such as protests, demonstrations and Out of Control Gatherings (OOCG),

enabling a rapidly deployable first response to critical incidents. ROG has responsibility for providing trained staff to respond to and effectively manage all public order incidents in the Metropolitan Region and when required, in Regional WA. OOCG remain the most common and visible public order incidents.

A review of police attendance at OOCG prompted a change in the way ROG resources are deployed, to provide a more effective service to the districts and the community. As a result of the review, a new command structure was established and a ROG Assessment Vehicle (RAV) was introduced, operating during afternoon and evening shifts. The RAV is operated by a sergeant and public order tactical commander who are responsible for the early engagement and assessment of events likely to become incidents. The RAV's implementation and associated command structure, supported by the State Control Centre and district resources, has seen positive results with the closure of some parties before the situation escalates, ultimately reducing the need for additional police attendance, arrests or other police intervention measures.

Operation Zagros commenced by Bunbury Detectives in July 2017, established to target the sale and supply of illicit drugs in Manjimup, after increased community concern about drugs in the area. Over a six-month period, a number of strategies resulted in the collection of intelligence and the identification of several persons of interest (POI). In December 2017, Bunbury



Detectives executed a search warrant at a residence, where police located and seized meth, cannabis, an unlicensed semi-automatic rifle with a silencer, and more than \$20,000 in cash. One person was charged with six offences in this instance.

As the result of subsequent investigations, in January 2018 Bunbury Detectives, Manjimup Police, Organised Crime Squad, Police Canine Unit, together with police officers from across the South West District, executed 14 search warrants in the Manjimup area. The outcome was 12 people charged with a total of 58 offences including the possession, sale and offer to supply illicit drugs.

During the past 12 months, Wanneroo Police have partnered with Community Engagement Division and Evidence Based Policing Division to test the effectiveness of a targeted strategy to reduce the likelihood of repeat burglaries. It was identified that in the area there is an increased risk of repeat burglaries in nearby homes occurring within five days of an initial premise being targeted. Analysis of the data also indicated an increased chance of repeat burglaries at the same dwelling within the following year.

This strategy involved distribution of an information pack to burglary victims and neighbouring properties within 48 hours of the incident. The pack included a letter from the local police Officer-in-Charge advising residents of the nearby burglary, along with a Burglar Alert pamphlet offering situational crime-prevention techniques such as:

- Target hardening (e.g. additional locks, gates, fencing)
- Extended guardianship (e.g. internal lights left on, vehicles in driveway)
- Environmental changes (e.g. security lighting, trimming foliage).

The pack also contained advice about contacting Crime Stoppers and the Police Assistance Centre to report suspicious activity and information on how to conduct a home-security audit. The results of the initiative saw repeat burglaries in nearby premises cease, contributing to an overall reduction in burglary offences in the area.

Operation Silverdrift was initiated in July 2017 to support the centralisation of investigations into cannabis grow houses throughout the state. These houses are predominately operated by

crime syndicates, with interstate and international links, who rent properties and install hydroponic equipment to cultivate cannabis plants, often bypassing electrical and water systems and resulting in significant damage to the property. Partnerships between government and law enforcement agencies contributed to a significant reduction of grow house activity.

Since its inception Operation Silverdrift has achieved the following results:

|                        |           |
|------------------------|-----------|
| Cannabis plants seized | 11,781    |
| Cannabis seized (kg)   | 5,357     |
| Arrests                | 57        |
| Charges                | 96        |
| Charges (other)        | 67        |
| Warrants executed      | 107       |
| Cash seized            | \$564,900 |
| Assets/cash frozen     | \$8.4M    |

Child sexual abuse in the Pilbara is a critical issue affecting the overall health and well-being of the community. The WA Police Force continues to work with key agencies in the Pilbara to address the causal factors, identify those most vulnerable and aid in the recovery of victims from abuse.

As a result of an investigation into child abuse in the West Pilbara in 2016 the WA Police Force and Department of Communities, working with other agencies, developed a whole of government approach to address the continuous cycle of abuse and the prevalence of child abuse in the area. The resulting West Pilbara Plan is a sustainable, multi-faceted model with a primary focus on the welfare of



vulnerable children in the community and is under the carriage of the Department of Communities.

Further analysis and consultation between the WA Police Force and Department of Communities identified that a joint agency response team, working from the same location would further improve the model, creating greater synergies and better outcomes for the victims of child sexual abuse.

The Pilbara Joint Response Team (PJRT) commenced in early 2018 and is co-located within the Pilbara District Police Complex. Staff from Department of Communities

operate out of the same building on a full time basis and work closely with Karratha Detectives. This joint response is producing consistent and positive outcomes, reducing community harm, protecting vulnerable members of the Pilbara community and ensuring a sustainable pathway for the therapeutic recovery of victims and their families.

The national Firearms Amnesty ended on 1 October 2017. During the two-month amnesty period a total of 51,461 firearms were surrendered nationally, 1,200 of which were surrendered to police in WA. Surrendered items throughout the state included rifles, handguns and more than

65,000 rounds of ammunition. The WA Police Force continues to encourage the public to hand in any found or unlicensed firearms, and work with licensed firearm owners and dealers to ensure the safe storage and legal use of firearms in the community.



# PREVENT CRIME

The WA Police Force has adopted a multifaceted approach to deter offending, and reduce or remove the facilitating factors of crime. Each of these elements form core components of our strategic focus on reducing Aboriginal victimisation and offending, reducing youth offending and contribute to the prevention of family violence. Collaboration with partner agencies, utilising data holdings and applying specialist skills to complement traditional policing activities will be the key to success in these areas.

## REDUCING ABORIGINAL VICTIMISATION AND OFFENDING

The WA Police Force is continuing to increase diversity and cultural awareness to better equip officers to engage with the community and inform internal policies and strategies. Our primary focus is to work with Aboriginal communities to improve understanding and enhance our interaction with Aboriginal people. Through improved community engagement we can build strong relationships with Aboriginal communities to work together and tackle the issues influencing offending behaviour and victimisation.

During the 2018 NAIDOC week (National Aborigines and Islanders Day Observance Committee), the Commissioner of Police apologised to Aboriginal people in Western Australia acknowledging the devastating impact of past actions by police on Aboriginal communities. The

agency is resolute in seeking to address these issues, aiming to reduce the over-representation of Aboriginal victimisation rates and offenders, particularly among Aboriginal women.

The agency will establish a new centralised division to provide advocacy and engagement across police activities affecting Aboriginal people. The division will work towards ensuring the agency understands and responds to the views and interests of Aboriginal people, building better relationships, partnerships and trust to improve community confidence. The new division will drive greater cooperation and communication with Aboriginal organisations and Aboriginal Elders, increasing our understanding of how we can best support Aboriginal communities.

We will increase our capability through improved cultural competence and engagement, work with Aboriginal people to develop a WA Police Force Reconciliation Action Plan and build stronger partnerships to proactively support Aboriginal families at risk. We will develop and support interventions and initiatives to reduce the supply and consumption of alcohol and drugs in communities, leveraging opportunities, partnerships and funding arrangements to support Aboriginal programs, as we continue to review our diversionary and discretionary options and practices to divert Aboriginal youth from the justice system.

As a visible and symbolic recognition of our respect and commitment, the Aboriginal and Torres Strait Islander flags are now flown alongside the National, State and WA Police Force flags at Police Headquarters, as well as a number of police stations throughout the state. Additional flag poles will be progressively added to our buildings in the time ahead.

A total of 45 cadets have joined the Aboriginal Cadet Program and earlier this year, five Aboriginal Cadet Graduates became sworn police officers. Their cultural connections will help improve how we deliver services to Aboriginal communities and continue to bridge the gap between Aboriginal people and the judicial system. The Warakurna Multi-Functional Police Facility located near the Western Australian and Northern Territory border is an entirely Aboriginal-run police station and the relationships fostered by its officers are having a positive impact on police / community relationships.

The WA Police Force has established an employee network for the 1.9 per cent of employees who identify as Aboriginal Australians. The Aboriginal Police Employee Network was created to engage staff and better understand issues and impediments in the workplace adversely impacting on the careers of Aboriginal and Torres Strait Islander employees. The network also provides support, advice and mentoring to advance Aboriginal leadership within the agency, improve



cultural competence and engagement, and promote the WA Police Force as an employer of choice for Aboriginal and Torres Strait Islander people.

Aboriginal prisoners represent 37% of the WA adult prisoner population despite accounting for approximately 2.4% of the Western Australian population. Aboriginal people, particularly women are significantly over-represented as victims of violence.

Alcohol and illicit drugs are identified as drivers of criminality and offending in regional communities. Sale of alcohol by unauthorised persons (sly-grogging) is prevalent in liquor restricted communities.

The lack of distinct programs and services, absence of judiciary discretion for adults and internal cultural understanding have exacerbated the Aboriginal incarceration rate and repeat victimisation.

The WA Police Force is highly committed to improving relationships with Aboriginal communities to enhance agency capability, cultural competence and engagement.

## SUPPORTING OUR YOUTH

The agency supports a collaborative approach to youth offending aiming to discourage criminal and anti-social behaviour through education and the reduction of factors such as welfare dependency and the illicit use of drugs and alcohol. The approach focuses on working with partners to address societal issues and related risk factors, to inform diversionary tactics to deter young people from entering the justice system.

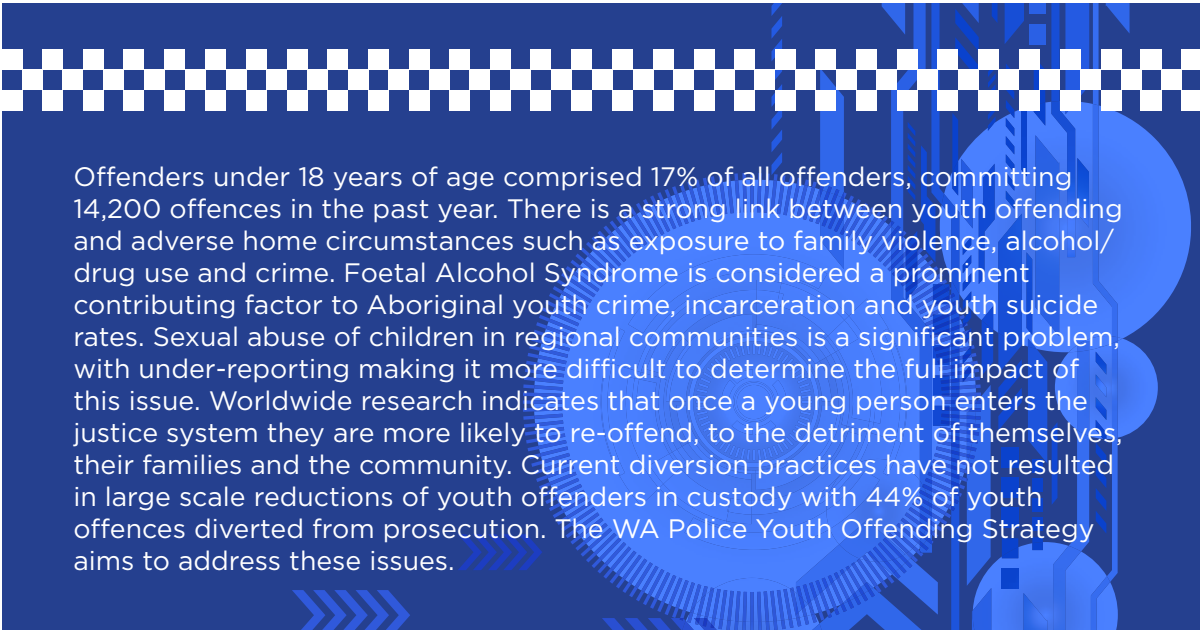
Specially trained Youth Crime Intervention Officers (YCIOs) engage with priority offenders with particular emphasis on addressing offending behaviour and promoting participation in Youth Crime Intervention Programs. YCIOs establish and maintain partnerships with government and non-government organisations to drive programs and services utilising a multi-government integrated offender management process.

YCIOs have close working relationships with Police and Community Youth Centres (PCYC), to ensure relevant prevention and intervention programs are being developed to address the needs of young offenders. These partnerships are essential as a way of moving forward in delivering

tailored initiatives addressing at risk youth across regional and metropolitan WA for the future.

Criminal Code Infringement Notices can be issued to young offenders aged 17 years and older for stealing and disorderly conduct offences. This process has provided a successful non-punitive sanction, delaying or removing young people from the justice system. Work continues to broaden the range of offences to include additional offence types such as trespass, unlawful damage and obstruct police.

The agency has supported community driven crime reduction initiatives to engage youth in social, educational and leadership



Offenders under 18 years of age comprised 17% of all offenders, committing 14,200 offences in the past year. There is a strong link between youth offending and adverse home circumstances such as exposure to family violence, alcohol/drug use and crime. Foetal Alcohol Syndrome is considered a prominent contributing factor to Aboriginal youth crime, incarceration and youth suicide rates. Sexual abuse of children in regional communities is a significant problem, with under-reporting making it more difficult to determine the full impact of this issue. Worldwide research indicates that once a young person enters the justice system they are more likely to re-offend, to the detriment of themselves, their families and the community. Current diversion practices have not resulted in large scale reductions of youth offenders in custody with 44% of youth offences diverted from prosecution. The WA Police Youth Offending Strategy aims to address these issues.

activities, provided by established community groups. Examples of these programs include:

- Whitleion Deadly Diversions outreach case management program in the Balga, Scarborough and Ballajura areas
- Rockingham Operation Jaya, a multiagency advocacy program to deliver holistic response to young people identified as being at risk
- New Safe Space Projects in Fremantle, Subiaco and Broome, which provide a supervised safe place for young people to frequent, obtain a meal and engage in social and educational activities
- Breakaway Aboriginal Program, a structured life skills program to empower at risk Aboriginal youth and older community members to avoid further contact with police and welfare dependency in Bunbury
- Common Goal Soccer Academy in Mirrabooka, continuing engagement to expand their program to incorporate community leadership
- Youth Crime Intervention Officers in Mandurah working closely with Jobs South West to deliver a tailored place-based intensive support program targeting priority youth offenders
- Armadale Youth Intervention Project, to address the needs of young people aged 10 to 11 years, who live in the South East Metro District and are known to police. Participants undergo intensive case management to reduce offending behaviours and re-engage youth back into educational programs

- WADJAK Northside Aboriginal Community Group to implement an intervention program to engage up to 18 Aboriginal males aged 13 to 17 years old in the Balga and Mirrabooka areas.

The WA Police Force will continue to expand and strengthen partnerships with government and non-government agencies to improve engagement and early identification of youth at risk, supporting the Government’s Target 120 initiative, and encouraging diversionary opportunities and programs.

### DIVERSE COMMUNITIES

The WA Police Force recognises cultural diversity as an enriching and fundamental feature of our society, and is committed to providing effective police services that are inclusive, accessible, recognises cultural difference and is equally responsive to all communities of Western Australia’s population.

The agency engages with the new and emerging “Culturally and Linguistically Diverse” (CaLD) communities, to maintain social cohesion, foster harmony and build resilience through active targeted education and awareness initiatives, to reduce crime and victimisation, while providing support to frontline services. Prioritised engagement is undertaken with those specific CaLD community groups identified as most at risk, creating the greatest demand on the agency and state resources.

The WA Police Force Community Engagement Division maintains effective relationships with the largest and most

at risk sections of the CaLD community, and actively seeks to enhance and refine police services in support of that cohort. The three predominant new and emerging community groups are African, Middle Eastern and Asian. WA Police Force also engages and assists the existing large multicultural communities, such as Chinese, Vietnamese, Indian, Pakistani, providing support and reassurance in times of crisis or demand.

### REDUCING FAMILY VIOLENCE

The Family Violence Division is responsible for delivering national and state initiatives, including the National Domestic Violence Order Scheme, the criminalisation of breaches of Personal Protection Injunctions, and the National Outcome Standards for Perpetrator Intervention. Partnerships with external stakeholders streamline judicial processes and work collaboratively to prevent family violence and reduce re-offending.

The agency has developed a more effective response and an integrated service delivery model to support metropolitan family violence teams, including multi-agency coordination and information sharing. The number of officers assigned to family violence teams has also been increased as part of the metropolitan restructure.

The WA Police Force has introduced mandatory family violence training courses to enhance officers’ understanding of the 2017 legislative amendments to the *Restraining Orders Act 1997*. Changes in the legislation led to a revised internal



“WA Police’s continuous engagement with our community leaders, members, and youth has created great relationships between the African Community in WA and the Police. Over the past few years, OAC and Police have been engaging at different levels, and discussing strategies for building mutual trust and understanding between both groups”.

- Joe Tuazama Executive President, Organisation of African Communities



code of practice, informing initial police actions, risk identification methods, when to issue police orders and restraining orders and referring cases to third parties. The Family Violence Division has commissioned research to identify trends in family violence and develop strategies to address those trends. In addition, a Family Violence Special Case Team

has been established to target intimate partner offenders who have offended against multiple victims and children.

Nationally, the agency engages with other police jurisdictions to deliver improved services and outcomes including the connection between family violence and elder abuse, building a greater understanding of the spectrum of family violence. The agency is aligned with national family violence initiatives such as:

- National Domestic Violence Order Scheme and associated information sharing systems
- Development of an Elder Abuse National Plan
- Ongoing contribution to the National Outcome Standards for Perpetrator Interventions
- Continued work towards improving the family law system by criminalising Personal Protection Injunctions issued by the Family Court.

The WA Police Force has recorded a 50% increase in family violence incident reports from 2009-10 to 2016-17, with an over-representation in Aboriginal communities. Substance abuse is an exacerbating factor towards family violence across all community groups and there is a strong link between family violence and youth offending.

## PARTNERING TO SUPPORT MENTAL HEALTH

A recent two-year Mental Health Co-Response (MHCR) trial was conducted as a result of an increased demand on police to attend and manage incidents that involved a mental health element. Incidents often resulted in the individual ending up in the judicial system when a more supportive intervention may have been effective and appropriate. The MHCR trial was co-funded by the WA Police Force and the Mental Health Commission and involved mental health practitioners co-locating with police at the Police Operations Centre, the Perth Watch House and with two mobile teams operating in north and south metropolitan districts.

Access to mental health assessments, treatment and support for people in mental health distress incidents resulted in reduced injury to police and the individual experiencing a mental health crisis. In addition to reduced recidivism, police also noted an increase in consumer, victim, carer, advocate, and legal professional satisfaction with police management of these incidents.

Co-response services continue to be delivered and the WA Police Force and the Mental Health Commission are preparing a submission for Government.

# COMMISSIONER'S APOLOGY

**In a speech to celebrate NAIDOC week 2018, Police Commissioner Dawson apologised to Aboriginal people in Western Australia, acknowledging the devastating impact of past actions by police.**

Kiya wanjoo Whadjuk Noongar boodjar.

Hello and welcome to Whadjuk Noongar country and the headquarters of the Western Australia Police Force.

I acknowledge the Whadjuk Noongar People as the original custodians of the land on which we meet, and in the context of this important week - NAIDOC week - the theme 'Because of Her, We Can', the 'Her' is represented by 'mother earth' on which we stand, as depicted in red on the Aboriginal flag.

In light of 'Because of Her, We Can', and in building on this year's theme for Reconciliation Week, 'Don't Keep History a Mystery', I have considered this broader context alongside aspects of our own policing history for today's speech.

Some of the comments I'll be making shortly are confronting and may make some people feel uncomfortable, but I understand that truth-telling is an important part of enabling and facilitating change.

And so, today, on behalf of the Western Australia Police Force, I would like to say sorry to Aboriginal and Torres Strait Islander peoples for our participation in past wrongful actions that have caused immeasurable pain and suffering.

As the legislated protectors of Aboriginal people, police played a significant role in contributing to a traumatic history, which continues to reverberate today.

An example of that history, police officers were tasked with removing children from their parents - part of the trauma that contributed to what we now know as 'the Stolen Generation'.

I accept that previous laws, practices and policies deeply affected the lives of Aboriginal people, and that police involvement in historical events has led to mistrust in law enforcement and the damaging of our relationship.

The forceful removal of Aboriginal and Torres Strait Islander children from their families and their communities; the displacement of mothers and their children, sisters, fathers and brothers - the loss of family and resulting destruction of culture, has had grave impacts. In addition, land dispossession, violence, racism, incarceration and deaths in custody have occurred through a history of conflict with Aboriginal people and police.

The intergenerational impacts of this suffering continue to impact the welfare of Aboriginal people who are overrepresented in our justice system today.

We cannot change the past but we can learn from it.

We can make amends and ensure mistakes are not repeated.

From this day forward, and in my time as Police Commissioner, I will take steps to heal historical wounds between police and Aboriginal and Torres Strait Islander people.

I accept our tumultuous history, acknowledge the devastating impact of our actions and take ownership of being part of the problem.

Today I would like to commence a new journey in unison with Aboriginal people towards achieving reconciliation.

I am committed to working with Aboriginal people to improve our relationships and foster meaningful and positive change for future generations.

I'd like to acknowledge the good work and achievements we have already made together with Aboriginal people, especially in diverting youth from the justice system.

But there is more we need to do. As I speak, I know that Aboriginal youth are more likely to appear in our courts than non-Aboriginal youth.



Our initiative to improve is our Aboriginal Cadet Program which began in 2016. Since its inception 45 cadets have joined the program and, earlier this year, five Aboriginal Cadet Graduates became sworn police officers.

I am grateful to have two graduates from the program here today; Constable Maddison Ugle and Constable Jacob Collard, who raised the Aboriginal and Torres Strait Islander flags earlier today.

The innate cultural understanding of these constables will help bridge a gap between Aboriginal people and the justice system; and this will no doubt be life changing for the community members' lives these officers will touch.

We can already see this in action at the Warakurna Multi-Functional Police Facility near the WA/NT border - which is the first entirely Indigenous-run police station in this state. The relationships built by officers in this area have had a positive impact on the community, and I note a drop in the crime rate in that area has also occurred.

I am very pleased Brevet Sergeant Wendy Kelly of the Warakurna Multi-Functional Police Facility was able to join us today and I thank her for her honest and inspiring words. Wendy - you are an excellent role model and a true example of 'Because of Her, We Can'.

Her officer in charge, Brevet Senior Sergeant Revis Ryder is unable to be with us today as he is in Warakurna, policing the lands.

But, despite these positive actions, we still have a long way to go.

Police are working with Government and communities to implement diverse approaches and opportunities to address and reduce Aboriginal offending and victimisation in our communities.

To move forward we must build strong relationships based on trust and respect, which are free of racism and allow for the integration of 'self-determination' for Aboriginal people into our practices and strategic direction.

Today, in the spirit of reconciliation that the WA Police Force are entering with Aboriginal people, we raised the Aboriginal and Torres Strait Islander flags as a permanent feature at Police Headquarters to symbolise and recognise the important role Aboriginal and Torres Strait Islander people play in Western Australian communities.

I am passionate about police working to improve the lives of Aboriginal people through considered consultation and actions that will result in enduring change.

My desire for change in the way police and Aboriginal people interact was exemplified by what is happening in recent times in Wyndham.

The rapport built between police and Aboriginal youth is now so good, a senior elder told me that Aboriginal children are now running towards police as their friend and protector, rather than running away.

And I hope that I can rebuild the trust in our police force as one of a beacon of protection and service to all Aboriginal and Torres Strait Islander people.

I am optimistic about a more positive future, but today we are deeply sorry.

Thank you

**Commissioner Chris Dawson APM**



# MANAGING AND COORDINATING EMERGENCIES

Domestic and international incidents continue to highlight the need for the WA Police Force to enhance its capability and readiness to respond at times of emergency, natural disaster or incidents of terrorism to ensure the safety of the WA community. We are committed to working collaboratively with the commonwealth, state and territory government agencies and in cooperation with non-government agencies, businesses and the community, to provide a safe and secure environment for all Western Australians. While the agency is well placed to respond to critical incidents, we acknowledge the need to build on our existing capability and remain contemporary in the global climate, and we have implemented new initiatives to enhance our prevention, preparedness and response abilities.

## INCREASED RESPONSE CAPABILITY

Australia's National Terrorism Threat Level is set by the Australian Security Intelligence Organisation (ASIO) and remains "probable". Australia is viewed as a legitimate target by extremists and credible intelligence indicates individuals or groups continue to possess the intent and capability to conduct a terrorist attack. This includes threats to members of the public and locations where large crowds gather. It is likely this terrorist threat level will persist

for the foreseeable future. The WA Police Force maintains strong relationships with our national partners, in particular the Australian Federal Police and the Australian Security Intelligence Organisation. Through these partnerships we apply a nationwide approach to national security, counter terrorism intelligence and investigations, and the facilitation of joint counter-terrorism training exercises.

This year the agency participated in Exercise Outback, a National Counter Terrorism Exercise, designed to test specialist capabilities when responding to acts of terrorism across multiple jurisdictions. This exercise saw the deployment of specialist WA Police Force capabilities into other states to work in partnership to test skills, equipment and coordination of effort.

Police actions are coordinated by highly trained specialist police officers, including the Tactical Response Group who may access powers under the *Terrorism (Extraordinary) Powers Act 2015* to take pre-emptive lethal force in a terrorist or suspected terrorist event. A new Capability Development Division has been established to train and exercise police officers at graduated levels of Incident Management response. This includes the delivery of a Cadre of Senior Officer's Program, training

senior officers at the ranks of commander and assistant commissioner to take command of counter terrorism operations, major emergency management incidents and situations requiring a planned and coordinated police response.



The agency has also provided additional equipment and training to front line responders to ensure they are well prepared to act immediately and decisively to threats within the community. All operational police officers are required to undertake critical skills training, including firearms and active armed response training.

The symbolic nature of an attack against a government or authority such as the military, police and security agencies,

The WA Police Force is the first responder to incidents of accidents, disasters and acts of terrorism. Under the *Emergency Management Act 2005* we are the lead agency responsible for the hazard management of road crashes, land searches, marine search and rescue, space re-entry debris, radiation escape from nuclear powered warships and terrorist acts in WA.

elevates the threat to these entities and individuals. In response, the WA Police Force Protective Security Unit has been established to undertake internal protective security for police officers and police assets. Awareness of security practices for police officers both on and off duty, and security at police stations and other police premises has been increased and continues to be reinforced. The Unit assists government and industry partners develop plans to protect

critical infrastructure and emergency response to incidents.

The WA Police Force will continue to work on strategies with a focus on the diversion of individuals at risk of radicalisation to violent extremism and the rehabilitation of violent extremists. The agency is participating in the nationally funded Countering Violent Extremism Strategy, and is working closely with the Department of the Premier and Cabinet.



### MAJOR INCIDENTS AND EVENTS

A new State Operations Command Centre (SOCC) has been established to enhance state-wide operational capability for centralised coordinated responses to critical incidents. The SOCC enables the agency to rapidly establish an incident management structure for critical incidents and emergencies. It includes a tactical intelligence capability to provide officers with around-the-clock situational awareness and frontline operational support, ensuring frontline officers are equipped with current intelligence to enable safe and effective responses to critical incidents.

The new Perth Stadium impacted on the

WA Police Force Metropolitan Region in providing operational policing functions within the stadium and surrounding precinct. Significantly increased crowds put stress on operational capacity particularly during pre and post event movement. To address this, the WA Police Force has worked with government to introduce new legislation to enable event owners and operators to secure police services under a fee for service arrangement. The new policing major events legislation came into effect in January 2018 providing a mechanism to recover costs associated with policing major sporting and entertainment events in Western Australia, and brings the agency in line with other jurisdictions, including New South Wales, Victoria and Queensland. The fee for service arrangement provides appropriate





## CROWDED PLACES

In August 2017, the National Crowded Places Strategy was released and acknowledges the partnership between government and the private sector to better protect crowded places. The Strategy provides all jurisdictions and the private sector with a consistent approach to vulnerability assessment of crowded places.

In support of the Strategy, the WA Police Force has conducted Crowded Places Forums to enhance information sharing on threats, providing information to improve security resilience across the community, and establish cooperative networks.

While credible intelligence sources indicate the most likely terrorist threat is from extremists acting alone or in small groups, access to basic weapons such as knives,

machetes or vehicles, and homemade explosives manufactured from readily available materials, provides the ability to inflict lethal and indiscriminate attacks on members of the community. These types of attacks, intentionally designed to inflict maximum casualties, are becoming more prevalent in the global environment, especially at major events generally attracting large crowds.

The WA Police Force is committed to maintaining community safety and confidence at crowded places and other easily accessible areas which attract large numbers of people. Working with public and private sector stakeholders the agency is applying a robust, responsible and professional, risk-based approach to ensure public safety and confidence at major events.



# ORGANISATIONAL CAPABILITY

The delivery of police services is underpinned by our people, processes, infrastructure, equipment and technologies. It is important they remain flexible and robust to respond to demand now and into the future. Achieving our strategic priorities will require harnessing and leveraging the existing skills of our workforce, and identifying areas for improvement and innovation so we can remain responsive and adaptive in a changing local, national and international environment.

## METROPOLITAN OPERATIONAL RESTRUCTURE

In December 2017 the Commissioner of Police announced significant changes to the operational structure of the WA Police Force. The changes included an increase in metropolitan districts from four to eight with each taking the name of the major centre in which they are located to make them more easily identifiable. The restructure also took into consideration growth in the south-east resulting in Armadale becoming a policing district in its own right.

The new structure better aligns districts with already established local government and emergency management boundaries and enables more effective communication and coordination of inter-agency resources. The restructure has resulted in a larger police presence in the Perth and Fremantle entertainment precincts and increased capacity in Family Violence Teams. Patrol/Inquiry Officers have ownership of investigations and are empowered to make decisions at the local level from first response through to final resolution. Police teams now work across the whole sub-district and have a shared responsibility to support other sub-districts.

The restructure has centralised the previous functions of the State Control Centre and District Control Centres creating an enhanced command and control capability under the new State Operations Command Centre (SOCC). Located in the Maylands Police Complex the SOCC provides 24/7 capability across the state, and can accommodate a multi-agency response to critical incidents. As part of the new Intelligence and Command Portfolio

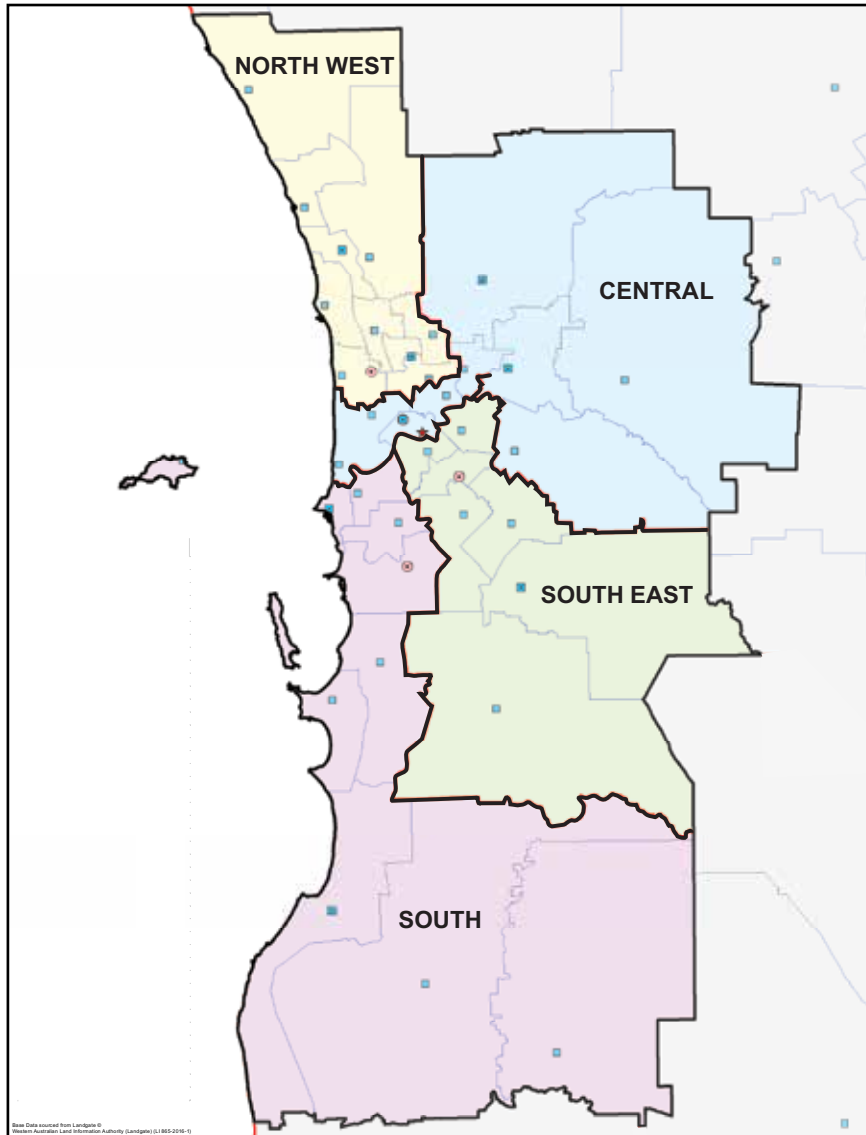
the SOCC has full access to intelligence and communications, facilitating a contemporary command centre.

The restructure also included a centralised Regional Operations Group (ROG) enhancing the current operations of the ROGs already operating in the north and south of the metropolitan area. The ROGs provide tasking support to the districts and are the agency's responders to volatile incidents and out of control gatherings.

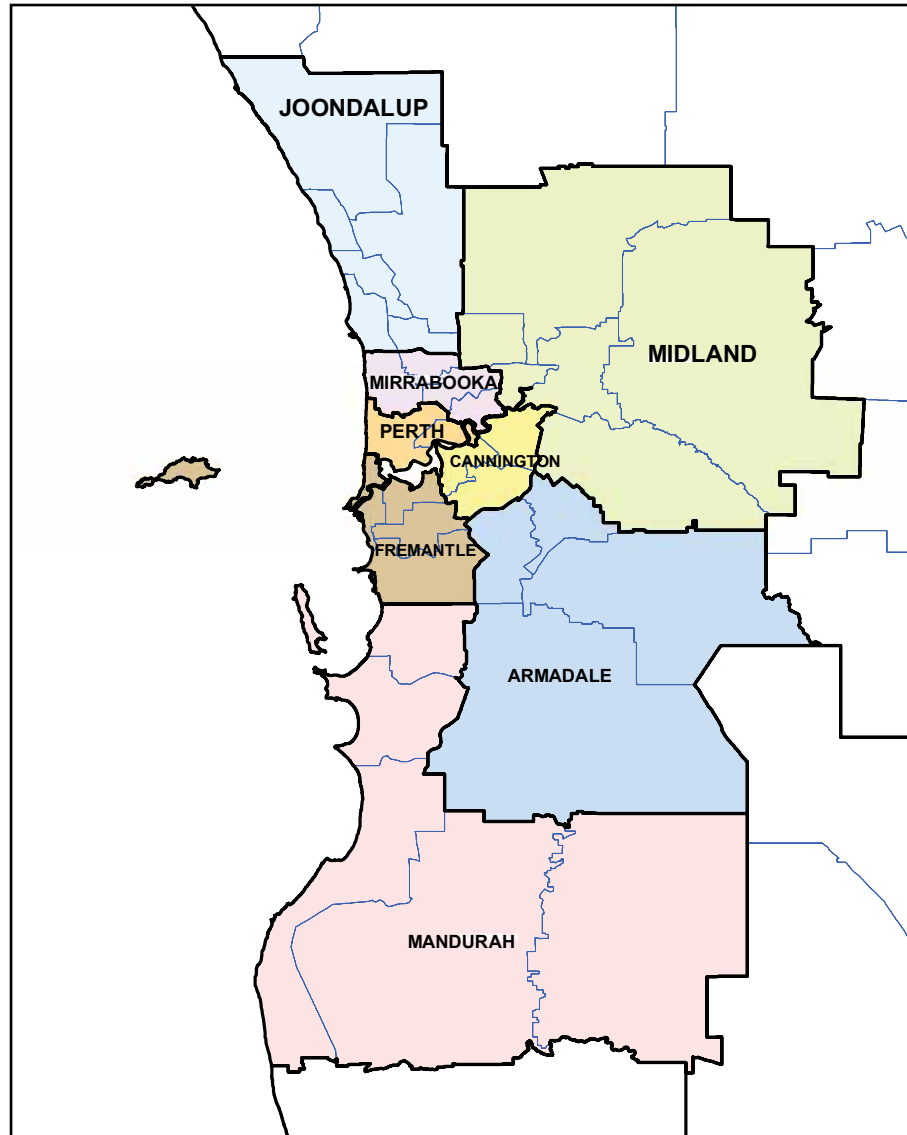
The Regional WA operational structure remains unchanged. The agency will continue to consider future improvements to the Regional WA operating model in line with our current continuous improvement processes.



Old Metropolitan District Structure



New Metropolitan District Structure (effective 1 July 2018)



## CORPORATE RESTRUCTURE

Three new portfolios have been established: People Capability, State Intelligence and Command, and Capability and Coordination.

The People Capability Portfolio is responsible for police officer recruitment, deployment and promotions; and the delivery of training and professional development in line with national best practice. The portfolio is also taking proactive measures to enhance Aboriginal cultural competency including recommendations identified through an independent Cultural Security Audit.

The new State Intelligence and Command Portfolio amalgamates previously siloed portfolios: Intelligence, Policing Communications and State Operations Command Centre, and capitalises on their shared synergies. The portfolio works with external intelligence partners in keeping our community safe at the same time as providing critical command information in setting strategic direction within the C4 context, and supporting officers on the frontline with invaluable situational awareness and operational support.

The Capability and Coordination Portfolio will provide strategic clarity and alignment of activities within the agency to ensure we focus and deliver on the key projects providing the greatest community and organisational benefit. The portfolio will be forward looking, focussing on initiatives to manage risk and uncertainty, and help to define and deliver the 'future state' of

the WA Police Force. Its functions include early identification of changes in the local, national and global environment affecting demand on our services. The portfolio will continually review and evaluate opportunities to deliver flexible services more effectively and efficiently. It will be responsible for informing governance and decision making to optimise resources, developing operational performance frameworks and coordinating major programs and initiatives.

## WORKFORCE PLANNING

The WA Police Force is dedicated to ensuring policing services are delivered to the highest standard and meet the changing needs of the community. Achieving a workforce representative of the Western Australian population is a priority for the agency. We are working to diversify our workforce with a strong focus on gender equality and Aboriginal employment. The agency is currently progressing towards a new Workforce Plan based on approved Australian Standards that includes a process to identify future capability requirements, increase cost effective measures to training and development initiatives (Demand and Supply Model) and a Workforce Planning Scorecard.

The WA Police Force is participating in the Government severance scheme to assist with its Budget repair and drive public sector reform. The Voluntary Targeted Separation Scheme (VTSS) directed towards public servants was a funded Government initiative, introduced in 2017-18.

This initiative provided funding for 48 individual police staff (equivalent to 42 FTE), who had volunteered to receive a severance payment, and the WA Police Force funded an additional 61 police staff voluntary severances (equivalent to 58 FTE) to employees during 2017-18. In May 2018, the Government announced further funding to enable voluntary severances to be offered to 150 police officers. Each severance and its implications will be carefully assessed and only offered in a manner that will not impact frontline capacity as well as ensure that workload can be managed. Importantly, the WA Police Force expects to be back to full sworn strength by the end of 2019.

We are working with Government to recognise police officers injured on duty, resulting in an inability to work, who were medically retired under the provision of Section 8 (Loss of Confidence), *Police Act 1892*. The agency is also working with Government towards the design and development of a contemporary workers' compensation model for police officers.

## ASSETS AND INFRASTRUCTURE

Officer safety and welfare are of paramount importance to the WA Police Force. During the year a Body Armour Project was established to identify fit for purpose body armour solutions to improve officer safety and capability. Through this project, the agency will procure and equip officers with the appropriate equipment required to do their jobs and mitigate risk of injury from both edged weapons and ballistic threats.



The WA Police Force owns 174 properties with a total building replacement value of \$1.2 billion, 107 are more than 20 years old and of these, 68 are in excess of 40 years old. The Police Station Office Upgrade Program represents a level of ongoing investment to progressively and sustainably restore our property holdings. The Program covers the core components of essential services, security and operational functionality, and is designed to mitigate agency risks in service provision, and safety and security for officers, staff and members of the community.

The Armadale Courthouse and Police Complex Project represents an \$85.8 million capital investment that will deliver a state of the art asset to the City of Armadale by 2022. Delivery of the Complex will provide operational efficiencies to the district of Armadale and improve community safety and enhance justice services. The Government has also funded a new Capel Police Station at a cost of \$8 million. The project is expected to be completed in 2020.

In December 2017, the Minister for Police announced a \$13 million Royalties for Regions Program to replace heating, cooling and ventilation systems in remote Multi-Function Police facilities in Regional WA. This project is scheduled for completion by July 2020.

Helicopters provide vital support to police operations and play a crucial role in road safety, by helping to resolve high-speed pursuits quickly and safely. With the support of Government the agency is in the process of replacing the Kawasaki BK117 Police

Helicopter, which is almost 30 years old and is reaching the end of its operational capability. The new helicopter will be equipped with modern technology and systems to provide enhanced safety, reliability and improved operating efficiencies.

### EMERGING TECHNOLOGY

Our vision is to integrate all our digital capabilities to transform work practices through access to reliable, timely and consistent data and information. This presents opportunities to improve officer safety, provide situational awareness regarding people, places and the circumstances they face on the frontline, reduce errors and improve the effectiveness of frontline policing activities.

A key strategy is for the WA Police Force to transition to the Common Use Agreement GovNext-ICT that will provide enhanced security, flexibility, scalability and agility required to deliver modern digitally enabled services, aligned to the State ICT Strategy.

Investment in innovative ICT systems and digital policing capabilities are required to remain contemporary and allow us to better respond and adapt to the evolving crime environment. The agency is working with other government departments to identify suitable technologies and improve information and infrastructure sharing between agencies.

In August 2018 the Department of Fire and Emergency Services, in collaboration with the WA Police Force, launched a Computer Aided Dispatch (CAD) solution that is

integrated with the WA Police Force CAD platform.

This solution has improved tasking and coordination of state-wide fire and emergency services and improved personnel and community safety. This collaborative multi-agency approach has resulted in significant Government savings and has paved the way for future joint initiatives. The two agencies are also currently assessing opportunities for a consolidated radio network to optimise future government investment. Similarly, the WA Police Force is also working with partner agencies in the Justice sector to identify opportunities to enhance the exchange of information, streamline systems and reduce duplicated data holdings.

The Digital Policing Program is providing a platform for the agency to reshape the way it delivers police services into the future. The application of emerging digital technology presents opportunities to optimise and consolidate resources, supporting frontline officers with the tools to complete case work and crime reports in the field. The WA Police Force is investing in digital mobility and in the first phase will roll out body worn cameras to frontline officers. A project team is currently working to procure body worn cameras and establish the supporting systems and processes to commission them in early 2019.

Social media platforms present an opportunity to highlight the work of police and further our relationship with the community in a joint effort in the



fight against crime and to provide public reassurance. The WA Police Force has successfully used Facebook and Twitter to communicate directly with the community, resulting in a number of positive outcomes. Social media is also an effective way of engaging with a younger community demographic and is proactively used to support the agency's commitment to youth diversion initiatives.



## PROFESSIONAL STANDARDS

Modern policing is becoming progressively more complex and presents increased risk to police officers. Despite the challenges and difficulties faced on a daily basis, police officers have a professional duty to act and treat people in accordance with the values and principles espoused in the WA Police Code of Conduct and Police Force Regulations 1979, both on and off duty.

Professional Standards is responsible for managing complaints against police officers, overseeing critical incident responses, undertaking related managerial investigations and for ensuring procedural fairness and consistency in investigations. This oversight and level of independence ensures investigations are undertaken objectively and that the Corruption and Crime Commission are kept fully informed of related progress and outcomes.

The portfolio is proactive in identifying 'at risk' behavioural issues and trends of all WA Police Force employees, and developing early intervention and risk assessment strategies, mitigating and managing the risk in support of the officers and the agency.

Initiatives developed to avert or reduce unprofessional conduct by WA Police Force members include:

### Early Intervention Program

The agency continues to build on its existing Early Intervention Program which identifies individuals and business units at risk of potential corruption and/or unprofessional

conduct, and provides suitable behavioural modification and intervention actions to mitigate risks and promote managerial accountability at a local level.

In 2017, Professional Standards employed the skills of a Business Intelligence Analyst to interrogate existing WA Police databases and produce statistical reports on officer performance. The data is used to identify at risk behavioural trends to enable early managerial action to be taken.

### Personnel Security Vetting

In addition to completing national Security Clearances for key personnel and positions throughout the agency, the Personnel Security Vetting Unit conduct background assessments on personnel and contractors working for the WA Police Force. The Unit processed over 4,219 integrity checks in the reporting period, with 151 recorded "not supported", protecting WA Police and the community from potential harm.

### Ethical Standards

Recognising that internal investigations is a specialist investigative area and one which supervising officers and senior managers are not routinely exposed to, Ethical Standards Division embarked on an outreach training strategy across Western Australia, to upskill key personnel in the conduct of internal investigations. Trained outreach support personnel have been made available to oversee investigations and provide advice to investigators, resulting in a marked improvement in the standard and consistency of investigations and confidence in investigating staff.

### Code of Conduct Review

The WA Police Force is embarking on a review of the *WA Police Force Code of Conduct*, to ensure it remains valid and contemporary, together with the Our Values document, ensuring it reflects community expectations and embraces current practises from across Australian and selected international policing jurisdictions.

### Use of Force Review

Earlier in 2018 as a result of social media footage, where attending police officers appeared to use excessive force to subdue offenders, Professional Standards recommended a review of use-of-force. The review focuses on training, understanding of lawfulness surrounding using force, related prosecutions emanating from such incidents and whether current standards meets community and judicial expectations, to ensure police legitimacy is maintained. The review is underway and the findings will inform future training.

### Integrity Review Project

An Integrity Review Project was initiated by Professional Standards to review and make recommendations in relation to the *Managerial Intervention Model* and the proposed reinstatement of Section 23 *Police Act 1892* discipline provisions, suspended in 2012. A review of other Australian police jurisdictions was undertaken to identify evidence based best-practice, procedural fairness, stress on officers, and scalability of internal

investigations. The project made several recommendations including changes to the Managerial Investigation Model and re-establishment of disciplinary provisions in a more inquisitorial manner.

### Computer Access Project

A Computer Access Project was initiated to specifically target the ongoing misuse by WA Police Force employees of Restricted Access Computer Systems. This was a holistic research project designed to identify reasons behind trends to provide early detection and intervention, create deterrent strategies, provide IT solutions and increase awareness of the issues. The Edith Cowan University Sellenger Centre for Research in Law, Justice and Social Change was commissioned to provide a research paper on computer misuse, which made recommendations including IT solutions and a High Profile Person Warning Register and Officer Self Look Up Warnings.

### Inter-agency Collaboration

The WA Police Internal Affairs Unit have enhanced their working relationship with the Corruption and Crime Commission, to collaborate and conduct cooperative investigations. The use of the Commission's array of resources and powers is available to them through the *Corruption, Crime and Misconduct Act 2003*, *Surveillance Devices Act and Criminal Investigation (Covert Powers) Act 2012*, to ensure potential corruption and/or unprofessional conduct is quickly identified and addressed.

“The most elegant and well-designed plan will not succeed without a workforce committed to strong values, a positive, inclusive culture and good ethical standards and practices”

- Commissioner Chris Dawson APM



# ROAD SAFETY COMMISSION

From 1 July 2017, the Road Safety Commission was administratively attached to the WA Police Force as a result of the 2017 Machinery of Government changes in the public sector. The Commissioner for Road Safety reports to the Commissioner of Police for matters relating to management and administration of the portfolio and to the Minister for Road Safety on matters relating to road safety.

The Road Safety Commission was established to support the Minister for Road Safety in the administration of the *Road Safety Council Act 2002*, which establishes the Road Safety Council and governs the use of the Road Trauma Trust Account. The Commissioner for Road Safety is the chief officer of the Commission and the Chairman of the Council as appointed by the Minister for Road Safety. The Commission works closely with the Council to meet legislative requirements and ensure sound governance.

Each year the Council provides recommendations to the Minister for Road Safety on how money in the Road Trauma Trust Account is to be applied for road safety as per Section 12 of the *Road Safety Council Act 2002*.

Under Section 13 of the *Road Safety Council Act 2002* a report on the activities of the Road Safety Council is provided by the Road Safety Council to the Minister for Road Safety for tabling in both houses of the Western Australian Parliament each year. This includes activities funded from the Road Trauma Trust Account.

The Road Safety Commission is focussed on achieving road safety results through a safe system approach under the Government's Towards Zero Road Safety Strategy 2008-2020. The safe system approach works to eliminate risk taking behaviour on our roads while recognising that people will always make mistakes and there is a need to manage the interaction between road and roadside infrastructure, vehicles, and travel speed to prevent crashes, and when a crash occurs, that the consequences are not serious and effective post-crash care is provided.

The Road Safety Commission analyses crash trends to enable the Road Safety Council and government to identify priority areas for road safety investment. In 2017-18 the priorities established on identified crash trends were speed management, impaired driving, intersection safety, run-off road crashes, vulnerable road users, and supporting effective implementation through community education, engagement, research, analysis and monitoring results.

Major achievements for the Road Safety Commission during the reporting year include:

- Introduction of the Government's commitment for a minimum one metre distance law when passing cyclists. The Commission supported introduction of legislation requiring motorists to leave a minimum gap of at least one



metre between their vehicle and bicycle riders when passing at speeds up to 60 kilometres per hour, and one and a half metres at greater speeds.

- Introduction of the Government's commitment for legislation requiring motorists to slow-down to 40 kilometre per hour and move over when



passing emergency response vehicles displaying flashing lights. Community education campaigns were used to inform motorists of the new law, and monitoring and evaluation of the change has commenced.

- Managed a safe system review of Indian Ocean Drive with Main Roads WA and the WA Police Force following a series of serious crashes. The review complemented the 'Regional Run-Off Road Crashes' program that aims to reduce the number and rate at which people are killed or seriously injured in road crashes due to vehicles leaving the road. Road safety improvement treatments are selected to reduce high severity road crashes in regional areas, and include widening carriageway/shoulders, installation of audible tactile edge lines, installation of road safety barriers, and speed reduction.
- High profile public education campaigns to encourage safe behaviour, support enforcement, encourage the purchase of safer vehicles and enhance safety culture on our roads. Major campaigns included: Drink Driving Grow Up and Worried; Speeding Lose your Licence? What's Your Option; Distractions; Motorcyclist safety Ride to Arrive; Fatigue Don't Trust Your Tired Self; Towards Zero Closer to Home Than you Think and integrated media for Zero Excuses.
- Funding support to the School Drug Education; Road Aware; and, Road Wise Community Road Safety programs,

which aim to build a positive road safety culture, promoting a shared responsibility for reducing road trauma, and increased delivery of evidence-based road safety education programs in schools and community events throughout the State.

- Launched the National Road Safety Week when iconic buildings around the city and other parts of the state were lit yellow and provided funding support to the Road Trauma Counselling Support Service for the people affected by road trauma.
- Hosted a road safety leadership programme with 50 leaders from across government, community and business involved in a programme presented by Monash University experts based on a national leadership course conducted. This investment adds to the capability and capacity of leadership in Western Australia to progress change for road safety improvement.

Two examples of how the Road Safety Commission works collaboratively to progressively improve road user attitudes and behaviours, and improve safety on Western Australian roads are described.

### **Motorcyclist safety community education campaign**

Since 2008, the use of motorcycles on WA roads has more than doubled which is more than any other state or territory and there is an increasing trend in crashes involving motorcyclists in Western Australia as there is across Australia.

Since 2009, 275 motorcyclists have died on WA roads, with the dominance of crashes only involving the motorcyclist. The Motorcyclist Safety Community Education campaign was developed to communicate with riders, raising awareness of the risks motorcycle riders face on the road and provide education on how to reduce the risks.

In June 2017, the Commission engaged behaviour research specialists to explore the attitudes and behaviours of motorcyclists, and gain an understanding of how to influence them. A series of focus groups amongst male motorcyclists aged 18 to 59 years old identified the most effective approach to communicating with them.

To change behaviour, the media campaign required a high level of frequency and multiple touch points to reach the audience. Online video content, especially via YouTube, is heavily consumed by male motorcyclists and short form video advertisements running at six seconds were successful.

Additionally, posters displaying motorcycle safety messages were installed at locations where riders park their motorcycles to view the safety messages immediately prior to starting their ride. Due to research indicating minimal peripheral vision while riding, roadside billboards were not used.



Evaluation of the campaign identified that:

- 81 per cent of motorcyclists recalled the Ride to Arrive campaign
- 70 per cent of motorcyclists said the advertisements were easy to understand
- 70 per cent of all people believe the campaign was effective in encouraging motorcycle riders to ride safely
- 83 per cent think that motorcycle riders can avoid hazards more if they lower their speed.

**Slow Down Move Over**

During March 2018, the government introduced legislation, requiring road users to slow down to 40 kilometres per hour when passing stationary emergency and break-down vehicles with flashing lights and move over to the next lane, where possible and safe to do so - this is referred to as ‘Slow Down Move Over’.

The Commission established the Emergency Breakdown Vehicle Working Group (EBVWG), an interagency and community working group. Membership included representation from the WA Police Force, Department of Transport, Main Roads WA (Incident Response), AAAC Towing, the Royal Automobile Club of WA, and the WA Police Union. The EBVWG also sought input from a broader stakeholder network, including St Johns Ambulance, the heavy vehicle industry and the Department of Fire and Emergency Services.

During February to March 2018, a community education campaign was released advising road users of the legislative changes. The state-wide campaign included television, outdoor roadside billboards, social media and digital executions. The Commission website stepped out details of the new law, the reasons for its introduction, and a series of frequently asked questions to inform the public. Evaluation of the campaign identified:

- the campaign was 81 per cent effective in encouraging drivers to obey the new requirements regarding emergency vehicles and roadside emergency workers
- 86 per cent believed the campaign makes drivers more likely to consider the safety of people attending roadside emergencies
- there were 28,388 visits to the SLOMO webpage between January and April 2018
- 97 per cent of reactions to social media posts were positive between February and April 2018.

The Commission has engaged the Centre for Accident Research and Road Safety in Queensland to monitor and evaluate the SLOMO change over the next two years. The evaluation period ends in March 2020, enabling the Commission to report on the policy’s effectiveness.



# SUMMARY OF RESULTS AGAINST FINANCIAL TARGETS

REQUIREMENT UNDER TREASURER'S INSTRUCTION 808 S4

## ACTUAL RESULTS VERSUS PERFORMANCE AGREEMENT TARGETS FINANCIAL TARGETS

|   | 2017-18 Target<br>\$'000 | 2017-18 Actual<br>\$'000 | Variation<br>\$'000 |       |
|---|--------------------------|--------------------------|---------------------|-------|
| <b>Total cost of services</b>   | 1,528,238                | 1,505,238                | (23,000)            | -1.5% |
| The variance represents a 1.5% decrease on the total cost of service target.  |                          |                          |                     |       |
| The variance is largely due to the underspend in Services and Contracts, Capital Expense, Depreciation and Accommodation. This savings has been somewhat offset by the 100 FTE (42 government + 58 agency funded) Voluntary Targeted Separation Scheme and unfunded metropolitan restructure costs. |                          |                          |                     |       |
| <b>Net cost of services</b>   | 1,352,563                | 1,339,776                | (12,787)            | -0.9% |
| The variance represents a 0.9% decrease on the net cost of service target   |                          |                          |                     |       |
| The variance is due to less revenue (\$20.7m) than anticipated being received from Regulatory Fines into the Road Trauma Trust Account  |                          |                          |                     |       |
| <b>Total equity</b>   | 1,384,824                | 1,364,750                | (20,074)            | -1.4% |
| The variance represents a 1.4% decrease in the total equity target  |                          |                          |                     |       |
| The variance is due to the reduction in the value of the non-current assets category by \$22.4m   |                          |                          |                     |       |
| <b>Agreed salary expense level</b>  | 892,057                  | 910,606                  | (18,549)            | -2.0% |

## ACTUAL RESULTS VERSUS PERFORMANCE AGREEMENT TARGETS WORKING CASH TARGETS

|  | Agreed Limit<br>\$'000 | Target <sup>1</sup> /Actual <sup>2</sup><br>\$'000 | Variation <sup>3</sup><br>\$'000 |         |
|--|------------------------|--|----------------------------------|---------|
| Agreed Working Cash Limit (at Budget)  | 72,490                 | 72,490   | 0                                | 0.0%    |
| Agreed Working Cash Limit (at Actuals) | 72,529                 | (2,001)  | (74,530)                         | -102.8% |

**Notes:**

1. Target to reflect the agency's anticipated working cash for the relevant financial year
2. Actual to reflect the actual working cash at the close of the financial year
3. Explanations are required for any variation where the actual working cash held at the close of the financial year exceeds the agreed limit.



# SUMMARY OF RESULTS AGAINST PERFORMANCE TARGETS

| Key Effectiveness Indicators <sup>(a)</sup>   | 2017-18 Target <sup>(b)</sup> | 2017-18 Actual | Variation <sup>(c)</sup> |
|---|-------------------------------|----------------|--------------------------|
| <b>Outcome 1: Contribute to community safety and security</b>   |                               |                |                          |
| Rate of offences against the person (excluding family violence-related offences) per 100,000 people   | 810                           | 817.7          | 7.7                      |
| Rate of offences against property (excluding family violence-related offences) per 100,000 people   | 6,200                         | 5,747.9        | (452.1)                  |
| Percentage of sworn police officer hours available for frontline policing duties  | 75%                           | 74.5%          | (0.5%)                   |
| Percentage of priority 1 & 2 incidents in the metropolitan area responded to within 12 minutes  | 80%                           | 83.3%          | 3.3%                     |
| Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes  | 80%                           | 83.5%          | 3.5%                     |
| Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days         | 75%                           | 77.4%          | 2.4%                     |
| Percentage of offences against the person investigations finalised within 60 days   | 85%                           | 88.4%          | 3.4%                     |
| Percentage of offences against property investigations finalised within 30 days   | 90%                           | 91.0%          | 1.0%                     |
| Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences <sup>(d)</sup>                     | 90%                           | 98.7%          | 8.7%                     |
| Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police | 82%                           | 83.7%          | 1.7%                     |
| Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police   | 85%                           | 84.9%          | (0.1%)                   |
| <b>Outcome 2: Improve coordination and community awareness of road safety in Western Australia</b>  |                               |                |                          |
| Effectiveness of road safety awareness campaigns  | 70%                           | 79.0%          | 9.0%                     |
| <b>Key Efficiency Indicators <sup>(a)</sup></b>   |                               |                |                          |
| <b>Outcome 1: Contribute to community safety and security</b>   |                               |                |                          |
| <b>Service 1: Metropolitan policing services</b>  |                               |                |                          |
| Average cost of metropolitan policing services per person in the Perth metropolitan area  | \$280                         | \$270          | (\$10)                   |
| <b>Service 2: Regional and remote policing services</b>   |                               |                |                          |
| Average cost of regional and remote policing services per person in regional WA   | \$750                         | \$746          | (\$4)                    |
| <b>Service 3: Specialist policing services</b>  |                               |                |                          |
| Average cost of specialist policing services per person in WA   | \$184                         | \$183          | (\$1)                    |
| <b>Outcome 2: Improve coordination and community awareness of road safety in Western Australia</b>  |                               |                |                          |
| <b>Service 4: Road Safety Commission</b>  |                               |                |                          |
| Percentage of Road Safety Commission projects completed on time   | 90%                           | 78.0%          | (12.0%)                  |
| Percentage of Road Safety Commission projects completed on budget   | 95%                           | 100.0%         | 5.0%                     |

**Notes:**

- (a) This table is a summary of the 2017-18 WA Police Key Performance Indicators. For more detailed information see the Key Performance Indicators section of this report.
- (b) Targets as specified in the 2017-18 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) 'Category A' offences include: driving under the influence of alcohol/drugs, careless/dangerous/reckless driving, non-speed camera speeding offences, no authority to drive/unlicensed vehicle, use of mobile phones whilst driving, and non-wearing of seatbelts/restraints/helmets.



# SUMMARY OF VARIATION AGAINST PERFORMANCE TARGETS

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## KEY EFFECTIVENESS INDICATORS

The following Key Effectiveness Indicator targets were not met:

- The rate of offences against the person (excluding family violence-related offences) per 100,000 people. The 2017-18 rate was 0.9 per cent higher than the target of 810. The main contributing factor to the variance was an increase in assault (non-family) offences.
- The percentage of sworn police officer hours available for frontline policing duties. The 2017-18 result was 0.5 percentage points lower than the target of 75 per cent.
- Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police. The 2017-18 result was marginally lower than the target of 85 per cent. The community's level of confidence in police reflects communication between the police and the public, police effectiveness and service delivery, professionalism, honesty, and treating people fairly and equally.

## KEY EFFICIENCY INDICATORS

The nature of policing is highly reactive and with demand for services changing each year, the average cost per person of providing policing services can vary significantly. Policing activities include keeping the peace, enforcing the law, preventing and detecting crime, apprehending offenders and emergency management. The average cost per person can be affected by such factors as employee pay rate movements and other cost increases, changes in work practices or streamlining of processes.

The target for the Road Safety Commission efficiency indicator of the Percentage of Road Safety Commission projects completed on time was not met.

# SIGNIFICANT ISSUES IMPACTING THE AGENCY

## ENFORCING THE LAW

The WA Police Force aims to achieve a safe and secure environment for the community by harnessing intelligence and collaborating with partners to pursue those who break the law and protect those most vulnerable to harm. The crime environment is complex and dynamic. Increasing capability to deliver an adaptive and agile response to criminal activity is a priority for the agency.

The agency is committed to targeting the supply of illicit drugs with a prime focus on meth. The Meth Action Plan Taskforce was established in June 2017 to disrupt supply and reduce meth related harm in Western Australia.

We continue to work with the community and partners to identify and focus on priority issues including responding to, and assisting with, the prevention of family violence and enforcing traffic laws through targeting driver behaviour contributing to fatal or serious crashes. The agency also continues to target and disrupt serious and organised crime networks with the overall aim of improving community safety.

## VULNERABLE COMMUNITIES

The WA Police Force recognises the diversity of the Western Australian community and that within this, some groups and individuals are at higher risk of becoming victims or perpetrators of crime. This vulnerability stems from

a range of factors relating to personal characteristics and circumstances, often exacerbated by external stressors including disadvantage, discrimination and social isolation. Vulnerable groups are often drivers of demand for police services, and as such, WA Police Force understands the importance of working proactively with these groups to build resilience and social cohesion. This is done through community engagement and relationship building, targeted education and support, community partnerships and developing strategies to address the risk factors that create vulnerability.

The WA Police Force is committed to improving our relationships with vulnerable communities, with a specific focus on Aboriginal communities. The WA Police Force aims to address the over-representation of Aboriginal people in the criminal justice system through working with partners and improving relationships to reduce offending and victimisation. The agency is also working to enhance capability through improved cultural competence and engagement and continues to improve its practices and capabilities to meet the challenges faced with family violence, mental health and child abuse.

## PREVENTING CRIME

Engaging with the community and partners is critical to delivering effective policing services to address the causal factors of crime and community harm. The WA

Police Force continues to engage with the community and develop alliances with government and non-government agencies to strengthen crime prevention strategies. Increasing public awareness and listening to the community assists the WA Police Force to understand priorities, share information and work in collaboration to address priority issues.

There is a strong focus on youth intervention and diversion to prevent young people from entering the criminal justice system and rehabilitate young offenders. The WA Police Force continues to build and foster partnerships with other agencies and not for profit organisations to provide early intervention schemes which deliver positive outcomes for young people and divert them away from criminal activity.

There are a number of broad and complex social issues contributing to people being offenders and victims. Through building partnerships and engaging with the community, these issues can be identified and addressed to assist with collaborative, problem solving approaches for reducing crime and community harm.

## CAPABILITY AND RESPONSIVENESS

We have an adaptive workforce capable of responding to a changing and complex crime environment. The challenge for the agency is to maintain service delivery and police responsiveness during the current climate of economic austerity. Effective

workforce planning ensures police services are delivered to the highest standard and meet the changing demands of the community.

We are committed to achieving a workforce representative of the Western Australian population. Aboriginal people are currently under-represented in our workforce and the agency is taking active steps to address this issue.

The WA Police Force is continuing to review the deployment of all human, physical and financial resources, seeking opportunities for improvement and innovative solutions to complex problems. The agency is forward looking and exploring new and emerging technologies to further build our capability.

## EMERGENCY MANAGEMENT

The WA Police Force is committed to prevention, preparedness, response and recovery strategies to maintain public order in times of emergency or disaster. The agency is well placed to respond to critical incidents and continues working with partner agencies to ensure our current response capacity is maintained and further enhanced. A centralised State Operations Command Centre has been developed to monitor and coordinate police deployment and can be used for multi-agency coordination during planned major events or in a state of emergency.

## ROAD SAFETY

### Regional Road Safety

Achieving sustainable safety improvements on regional roads remains a considerable challenge. Serious crashes occur due to mistakes, errors, distraction, fatigue or risk taking. The most common serious crash on regional roads involves a single vehicle running off the side of the road. Safe system responses include education and enforcement of safe behaviours, road engineering treatments, safe vehicles, safe speeds and improved post-crash care. Significant success is being achieved with the application of low cost, high value road safety treatments to high crash risk lengths of road on a priority basis. Shoulder sealing and audible edge-line treatments are achieving benefit cost ratios of 2.1:1.

### Ensuring appropriate laws and penalties for serious repeat offenders and alcohol and other drug affected drivers

At the request of the Minister for Road Safety, the Commission is working with other agencies to strengthen administrative processes for offenders who have lost their licence, to identify legislative reforms to target serious, repeat offenders and to ensure that the offences and penalties for alcohol and other drug impaired driving, and the inappropriate use of mobile phones while driving, are effective for community safety. The review involves consideration of laws

and penalties in other Australian states and territories. Recommendations will be provided to the Minister for Road safety.

### A new Road Safety Strategy for Western Australia beyond 2020

Despite a 27 per cent reduction in the number of people killed on WA roads since the start of the current Towards Zero strategy, the improvement is still below the 40 per cent stretch target set for 2020.

The Commission will support Road Safety Council member agencies to identify and implement additional short-term actions that will contribute to further improvements in the two years remaining towards 2020 while also beginning to prepare for a new strategy beyond 2020.



# DISCLOSURE 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

### *Opinion*

I have audited the financial statements of the Police Service which comprise the Statement of Financial Position as at 30 June 2018, 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.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Police Service for the year ended 30 June 2018 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

### *Basis for Opinion*

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Police Service in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### *Responsibility of the Commissioner of Police 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, the *Financial Management Act 2006* 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.

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DISCLOSURE AND  
LEGAL COMPLIANCE



# INDEPENDENT AUDITOR'S OPINION

In preparing the financial statements, the Commissioner of Police is responsible for assessing the agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Police Service.

#### **Auditor's Responsibility for the Audit of the Financial Statements**

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the agency's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioner of Police.
- Conclude on the appropriateness of the Commissioner of Police's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Commissioner of Police regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

## Report on Controls

### Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Police Service. The 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 (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, 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 2018.

### The Commissioner of Police's Responsibilities

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

### Auditor General's Responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and the controls, necessary to achieve the overall control objectives, were implemented as designed.

An assurance engagement to report on the design and implementation of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including the assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

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



# INDEPENDENT AUDITOR'S OPINION

## **Limitations of Controls**

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and implemented as designed, once the controls are in operation, the overall control objectives may not be achieved so that fraud, error, or noncompliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

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

### **Opinion**

I have undertaken a reasonable assurance engagement on the key performance indicators of the Police Service for the year ended 30 June 2018. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, 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 2018.

### **The 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 internal control as the Commissioner of Police determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Commissioner of Police is responsible for identifying key performance indicators that are relevant and appropriate having regard to their purpose in accordance with Treasurer's Instruction 904 *Key Performance Indicators*.

### **Auditor General's Responsibility**

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the agency's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.



An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

**My Independence and Quality Control Relating to the Reports on Controls and Key Performance Indicators**

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory 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 2018 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.



CAROLINE SPENCER  
AUDITOR GENERAL  
FOR WESTERN AUSTRALIA  
Perth, Western Australia  
22 August 2018



# FINANCIAL STATEMENTS





# CERTIFICATION OF FINANCIAL STATEMENTS



FOR THE YEAR ENDED 30 JUNE 2018

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 2018 and the financial position as at 30 June 2018.

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



CHRIS DAWSON APM  
COMMISSIONER OF POLICE



JOHN CANDELORO  
ACTING CHIEF FINANCE OFFICER

16 AUGUST 2018

CERTIFICATION OF  
FINANCIAL STATEMENTS



## STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2018

|   | Note     | 2018<br>\$'000   | 2017<br>\$'000   |
|---|----------|------------------|------------------|
| <b>COST OF SERVICES</b>                                     |          |                  |                  |
| <b>Expenses</b>   |          |                  |                  |
| Employee expenses   | 3.1      | 1,084,106        | 1,041,500        |
| Supplies and services                                       | 3.3      | 217,936          | 222,384          |
| Depreciation & amortisation expense                         | 5.1, 5.2 | 57,124           | 56,163           |
| Accommodation expenses                                      | 3.4      | 61,188           | 57,341           |
| Grant payments  | 3.5      | 71,967           | 13,030           |
| Loss on disposal of non-current assets                      | 3.7      | 114              | 112              |
| Other expenses  | 3.6      | 12,803           | 5,075            |
| <b>Total cost of services</b>                               |          | <b>1,505,238</b> | <b>1,395,605</b> |
| <b>Income</b>   |          |                  |                  |
| <b>Revenue</b>  |          |                  |                  |
| Regulatory fines  | 4.6      | 101,214          | -                |
| User charges and fees                                       | 4.7      | 40,211           | 33,502           |
| Commonwealth grants   | 4.8      | 5,721            | 2,080            |
| Contributions, sponsorships and donations                   | 4.9      | 13,709           | 12,045           |
| Interest revenue  | 4.10     | 1,463            | -                |
| Other revenue   | 4.11     | 3,099            | 1,987            |
| <b>Total Revenue</b>  |          | <b>165,417</b>   | <b>49,614</b>    |
| <b>Gains</b>  |          |                  |                  |
| Gain on disposal of non-current assets                      | 3.7      | 45               | 61               |
| <b>Total Gains</b>  |          | <b>45</b>        | <b>61</b>        |
| <b>Total Income other than Income from State Government</b> |          | <b>165,462</b>   | <b>49,675</b>    |
| <b>NET COST OF SERVICES</b>                                 |          | <b>1,339,776</b> | <b>1,345,930</b> |



For the year ended 30 June 2018

|  | Note | 2018<br>\$'000   | 2017<br>\$'000   |
|--|------|------------------|------------------|
| <b>Income from State Government</b>                          |      |                  |                  |
| Service appropriation  | 4.1  | 1,309,928        | 1,308,291        |
| State grants   | 4.2  | 1,469            | 31,469           |
| Assets transferred   | 4.3  | 521              | -                |
| Services received free-of-charge                             | 4.4  | 2,688            | 2,553            |
| Royalties for Regions Fund                                   | 4.5  | 15,451           | 12,182           |
| <b>Total Income from State Government</b>                    |      | <b>1,330,057</b> | <b>1,354,495</b> |
| <b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>                      |      | <b>(9,719)</b>   | <b>8,565</b>     |
| <b>OTHER COMPREHENSIVE INCOME</b>                            |      |                  |                  |
| <b>Items not reclassified subsequently to profit or loss</b> |      |                  |                  |
| Changes in asset revaluation surplus                         | 9.8  | (22,392)         | (14,564)         |
| <b>Total other comprehensive income</b>                      |      | <b>(22,392)</b>  | <b>(14,564)</b>  |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>             |      | <b>(32,111)</b>  | <b>(5,999)</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 2018

|  | Note | 2018<br>\$'000   | 2017<br>\$'000   |
|--|------|------------------|------------------|
| <b>ASSETS</b>                                  |      |                  |                  |
| <b>Current Assets</b>                          |      |                  |                  |
| Cash and cash equivalents                      | 7.1  | 19,891           | 36,865           |
| Restricted cash and cash equivalents           | 7.2  | 66,793           | 9,677            |
| Receivables                                    | 6.1  | 14,615           | 8,122            |
| Amounts receivable for services                | 6.2  | 19,669           | 6,530            |
| Non-current assets classified as held for sale | 6.3  | -                | -                |
| Inventories                                    | 6.4  | 793              | 477              |
| Other current assets                           | 6.5  | 3,663            | 8,903            |
| <b>Total Current Assets</b>                    |      | <b>125,424</b>   | <b>70,574</b>    |
| <b>Non-Current Assets</b>                      |      |                  |                  |
| Restricted cash and cash equivalents           | 7.2  | 8,406            | 4,203            |
| Amounts receivable for services                | 6.2  | 503,245          | 464,304          |
| Property, plant and equipment                  | 5.1  | 945,746          | 951,138          |
| Intangible assets                              | 5.2  | 61,176           | 69,014           |
| <b>Total Non-Current Assets</b>                |      | <b>1,518,573</b> | <b>1,488,659</b> |
| <b>TOTAL ASSETS</b>                            |      | <b>1,643,997</b> | <b>1,559,233</b> |

As at 30 June 2018

|                                      | Note | 2018<br>\$'000   | 2017<br>\$'000   |
|--------------------------------------|------|------------------|------------------|
| <b>LIABILITIES</b>                   |      |                  |                  |
| <b>Current Liabilities</b>           |      |                  |                  |
| Provisions                           | 3.2  | 164,216          | 159,174          |
| Payables                             | 6.6  | 46,582           | 22,794           |
| Deferred revenue                     | 6.7  | 25               | 402              |
| <b>Total Current Liabilities</b>     |      | <b>210,823</b>   | <b>182,370</b>   |
| <b>Non-Current Liabilities</b>       |      |                  |                  |
| Provisions                           | 3.2  | 68,096           | 58,684           |
| Deferred revenue                     | 6.7  | 328              | -                |
| <b>Total Non-Current Liabilities</b> |      | <b>68,424</b>    | <b>58,684</b>    |
| <b>TOTAL LIABILITIES</b>             |      | <b>279,247</b>   | <b>241,054</b>   |
| <b>NET ASSETS</b>                    |      |                  |                  |
| <b>EQUITY</b>                        | 9.8  |                  |                  |
| Contributed equity                   |      | 787,636          | 708,954          |
| Reserves                             |      | 314,495          | 336,588          |
| Accumulated surplus                  |      | 262,619          | 272,637          |
| <b>TOTAL EQUITY</b>                  |      | <b>1,364,750</b> | <b>1,318,179</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 2018

|  | Note | Contributed equity<br>\$'000 | Reserves<br>\$'000 | Accumulated surplus/<br>(deficit) \$'000 | Total equity<br>\$'000 |
|--|------|------------------------------|--------------------|--|------------------------|
| <b>Balance at 1 July 2016</b>                                | 9.8  | 666,498                      | 371,049            | 244,175                                  | 1,281,722              |
| Total comprehensive income for the period                    |      | -                            | (14,564)           | 8,565                                    | (5,999)                |
| Transfer to accumulated surplus/(deficit) of assets disposed |      | -                            | (19,897)           | 19,897                                   | -                      |
| Transactions with owners in their capacity as owners:        |      |                              |                    |  |                        |
| Capital appropriations                                       |      | 53,531                       | -                  | -  | 53,531                 |
| Other contributions by owners                                |      | 10,657                       | -                  | -  | 10,657                 |
| Distributions to owners                                      |      | (21,732)                     | -                  | -  | (21,732)               |
| Total  |      | 42,456                       | -                  | -  | 42,456                 |
| <b>Balance at 30 June 2017</b>                               |      | <b>708,954</b>               | <b>336,588</b>     | <b>272,637</b>                           | <b>1,318,179</b>       |
| <b>Balance at 1 July 2017</b>                                |      | 708,954                      | 336,588            | 272,637                                  | 1,318,179              |
| Total comprehensive income for the period                    |      | -                            | (22,392)           | (9,719)                                  | (32,111)               |
| Transfer to accumulated surplus/(deficit) of assets disposed |      | -                            | 299                | (299)                                    | -                      |
| Transactions with owners in their capacity as owners:        |      |                              |                    |  |                        |
| Capital appropriations                                       |      | 36,093                       | -                  | -  | 36,093                 |
| Other contributions by owners                                |      | 54,629                       | -                  | -  | 54,629                 |
| Distributions to owners                                      |      | (12,040)                     | -                  | -  | (12,040)               |
| Total  |      | 78,682                       | -                  | -  | 78,682                 |
| <b>Balance at 30 June 2018</b>                               |      | <b>787,636</b>               | <b>314,495</b>     | <b>262,619</b>                           | <b>1,364,750</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 2018

|  | Note | 2018<br>\$'000     | 2017<br>\$'000     |
|--|------|--------------------|--------------------|
| <b>CASH FLOWS FROM STATE GOVERNMENT</b>                  |      |                    |                    |
| Service appropriation                                    |      | 1,243,530          | 1,244,179          |
| Capital appropriations                                   |      | 36,093             | 53,531             |
| Holding account drawdowns                                |      | 14,318             | 7,856              |
| Grants from State Government                             |      | 1,469              | 31,390             |
| Royalties for Regions Fund                               |      | 27,058             | 22,836             |
| Non-retained revenue distribution to owners              |      | (1,362)            | (160)              |
| Capital contributions - transfer to Consolidated Account |      | (2,300)            | -                  |
| Transfer of cash assets from other agencies              |      | 56,675             | -                  |
| <b>Net cash provided by State Government</b>             |      | <b>1,375,481</b>   | <b>1,359,632</b>   |
| <b>Utilised as follows:</b>                              |      |                    |                    |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>              |      |                    |                    |
| <b>Payments</b>  |      |                    |                    |
| Employee payments  |      | (1,066,860)        | (1,035,057)        |
| Supplies and services                                    |      | (201,877)          | (222,214)          |
| Accommodation payments                                   |      | (61,919)           | (56,747)           |
| Grant payments   |      | (78,913)           | (10,173)           |
| GST payments on purchases                                |      | (41,964)           | (38,589)           |
| Other payments   |      | (1,229)            | (3,123)            |
|  |      | <b>(1,452,762)</b> | <b>(1,365,903)</b> |

## STATEMENT OF CASH FLOWS

For the year ended 30 June 2018

|   | Note | 2018<br>\$'000     | 2017<br>\$'000     |
|---|------|--------------------|--------------------|
| <b>Receipts</b>   |      |                    |                    |
| Regulatory fines  |      | 100,332            | -                  |
| User charges and fees                                       |      | 29,954             | 32,082             |
| Commonwealth grants   |      | 1,798              | 2,080              |
| Contributions, sponsorships and donations                   |      | 11,945             | 10,620             |
| Interest received   |      | 1,497              | -                  |
| GST receipts on sales                                       |      | 2,521              | 6,383              |
| GST receipts from taxation authority                        |      | 42,397             | 32,126             |
| Other receipts  |      | 3,352              | 3,444              |
|   |      | <b>193,796</b>     | <b>86,735</b>      |
| <b>Net cash provided by/(used in) operating activities</b>  | 7.4  | <b>(1,258,966)</b> | <b>(1,279,168)</b> |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                    |                    |
| <b>Payments</b>   |      |                    |                    |
| Purchase of non-current physical assets                     |      | (72,385)           | (85,381)           |
| <b>Receipts</b>   |      |                    |                    |
| Proceeds from sale of non-current physical assets           |      | 215                | 1,731              |
| <b>Net cash provided by/(used in) investing activities</b>  |      | <b>(72,170)</b>    | <b>(83,650)</b>    |
| <b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b> |      | <b>44,345</b>      | <b>(3,186)</b>     |
| Cash and cash equivalents at the beginning of period        |      | 50,745             | 53,931             |
| <b>CASH AND CASH EQUIVALENTS AT THE END OF PERIOD</b>       | 7.3  | <b>95,090</b>      | <b>50,745</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 2018

|   | 2018<br>Estimate<br>\$'000 | 2018<br>Actual<br>\$'000 | 2018<br>Variation<br>\$'000 | 2018<br>Actual<br>\$'000 | 2017<br>Actual<br>\$'000 | Variation<br>\$'000 |
|---|----------------------------|--------------------------|-----------------------------|--------------------------|--------------------------|---------------------|
| <b>DELIVERY OF SERVICES</b>   |                            |                          |                             |                          |                          |                     |
| Item 23 Net amount appropriated to deliver services                             | 1,331,702                  | 1,305,103                | (26,599)                    | 1,305,103                | 1,303,303                | 1,800               |
| Section 25 transfer from Department of Finance                                  | -                          | -                        | -                           | -                        | 366                      | (366)               |
| Amounts Authorised by Other Statutes<br><i>Salaries and Allowances Act 1975</i> | 4,825                      | 4,825                    | -                           | 4,825                    | 4,622                    | 203                 |
| <b>Total appropriations provided to deliver services</b>                        | <b>1,336,527</b>           | <b>1,309,928</b>         | <b>(26,599)</b>             | <b>1,309,928</b>         | <b>1,308,291</b>         | <b>1,637</b>        |
| <b>CAPITAL</b>  |                            |                          |                             |                          |                          |                     |
| Item 97 Capital Appropriation   | 29,451                     | 36,093                   | 6,642                       | 36,093                   | 53,531                   | (17,438)            |
| <b>GRAND TOTAL</b>  | <b>1,365,978</b>           | <b>1,346,021</b>         | <b>(19,957)</b>             | <b>1,346,021</b>         | <b>1,361,822</b>         | <b>(15,801)</b>     |
| <b>Details of Expenses by Service</b>   |                            |                          |                             |                          |                          |                     |
| Metropolitan Policing Services  | 572,253                    | 550,695                  | (21,558)                    | 550,695                  | 553,095                  | (2,400)             |
| Regional and Remote Policing Services   | 398,950                    | 400,614                  | 1,664                       | 400,614                  | 385,593                  | 15,021              |
| Specialist Policing Services  | 472,743                    | 473,348                  | 605                         | 473,348                  | 456,917                  | 16,431              |
| Road Safety Commission  | 84,292                     | 80,581                   | (3,711)                     | 80,581                   | -                        | 80,581              |
| <b>Total Cost of Services</b>   | <b>1,528,238</b>           | <b>1,505,238</b>         | <b>(23,000)</b>             | <b>1,505,238</b>         | <b>1,395,605</b>         | <b>109,633</b>      |
| <i>Less Total income</i>  | (175,676)                  | (165,462)                | 10,214                      | (165,462)                | (49,675)                 | (115,787)           |
| <b>Net Cost of Services</b>   | <b>1,352,562</b>           | <b>1,339,776</b>         | <b>(12,786)</b>             | <b>1,339,776</b>         | <b>1,345,930</b>         | <b>(6,154)</b>      |
| Adjustments   | (16,035)                   | (29,848)                 | (13,813)                    | (29,848)                 | (37,639)                 | 7,791               |
| <b>Total appropriations provided to deliver services</b>                        | <b>1,336,527</b>           | <b>1,309,928</b>         | <b>(26,599)</b>             | <b>1,309,928</b>         | <b>1,308,291</b>         | <b>1,637</b>        |
| <b>Capital Expenditure</b>  |                            |                          |                             |                          |                          |                     |
| Purchase of non-current physical assets   | 68,141                     | 74,163                   | 6,022                       | 74,163                   | 84,843                   | (10,680)            |
| Adjustments for other funding sources   | (38,690)                   | (38,070)                 | 620                         | (38,070)                 | (31,312)                 | (6,758)             |
| <b>Capital appropriations</b>   | <b>29,451</b>              | <b>36,093</b>            | <b>6,642</b>                | <b>36,093</b>            | <b>53,531</b>            | <b>(17,438)</b>     |
| <b>DETAILS OF INCOME ESTIMATES</b>  |                            |                          |                             |                          |                          |                     |
| Income disclosed as Administered Incomes  | 1,410                      | 1,884                    | 474                         | 1,884                    | 1,668                    | 216                 |
| <b>Total Income Estimates</b>   | <b>1,410</b>               | <b>1,884</b>             | <b>474</b>                  | <b>1,884</b>             | <b>1,668</b>             | <b>216</b>          |

Note 9:10 'Explanatory Statement' provides details of any significant variations between estimates and actual results for 2018 and between actual results for 2017 and 2018.

## SCHEDULE OF INCOME AND EXPENSES BY SERVICE

For the year ended 30 June 2018

|   | Metropolitan Policing Services |                | Regional and Remote Policing Services |                | Specialist Policing Services |                | Road Safety Commission |                | TOTAL            |                  |
|---|--------------------------------|----------------|---------------------------------------|----------------|------------------------------|----------------|------------------------|----------------|------------------|------------------|
|   | 2018<br>\$'000                 | 2017<br>\$'000 | 2018<br>\$'000                        | 2017<br>\$'000 | 2018<br>\$'000               | 2017<br>\$'000 | 2018<br>\$'000         | 2017<br>\$'000 | 2018<br>\$'000   | 2017<br>\$'000   |
| <b>COST OF SERVICES</b>                   |                                |                |                                       |                |                              |                |                        |                |                  |                  |
| <b>Expenses</b>                           |                                |                |                                       |                |                              |                |                        |                |                  |                  |
| Employee expenses                         | 435,754                        | 430,698        | 315,319                               | 300,263        | 329,207                      | 310,539        | 3,826                  | -              | 1,084,106        | 1,041,500        |
| Supplies and services                     | 69,487                         | 77,917         | 46,166                                | 50,089         | 92,784                       | 94,378         | 9,499                  | -              | 217,936          | 222,384          |
| Depreciation & amortisation expense       | 17,411                         | 18,440         | 18,555                                | 17,654         | 21,156                       | 20,069         | 2                      | -              | 57,124           | 56,163           |
| Accommodation expenses                    | 21,558                         | 21,327         | 17,044                                | 14,772         | 22,206                       | 21,242         | 380                    | -              | 61,188           | 57,341           |
| Grant payments                            | 1,519                          | 3,119          | 793                                   | 1,546          | 3,149                        | 8,365          | 66,506                 | -              | 71,967           | 13,030           |
| Loss on disposal of non-current assets    | 17                             | 4              | 9                                     | 2              | 88                           | 106            | -                      | -              | 114              | 112              |
| Other expenses                            | 4,949                          | 1,590          | 2,728                                 | 1,267          | 4,758                        | 2,218          | 368                    | -              | 12,803           | 5,075            |
| <b>Total cost of services</b>             | <b>550,695</b>                 | <b>553,095</b> | <b>400,614</b>                        | <b>385,593</b> | <b>473,348</b>               | <b>456,917</b> | <b>80,581</b>          | <b>-</b>       | <b>1,505,238</b> | <b>1,395,605</b> |
| <b>Income</b>                             |                                |                |                                       |                |                              |                |                        |                |                  |                  |
| <b>Revenue</b>                            |                                |                |                                       |                |                              |                |                        |                |                  |                  |
| Regulatory fines                          | -                              | -              | -                                     | -              | -                            | -              | 101,214                | -              | 101,214          | -                |
| User charges and fees                     | 13,633                         | 10,044         | 6,882                                 | 5,299          | 19,602                       | 18,159         | 94                     | -              | 40,211           | 33,502           |
| Commonwealth grants                       | 1,584                          | -              | 889                                   | -              | 3,248                        | 2,080          | -                      | -              | 5,721            | 2,080            |
| Contributions, sponsorships and donations | 1,449                          | 1,413          | 10,692                                | 9,287          | 1,559                        | 1,345          | 9                      | -              | 13,709           | 12,045           |
| Interest revenue                          | -                              | -              | -                                     | -              | -                            | -              | 1,463                  | -              | 1,463            | -                |
| Other revenue                             | 1,088                          | 927            | 948                                   | 563            | 831                          | 497            | 232                    | -              | 3,099            | 1,987            |
| <b>Total Revenue</b>                      | <b>17,754</b>                  | <b>12,384</b>  | <b>19,411</b>                         | <b>15,149</b>  | <b>25,240</b>                | <b>22,081</b>  | <b>103,012</b>         | <b>-</b>       | <b>165,417</b>   | <b>49,614</b>    |



For the year ended 30 June 2018

|   | Metropolitan Policing Services |                | Regional and Remote Policing Services |                | Specialist Policing Services |                | Road Safety Commission |                | TOTAL            |                  |
|---|--------------------------------|----------------|---------------------------------------|----------------|------------------------------|----------------|------------------------|----------------|------------------|------------------|
|   | 2018<br>\$'000                 | 2017<br>\$'000 | 2018<br>\$'000                        | 2017<br>\$'000 | 2018<br>\$'000               | 2017<br>\$'000 | 2018<br>\$'000         | 2017<br>\$'000 | 2018<br>\$'000   | 2017<br>\$'000   |
| <b>Gains</b>  |                                |                |                                       |                |                              |                |                        |                |                  |                  |
| Gain on disposal of non-current assets                      | -                              | 12             | -                                     | 8              | 45                           | 41             | -                      | -              | 45               | 61               |
| <b>Total Gains</b>  | -                              | 12             | -                                     | 8              | 45                           | 41             | -                      | -              | 45               | 61               |
| <b>Total Income other than Income from State Government</b> | <b>17,754</b>                  | <b>12,396</b>  | <b>19,411</b>                         | <b>15,157</b>  | <b>25,285</b>                | <b>22,122</b>  | <b>103,012</b>         | <b>-</b>       | <b>165,462</b>   | <b>49,675</b>    |
| <b>NET COST OF SERVICES</b>                                 | <b>532,941</b>                 | <b>540,699</b> | <b>381,203</b>                        | <b>370,436</b> | <b>448,063</b>               | <b>434,795</b> | <b>(22,431)</b>        | <b>-</b>       | <b>1,339,776</b> | <b>1,345,930</b> |
| <b>Income from State Government</b>                         |                                |                |                                       |                |                              |                |                        |                |                  |                  |
| Service appropriation                                       | 511,793                        | 538,160        | 369,297                               | 368,698        | 428,635                      | 401,433        | 203                    | -              | 1,309,928        | 1,308,291        |
| State grants  | 132                            | -              | 70                                    | -              | 1,267                        | 31,469         | -                      | -              | 1,469            | 31,469           |
| Assets transferred  | 52                             | -              | 434                                   | -              | 35                           | -              | -                      | -              | 521              | -                |
| Services received free-of-charge                            | 1,012                          | 1,030          | 517                                   | 465            | 1,045                        | 1,058          | 114                    | -              | 2,688            | 2,553            |
| Royalties for Regions Fund                                  | -                              | -              | 12,907                                | 12,182         | 2,544                        | -              | -                      | -              | 15,451           | 12,182           |
| <b>Total Income from State Government</b>                   | <b>512,989</b>                 | <b>539,190</b> | <b>383,225</b>                        | <b>381,345</b> | <b>433,526</b>               | <b>433,960</b> | <b>317</b>             | <b>-</b>       | <b>1,330,057</b> | <b>1,354,495</b> |
| <b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>                     | <b>(19,952)</b>                | <b>(1,509)</b> | <b>2,022</b>                          | <b>10,909</b>  | <b>(14,537)</b>              | <b>(835)</b>   | <b>22,748</b>          | <b>-</b>       | <b>(9,719)</b>   | <b>8,565</b>     |

## SCHEDULE OF ASSETS AND LIABILITIES BY SERVICE

As at 30 June 2018

|                          | Metropolitan Policing Services |                | Regional and Remote Policing Services |                | Specialist Policing Services |                | Road Safety Commission |                | Not reliably attributable to services |                | TOTAL            |                  |
|--------------------------|--------------------------------|----------------|---------------------------------------|----------------|------------------------------|----------------|------------------------|----------------|---------------------------------------|----------------|------------------|------------------|
|                          | 2018<br>\$'000                 | 2017<br>\$'000 | 2018<br>\$'000                        | 2017<br>\$'000 | 2018<br>\$'000               | 2017<br>\$'000 | 2018<br>\$'000         | 2017<br>\$'000 | 2018<br>\$'000                        | 2017<br>\$'000 | 2018<br>\$'000   | 2017<br>\$'000   |
| <b>ASSETS</b>            |                                |                |                                       |                |                              |                |                        |                |                                       |                |                  |                  |
| Current assets           | -                              | -              | -                                     | -              | -                            | -              | 52,814                 | -              | 72,610                                | 70,574         | 125,424          | 70,574           |
| Non-current assets       | 310,282                        | 336,684        | 329,513                               | 321,882        | 375,469                      | 365,789        | 65                     | -              | 503,244                               | 464,304        | 1,518,573        | 1,488,659        |
| <b>Total Assets</b>      | <b>310,282</b>                 | <b>336,684</b> | <b>329,513</b>                        | <b>321,882</b> | <b>375,469</b>               | <b>365,789</b> | <b>52,879</b>          | <b>-</b>       | <b>575,854</b>                        | <b>534,878</b> | <b>1,643,997</b> | <b>1,559,233</b> |
| <b>LIABILITIES</b>       |                                |                |                                       |                |                              |                |                        |                |                                       |                |                  |                  |
| Current liabilities      | 67,584                         | 67,398         | 48,905                                | 46,987         | 51,059                       | 48,595         | 594                    | -              | 42,681                                | 19,390         | 210,823          | 182,370          |
| Non-current liabilities  | 27,371                         | 24,268         | 19,806                                | 16,919         | 20,678                       | 17,498         | 240                    | -              | 329                                   | (1)            | 68,424           | 58,684           |
| <b>Total Liabilities</b> | <b>94,955</b>                  | <b>91,666</b>  | <b>68,711</b>                         | <b>63,906</b>  | <b>71,737</b>                | <b>66,093</b>  | <b>834</b>             | <b>-</b>       | <b>43,010</b>                         | <b>19,389</b>  | <b>279,247</b>   | <b>241,054</b>   |
| <b>NET ASSETS</b>        | <b>215,327</b>                 | <b>245,018</b> | <b>260,802</b>                        | <b>257,976</b> | <b>303,732</b>               | <b>299,696</b> | <b>52,045</b>          | <b>-</b>       | <b>532,844</b>                        | <b>515,489</b> | <b>1,364,750</b> | <b>1,318,179</b> |

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

## 1. BASIS OF PREPARATION

The Police Service is referred to as the Western Australia Police Force throughout these financial statements.

The Western Australia Police Force is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Western Australia Police Force is a not-for-profit entity (as profit is not its principal objective) and has no cash generating units.

A description of the nature of our operations and principal activities have been included in the 'Overview' which does not form part of these financial statements

These annual financial statements were authorised for issue by the Commissioner of Police on 16 August 2018.

### Statement of compliance

These general purpose financial statements have been prepared in accordance with:

- (a) The *Financial Management Act 2006* (FMA)
- (b) The Treasurer's Instructions (the Instructions or TI)
- (c) Australian Accounting Standards (AAS) including applicable interpretations
- (d) Where appropriate, those AAS paragraphs applicable for not-for-profit entities have been applied.

The *Financial Management Act 2006* and the Treasurer's Instructions (the Instructions) take precedence over

AAS. Several AAS are modified by the Instructions to vary application, disclosure, format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting effect are disclosed in the notes to the financial statements.

### Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$'000).

### Reporting entity

The reporting entity comprises the Western Australia Police Force.

### Comparative figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year. From 1 July 2017, the Road Safety Commission was abolished and functions transferred to the Western Australia Police Force in accordance with Machinery of Government changes. As this is the first year of operation, comparative figures for the Road Safety Commission are not available.

### Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

### Contributed equity

AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, 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, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### 2. AGENCY OUTPUTS

#### How the Agency operates

This section includes information regarding the nature of funding the agency receives and how this funding is utilised to achieve the Western Australia Police Force's objectives. This note also provides the distinction between controlled and administered funding.

#### 2.1 Agency objectives

##### Mission

The Western Australia Police Force mission is "to provide trusted and valued policing for Western Australia".

The Western Australia Police Force is predominately 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 Western Australia Police Force provides the following services:

##### Service 1: Metropolitan policing services

General policing services provided by districts within the Metropolitan Region including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.

##### Service 2: Regional and remote policing services

General policing services provided by districts within regional Western Australia including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.

##### Service 3: Specialist policing services

Specialist policing services include: major crime, serious and organized crime, sex crime, commercial crime, licensing enforcement, forensic, traffic enforcement, and counter terrorism and emergency response.

##### Service 4: Road Safety Commission

To improve coordination and community awareness of road safety in Western Australia.

#### Administered transactions

The Western Australia Police Force administers assets, liabilities, income and expenses on behalf of Government which are not controlled by, nor integral to the function of, the Western Australia Police Force. These administered balances and transactions are not recognised in the principal financial statements of the Western Australia Police Force but schedules are prepared using the same basis as the financial statements and are presented in Note 9.11 'Schedule of administered items'.

### 3. USE OF OUR FUNDING

#### Expenses incurred in the delivery of services

This section provides additional information about how the Western Australia Police Force's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Western Australia Police Force in achieving its objectives and the relevant notes are:

For the year ended 30 June 2018

|  | Notes | 2018<br>\$'000 | 2017<br>\$'000 |
|--|-------|----------------|----------------|
| Employee expenses                          | 3.1   | 1,084,106      | 1,041,500      |
| Provisions                                 | 3.2   | 232,312        | 217,858        |
| Supplies and services                      | 3.3   | 217,936        | 222,384        |
| Accommodation expenses                     | 3.4   | 61,188         | 57,341         |
| Grant payments                             | 3.5   | 71,967         | 13,030         |
| Other expenses                             | 3.6   | 12,803         | 5,075          |
| Net loss on disposal of non-current assets | 3.7   | 114            | 112            |

### 3.1 Employee expenses

|   |  |                  |                  |
|---|--|------------------|------------------|
| Employee benefits expense                       |  |                  |                  |
| Salaries and wages                              |  | 795,512          | 771,577          |
| Annual leave (a)                                |  | 85,487           | 82,892           |
| Long service leave (a)                          |  | 26,224           | 20,548           |
| Other leave (a)                                 |  | 3,141            | 2,419            |
| Superannuation - defined contribution plans (b) |  | 91,116           | 89,226           |
| Employee housing                                |  | 41,314           | 39,997           |
| Relocation and relieving expenses               |  | 6,188            | 7,927            |
| Fringe benefits tax                             |  | 5,429            | 5,766            |
| Uniforms and protective clothing                |  | 5,895            | 5,576            |
| Medical expenses (c)                            |  | 15,156           | 7,893            |
| Other employee benefits expense                 |  | 2,842            | 2,623            |
| <b>Total employee benefits expense</b>          |  | <b>1,078,304</b> | <b>1,036,444</b> |
| Other employee expenses                         |  |                  |                  |
| Training expenses                               |  | 2,960            | 2,863            |
| Workers' compensation including on-costs        |  | 1,809            | 2,240            |
| Other employee expenses                         |  | 1,033            | (47)             |
| <b>Total other employee expenses</b>            |  | <b>5,802</b>     | <b>5,056</b>     |
| <b>Total employee expenses</b>                  |  | <b>1,084,106</b> | <b>1,041,500</b> |

(a) Includes a superannuation contribution component.

(b) Defined contribution plans include West State Superannuation Scheme (WSS), Gold State Superannuation Scheme (GSS) and Government Employees Superannuation Board Schemes (GESBs) and other eligible funds.

(c) Medical expenses includes post-separation medical benefits.



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### Salaries and wages:

Includes costs related to the employment of staff including termination payments.

### Superannuation:

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 Government Employees Superannuation Board (GESB) in respect of the GSS is paid back into the Consolidated Account by the GESB.

GSS (concurrent contributions) is a defined benefit scheme for the purposes of employees and whole-of-government reporting. It is however a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the Western Australia Police Force to GESB extinguishes the Western Australia Police Force's obligations to the related superannuation liability.

The Western Australia Police Force does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. 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 obligations are funded by concurrent contributions made by the Western Australia Police Force to the GESB.

The GESB and other fund providers 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.

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>3.2 Provisions</b>   |                |                |
| Provision is made for benefits accruing to employees in respect of annual leave, long service leave, other leave and medical benefits for services rendered up to the reporting date and recorded as an expense during the period the services are delivered. |                |                |
| Provisions comprise the following items:  |                |                |
| (i) Current liabilities   |                |                |
| (a) Employee benefits provision   | 163,936        | 159,052        |
| (b) Other provisions  | 280            | 122            |
| <b>Total current liabilities</b>  | <b>164,216</b> | <b>159,174</b> |
| (ii) Non-current liabilities  |                |                |
| (a) Employee benefits provision   | 67,175         | 58,641         |
| (b) Other provisions  | 921            | 43             |
| <b>Total non-current liabilities</b>  | <b>68,096</b>  | <b>58,684</b>  |
| <b>Total provisions</b>   | <b>232,312</b> | <b>217,858</b> |
| <b>(a) Employee benefits provisions have been recognised in the financial statements as follows:</b>  |                |                |
| - Current liabilities (i)   | 163,936        | 159,052        |
| - Non-current liabilities (ii)  | 67,175         | 58,641         |
|   | <b>231,111</b> | <b>217,693</b> |
| (i) Current liabilities   |                |                |
| - Annual leave  | 44,766         | 46,857         |
| - Long service leave  | 107,408        | 102,652        |
| - 38-hour leave   | 416            | 368            |
| - Special paid leave  | 117            | 233            |
| - Time off in lieu/banked leave   | 877            | 782            |
| - Purchased leave   | 3,029          | 3,023          |
| - Deferred salary scheme  | 2,836          | 2,312          |
| - Post-separation medical benefits  | 1,418          | 1,384          |
| - In-service medical benefits   | 1,754          | 1,441          |
| - Voluntary separation scheme   | 1,315          | -              |
| <b>Total current liabilities</b>  | <b>163,936</b> | <b>159,052</b> |



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|                                      | 2018<br>\$'000 | 2017<br>\$'000 |
|--------------------------------------|----------------|----------------|
| (ii) Non-current liabilities         |                |                |
| - Long service leave                 | 54,270         | 52,044         |
| - 38-hour leave                      | 968            | 1,076          |
| - Post-separation medical benefits   | 11,641         | 5,521          |
| - In-service medical benefits        | 296            | -              |
| <b>Total non-current liabilities</b> | <b>67,175</b>  | <b>58,641</b>  |

### Annual leave

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 the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

|   |               |               |
|---|---------------|---------------|
| - Within 12 months of the end of the reporting period       | 39,165        | 41,787        |
| - More than 12 months after the end of the reporting period | 5,601         | 5,070         |
|   | <b>44,766</b> | <b>46,857</b> |

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 employer 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.

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

Unconditional long service leave provisions are classified as current liabilities as the Western Australia Police Force 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 Western Australia Police Force has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

- Within 12 months of the end of the reporting period
- More than 12 months after the end of the reporting period

|                |                |
|----------------|----------------|
| 23,510         | 22,527         |
| 138,168        | 132,169        |
| <b>161,678</b> | <b>154,696</b> |

The components of the long service leave liabilities are calculated at present value as the Western Australia Police Force does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement, 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.

### Deferred salary scheme

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 is expected to occur as follows:

- Within 12 months of the end of the reporting period
- More than 12 months after the end of the reporting period

|              |              |
|--------------|--------------|
| 965          | 679          |
| 1,871        | 1,633        |
| <b>2,836</b> | <b>2,312</b> |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

The provision for deferred leave relates to 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 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.

### **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.

### **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 Western Australia Police Force. 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 2018.



For the year ended 30 June 2018

2018  
\$'000

2017  
\$'000

### In-service medical benefits

The provision for in-service medical benefits relates to the cost of providing medical benefits to Police Officers. The Western Australia Police Force pays reasonable expenses for work related and non-work related medical expenses, less the amounts of any benefits paid. 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 2018.

### (b) Other provisions:

The settlement of leave liabilities and medical benefits gives rise to the payment of employment on-costs including workers' compensation insurance and claims handling expenses. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance and claims handling expenses, 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 included as part of 'Other employee expenses', Note 3.1 and are not included as part of the Western Australia Police Force's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

#### Movement in Other provisions

|  |              |            |
|--|--------------|------------|
| Carrying amount at start of period             | 165          | 212        |
| Additional/(reversals of) provision recognised | 855          | 195        |
| Payments/other sacrifices of economic benefits | 181          | (242)      |
|  | <b>1,201</b> | <b>165</b> |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

2018  
\$'000

2017  
\$'000

### Key sources of estimation uncertainty – long service leave and medical benefits

The key estimates and assumptions made concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating the Western Australia Police Force's long service leave and medical benefits provisions. These include:

- Expected future salary rates
- Discount rates
- Employee retention rates
- Expected future payments
- Expected future medical benefit payments to ceased police officers; and
- Expected future medical benefit payments to serving police officers

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave, post-separation medical benefits and in-service medical benefits provisions.

Any gain or loss following revaluation of the long service leave, post-separation medical benefits and in-service medical benefits provisions is recognised as employee benefits expense.

### 3.3 Supplies and services

|                                    |                |                |
|------------------------------------|----------------|----------------|
| Repairs and maintenance            | 18,576         | 20,130         |
| Rental, leases and hire            | 17,490         | 17,215         |
| Insurances and licences            | 19,060         | 17,820         |
| Travel expenses                    | 6,929          | 6,886          |
| Communication expenses             | 7,645          | 8,235          |
| Services and contracts             | 118,829        | 118,339        |
| Equipment acquisitions             | 12,593         | 15,611         |
| Fuels and oils                     | 7,966          | 7,516          |
| Consumables                        | 7,933          | 9,544          |
| Other supplies and services        | 915            | 1,088          |
| <b>Total supplies and services</b> | <b>217,936</b> | <b>222,384</b> |

Supplies and services are recognised as an expense in the reporting period in which they occurred.

For the year ended 30 June 2018

|                                     | 2018<br>\$'000 | 2017<br>\$'000 |
|-------------------------------------|----------------|----------------|
| <b>3.4 Accommodation expenses</b>   |                |                |
| Lease rentals                       | 26,120         | 23,602         |
| Repairs and maintenance             | 20,297         | 17,889         |
| Energy, water and rates             | 10,838         | 11,893         |
| Cleaning                            | 3,933          | 3,957          |
| <b>Total accommodation expenses</b> | <b>61,188</b>  | <b>57,341</b>  |

Operating lease payments are recognised on a straight line basis over the lease term.  
Repairs, maintenance, energy, water and cleaning are recognised as expenses as incurred.

### 3.5 Grant payments

|  |               |               |
|--|---------------|---------------|
| Road Trauma Trust Account (a)          | 66,506        | -             |
| State crime prevention grants          | 958           | 1,216         |
| Constable care child safety foundation | 1,104         | 1,069         |
| PCYC grants                            | 937           | 7,778         |
| CCTV grants                            | 1,075         | 2,527         |
| Other grants                           | 1,387         | 440           |
| <b>Total grant payments</b>            | <b>71,967</b> | <b>13,030</b> |

(a) Road Trauma Trust Account grants

|   |               |          |
|---|---------------|----------|
| Total Road Trauma Trust Account grants for the reporting period | 91,285        | -        |
| Less grants allocated to the Western Australia Police Force     | 24,779        | -        |
|   | <b>66,506</b> | <b>-</b> |

Grant payments are recognised as an expense in the reporting period in which they are paid or payable. They include payments to other public sector agencies, local government and community groups.



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>3.6 Other expenses</b>   |                |                |
| Doubtful debts  | 9,936          | 1,304          |
| Refund of State grants received   | -              | 619            |
| Other assets written off (a)  | 1,433          | 2,078          |
| Other expenses from ordinary activities   | 1,434          | 1,074          |
| <b>Total other expenses</b>   | <b>12,803</b>  | <b>5,075</b>   |
| <br>  |                |                |
| (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 9.9. |                |                |
| <br>  |                |                |
| <b>3.7 Net gain/loss on disposal of non-current assets</b>  |                |                |
| <b>(a) Net gain on disposal of non-current assets</b>   |                |                |
| <i>Property, plant and equipment</i>  |                |                |
| Computing and Communication Equipment   | -              | 12             |
| Plant, Equipment and Vehicles   | 45             | 49             |
| <b>Net gain</b>   | <b>45</b>      | <b>61</b>      |
| <br>  |                |                |
| <b>(b) Net loss on disposal of non-current assets</b>   |                |                |
| <i>Property, plant and equipment</i>  |                |                |
| Plant, Equipment and Vehicles   | (114)          | (112)          |
| <b>Net loss</b>   | <b>(114)</b>   | <b>(112)</b>   |

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>c) Net gain/(loss) on disposal of non-current assets</b> |                |                |
| Carrying amount of non-currents assets disposed             |                |                |
| Property, plant and equipment                               | 285            | 1,782          |
|   | 285            | 1,782          |
| Proceeds from Disposal                                      |                |                |
| Property, plant and equipment                               | 219            | 1,736          |
| Less Disposal Costs   |                |                |
| Property, plant and equipment                               | 3              | 5              |
| Net Proceeds  | 216            | 1,731          |
| <b>Net gain/(loss)</b>                                      | <b>(69)</b>    | <b>(51)</b>    |

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in the statement of comprehensive income.



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### 4. OUR FUNDING SOURCES

#### How we obtain our funding

This section provides additional information about how the Western Australia Police Force obtains its funding and the relevant accounting policy note that governs the recognition and measurement of this funding. The primary income received by the Western Australia Police Force and the relevant notes are:

|   | Notes | 2018<br>\$'000 | 2017<br>\$'000 |
|---|-------|----------------|----------------|
| Income from State Government              |       |                |                |
| - Service appropriation                   | 4.1   | 1,309,928      | 1,308,291      |
| - State grants                            | 4.2   | 1,469          | 31,469         |
| - Assets transferred                      | 4.3   | 521            | -              |
| - Services received free-of-charge        | 4.4   | 2,688          | 2,553          |
| - Royalties for Regions Fund              | 4.5   | 15,451         | 12,182         |
| Regulatory fines                          | 4.6   | 101,214        | -              |
| User charges and fees                     | 4.7   | 40,211         | 33,502         |
| Commonwealth grants                       | 4.8   | 5,721          | 2,080          |
| Contributions, sponsorships and donations | 4.9   | 13,709         | 12,045         |
| Interest revenue                          | 4.10  | 1,463          | -              |
| Other revenue                             | 4.11  | 3,099          | 1,987          |
| Gains on disposal of non-current assets   | 3.7   | 45             | 61             |

#### 4.1 Service appropriation

Appropriations received during the year:

|   |           |           |
|---|-----------|-----------|
| Service appropriation                   | 1,305,103 | 1,303,669 |
| <i>Salaries and Allowances Act 1975</i> | 4,825     | 4,622     |

#### Total service appropriation

|                  |                  |
|------------------|------------------|
| <b>1,309,928</b> | <b>1,308,291</b> |
|------------------|------------------|

Service Appropriations are recognised as revenues at fair value in the period in which the Western Australia Police Force gains control of the appropriated funds. The Western Australia Police Force gains control of appropriated funds at the time those funds are deposited into the Western Australia Police Force's bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

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 budgeted depreciation expense for the year and any agreed increase in leave liability during the year.

For the year ended 30 June 2018

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>4.2 State grants</b>                |                |                |
| Road Trauma Trust Account (a)          | -              | 29,413         |
| Department of the Attorney General (b) | 1,175          | 2,056          |
| Drug and Alcohol Office (c)(d)         | -              | -              |
| Department of Premier and Cabinet (e)  | 294            | -              |
|  | <b>1,469</b>   | <b>31,469</b>  |

- (a) From 1 July 2017, the Road Safety Commission was abolished and the functions and Road Trauma Trust Account were transferred to the Western Australia Police Force. The road safety initiatives delivered by the Western Australia Police Force and funded by the Road Trauma Trust Account are now eliminated from the financial statements.
- (b) Funds collected under the Criminal Property Confiscation Account are allocated to the Western Australian Police Force to combat organised crime in Western Australia . At 30 June 2018, \$442,089 (\$1,344,927 in 2016-17) of funds allocated remains unspent.
- (c) No further funding has been received. Funds received from the Drug and Alcohol Office are allocated to the Western Australia Police Force for drug and alcohol projects that support the development and implementation of National Drug Strategy initiatives at a State and local level. At 30 June 2018, \$360,803 (\$404,290 in 2016-17) of funds allocated remains unspent.
- (d) No further funding has been received. Funds received from the Drug and Alcohol Office are allocated to the Western Australia Police Force for the purchase and operation of a drug detection dog in the Goldfields Police District. At 30 June 2018, \$27,858 (\$33,618 in 2016-17) of funds allocated remains unspent.
- (e) Funds received from the Department of Premier and Cabinet are allocated to the Western Australia Police Force as election commitment grants for local projects. At 30 June 2018, all funds allocated were spent.

**4.3 Assets transferred**

|  |            |          |
|--|------------|----------|
| Assets transferred from/to other State Government agencies | 521        | -        |
|  | <b>521</b> | <b>-</b> |



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>4.4 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  | 1,798          | 1,548          |
| - Lease management services provided by the Department of Finance  | 376            | 384            |
| - Title searches and valuation services provided by the Western Australian Land Information Authority (Landgate) | 415            | 533            |
| - Information requests and other services provided by the Department of Transport                                | 65             | 88             |
| - Design reviews, advice and permits provided by Main Roads Western Australia                                    | 34             | -              |
| <b>Total services received free-of-charge</b>  | <b>2,688</b>   | <b>2,553</b>   |

Where assets or services have been received free-of-charge or for nominal cost, the Western Australia Police Force 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 Western Australia Police Force makes an adjustment directly to equity.

### 4.5 Royalties for Regions Fund

|   |               |               |
|---|---------------|---------------|
| Regional Infrastructure and Headworks Account | -             | 7,440         |
| Regional Community Services Account           | 15,451        | 4,742         |
| <b>Total Royalties for Regions Fund</b>       | <b>15,451</b> | <b>12,182</b> |

The Regional Infrastructure and Headworks Account and the Regional Community Services Account are sub-funds within the over-arching 'Royalties for Regions Fund'. The recurrent funds are committed to projects and programs in WA regional areas and are recognised as revenue when the Western Australia Police Force gains control on receipt of the funds.

For the year ended 30 June 2018

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>4.6 Regulatory fines</b>  |                |                |
| Regulatory fines   | 101,214        | -              |
| <b>Total regulatory fines</b>  | <b>101,214</b> | <b>-</b>       |
| <p>This represents all moneys received from photographic based vehicle infringement notices collected via the Department of Transport and the Department of the Attorney General. The collections were credited to the Road Trauma Trust Account which was administered in accordance with the <i>Road Safety Council Act 2002</i>.</p> <p>Revenue is recognised based on the fines collected.</p> |                |                |
| <b>4.7 User charges and fees</b>   |                |                |
| Regulated fees   |                |                |
| - Firearms   | 7,028          | 7,632          |
| - Security and related activities  | 2,715          | 2,742          |
| - Pawnbrokers and second-hand dealers  | 153            | 116            |
| - Clearance certificates   | 5,354          | 5,787          |
| - Major events   | 684            | -              |
| - Crash information  | 111            | 80             |
| - Other regulated fees   | 623            | 511            |
|  | 16,668         | 16,868         |
| Recoups of services provided   | 2,557          | 1,293          |
| Towage and storage recoups   | 19,184         | 13,151         |
| Other recoups  | 1,802          | 2,190          |
| <b>Total user charges and fees</b>   | <b>40,211</b>  | <b>33,502</b>  |
| <b>4.8 Commonwealth grants</b>   |                |                |
| National Anti-Gang Squad (a)   | 1,855          | 1,946          |
| Australia New Zealand Counter-Terrorism Committee (b)  | 112            | 134            |
| Department of the Prime Minister and Cabinet - Indigenous Grants (c)   | 3,754          | -              |
| <b>Total Commonwealth grants</b>   | <b>5,721</b>   | <b>2,080</b>   |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| (a) Funds received from the Australian Federal Police are utilised as part of a co-ordinated approach to detect, deter and disrupt gang-related crime. At 30 June 2018, \$44,646 of funds allocated remains unspent.  |                |                |
| (b) Funds received from the Attorney-General's Department are utilised for drill style counter-terrorism exercises. At 30 June 2018, \$13,908 of funds allocated remains unspent.   |                |                |
| (c) Funds received from the Department of the Prime Minister and Cabinet are utilised for capital works projects including child friendly interview rooms, officer accommodation and office space in remote Western Australia. At 30 June 2018, \$3,754,000 of funds allocated remains unspent. |                |                |
| <b>4.9 Contributions, sponsorships and donations</b>  |                |                |
| Contributions   |                |                |
| - Employee rental contributions   | 8,899          | 7,557          |
| - Executive vehicle contributions   | 257            | 286            |
| - Special series plate contributions  | 1,284          | 1,223          |
| - Other contributions   | 2,720          | 2,588          |
| <b>Total contributions</b>  | <b>13,160</b>  | <b>11,654</b>  |
| Sponsorships and Donations  |                |                |
| - Sponsorships  | 7              | 17             |
| - Non-cash donations  | 542            | 374            |
| <b>Total sponsorships and donations</b>   | <b>549</b>     | <b>391</b>     |
| <b>Total contributions, sponsorships and donations</b>  | <b>13,709</b>  | <b>12,045</b>  |
| <b>4.10 Interest revenue</b>  |                |                |
| Road Trauma Trust Account   | 1,463          | -              |
| <b>Total interest revenue</b>   | <b>1,463</b>   | <b>-</b>       |
| Interest revenue is recognised as the interest accrues.   |                |                |
| <b>4.11 Other revenue</b>   |                |                |
| Other revenues from ordinary activities   | 3,099          | 1,987          |
| <b>Total other revenue</b>  | <b>3,099</b>   | <b>1,987</b>   |



## For the year ended 30 June 2018

### 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 transfer to the purchaser and can be measured reliably.

#### Provision 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.

#### Grants, other non-reciprocal contributions and donations

Revenue is recognised at fair value when the Western Australia Police Force 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.

#### Net appropriation determination

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Western Australia Police Force. In accordance with the most recent determination, as quantified in the 2017-18 Budget Statements, the Western Australia Police Force retained \$62.785 million in 2017-18 (\$49.675 million in 2016-17) 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.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### 5. KEY ASSETS

#### Assets the Western Australia Police Force utilises for economic benefit or service potential

This section provides additional information regarding key assets the Western Australia Police Force utilises to gain economic benefits or service potential. This section sets out both the key accounting policies and financial information about the performance of these assets:

|  | Notes | 2018<br>\$'000 | 2017<br>\$'000 |
|--|-------|----------------|----------------|
| Property, plant and equipment            | 5.1   | 945,746        | 951,138        |
| Intangible assets                        | 5.2   | 61,176         | 69,014         |
| <b>5.1 Property, plant and equipment</b> |       |                |                |
| <b>Land</b>                              |       |                |                |
| At fair value                            |       | 195,738        | 218,303        |
|  |       | <b>195,738</b> | <b>218,303</b> |
| <b>Buildings</b>                         |       |                |                |
| At fair value                            |       | 576,196        | 565,679        |
| Accumulated depreciation                 |       | (20,278)       | (19,392)       |
|  |       | <b>555,918</b> | <b>546,287</b> |
| <b>Works in progress</b>                 |       |                |                |
| Buildings under construction             |       | 21,095         | 26,363         |
| Other                                    |       | 24,200         | 16,912         |
|  |       | <b>45,295</b>  | <b>43,275</b>  |
| <b>Plant, equipment and vehicles</b>     |       |                |                |
| At cost                                  |       | 132,945        | 127,645        |
| Accumulated depreciation                 |       | (73,032)       | (67,244)       |
|  |       | <b>59,913</b>  | <b>60,401</b>  |

For the year ended 30 June 2018

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>Computing and communication equipment</b> |                |                |
| At cost                                      | 156,339        | 141,000        |
| Accumulated depreciation                     | (79,513)       | (67,770)       |
|  | <b>76,826</b>  | <b>73,230</b>  |
| <b>Artwork</b>                               |                |                |
| At cost                                      | 601            | 548            |
|  | <b>601</b>     | <b>548</b>     |
| <b>Leasehold Improvements</b>                |                |                |
| At cost                                      | 42,985         | 36,398         |
| Accumulated amortisation                     | (31,530)       | (27,304)       |
|  | <b>11,455</b>  | <b>9,094</b>   |
| <b>Total property, plant and equipment</b>   | <b>945,746</b> | <b>951,138</b> |



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

Reconciliations of the carrying amount of property, plant and equipment at the beginning and end of the reporting period are set out below:

|   | Land<br>\$'000 | Buildings<br>\$'000 | Works in<br>progress<br>\$'000 | Plant,<br>equipment &<br>vehicles<br>\$'000 | Computing and<br>communication<br>equipment<br>\$'000 | Artwork<br>\$'000 | Leasehold<br>improvements<br>\$'000 | Total<br>\$'000 |
|---|----------------|---------------------|--------------------------------|---|---|-------------------|-------------------------------------|-----------------|
| <b>2017-18</b>                          |                |                     |                                |   |   |                   |                                     |                 |
| Carrying amount at start of period      | 218,303        | 546,287             | 43,275                         | 60,401                                      | 73,230  | 548               | 9,094                               | 951,138         |
| Additions                               | -              | 219                 | 55,306                         | 7,472                                       | 5,414   | 53                | -                                   | 68,464          |
| Retirements (a)                         | (7,584)        | (228)               | (456)                          | (1,181)                                     | (640)   | -                 | -                                   | (10,089)        |
| Transfers between classes               | -              | 35,346              | (52,830)                       | 2,321                                       | 11,302  | -                 | 6,588                               | 2,727           |
| Revaluation                             | (14,981)       | (7,411)             | -                              | -   | -   | -                 | -                                   | (22,392)        |
| Depreciation                            | -              | (18,295)            | -                              | (9,100)                                     | (12,480)  | -                 | (4,227)                             | (44,102)        |
| <b>Carrying amount at end of period</b> | <b>195,738</b> | <b>555,918</b>      | <b>45,295</b>                  | <b>59,913</b>                               | <b>76,826</b>   | <b>601</b>        | <b>11,455</b>                       | <b>945,746</b>  |
| <b>2016-17</b>                          |                |                     |                                |   |   |                   |                                     |                 |
| Carrying amount at start of period      | 235,992        | 540,984             | 45,267                         | 62,970                                      | 60,543  | 548               | 8,706                               | 955,010         |
| Additions                               | 5              | -                   | 60,772                         | 5,683                                       | 4,501   | -                 | -                                   | 70,961          |
| Retirements (a)                         | (12,603)       | (8,447)             | (350)                          | (1,250)                                     | (226)   | -                 | (359)                               | (23,235)        |
| Transfers between classes               | 5,116          | 35,823              | (62,414)                       | 3,153                                       | 20,192  | -                 | 5,959                               | 7,829           |
| Revaluation                             | (10,207)       | (4,357)             | -                              | -   | -   | -                 | -                                   | (14,564)        |
| Depreciation                            | -              | (17,716)            | -                              | (10,155)                                    | (11,780)  | -                 | (5,212)                             | (44,863)        |
| <b>Carrying amount at end of period</b> | <b>218,303</b> | <b>546,287</b>      | <b>43,275</b>                  | <b>60,401</b>                               | <b>73,230</b>   | <b>548</b>        | <b>9,094</b>                        | <b>951,138</b>  |

(a) The Department of Planning, Lands and Heritage (DPLH) is the only Department with the power to sell Crown land. The land is transferred to DPLH for sale and the Western Australia Police Force accounts for the transfer as a distribution to owner.

## For the year ended 30 June 2018

### Initial recognition

Land vested within the Western Australia Police Force is capitalised irrespective of value.

All items of property, plant and equipment are initially recognised at cost. Where an asset is acquired at no cost or for nominal consideration, cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment costing less than \$5,000 are immediately expensed directly to the Statement of Comprehensive Income.

Assets transferred as part of a machinery of government change are transferred at their fair value.

### Subsequent measurement

Subsequent to initial recognition of 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 is carried at fair value. Buildings are carried at fair value less accumulated depreciation and accumulated impairment losses. All other items of property, plant and equipment are stated 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 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.

In the absence of market-based evidence, 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 buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Where the fair value of buildings is determined on the depreciated replacement cost basis, the gross carrying amount and the accumulated depreciation are restated proportionately. Fair value for restricted use land is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land). 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.

**Land and buildings** are independently valued annually by the Western Australian Land Information Authority (Valuations and Property Analytics) 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.

Land and buildings were revalued as at 1 July 2017 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2018 and recognised at 1 July 2017. In undertaking the revaluation, fair value was determined by reference to market values for land: \$61,048,250 (2017: \$73,488,450) and buildings: \$25,366,500 (2017: \$33,533,500). For the remaining balance, fair value of land and buildings was determined on the basis of depreciated replacement cost and fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land).

### Derecognition

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



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### Significant assumptions and judgements

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

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>5.1.1 Depreciation and impairment</b> |                |                |
| Depreciation                             |                |                |
| - Buildings                              | 18,295         | 17,716         |
| - Plant, equipment and vehicles          | 9,100          | 10,155         |
| - Computing and communication equipment  | 12,480         | 11,780         |
| - Leasehold improvements                 | 4,227          | 5,212          |
| <b>Total depreciation expense</b>        | <b>44,102</b>  | <b>44,863</b>  |

As at 30 June 2018 there were no indications of impairment to property, plant and equipment.

All surplus assets at 30 June 2018 have either been classified as assets held for sale or have been written off.

Please refer to note 5.2 for guidance in relation to the impairment assessment that has been performed for intangible assets.

### Finite useful lives

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. The exceptions to this rule include land and assets held for sale.

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 basis for all other property, plant and equipment. Depreciation rates are reviewed annually and the useful lives for each class of depreciable asset are:

For the year ended 30 June 2018

| <b>Class of Asset</b>                     | <b>Useful life: years</b> |
|---|---------------------------|
| Buildings                                 |                           |
| - Buildings                               | 50                        |
| - Transportables                          | 20                        |
| Computing and communication equipment     |                           |
| - Computing software and hardware         | 4 to 7                    |
| - Radio network and equipment             | 5 to 7                    |
| - Radio site infrastructure and equipment | 4 to 40                   |
| - Communication equipment                 | 7 to 9                    |
| Plant, equipment and vehicles             |                           |
| - Office equipment                        | 7                         |
| - Furniture and fittings                  | 10 to 14                  |
| - Aircraft                                | 20                        |
| - Vessels                                 | 10 to 15                  |
| - Dogs and horses                         | 8 to 20                   |
| - Motor vehicles and cycles               | 5                         |
| - All other vehicles                      | 7 to 10                   |
| - Audio-visual equipment                  | 7                         |
| - Photographic and traffic equipment      | 8                         |
| - Firearms and scientific equipment       | 10                        |
| - Other plant and equipment               | 10                        |
| Leasehold improvements                    | 3 to 10                   |

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, and adjustments are made where appropriate.

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

Land and works of art, which are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### Impairment

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. Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised in profit or loss. Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement in other comprehensive income. As the Western Australia Police Force is a not for profit entity, unless a specialised 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.

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.

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>5.2 Intangible assets</b>            |                |                |
| <b>Computing software</b>               |                |                |
| At cost                                 | 228,488        | 223,884        |
| Accumulated amortisation                | (171,961)      | (159,039)      |
|   | <b>56,527</b>  | <b>64,845</b>  |
| <b>Software Development in Progress</b> |                |                |
|   | <b>4,649</b>   | <b>4,169</b>   |
| <b>Total intangible assets</b>          | <b>61,176</b>  | <b>69,014</b>  |

Reconciliations of the carrying amount of intangibles at the beginning and end of the reporting period are set out below:

|   | Computing<br>software<br>\$'000 | Software<br>development in<br>progress<br>\$'000 | Total<br>\$'000 |
|---|---------------------------------|--|-----------------|
| <b>2017-18</b>                          |                                 |  |                 |
| Carrying amount at start of period      | 64,845                          | 4,169  | 69,014          |
| Additions                               | 761                             | 7,159  | 7,920           |
| Retirements                             | (10)                            | -  | (10)            |
| Transfers between classes               | 3,953                           | (6,679)  | (2,726)         |
| Amortisation                            | (13,022)                        | -  | (13,022)        |
| <b>Carrying amount at end of period</b> | <b>56,527</b>                   | <b>4,649</b>                                     | <b>61,176</b>   |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### Reconciliations (cont.)

| <b>2016-17</b>                          | <b>Computing<br/>software<br/>\$'000</b> | <b>Software<br/>development in<br/>progress<br/>\$'000</b> | <b>Total<br/>\$'000</b> |
|---|--|--|-------------------------|
| Carrying amount at start of period      | 40,605                                   | 31,896   | 72,501                  |
| Additions                               | 387                                      | 15,535   | 15,922                  |
| Retirements                             | (280)                                    | -  | (280)                   |
| Transfers between classes               | 35,433                                   | (43,262)   | (7,829)                 |
| Amortisation                            | (11,300)                                 | -  | (11,300)                |
| <b>Carrying amount at end of period</b> | <b>64,845</b>                            | <b>4,169</b>   | <b>69,014</b>           |

### Initial recognition

Acquisitions of intangible assets (being software licences) costing \$5,000 or more and other internally developed intangible assets costing \$100,000 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.

### System developments

For system developments, research costs are expensed as incurred. Development costs incurred on an individual project are carried forward when their future economic benefits can reasonably be regarded as assured and that the total project costs are likely to exceed \$100,000. Other development expenditures are expensed as incurred.

### Computer software

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition. In some cases, base software is purchased and then re-configured to the needs of the Western Australia Police Force. These are treated in accordance with system development policies.

### Licences

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

### Subsequent measurement

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

For the year ended 30 June 2018

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>5.2.1 Amortisation and impairment</b> |                |                |
| Amortisation                             |                |                |
| - Software and software developments     | 13,022         | 11,300         |
| <b>Total amortisation expense</b>        | <b>13,022</b>  | <b>11,300</b>  |

As at 30 June 2018 there were no indications of impairment to intangible assets.

The Western Australia Police Force held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.

Amortisation for intangible assets with finite useful lives is calculated on the straight-line basis that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Western Australia Police Force have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

| Class of Asset                           | Useful life: years |
|--|--------------------|
| Licences                                 | 4                  |
| Software and related system developments | 8                  |

#### Impairment of intangible assets

Intangible assets with finite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy in connection with testing impairment is outlined in note 5.1.1.



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### 6. OTHER ASSETS AND LIABILITIES

This section sets out those assets and liabilities that arose from the Western Australia Police Force's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

|  | Notes | 2018<br>\$'000 | 2017<br>\$'000 |
|--|-------|----------------|----------------|
| Receivables  | 6.1   | 14,615         | 8,122          |
| Amounts receivable for services  | 6.2   | 522,914        | 470,834        |
| Non-current assets classified as held for sale                             | 6.3   | -              | -              |
| Inventories  | 6.4   | 793            | 477            |
| Other current assets   | 6.5   | 3,663          | 8,903          |
| Payables   | 6.6   | 46,582         | 22,794         |
| Deferred revenue   | 6.7   | 353            | 402            |
| <b>6.1 Receivables</b>   |       |                |                |
| <b>Current</b>   |       |                |                |
| Receivables  |       | 21,448         | 10,687         |
| Allowance for impairment of receivables                                    |       | (18,931)       | (9,122)        |
| GST-receivables  |       | 7,228          | 6,158          |
| Accrued interest   |       | 364            | -              |
| Accrued income   |       | 4,506          | 399            |
| <b>Total current receivables</b>   |       | <b>14,615</b>  | <b>8,122</b>   |
| Reconciliation of changes in the allowance for impairment of receivables:  |       |                |                |
| Balance at start of period   |       | 9,122          | 13,975         |
| Doubtful debts expense recognised in the Statement of Comprehensive Income |       | 9,936          | 1,304          |
| Amounts written off during the period                                      |       | (127)          | (6,157)        |
| <b>Balance at end of period</b>  |       | <b>18,931</b>  | <b>9,122</b>   |

The Western Australia Police Force does not hold any collateral as security or other credit enhancements as security for 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 Western Australia Police Force 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.

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>6.2 Amounts receivable for services</b>  |                |                |
| Current asset   | 19,669         | 6,530          |
| Non-current asset   | 503,245        | 464,304        |
| <b>Total amounts receivable for services</b>  | <b>522,914</b> | <b>470,834</b> |
| <p>This asset represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.</p> <p>The Western Australia Police Force 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.</p> |                |                |
| <b>6.3 Non-current assets classified as held for sale</b>   |                |                |
| Land  | -              | -              |
| <b>Total non-current assets classified as held for sale</b>   | <b>-</b>       | <b>-</b>       |
| This is reconciled as follows:  |                |                |
| Opening Balance   | -              | 1,917          |
| Less assets sold  | -              | (1,917)        |
| Closing Balance   | -              | -              |

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.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>6.4 Inventories</b>   |                |                |
| Inventories held for distribution  | 793            | 477            |
| <b>Total inventories</b>   | <b>793</b>     | <b>477</b>     |
| <p>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>   |                |                |
| <b>6.5 Other current assets</b>  |                |                |
| Prepayments  | 3,663          | 8,903          |
| <b>Total other current assets</b>  | <b>3,663</b>   | <b>8,903</b>   |
| <p>Prepayments represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.</p>   |                |                |
| <b>6.6 Payables</b>  |                |                |
| <b>Current</b>   |                |                |
| Payables   | 34,844         | 11,298         |
| Sundry Accruals  |                |                |
| - Accrued salaries   | 3,579          | 3,462          |
| - Accrued superannuation   | 348            | 343            |
| - Staff leave loading expense  | 6,422          | 6,267          |
| - Fringe benefit tax liability   | 1,389          | 1,424          |
| <b>Total current payables</b>  | <b>46,582</b>  | <b>22,794</b>  |
| <b>Payables</b>  |                |                |
| <p>Payables, including accruals not yet billed, are recognised when the Western Australia Police Force 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.</p> |                |                |

## For the year ended 30 June 2018

### Accrued salaries

Accrued salaries 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 Western Australia Police Force considers the carrying amount of accrued salaries to be equivalent to the net fair value.

The accrued salaries suspense account (refer Note 7.2 '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.

|                               | Notes | 2018<br>\$'000 | 2017<br>\$'000 |
|-------------------------------|-------|----------------|----------------|
| <b>6.7 Deferred revenue</b>   |       |                |                |
| Current                       |       | 25             | 402            |
| Non-current                   |       | 328            | -              |
| <b>Total deferred revenue</b> |       | <b>353</b>     | <b>402</b>     |

Deferred revenue represents long term advances the Western Australia Police Force has received in regard to communication tower leases.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### 7. FINANCING

This section sets out the material balances and disclosures associated with financing and cashflows of the Western Australia Police Force.

|  | Notes | 2018<br>\$'000 | 2017<br>\$'000 |
|--|-------|----------------|----------------|
| Cash and cash equivalents  | 7.1   | 19,891         | 36,865         |
| Restricted cash and cash equivalents   | 7.2   | 75,199         | 13,880         |
| Reconciliation of cash   | 7.3   |                |                |
| Reconciliation of operating activities   | 7.4   |                |                |
| Non-cancellable operating lease commitments  | 7.5   |                |                |
| Lease revenue commitments  | 7.6   |                |                |
| Capital commitments  | 7.7   |                |                |
| Other expenditure commitments  | 7.8   |                |                |
| <b>7.1 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. |       | 18,540         | 35,557         |
| <b>Advances</b>  |       |                |                |
| Advances include permanent and temporary advances allocated to areas within the Western Australia Police Force.                                      |       | 1,351          | 1,308          |
| <b>Total cash and cash equivalents</b>   |       | <b>19,891</b>  | <b>36,865</b>  |

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>7.2 Restricted cash and cash equivalents</b>   |                |                |
| Restricted cash assets are those cash assets, the uses of which are restricted, wholly or partly, by regulations or an externally imposed requirement.  |                |                |
| - Current assets (a)  | 66,793         | 9,677          |
| - Non-current assets (b)  | 8,406          | 4,203          |
| <b>Total restricted cash and cash equivalents</b>   | <b>75,199</b>  | <b>13,880</b>  |
| <b>(a) Current assets</b>   |                |                |
| <b>Road Trauma Trust Account</b>  |                |                |
| To receive and hold funds from parliamentary appropriations and all moneys from photographic based vehicle infringement (via Department of Transport and Department of the Attorney General) and any money lawfully received for the purposes of the Act. | 52,814         | -              |
| <b>Police Recruit Traineeship Fund</b>  |                |                |
| To hold recruit incentive payments received under the auspices of the Commonwealth Government's New Apprenticeship and Traineeship Incentives program.  | 184            | 525            |
| <b>National Drug Strategy</b>   |                |                |
| To hold grant monies received from the Drug and Alcohol Office for the funding of law-enforcement programs relating to alcohol and drug use.  | 361            | 404            |
| <b>Royalties for Regions Fund</b>   |                |                |
| To hold monies committed for projects and programs in WA regional areas.  | 11,344         | 5,137          |
| <b>Australia New Zealand Counter-Terrorism Committee</b>  |                |                |
| To hold monies received by the Western Australia Police Force from the Commonwealth for the funding of drill style counter-terrorism exercises.   | 14             | 48             |
| <b>Road Safety</b>  |                |                |
| To hold monies received from the Road Trauma Trust Account to facilitate the implementation of road safety programs and initiatives.  | -              | 60             |
| <b>Organised Crime Investigation Fund</b>   |                |                |
| To hold monies received from the Confiscation Proceeds Account for the purpose of combating organised crime in Western Australia.   | 442            | 1,345          |





## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>Drug and Alcohol Office</b>  |                |                |
| To monies received from the Drug and Alcohol Office for the purchase and operation of a drug detection dog in the Goldfields Police District.   | 28             | 34             |
| <b>National Anti-Gangs Squad</b>  |                |                |
| To hold grant monies received from the Commonwealth as part of a co-ordinated approach to detect, deter and disrupt gang-related crime.   | 45             | 519            |
| <b>Substance Abuse Grant</b>  |                |                |
| To hold grant monies received from the Commonwealth to facilitate strategic initiatives and support for substance abuse activities in Indigenous communities.   | 157            | 220            |
| <b>Leavers WA</b>   |                |                |
| To hold monies received in relation to the activities of Leavers WA – South West.   | 93             | 307            |
| <b>Parental Leave</b>   |                |                |
| To hold monies received from the Commonwealth for the payment of paid parental leave to eligible employees.   | 16             | 18             |
| <b>Special Plate Funds</b>  |                |                |
| To hold monies received from the Department of Transport being a 50% share of the net revenue raised from the sale of special series registration plates for community policing initiatives relating to juvenile offenders. | 1,295          | 1,060          |
|   | <b>66,793</b>  | <b>9,677</b>   |
| <b>(b) Non-current assets</b>   |                |                |
| <b>Accrued Salaries Account</b>   |                |                |
| 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.  | 8,406          | 4,203          |
|   | <b>8,406</b>   | <b>4,203</b>   |

For the year ended 30 June 2018

2018  
\$'000

2017  
\$'000

### 7.3 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            | 19,891        | 36,865        |
| Restricted cash and cash equivalents | 75,199        | 13,880        |
| <b>Balance at end of period</b>      | <b>95,090</b> | <b>50,745</b> |

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.



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|  | 2018<br>\$'000     | 2017<br>\$'000     |
|--|--------------------|--------------------|
| <b>7.4 Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities</b> |                    |                    |
| <b>Net cost of services</b>  | <b>(1,339,776)</b> | <b>(1,345,930)</b> |
| Non-cash items:  |                    |                    |
| Depreciation, amortisation and impairment expense  | 57,124             | 56,163             |
| Services received free-of-charge   | 2,688              | 2,553              |
| Donated assets and equipment   | (542)              | (374)              |
| Doubtful and bad debts expense   | 9,936              | 1,304              |
| Net loss/(gain) on sale of non-current assets  | 69                 | 51                 |
| Adjustment for Road Safety Commission take-up  | (13,701)           | -                  |
| Adjustment for other non-cash items  | (1,946)            | (273)              |
| <br>   |                    |                    |
| (Increase)/decrease in assets:   |                    |                    |
| Receivables (iii)  | (14,867)           | 88                 |
| Prepayments  | 5,239              | (324)              |
| Inventories  | (316)              | 272                |
| <br>   |                    |                    |
| Increase/(decrease) in liabilities:  |                    |                    |
| Payables (iii)   | 23,547             | 1,507              |
| Sundry accruals  | 242                | 4,287              |
| Provisions   | 14,455             | 2,120              |
| Deferred revenue   | (48)               | 402                |
| <br>   |                    |                    |
| Net GST receipts/(payments)  |                    |                    |
| Net GST receipts/(payments) (i)  | 2,955              | (79)               |
| Change in GST (receivables)/payables (ii)  | (4,025)            | (935)              |
|  | <b>80,810</b>      | <b>66,762</b>      |
| <b>Net cash provided by/(used in) operating activities</b>   | <b>(1,258,966)</b> | <b>(1,279,168)</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.

## For the year ended 30 June 2018

### Non-cash financing and investing activities

During the financial year, the Western Australia Police Force received donated assets from external parties totalling \$458,582 in 2017-18 compared to \$357,263 in 2016-17. In addition, there was \$13,700,979 of net liabilities transferred from the Road Safety Commission in 2017-18 compared to \$3,406 of assets transferred from the Shire of Yalgoo in 2016-17.

During the year, there was \$7,795,871 of assets transferred to Department for Lands in 2017-18 compared to \$21,572,336 in 2016-17. In addition, there were \$581,861 of assets transferred to the Department of Biodiversity, Conservation and Attractions in 2017-18 compared to nil in 2016-17.

| 2018   | 2017   |
|--------|--------|
| \$'000 | \$'000 |

### 7.5 Non-cancellable operating lease commitments

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

|  |                |                |
|--|----------------|----------------|
| Within one year  | 67,356         | 71,909         |
| Later than one year and not later than five years        | 131,370        | 148,867        |
| Later than five years                                    | 314,433        | 339,357        |
| <b>Total non-cancellable operating lease commitments</b> | <b>513,159</b> | <b>560,133</b> |

Operating leases are expensed on a straight line basis over the lease term as this represents the pattern of benefits derive from the leased properties.

Lease commitments for Government employee housing has been included for the first time in 2018, the comparative figures have been amended accordingly.

### Judgements made by management in applying accounting policies - operating lease commitments

The Western Australia Police Force 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.

### 7.6 Lease revenue commitments

Future minimum rentals under non-cancellable operating leases are receivable as follows:

|   |           |            |
|---|-----------|------------|
| Within one year                                   | 73        | 72         |
| Later than one year and not later than five years | 20        | 49         |
| <b>Total leave revenue commitments</b>            | <b>93</b> | <b>121</b> |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>7.7 Capital commitments</b>   |                |                |
| Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements are payable as follows: |                |                |
| Within one year  | 18,751         | 31,498         |
| Later than one year and not later than five years  | 67,702         | 91,428         |
| Later than five years  | -              | 20,149         |
| <b>Total capital commitments</b>   | <b>86,453</b>  | <b>143,075</b> |

Capital expenditure commitments are all inclusive of GST.

### 7.8 Other expenditure commitments

Other expenditure commitments at the reporting date arising through the placement of purchase orders or non-cancellable agreements and are payable as follows:

|   |                |                |
|---|----------------|----------------|
| Within one year                                   | 74,596         | 61,446         |
| Later than one year and not later than five years | 60,716         | 103,928        |
| Later than five years                             | 1,300          | 6,960          |
| <b>Total other expenditure commitments</b>        | <b>136,612</b> | <b>172,334</b> |

Other expenditure commitments are all inclusive of GST.

## 8. RISKS AND CONTINGENCIES

This note sets out the key risk management policies and measurement techniques of the Western Australia Police Force.

|                           | <b>Notes</b> |
|---------------------------|--------------|
| Financial risk management | 8.1          |
| Contingent liabilities    | 8.2          |
| Fair value measurement    | 8.3          |

For the year ended 30 June 2018

## 8.1 Financial risk management

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

### (a) Summary of risks and risk management

#### **Credit risk**

Credit risk arises when there is the possibility of third parties defaulting on their contractual obligations resulting in financial loss to the Western Australia Police Force.

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 6.1 and Note 8.1(c) 'Receivables'.

Credit risk associated with the Western Australia Police Force's financial assets is minimal because the main receivable is the amounts receivable for services (Holding Account). For receivables other than from Government, the Western Australia Police Force 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 Western Australia Police Force is unable to meet its financial obligations as they fall due. The Western Australia Police Force is exposed to liquidity risk through its trading in the normal course of business.

The Western Australia Police Force 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**

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Western Australia Police Force's income or the value of its holdings in financial instruments. The Western Australia Police Force does not trade in foreign currency and is not materially exposed to other price risks. The Western Australia Police Force's exposure to market risk for changes in interest rates relates to interest earned on the Road Trauma Trust Account cash balances.



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### (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:

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>Financial assets</b>                          |                |                |
| Cash and cash equivalents                        | 19,891         | 36,865         |
| Restricted cash and cash equivalents             | 75,199         | 13,880         |
| Receivables (i)                                  | 530,301        | 472,798        |
| <b>Total financial assets</b>                    | <b>625,391</b> | <b>523,543</b> |
| <b>Financial liabilities</b>                     |                |                |
| Financial liabilities measured at amortised cost | 46,582         | 22,794         |
| <b>Total financial liabilities</b>               | <b>46,582</b>  | <b>22,794</b>  |

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

### (c) Financial instrument disclosures

#### **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.

#### **Credit Risk**

The following table details the Western Australia Police Force's maximum exposure to credit risk and the ageing analysis of financial assets. The Western Australia Police Force'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 Western Australia Police Force. The contractual maturity amounts in the table are representative of the undiscounted amounts at reporting date.

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

The Western Australia Police Force does not hold any financial assets that required their terms re-negotiated that would have otherwise resulted in them being past due or impaired.

For the year ended 30 June 2018

**Ageing Analysis of Financial Assets**

|                                      | Carrying Amount<br>\$'000 | Not past due and not impaired<br>\$'000 | Past due but not impaired    |                         |                              |                            |
|--------------------------------------|---------------------------|---|------------------------------|-------------------------|------------------------------|----------------------------|
|                                      |                           |   | Less than 3 months<br>\$'000 | 3 to 6 months<br>\$'000 | 6 months to 1 year<br>\$'000 | More than 1 year<br>\$'000 |
| <b>2017-18</b>                       |                           |   |                              |                         |                              |                            |
| Cash and cash equivalents            | 19,891                    | 19,891                                  | -                            | -                       | -                            | -                          |
| Restricted cash and cash equivalents | 75,199                    | 75,199                                  | -                            | -                       | -                            | -                          |
| Receivables                          | 7,387                     | 5,865                                   | 401                          | 430                     | 603                          | 88                         |
| Amounts receivable for services (ii) | 522,914                   | 522,914                                 | -                            | -                       | -                            | -                          |
|                                      | <b>625,391</b>            | <b>623,869</b>                          | <b>401</b>                   | <b>430</b>              | <b>603</b>                   | <b>88</b>                  |
| <b>2016-17</b>                       |                           |   |                              |                         |                              |                            |
| Cash and cash equivalents            | 36,865                    | 36,865                                  | -                            | -                       | -                            | -                          |
| Restricted cash and cash equivalents | 13,880                    | 13,880                                  | -                            | -                       | -                            | -                          |
| Receivables                          | 1,964                     | 853                                     | 41                           | 652                     | 332                          | 86                         |
| Amounts receivable for services (ii) | 470,834                   | 470,834                                 | -                            | -                       | -                            | -                          |
|                                      | <b>523,543</b>            | <b>522,432</b>                          | <b>41</b>                    | <b>652</b>              | <b>332</b>                   | <b>86</b>                  |



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### Liquidity Risk and Interest Rate Exposure

The following table discloses the Western Australia Police Force'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

|   | Interest Rate Exposure                     |                        |                               |                             | Maturity Dates        |                           |                           |                     |                          |
|---|--|------------------------|-------------------------------|-----------------------------|-----------------------|---------------------------|---------------------------|---------------------|--------------------------|
|   | Weighted average effective interest rate % | Carrying Amount \$'000 | Variable interest rate \$'000 | Non-interest bearing \$'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>2017-18</b>                            |  |                        |                               |                             |                       |                           |                           |                     |                          |
| <b>Financial Assets</b>                   |  |                        |                               |                             |                       |                           |                           |                     |                          |
| Cash and cash equivalents                 |  | 19,891                 | -                             | 19,891                      | 19,891                | 19,891                    | -                         | -                   | -                        |
| Restricted cash and cash equivalents      | 1.97%                                      | 75,199                 | 52,814                        | 22,385                      | 75,199                | 75,199                    | -                         | -                   | -                        |
| Receivables                               |  | 7,387                  | -                             | 7,387                       | 7,387                 | 7,387                     | -                         | -                   | -                        |
| Amounts receivable for services (ii)      |  | 522,914                | -                             | 522,914                     | 522,914               | 2,270                     | 17,399                    | 67,425              | 435,820                  |
|   |  | <b>625,391</b>         | <b>52,814</b>                 | <b>572,577</b>              | <b>625,391</b>        | <b>104,747</b>            | <b>17,399</b>             | <b>67,425</b>       | <b>435,820</b>           |
| <b>Financial Liabilities</b>              |  |                        |                               |                             |                       |                           |                           |                     |                          |
| Payables                                  |  | 34,844                 | -                             | 34,844                      | 34,844                | 34,844                    | -                         | -                   | -                        |
| Other accrued expenses                    |  | 11,738                 | -                             | 11,738                      | 11,738                | 11,738                    | -                         | -                   | -                        |
|   |  | <b>46,582</b>          | <b>-</b>                      | <b>46,582</b>               | <b>46,582</b>         | <b>46,582</b>             | <b>-</b>                  | <b>-</b>            | <b>-</b>                 |
| <b>Net Financial Assets (Liabilities)</b> |  | <b>578,809</b>         | <b>52,814</b>                 | <b>525,995</b>              | <b>578,809</b>        | <b>58,165</b>             | <b>17,399</b>             | <b>67,425</b>       | <b>435,820</b>           |
| <b>2016-17</b>                            |  |                        |                               |                             |                       |                           |                           |                     |                          |
| <b>Financial Assets</b>                   |  |                        |                               |                             |                       |                           |                           |                     |                          |
| Cash and cash equivalents                 |  | 36,865                 | -                             | 36,865                      | 36,865                | 36,865                    | -                         | -                   | -                        |
| Restricted cash and cash equivalents      |  | 13,880                 | -                             | 13,880                      | 13,880                | 13,880                    | -                         | -                   | -                        |
| Receivables                               |  | 1,964                  | -                             | 1,964                       | 1,964                 | 1,964                     | -                         | -                   | -                        |
| Amounts receivable for services (ii)      |  | 470,834                | -                             | 470,834                     | 470,834               | -                         | 6,530                     | 28,800              | 435,504                  |
|   |  | <b>523,543</b>         | <b>-</b>                      | <b>523,543</b>              | <b>523,543</b>        | <b>52,709</b>             | <b>6,530</b>              | <b>28,800</b>       | <b>435,504</b>           |

For the year ended 30 June 2018

|                              | Interest Rate Exposure                     |                        |                               |                             | Maturity Dates        |                           |                           |                     |                          |
|------------------------------|--|------------------------|-------------------------------|-----------------------------|-----------------------|---------------------------|---------------------------|---------------------|--------------------------|
|                              | Weighted average effective interest rate % | Carrying Amount \$'000 | Variable interest rate \$'000 | Non-interest bearing \$'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 Liabilities</b> |  | 11,298                 | -                             | 11,298                      | 11,298                | 11,298                    | -                         | -                   | -                        |
| Payables                     |  | 11,496                 | -                             | 11,496                      | 11,496                | 11,496                    | -                         | -                   | -                        |
| Other accrued expenses       |  | <b>22,794</b>          | <b>-</b>                      | <b>22,794</b>               | <b>22,794</b>         | <b>22,794</b>             | <b>-</b>                  | <b>-</b>            | <b>-</b>                 |
|                              |  | <b>500,749</b>         | <b>-</b>                      | <b>500,749</b>              | <b>500,749</b>        | <b>29,915</b>             | <b>6,530</b>              | <b>28,800</b>       | <b>435,504</b>           |

**Net Financial Assets (Liabilities)**

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

**Interest Rate Sensitivity Analysis**

The following table represents a summary of the interest rate sensitivity of the Western Australia Police Force's financial assets and liabilities at the end of the reporting period on the surplus for the period and equity for a 0.25% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

|                                      | Carrying amount \$'000 | -25 basis points |               | +25 basis points |               |
|--------------------------------------|------------------------|------------------|---------------|------------------|---------------|
|                                      |                        | Surplus \$'000   | Equity \$'000 | Surplus \$'000   | Equity \$'000 |
| <b>2017-18</b>                       |                        |                  |               |                  |               |
| <b>Financial Assets</b>              |                        |                  |               |                  |               |
| Restricted cash and cash equivalents | 52,814                 | (132)            | (132)         | 132              | 132           |
|                                      | <b>52,814</b>          | <b>(132)</b>     | <b>(132)</b>  | <b>132</b>       | <b>132</b>    |
| <b>2016-17</b>                       |                        |                  |               |                  |               |
| <b>Financial Assets</b>              |                        |                  |               |                  |               |
| Restricted cash and cash equivalents | -                      | -                | -             | -                | -             |
|                                      | <b>-</b>               | <b>-</b>         | <b>-</b>      | <b>-</b>         | <b>-</b>      |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>8.2 Contingent liabilities</b>  |                |                |
| <b>Unsettled legal claims</b>  |                |                |
| The value reported represents the maximum obligation potentially payable for the claims on hand at 30 June 2018.   | <b>300</b>     | <b>2,445</b>   |
| <b>Contaminated sites</b>  |                |                |
| Under the Contaminated Sites Act 2003, the Western Australia Police Force is required to report known and suspected contaminated sites to the Department of Environment and Conversation (DEC). In accordance with the Act, DEC classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as 'contaminated - remediation required' or 'possibly contaminated - investigation required', the Western Australia Police Force may have a liability in respect of investigation or remediation expenses.   |                |                |
| The Western Australia Police Force has previously reported 5 suspected contaminated sites to DEC. Three of these sites have been 'remediated for restricted use' and the remaining 2 sites are classified 'possibly contaminated - investigation required'. The Western Australia Police Force is unable to assess the likely outcome of the investigation process, and accordingly, it is not practicable to estimate the potential financial effect or to identify the uncertainties relating to the amount or timing of any outflows. Whilst there is no possibility of reimbursement of any future expenses that may be incurred in the remediation of these sites, the Western Australia Police Force may apply for funding from the Contaminated Sites Management Account to undertake further investigative work or to meet remediation costs that may be required. |                |                |
| <b>Buildings</b>   |                |                |
| The Western Australia Police Force is reviewing all of its buildings to determine whether any flammable cladding has been used in construction. The Western Australia Police Force is currently unable to assess the likely outcome of this review, and accordingly, the potential cost of remediation work cannot be reliably estimated.  |                |                |

For the year ended 30 June 2018

| Level 1 | Level 2 | Level 3 | Fair Value<br>At end of<br>period |
|---------|---------|---------|-----------------------------------|
| \$'000  | \$'000  | \$'000  | \$'000                            |

**8.3 Fair value measurements****Assets measured at fair value:****2018**

Non-current assets classified as held for sale - Note 6.3  
 Land - Note 5.1  
 Buildings - Note 5.1

|          |               |                |                |
|----------|---------------|----------------|----------------|
| -        | -             | -              | -              |
| -        | 53,870        | 141,868        | 195,738        |
| -        | 24,944        | 530,974        | 555,918        |
| <b>-</b> | <b>78,814</b> | <b>672,842</b> | <b>751,656</b> |

**2017**

Non-current assets classified as held for sale - Note 6.3  
 Land - Note 5.1  
 Buildings - Note 5.1

|          |               |                |                |
|----------|---------------|----------------|----------------|
| -        | -             | -              | -              |
| -        | 64,594        | 153,709        | 218,303        |
| -        | 25,304        | 520,983        | 546,287        |
| <b>-</b> | <b>89,898</b> | <b>674,692</b> | <b>764,590</b> |

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

**Valuation techniques to derive Level 2 fair values**

Level 2 fair values of non-current assets held for sale, 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)****2018**

Fair value at start of period  
 Additions  
 Revaluation increments/decrements recognised in Other Comprehensive Income  
 Transfers to/from Level 2  
 Transfers between asset classes  
 Disposals  
 Depreciation expense

|  | Land<br>\$'000 | Buildings<br>\$'000 |
|--|----------------|---------------------|
| Fair value at start of period  | 153,709        | 520,983             |
| Additions  | -              | 219                 |
| Revaluation increments/decrements recognised in Other Comprehensive Income | (11,681)       | (9,381)             |
| Transfers to/from Level 2  | -              | -                   |
| Transfers between asset classes  | -              | 35,346              |
| Disposals  | (160)          | (228)               |
| Depreciation expense   | -              | (15,965)            |
| <b>Fair value at end of period</b>   | <b>141,868</b> | <b>530,974</b>      |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|  | Land<br>\$'000 | Buildings<br>\$'000 |
|--|----------------|---------------------|
| <b>2017</b>  |                |                     |
| Fair value at start of period  | 161,110        | 508,421             |
| Additions  | 3              | -                   |
| Revaluation increments/decrements recognised in Other Comprehensive Income | (9,157)        | (7,276)             |
| Transfers to/from Level 2  | -              | -                   |
| Transfers between asset classes  | 5,116          | 35,362              |
| Disposals  | (3,363)        | (254)               |
| Depreciation expense   | -              | (15,270)            |
| <b>Fair value at end of period</b>   | <b>153,709</b> | <b>520,983</b>      |

### 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.

### Land (Level 3 fair values)

Fair value for restricted use land is based on market value 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). The estimate of restoration cost as provided by the Western Australian Land Information Authority (Valuations and Property Analytics) represents a significant Level 3 input, with higher restoration costs correlating with lower estimated fair values of land.

### Buildings (Level 3 fair values)

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 or expired economic benefit, or obsolescence of the asset. Current replacement cost is determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications.

Valuation using depreciated replacement cost utilises the significant Level 3 input, consumed economic benefit/obsolescence of asset which is determined by the Western Australian Land Information Authority (Valuations and Property Analytics). The fair value measurement is sensitive to the estimate of consumption/obsolescence, with higher values of the estimate correlating with lower estimated fair values of buildings.



### For the year ended 30 June 2018

Significant Level 3 inputs used by the Western Australia Police Force 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 Western Australia Police Force, then indexed by movements in CPI.

#### Consumed economic benefit/obsolescence of asset

These are estimated by the Western Australian Land Information Authority (Valuations and Property Analytics).

#### Selection of land with restricted 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 (Valuations and Property Analytics).

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

| Description and fair value as at 30 June 2018 (\$'000) | Valuation technique(s)       | Unobservable inputs                                      |
|--|------------------------------|--|
| Land \$141,868   | Market approach              | Selection of land with similar approximate utility.      |
| Buildings \$530,974                                    | Depreciated Replacement Cost | Consumed economic benefit/obsolescence of asset.         |
|  |                              | Historical cost of building per square metre floor area. |

| Description and fair value as at 30 June 2017 (\$'000) | Valuation technique(s)       | Unobservable inputs                                      |
|--|------------------------------|--|
| Land \$153,709   | Market approach              | Selection of land with similar approximate utility.      |
| Buildings \$520,983                                    | Depreciated Replacement Cost | Consumed economic benefit/obsolescence of asset.         |
|  |                              | Historical cost of building per square metre floor area. |

Reconciliations of the opening and closing balances are provided in Note 5.1.

### 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 Western Australia Police Force's enabling legislation.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### 9. OTHER DISCLOSURES

This note includes additional material disclosures required by accounting standards or other pronouncements for the understanding of this financial report.

|  | <u>Notes</u> |
|--|--------------|
| Events occurring after the end of the reporting period             | 9.1          |
| Initial application of an Australian Accounting Standard           | 9.2          |
| Future impact of Australian Accounting Standards not yet operative | 9.3          |
| Key management personnel   | 9.4          |
| Related parties  | 9.5          |
| Affiliated bodies  | 9.6          |
| Remuneration of auditors   | 9.7          |
| Equity   | 9.8          |
| Supplementary financial information                                | 9.9          |
| Explanatory statement  | 9.10         |
| Administered disclosures   | 9.11         |
| Special purpose accounts   | 9.12         |

#### 9.1 Events occurring after the end of the reporting period

The Western Australia Police Force is currently offering voluntary severances to non-operational police officers. \$1.3 million of voluntary severances have been recognised to 30 June 2018 and it is anticipated that a further 140 officers will accept a severance in 2018-19 at an estimated cost of \$18.5 million.

#### 9.2 Initial application of an Australian Accounting Standard

The Western Australia Police Force cannot early adopt an Australian Accounting Standard unless specifically permitted by Treasurer's Instruction (TI) 1101 'Application of Australian Accounting Standards and Other Pronouncements'. There has been no early adoption of Australian Accounting Standards that have been issued or amended (but not operative) by the Western Australia Police Force for the annual reporting period ended 30 June 2018.

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

Where applicable, the Western Australia Police Force plans to apply the following Australian Accounting Standards from their application date.

For the year ended 30 June 2018

Operative for reporting periods beginning on/after

AASB 16

Leases

This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value.

Whilst the impact of AASB 16 has not yet been fully quantified, the Western Australia Police Force currently has commitments \$513,159,000 worth of non-cancellable operating leases which will be mostly brought onto the Statement of Financial Position. Interest and amortisation expense will increase and lease rental expense will decrease.

1 January 2019

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

Operative for reporting periods beginning on/after

AASB 15

Revenues from Contracts with Customers

This Standard establishes the principles that the Western Australia Police Force shall apply to report information about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer.

The Western Australia Police Force's income is principally derived from appropriations which will be measured under AASB 1058 and will be unaffected by this change. In broad terms, it is anticipated that the terms and conditions attached to revenues will defer revenue recognition until performance obligations have been discharged. Whilst the impact of AASB 15 has not yet been fully quantified, Western Australia Police Force anticipates that the application of the Standard will not materially impact on revenue recognition.

1 January 2019

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|  |   |   |
|--|---|---|
| AASB 1058  | Income of Not-for-Profit Entities   | 1 January 2019  |
|  | <p>This Standard clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, more closely reflecting the economic reality of NFP entity transactions that are not contracts with customers. Timing of income recognition is dependent on whether such a transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by an entity. The Western Australia Police Force anticipates that the application will not materially impact on revenue recognition.</p> |   |
| AASB 2016-8  | Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities  | 1 January 2019  |
|  | <p>This Standard inserts Australian requirements and authoritative implementation guidance for not-for-profit entities into AASB 9 and AASB 15. This guidance assists not-for-profit entities in applying those Standards to particular transactions and other events. There is no financial impact.</p>  |   |
| <p>The Western Australia Police Force has not yet determined the application or the potential impact of the following Standards:</p> |   |   |
|  |   | Operative for reporting<br>periods beginning on/after |
| AASB 9   | Financial Instruments   | 1 January 2019  |
| AASB 1059  | Service Concession Arrangements: Grantors   | 1 January 2019  |
| 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 Interpretation 2, 5, 10, 12, 19 & 127]  | 1 January 2019  |
| AASB 2014-1  | Amendments to Australian Accounting Standards   | 1 January 2018  |
| AASB 2014-5  | Amendments to Australian Accounting Standards arising from AASB 15  | 1 January 2018  |
| AASB 2014-7  | Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)   | 1 January 2018  |

**For the year ended 30 June 2018**

|             |   |                |
|-------------|---|----------------|
| AASB 2015-8 | Amendments to Australian Accounting Standards - Effective Date of AASB 15                       | 1 January 2018 |
| AASB 2016-3 | Amendments to Australian Accounting Standards - Clarifications to AASB 15                       | 1 January 2018 |
| AASB 2016-7 | Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities | 1 January 2018 |

**9.4 Key management personnel**

The Western Australia Police Force has determined that key management personnel include Cabinet Ministers and senior officers of the Western Australia Police Force. However, the Western Australia Police Force is not obligated to reimburse for the compensation of Ministers and therefore no disclosure is required. The disclosures in relation to Ministers' compensation may be found in the Annual Report on State Finances.

Senior officer's of the Western Australia Police Force comprise the Corporate Board including the Commissioner of Police, Deputy Commissioner Operations, Deputy Commissioner Specialist Services and the Executive Director.

Total compensation of senior officer's of the Western Australia Police Force for the reporting period is presented in the following bands:

| \$                | 2018 | 2017 |
|-------------------|------|------|
| 50,001 - 60,000   | 1    | -    |
| 90,001 - 100,000  | 1    | 1    |
| 210,001 - 220,000 | 1    | -    |
| 330,001 - 340,000 | -    | 1    |
| 350,001 - 360,000 | 1    | -    |
| 360,001 - 370,000 | 1    | -    |
| 370,001 - 380,000 | -    | 1    |
| 380,001 - 390,000 | -    | 1    |
| 440,001 - 450,000 | 1    | -    |
| 450,001 - 460,000 | -    | 1    |
|                   | 6    | 5    |

Short-term employee benefits  
Post-employment benefits  
Other long-term benefits

**Total compensation of senior officers**

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
|  | 1,172          | 1,242          |
|  | 183            | 209            |
|  | 172            | 194            |
|  | <b>1,527</b>   | <b>1,645</b>   |

- (i) No senior officers are members of the Pension Scheme.  
(ii) Total compensation includes the superannuation expense incurred by the Western Australia Police Force in respect of senior officers.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

### 9.5 Related parties

The Western Australia Police Force is a wholly-owned public sector entity that is controlled by the State of Western Australia.

Related parties of the Western Australia Police Force include:

- all Ministers and close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other departments and statutory authorities, including their related bodies, that are included in the whole of government consolidated statements;
- associates and joint ventures of an entity that are included in the whole of government consolidated financial statements; and
- the Government Employees Superannuation Board (GESB).

#### Significant transactions with Government-related entities

Significant transactions include:

- Service appropriation (Note 4.1)
- Capital appropriation (Note 9.8)
- Royalties for Regions Funds (Notes 4.5 & 9.8)
- Department of the Attorney General - Criminal Property Confiscation Account (Note 4.2)
- Department of Transport - Special Series Plate Funds (Note 4.9)
- Services received free of charge from the Department of the Attorney General - State Solicitors Office, Department of Finance, Landgate and the Department of Transport (Note 4.4)
- Superannuation payments to GESB (Note 3.1)
- Regional employee housing payments to the Department of Housing (Note 3.1)
- Insurance premium payments to Riskcover (Notes 3.1 & 3.3)
- Vehicle lease payments to Department of Finance (Note 3.3)
- Building lease payments to the Department of Finance (Note 3.4)
- Chemical analysis payments to the Chemistry Centre (Note 3.3)
- Forensic biology testing payments to the Department of Health (Note 3.3)
- Electricity payments to Western Power, Synergy and Horizon Power (Note 3.4)
- Water payments to the Water Corporation (Note 3.4)
- Audit fees to the Office of the Auditor General (Note 3.3)

### For the year ended 30 June 2018

- Grant payments to Main Roads WA, Department of Transport, Department of Education, Department of Health, and the Mental Health Commission (Note 3.5)

Outside of general citizen transactions, the Western Australia Police Force had no other related party transactions with key management personnel or their close family members or their controlled or jointly controlled entities.

their close family members or their controlled or jointly controlled entities.

**2018**  
**\$'000**

**2017**  
**\$'000**

#### 9.6 Affiliated bodies

An affiliated body is one which receives more than half its funding and resources from the Western Australia Police Force but is not subject to operational control by the Western Australia Police Force.

- Constable Care Child Safety Foundation Inc
- Crimestoppers WA
- The Western Australian Police Historical Society Inc
- Road Safety Council

1,229

1,086

200

202

37

29

6

-

**1,472**

**1,317**

#### 9.7 Remuneration of auditors

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

- Auditing the accounts, controls, financial statements and key performance indicators
- Auditing Royalties for Regions

210

188

9

9

**219**

**197**

#### 9.8 Equity

Equity represents the residual interest in the net assets of the Western Australia Police Force. The Government holds the equity interest in the Western Australia Police Force on behalf of the community. The Asset Revaluation Surplus represents that portion of equity resulting from the revaluation of non-current assets.

Contributed equity (a)

787,636

708,954

Asset revaluation surplus (b)

314,495

336,588

Accumulated surplus

262,619

272,637

**Total equity**

**1,364,750**

**1,318,179**



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|  | 2018<br>\$'000  | 2017<br>\$'000  |
|--|-----------------|-----------------|
| <b>(a) Contributed equity</b>  |                 |                 |
| Balance at start of period   | 708,954         | 666,498         |
| <b>Contributions by Owners</b>   |                 |                 |
| Capital appropriations (i)   | 36,093          | 53,531          |
| Royalties for Regions Fund - Regional Infrastructure and Headworks Account | 11,607          | 10,654          |
| Transfer of net assets from other agencies (ii)                            |                 |                 |
| - Transfer from the Shire of Yalgoo  | -               | 3               |
| - Transfer from the Road Safety Commission                                 | 43,022          | -               |
| <b>Total contributions by owners</b>                                       | <b>90,722</b>   | <b>64,188</b>   |
| <b>Distributions to owners</b>   |                 |                 |
| Transfer of net assets to other agencies (ii)                              |                 |                 |
| - Land and buildings transferred to the Department of Lands                | (7,796)         | (21,572)        |
| - Transfer to the Department of Biodiversity, Conservation and Attractions | (582)           | -               |
| Net assets transferred to Government (iii)                                 |                 |                 |
| - Other transfers to the Consolidated Account                              | (2,300)         | -               |
| - Proceeds for disposal of assets paid to Consolidated Account             | (1,362)         | (160)           |
| <b>Total distributions to owners</b>                                       | <b>(12,040)</b> | <b>(21,732)</b> |
| Balance at end of period   | <b>787,636</b>  | <b>708,954</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'.
- (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.

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>(b) Asset revaluation surplus</b>  |                |                |
| Balance at start of period  | 336,588        | 371,049        |
| Net revaluation increments/(decrements):  |                |                |
| - Land  | (14,981)       | (10,207)       |
| - Buildings   | (7,411)        | (4,357)        |
|   | (22,392)       | (14,564)       |
| Transfer to accumulated surplus/(deficit) on sale of previously revalued assets | 299            | (19,897)       |
| Balance at end of period  | <b>314,495</b> | <b>336,588</b> |
| <b>(c) Accumulated Surplus/(Deficit)</b>  |                |                |
| Balance at start of period  | 272,637        | 244,175        |
| Result for the period   | (9,719)        | 8,565          |
| Transfer of revalued amounts of assets sold                                     | (299)          | 19,897         |
| Income and expense recognised directly in equity                                |                |                |
| Balance at end of period  | <b>262,619</b> | <b>272,637</b> |

## 9.9 Supplementary financial information

### (a) Write Offs

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

|  |            |              |
|--|------------|--------------|
| - Bad debts *                                  | 97         | 6,802        |
| - Assets written off from the asset register * | 144        | 1,827        |
| - Other public property **                     | 49         | 39           |
|  | <b>290</b> | <b>8,668</b> |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| * 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) <u>Bad Debts</u><br>The Accountable Authority   | 97             | 6,802          |
|   | <b>97</b>      | <b>6,802</b>   |
| (ii) <u>Assets</u><br>The Accountable Authority<br>Executive Council  | 144<br>-       | 27<br>1,800    |
|   | <b>144</b>     | <b>1,827</b>   |
| (iii) <u>Other Public Property</u><br>The Accountable Authority   | 49             | 39             |
|   | <b>49</b>      | <b>39</b>      |
| <b>(b) Gifts of Public Property</b>   |                |                |
| Gifts of public property provided by the Western Australia Police Force   | <b>247</b>     | <b>428</b>     |

For the year ended 30 June 2018

## 9.10 Explanatory Statement

All variances between estimates (original budget) and actual results for 2018, and between actual results for 2017 and 2018 are shown below. Narratives are provided for major variances for the Statement of Comprehensive Income, Statement of Financial Position and Statement of Cashflows which are considered to be those greater than 5% and \$25 million. Major variances for Administered Items are considered to be those greater than 5% and \$28 thousand.

|   | Variance<br>Notes | Original<br>Budget<br>2018<br>\$'000 | Actual<br>2018<br>\$'000 | Actual<br>2017<br>\$'000 | Variance<br>between<br>budget and<br>2018 actual<br>\$'000 | Variance<br>between 2018<br>and 2017<br>actual results<br>\$'000 |
|---|-------------------|--------------------------------------|--------------------------|--------------------------|--|--|
| <b>STATEMENT OF COMPREHENSIVE INCOME</b>  |                   |                                      |                          |                          |  |  |
| <b>Expenses</b>                           |                   |                                      |                          |                          |  |  |
| Employee expenses                         |                   | 1,068,630                            | 1,084,106                | 1,041,500                | 15,476   | 42,606   |
| Supplies and services                     |                   | 242,604                              | 217,936                  | 222,384                  | (24,668)   | (4,448)  |
| Depreciation & amortisation expense       |                   | 66,398                               | 57,124                   | 56,163                   | (9,274)  | 961  |
| Accommodation expenses                    |                   | 69,724                               | 61,188                   | 57,341                   | (8,536)  | 3,847  |
| Grant payments                            | A                 | 74,308                               | 71,967                   | 13,030                   | (2,341)  | 58,937   |
| Loss on disposal of non-current assets    |                   | -                                    | 114                      | 112                      | 114  | 2  |
| Other expenses                            |                   | 6,574                                | 12,803                   | 5,075                    | 6,229  | 7,728  |
| <b>Total cost of services</b>             |                   | <b>1,528,238</b>                     | <b>1,505,238</b>         | <b>1,395,605</b>         | <b>(23,000)</b>  | <b>109,633</b>   |
| <b>Income</b>                             |                   |                                      |                          |                          |  |  |
| <b>Revenue</b>                            |                   |                                      |                          |                          |  |  |
| Regulatory fines                          | B                 | 121,950                              | 101,214                  | -                        | (20,736)   | 101,214  |
| User charges and fees                     |                   | 36,593                               | 40,211                   | 33,502                   | 3,618  | 6,709  |
| Commonwealth grants                       |                   | 670                                  | 5,721                    | 2,080                    | 5,051  | 3,641  |
| Contributions, sponsorships and donations |                   | 13,058                               | 13,709                   | 12,045                   | 651  | 1,664  |
| Interest revenue                          |                   | 2,500                                | 1,463                    | -                        | (1,037)  | 1,463  |
| Other revenue                             |                   | 904                                  | 3,099                    | 1,987                    | 2,195  | 1,112  |
| <b>Total Revenue</b>                      |                   | <b>175,675</b>                       | <b>165,417</b>           | <b>49,614</b>            | <b>(10,258)</b>  | <b>115,803</b>   |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|   | Variance<br>Notes | Original<br>Budget<br>2018<br>\$'000 | Actual<br>2018<br>\$'000 | Actual<br>2017<br>\$'000 | Variance<br>between<br>budget and<br>2018 actual<br>\$'000 | Variance<br>between 2018<br>and 2017<br>actual results<br>\$'000 |
|---|-------------------|--------------------------------------|--------------------------|--------------------------|--|--|
| <b>Gains</b>  |                   |                                      |                          |                          |  |  |
| Gain on disposal of non-current assets                      |                   | -                                    | 45                       | 61                       | 45   | (16)   |
| <b>Total Gains</b>  |                   | <b>-</b>                             | <b>45</b>                | <b>61</b>                | <b>45</b>  | <b>(16)</b>  |
| <b>Total Income other than Income from State Government</b> |                   | <b>175,675</b>                       | <b>165,462</b>           | <b>49,675</b>            | <b>(10,213)</b>  | <b>115,787</b>   |
| <b>NET COST OF SERVICES</b>                                 |                   | <b>1,352,563</b>                     | <b>1,339,776</b>         | <b>1,345,930</b>         | <b>(12,787)</b>  | <b>(6,154)</b>   |
| <b>Income from State Government</b>                         |                   |                                      |                          |                          |  |  |
| Service appropriation                                       |                   | 1,336,527                            | 1,309,928                | 1,308,291                | (26,599)   | 1,637  |
| State grants  | C                 | 2,605                                | 1,469                    | 31,469                   | (1,136)  | (30,000)   |
| Assets transferred  |                   | -                                    | 521                      | -                        | 521  | 521  |
| Services received free-of-charge                            |                   | 4,264                                | 2,688                    | 2,553                    | (1,576)  | 135  |
| Royalties for Regions Fund                                  |                   | 18,064                               | 15,451                   | 12,182                   | (2,613)  | 3,269  |
| <b>Total Income from State Government</b>                   |                   | <b>1,361,460</b>                     | <b>1,330,057</b>         | <b>1,354,495</b>         | <b>(31,403)</b>  | <b>(24,438)</b>  |
| <b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>                     |                   | <b>8,897</b>                         | <b>(9,719)</b>           | <b>8,565</b>             | <b>(18,616)</b>  | <b>(18,284)</b>  |
| <b>OTHER COMPREHENSIVE INCOME</b>                           |                   |                                      |                          |                          |  |  |
| Items not reclassified subsequently to profit or loss       |                   |                                      |                          |                          |  |  |
| Changes in asset revaluation surplus                        |                   | -                                    | (22,392)                 | (14,564)                 | (22,392)   | (7,828)  |
| <b>Total other comprehensive income</b>                     |                   | <b>-</b>                             | <b>(22,392)</b>          | <b>(14,564)</b>          | <b>(22,392)</b>  | <b>(7,828)</b>   |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>            |                   | <b>8,897</b>                         | <b>(32,111)</b>          | <b>(5,999)</b>           | <b>(41,008)</b>  | <b>(26,112)</b>  |

For the year ended 30 June 2018

|  | Variance<br>Notes | Original<br>Budget<br>2018<br>\$'000 | Actual<br>2018<br>\$'000 | Actual<br>2017<br>\$'000 | Variance<br>between<br>budget and<br>2018 actual<br>\$'000 | Variance<br>between 2018<br>and 2017<br>actual results<br>\$'000 |
|--|-------------------|--------------------------------------|--------------------------|--------------------------|--|--|
| <b>9.10 Explanatory Statement (Cont)</b>       |                   |                                      |                          |                          |  |  |
| <b>STATEMENT OF FINANCIAL POSITION</b>         |                   |                                      |                          |                          |  |  |
| <b>ASSETS</b>                                  |                   |                                      |                          |                          |  |  |
| <b>Current Assets</b>                          |                   |                                      |                          |                          |  |  |
| Cash and cash equivalents                      |                   | 23,934                               | 19,891                   | 36,865                   | (4,043)  | (16,974)   |
| Restricted cash and cash equivalents           |                   | 39,863                               | 66,793                   | 9,677                    | 26,930   | 57,116   |
| Receivables                                    |                   | 7,197                                | 14,615                   | 8,122                    | 7,418  | 6,493  |
| Amounts receivable for services                |                   | 14,200                               | 19,669                   | 6,530                    | 5,469  | 13,139   |
| Non-current assets classified as held for sale |                   | -                                    | -                        | -                        | -  | -  |
| Inventories                                    |                   | 749                                  | 793                      | 477                      | 44   | 316  |
| Other current assets                           |                   | 9,322                                | 3,663                    | 8,903                    | (5,659)  | (5,240)  |
| <b>Total Current Assets</b>                    |                   | <b>95,265</b>                        | <b>125,424</b>           | <b>70,574</b>            | <b>30,159</b>  | <b>54,850</b>  |
| <b>Non-Current Assets</b>                      |                   |                                      |                          |                          |  |  |
| Restricted cash and cash equivalents           |                   | 8,406                                | 8,406                    | 4,203                    | -  | 4,203  |
| Amounts receivable for services                | D                 | 509,502                              | 503,245                  | 464,304                  | (6,257)  | 38,941   |
| Property, plant and equipment                  |                   | 973,546                              | 945,746                  | 951,138                  | (27,800)   | (5,392)  |
| Intangible assets                              |                   | 53,669                               | 61,176                   | 69,014                   | 7,507  | (7,838)  |
| <b>Total Non-Current Assets</b>                |                   | <b>1,545,123</b>                     | <b>1,518,573</b>         | <b>1,488,659</b>         | <b>(26,550)</b>  | <b>29,914</b>  |
| <b>TOTAL ASSETS</b>                            |                   | <b>1,640,388</b>                     | <b>1,643,997</b>         | <b>1,559,233</b>         | <b>3,609</b>   | <b>84,764</b>  |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|                                      | Variance<br>Notes | Original<br>Budget<br>2018<br>\$'000 | Actual<br>2018<br>\$'000 | Actual<br>2017<br>\$'000 | Variance<br>between<br>budget and<br>2018 actual<br>\$'000 | Variance<br>between 2018<br>and 2017<br>actual results<br>\$'000 |
|--------------------------------------|-------------------|--------------------------------------|--------------------------|--------------------------|--|--|
| <b>LIABILITIES</b>                   |                   |                                      |                          |                          |  |  |
| <b>Current Liabilities</b>           |                   |                                      |                          |                          |  |  |
| Provisions                           |                   | 154,813                              | 164,216                  | 159,174                  | 9,403  | 5,042  |
| Payables                             |                   | 39,056                               | 46,582                   | 22,794                   | 7,526  | 23,788   |
| Deferred revenue                     |                   | -                                    | 25                       | 402                      | (377)  | (377)  |
| <b>Total Current Liabilities</b>     |                   | <b>193,869</b>                       | <b>210,823</b>           | <b>182,370</b>           | <b>16,954</b>  | <b>28,453</b>  |
| <b>Non-Current Liabilities</b>       |                   |                                      |                          |                          |  |  |
| Provisions                           |                   | 61,695                               | 68,096                   | 58,684                   | 6,401  | 9,412  |
| Deferred revenue                     |                   | -                                    | 328                      | -                        | 328  | 328  |
| <b>Total Non-Current Liabilities</b> |                   | <b>61,695</b>                        | <b>68,424</b>            | <b>58,684</b>            | <b>6,729</b>   | <b>9,740</b>   |
| <b>TOTAL LIABILITIES</b>             |                   | <b>255,564</b>                       | <b>279,247</b>           | <b>241,054</b>           | <b>23,683</b>  | <b>38,193</b>  |
| <b>NET ASSETS</b>                    |                   | <b>1,384,824</b>                     | <b>1,364,750</b>         | <b>1,318,179</b>         | <b>(20,074)</b>  | <b>46,571</b>  |
| <b>EQUITY</b>                        |                   |                                      |                          |                          |  |  |
| Contributed equity                   |                   | 1,004,878                            | 787,636                  | 708,954                  | (217,242)  | 78,682   |
| Reserves                             | 1                 | 371,049                              | 314,495                  | 336,588                  | (56,554)   | (22,093)   |
| Accumulated surplus                  |                   | 8,897                                | 262,619                  | 272,637                  | 253,722  | (10,018)   |
| <b>TOTAL EQUITY</b>                  |                   | <b>1,384,824</b>                     | <b>1,364,750</b>         | <b>1,318,179</b>         | <b>(20,074)</b>  | <b>46,571</b>  |



For the year ended 30 June 2018

|  | Variance<br>Notes | Original<br>Budget<br>2018<br>\$'000 | Actual<br>2018<br>\$'000 | Actual<br>2017<br>\$'000 | Variance<br>between<br>budget and<br>2018 actual<br>\$'000 | Variance<br>between 2018<br>and 2017<br>actual results<br>\$'000 |
|--|-------------------|--------------------------------------|--------------------------|--------------------------|--|--|
|--|-------------------|--------------------------------------|--------------------------|--------------------------|--|--|

## 9.10 Explanatory Statement (Cont)

### STATEMENT OF CASH FLOWS

#### CASH FLOWS FROM STATE GOVERNMENT

|  |   |                  |                  |                  |               |               |
|--|---|------------------|------------------|------------------|---------------|---------------|
| Service appropriation                                    |   | 1,270,129        | 1,243,530        | 1,244,179        | (26,599)      | (649)         |
| Capital appropriations                                   |   | 27,151           | 36,093           | 53,531           | 8,942         | (17,438)      |
| Holding account drawdowns                                |   | 13,530           | 14,318           | 7,856            | 788           | 6,462         |
| Grants from State Government                             | C | 2,605            | 1,469            | 31,390           | (1,136)       | (29,921)      |
| Royalties for Regions Fund                               |   | 27,557           | 27,058           | 22,836           | (499)         | 4,222         |
| Non retained revenue distribution to owners              |   | (1,362)          | (1,362)          | (160)            | -             | (1,202)       |
| Capital contributions - transfer to Consolidated Account |   | -                | (2,300)          | -                | (2,300)       | (2,300)       |
| Transfer of cash assets from other agencies              | H | -                | 56,675           | -                | 56,675        | 56,675        |
| <b>Net cash provided by State Government</b>             |   | <b>1,339,610</b> | <b>1,375,481</b> | <b>1,359,632</b> | <b>35,871</b> | <b>15,849</b> |

#### Utilised as follows:

#### CASH FLOWS FROM OPERATING ACTIVITIES

##### Payments

|                           |   |                    |                    |                    |               |                 |
|---------------------------|---|--------------------|--------------------|--------------------|---------------|-----------------|
| Employee payments         |   | (1,064,927)        | (1,066,860)        | (1,035,057)        | (1,933)       | (31,803)        |
| Supplies and services     | 2 | (232,049)          | (201,877)          | (222,214)          | 30,172        | 20,337          |
| Accommodation payments    |   | (73,496)           | (61,919)           | (56,747)           | 11,577        | (5,172)         |
| Grant payments            | A | (74,308)           | (78,913)           | (10,173)           | (4,605)       | (68,740)        |
| GST payments on purchases |   | (29,911)           | (41,964)           | (38,589)           | (12,053)      | (3,375)         |
| Other payments            |   | (5,016)            | (1,229)            | (3,123)            | 3,787         | 1,894           |
|                           |   | <b>(1,479,707)</b> | <b>(1,452,762)</b> | <b>(1,365,903)</b> | <b>26,945</b> | <b>(86,859)</b> |

##### Receipts

|   |   |         |         |        |          |         |
|---|---|---------|---------|--------|----------|---------|
| Regulatory fines                          | B | 121,950 | 100,332 | -      | (21,618) | 100,332 |
| User charges and fees                     |   | 33,555  | 29,954  | 32,082 | (3,601)  | (2,128) |
| Commonwealth grants                       |   | 670     | 1,798   | 2,080  | 1,128    | (282)   |
| Contributions, sponsorships and donations |   | 10,980  | 11,945  | 10,620 | 965      | 1,325   |
| Interest received                         |   | 2,500   | 1,497   | -      | (1,003)  | 1,497   |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|   | Variance<br>Notes | Original<br>Budget<br>2018<br>\$'000 | Actual<br>2018<br>\$'000 | Actual<br>2017<br>\$'000 | Variance<br>between<br>budget and<br>2018 actual<br>\$'000 | Variance<br>between 2018<br>and 2017<br>actual results<br>\$'000 |
|---|-------------------|--------------------------------------|--------------------------|--------------------------|--|--|
| GST receipts on sales                                       |                   | 2,388                                | 2,521                    | 6,383                    | 133  | (3,862)  |
| GST receipts from taxation authority                        |                   | 27,523                               | 42,397                   | 32,126                   | 14,874   | 10,271   |
| Other receipts  |                   | 2,443                                | 3,352                    | 3,444                    | 909  | (92)   |
|   |                   | <b>202,009</b>                       | <b>193,796</b>           | <b>86,735</b>            | <b>(8,213)</b>   | <b>107,061</b>   |
| <b>Net cash provided by/(used in) operating activities</b>  |                   | <b>(1,277,698)</b>                   | <b>(1,258,966)</b>       | <b>(1,279,168)</b>       | <b>18,732</b>  | <b>20,202</b>  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |                   |                                      |                          |                          |  |  |
| <b>Payments</b>   |                   |                                      |                          |                          |  |  |
| Purchase of non-current physical assets                     |                   | (68,141)                             | (72,385)                 | (85,381)                 | (4,244)  | 12,996   |
| <b>Receipts</b>   |                   |                                      |                          |                          |  |  |
| Proceeds from sale of non-current physical assets           |                   | -                                    | 215                      | 1,731                    | 215  | (1,516)  |
| <b>Net cash provided by/(used in) investing activities</b>  |                   | <b>(68,141)</b>                      | <b>(72,170)</b>          | <b>(83,650)</b>          | <b>(4,029)</b>   | <b>11,480</b>  |
| <b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b> |                   | <b>(6,229)</b>                       | <b>44,345</b>            | <b>(3,186)</b>           | <b>50,574</b>  | <b>47,531</b>  |
| Cash and cash equivalents at the beginning of period        |                   | 78,432                               | 50,745                   | 53,931                   | (27,687)   | (3,186)  |
| <b>CASH AND CASH EQUIVALENTS AT THE END OF PERIOD</b>       |                   | <b>72,203</b>                        | <b>95,090</b>            | <b>50,745</b>            | <b>22,887</b>  | <b>44,345</b>  |
| <b>ADMINISTERED TRANSACTIONS</b>                            |                   |                                      |                          |                          |  |  |
| <b>INCOME</b>   |                   |                                      |                          |                          |  |  |
| Sale of lost, stolen and forfeited property                 | 3, E              | 600                                  | 1,034                    | 885                      | 434  | 149  |
| Fines and infringements                                     | F                 | 810                                  | 850                      | 783                      | 40   | 67   |
| <b>TOTAL INCOME</b>   |                   | <b>1,410</b>                         | <b>1,884</b>             | <b>1,668</b>             | <b>474</b>   | <b>216</b>   |
| <b>EXPENSES</b>   |                   |                                      |                          |                          |  |  |
| Transfer payments   | 4, G              | 1,160                                | 1,709                    | 1,500                    | 549  | 209  |
| Commission expenses   | 5                 | 250                                  | 175                      | 168                      | (75)   | 7  |
| <b>TOTAL EXPENSES</b>                                       |                   | <b>1,410</b>                         | <b>1,884</b>             | <b>1,668</b>             | <b>474</b>   | <b>216</b>   |

For the year ended 30 June 2018

## 9.10 EXPLANATORY STATEMENT (Cont)

### Explanation of Major Variances

#### Variance between budget and 2018 actual

- 1 The variance of \$56.6 million is due to the cumulative devaluation of land and buildings and the transfer to accumulated surplus the revalued amounts of assets that were disposed in 2016-17 and 2017-18.
- 2 The variance of \$30.2 million in supplies and services largely relates to the building maintenance, services & contracts, advertising and capital expense.
- 3 The revenue from sale of lost, stolen and forfeited property has been more than budget due to more items having been sold than originally expected.
- 4 The increase in transfer payments is proportional to the number of items being sent to auction as determined by the courts.
- 5 The commission expense relates to auctioneer costs associated with the sale of lost, stolen and forfeited property. This expense is proportional to the income received from the sale of lost, stolen and forfeited property.

#### Variance between 2018 and 2017 actual results

- A The increase in Grants payments is mainly due to the transfer of the Road Safety Commission to the Western Australia Police Force from 1st July 2017 as part of the State Government's Machinery of Government reform.
- B Regulatory fines relates to photographic based vehicle infringements credited to the Road Trauma Trust Account. These fines were collected by the Road Safety Commission in 2017 which transferred to the Western Australia Police Force from 1st July 2017 as part of the State Government's Machinery of Government reform.
- C The decrease of \$30 million in State Grants income is mainly due to the transfer of the Road Safety Commission to the Western Australia Police Force from 1st July 2017 as part of the State Government's Machinery of Government reform. The road safety initiatives delivered by the Western Australia Police Force and funded by the Road Trauma Trust Account are eliminated from the financial statements in 2018.
- D The increase of \$38.9 million is mainly due to the depreciation adjustment during 2017-18 for buildings, IT, communication infrastructure and other assets.
- E The increase in revenue from sale of lost, stolen and forfeited property is due to a increase in items being sent to auction as determined by court outcomes.
- F The variance is largely due to an increase to Firearm infringement penalties of \$0.06 million (110%) from the 2017 figures.
- G The commission expense relates to auctioneer costs associated with the sale of lost, stolen and forfeited property. This expense is proportional to the income received from the sale of lost, stolen and forfeited property.
- H The increase of \$56.6 million is due to the transfer of cash balances from the Road Safety Commission to the Western Australia Police Force as part of the Machinery of Government reform.

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>9.11 Administered Disclosures</b>        |                |                |
| <b>ADMINISTERED EXPENSES AND INCOME</b>     |                |                |
| <b>EXPENSES</b>                             |                |                |
| Transfer payments                           | 1,709          | 1,500          |
| Commission expenses                         | 175            | 168            |
| <b>Total administered expenses</b>          | <b>1,884</b>   | <b>1,668</b>   |
| <b>INCOME</b>                               |                |                |
| Sale of lost, stolen and forfeited property | 1,034          | 885            |
| Fines and infringements                     | 850            | 783            |
| <b>Total administered income</b>            | <b>1,884</b>   | <b>1,668</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 Western Australia Police Force.

For the year ended 30 June 2018

|  | 2018<br>\$'000 | 2017<br>\$'000 |
|--|----------------|----------------|
| <b>9.12 Special Purpose Accounts</b>   |                |                |
| <b>ROAD TRAUMA TRUST ACCOUNT</b>       |                |                |
| Opening Balance 1 July 2017 *          | 56,675         | -              |
| Receipts                               | 105,067        | -              |
| Payments                               | 108,928        | -              |
| <b>Closing Balance at 30 June 2018</b> | <b>52,814</b>  | <b>-</b>       |

\* The opening balance was transferred from the Road Safety Commission to the Western Australia Police Force in accordance with Machinery of Government changes.

**Purpose**

In accordance with section 12 of the *Road Safety Council Act 2002*, to receive and hold funds from parliamentary appropriations, all moneys from photographic based vehicle infringement (via Department of Transport and Department of the Attorney General) and any money lawfully received for the purposes of the Act.

Special purpose accounts also includes receipts of monies, for which the Western Australia Police Force 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 2017            | 332        | 338        |
| Receipts                               | 193        | 191        |
| Payments                               | 194        | 197        |
| <b>Closing Balance at 30 June 2018</b> | <b>331</b> | <b>332</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.



## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

|   | 2018<br>\$'000 | 2017<br>\$'000 |
|---|----------------|----------------|
| <b>(b) STOLEN MONIES TRUST</b>  |                |                |
| Opening Balance 1 July 2017   | 655            | 878            |
| Receipts  | 594            | 581            |
| Payments  | 1,032          | 804            |
| <b>Closing Balance at 30 June 2018</b>  | <b>217</b>     | <b>655</b>     |
| <b>Purpose</b>  |                |                |
| 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 <i>Unclaimed Money Act 1990</i> . |                |                |
| <b>(c) SEIZED MONIES TRUST</b>  |                |                |
| Opening Balance 1 July 2017   | 29,408         | 27,322         |
| Receipts  | 19,337         | 13,268         |
| Payments  | 9,712          | 11,182         |
| <b>Closing Balance at 30 June 2018</b>  | <b>39,033</b>  | <b>29,408</b>  |
| <b>Purpose</b>  |                |                |
| To hold monies seized by officers of the Police Service in the exercise of relevant statutory powers.   |                |                |
| <b>(d) DECEASED ESTATE MONIES</b>   |                |                |
| Opening Balance 1 July 2017   | 29             | 73             |
| Receipts  | 71             | 85             |
| Payments  | 72             | 129            |
| <b>Closing Balance at 30 June 2018</b>  | <b>28</b>      | <b>29</b>      |
| <b>Purpose</b>  |                |                |
| To hold monies found on deceased persons by officers of the Police Service in the exercise of relevant statutory powers.  |                |                |

# KEY PERFORMANCE INDICATORS







## CERTIFICATION OF KEY PERFORMANCE INDICATORS



FOR THE YEAR ENDED 30 JUNE 2018

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 2018.

CHRIS DAWSON APM  
COMMISSIONER OF POLICE

16 AUGUST 2018



# 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.

Key Performance Indicators (KPIs) form part of Western Australia's performance management framework, referred to as Outcome Based Management (OBM). OBM is the formal mechanism that ensures agencies are:

- reporting their KPIs;
- accountable to the Western Australian Parliament;
- transparent to the general public;
- achieving the government's goals; and
- delivering the government's desired outcomes across the public sector.

Treasurer's Instruction 904 prescribes the mandatory requirements of OBM for government agencies.

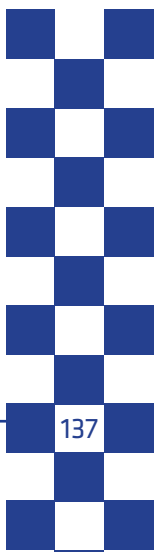
From 1 July 2017, the WA Police Force OBM framework has been amended to:

- reflect the government goal of 'Strong Communities: Safe communities and supported families';
- incorporate an additional outcome and service, and associated KPIs, as a result of the amalgamation with the Road Safety Commission; and
- change the wording of KPIs 1 and 2.

Furthermore, changes to crime recording and reporting practices were implemented during 2017.

KPIs 1, 2, 6, 7 and 8 have been affected by these changes, which has prompted results being recast back to 2013-14. These results are not comparable with those shown in previous Annual Reports.

KPIs enable performance to be measured, monitored, evaluated, reported and improved. They play a key role in managing performance at all levels in the WA Police Force — strategic and operational.



# OUTCOME BASED MANAGEMENT FRAMEWORK

In 2017, the Road Safety Commission amalgamated with the WA Police Force. As a result, the WA Police Force OBM framework has been expanded to include the additional outcome of 'Improve coordination and community awareness of road safety in Western Australia'. This outcome is achieved through 'Service 4: Road Safety Commission'. In addition, the Government Goal of 'Results Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians' was changed to 'Strong Communities: Safe communities and supported families'. The table below summarises the WA Police Force outcomes and services that contribute to meeting the high-level government goal.

| Government Goal   | Outcomes (What we sought to achieve)  | The services we provided   |
|---|---|--|
| Strong Communities: Safe communities and supported families | Outcome 1: Contribute to community safety and security                                      | Service 1: Metropolitan policing services<br>Service 2: Regional and remote policing services<br>Service 3: Specialist policing services |
|   | Outcome 2: Improve coordination and community awareness of road safety in Western Australia | Service 4: Road Safety Commission  |

## KEY PERFORMANCE INDICATORS

The performance of the WA Police Force is measured through 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 relationship between the service delivered and the resources used to produce the service.

The two outcomes of the WA Police Force are assessed through 12 key effectiveness indicators. The indicators for Outcome 1 reflect alignment with national police performance indicators published in the Report on Government Services, and the balanced scorecard concept that considers performance based on community, internal process, organisational capacity, and financial perspectives.

During 2016-17, the WA Police reviewed its OBM framework and amendments were

made to the following KPIs that took effect from 1 July 2017:

- **KPI 1:** Rate of offences against the person (excluding domestic violence incidents) per 100,000 people.
- **KPI 2:** Rate of offences against property per 100,000 people.

KPI 1 was amended to read:

Rate of offences against the person (excluding family violence-related offences) per 100,000 people.

This amendment involved changing the words: 'excluding domestic violence incidents' to 'excluding family violence-related offences'. The term 'family violence' has replaced 'domestic violence' in common and legislative usage. The reference to offences rather than incidents more accurately reflects the existing calculation of this

KPI. This change does not affect the calculation of this KPI.

KPI 2 was amended to read:

Rate of offences against property (excluding family violence-related offences) per 100,000 people.

This amendment involved changing the wording of this KPI to exclude family violence-related offences. This was done to make this KPI consistent with the KPI 1 and to reflect the fact that a proportion of property offences are family violence-related and therefore should be excluded for the same reason. This amendment does affect the calculation of this KPI resulting in a reduction in the rate of offences per 100,000 persons.

The amended KPIs were approved by the Minister for Police; Road Safety, and the Department of Treasury.

**Key Effectiveness Indicators**

|  |   |
|--|---|
| <p><b>Outcome 1:</b> Contribute to community safety and security</p>   | <p><b>Outcome 2:</b> Improve coordination and community awareness of road safety in Western Australia</p> |
| <p><b>Community Demand</b></p> <p>KPI 1: Rate of offences against the person (excluding family violence-related offences) per 100,000 people</p> <p>KPI 2: Rate of offences against property (excluding family violence-related offences) per 100,000 people</p>   | <p>KPI 12: Effectiveness of road safety awareness campaigns</p>   |
| <p><b>Organisational Capacity</b></p> <p>KPI 3: Percentage of sworn police officer hours available for frontline policing duties</p>   |   |
| <p><b>Internal Process</b></p> <p>KPI 4: Percentage of priority 1 &amp; 2 incidents in the metropolitan area responded to within 12 minutes</p> <p>KPI 5: Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes</p> <p>KPI 6: Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days</p> <p>KPI 7: Percentage of offences against the person investigations finalised within 60 days</p> <p>KPI 8: Percentage of offences against property investigations finalised within 30 days</p> <p>KPI 9: Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences <sup>(a)</sup></p> |   |
| <p><b>Customer Satisfaction and Confidence</b></p> <p>KPI 10: Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police</p> <p>KPI 11: Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police</p>   |   |

(a) 'Category A' offences include: driving under the influence of alcohol/drugs, careless/dangerous/reckless driving, non-speed camera speeding offences, no authority to drive/unlicensed vehicle, use of mobile phones whilst driving, and non-wearing of seatbelts/restraints/helmets.





The four services of the WA Police Force are aligned to the organisational structure and assessed through five key efficiency indicators as shown in the table below.

**Key Efficiency Indicators**

| <b>Service 1:<br/>Metropolitan policing services</b>                                     | <b>Service 2:<br/>Regional and remote policing services</b>                     | <b>Service 3:<br/>Specialist policing services</b>            | <b>Service 4:<br/>Road Safety Commission</b>   |
|--|---|---|--|
| 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 | Percentage of Road Safety Commission projects completed on time<br><br>Percentage of Road Safety Commission projects completed on budget |

**Crime Recording and Reporting Changes**

During 2016, the WA Police Force undertook an internal review relating to the practices involved in the recording and reporting of crime offence data. The WA Police Force commissioned the services of the Australian Bureau of Statistics (ABS) to examine the way the agency records, compiles, analyses and reports crime statistics. The ABS review found that recording and reporting practices contributed to an over reporting of some crime statistics.

The WA Police Force established a Crime Recording and Reporting Project (CRRP) to address the recommendations from the ABS review. In 2017, the CRRP implemented the following crime recording and reporting reforms:

**Changes to recording practices**

- Facilitation offences not recorded; facilitation offences occur as a component of the primary offence, such as damage caused in gaining entry to a premises for the purpose of burglary. In such circumstances, the burglary only is reported. If damage occurs during the

burglary beyond that necessary to facilitate the primary offence of burglary, a damage offence would be generated and reported.

- Prevention of multiplication of Incident Reports/Offences.
- Improved quality review processes.

**Changes to Offence Outcome Status Codes**

- Creation of 'No Criminal Offence' outcome; offences with this outcome are excluded from reported crime statistics on the basis that no offence occurred.
- Creation of 'Offence Substituted' outcome; this applies in circumstances where a replacement offence has been entered into the Incident Management System.
- Creation of 'Unable to Proceed/Charge' outcome; this replaces the outcome of 'statute barred' and includes circumstances where police are unable to progress the investigation or charge an offender such as: Statute of Limitations, immature age, other legal impediment, death of victim/suspect/key

witness, jurisdictional impediment, diplomatic immunity, and not in the public interest.

- Creation of 'Complaint Withdrawn' Status Code; this replaces the 'Withdrawn' outcome.
- Retirement of 'Mistakenly Reported' outcome; such cases are now recorded under 'No Criminal Offence'.
- Retirement of 'Civil/Other' outcome.

**Review and reclassification of offences**

- Aligned to Australian and New Zealand Standard Offence Classification (ANZSOC), 2011. The offence classification used for the publishing of WA Police Force crime statistics is based on a combination of ANZSOC, WA Legislation, and operational reporting requirements.

**Application of ABS Counting Rules**

- Facilitation offences not counted.
- Duplicated offences not counted.

### New expanded offence hierarchy

- This involved a review of offences within each offence category in accordance with the ABS offence classification, state legislation and operational practices. This has resulted in some reclassification and movement of offences between categories.

The CRRP has affected the data used for the following offence-based KPIs:

KPI 1: Rate of offences against the person (excluding family violence-related offences) per 100,000 people

KPI 2: Rate of offences against property (excluding family violence-related offences) per 100,000 people

KPI 6: Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days

KPI 7: Percentage of offences against the person investigations finalised within 60 days

KPI 8: Percentage of offences against property investigations finalised within 30 days

As a consequence, the performance results for the previous four financial years have been revised to reflect the changes to crime recording and reporting practices. These changes have resulted in more accurate reporting of crime-related performance.

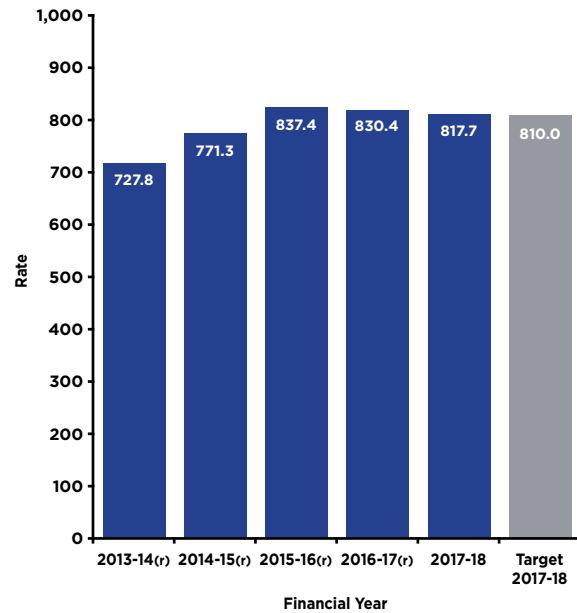


# EFFECTIVENESS INDICATORS

## OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

### Community Demand

**KPI 1:** Rate of offences against the person (excluding family violence-related offences) per 100,000 people, 2013-14 to 2017-18 <sup>(a)(b)(c)(d)</sup>



### WHY is this a key indicator of WA Police Force performance?

In collaboration with other agencies, the WA Police Force contributes to addressing the causal effects of crime and disorder, and disrupting criminal behaviour.

The WA Police Force continues to monitor the levels of crime and work proactively to reduce them thereby contributing to community safety and security.

The WA Police Force can influence crime rates by targeting causal factors (crime prevention) and by successfully investigating offences and apprehending offenders.

Family violence is subject to different drivers and reporting trends than other offences against the person and is therefore excluded from this indicator.

A low or decreasing rate of offences is desirable.

### HOW is this indicator derived?

The rate of offences against the person (excluding family violence-related offences) per 100,000 people is calculated by multiplying the number of offences by 100,000 and dividing this figure by the WA Estimated Resident Population as at 31 December (mid-point of the financial year).

The use of a rate of offences per 100,000 people is an internationally recognised standard for comparing the prevalence of crime over time and between different geographical areas.

### WHAT does this indicator show?

The WA Police Force did not meet the 2017-18 target of 810 offences against the person (excluding family violence-related offences) per 100,000 people.

The rate decreased by 1.5 per cent to 817.7 in 2017-18, compared with 830.4 in 2016-17.

The 2017-18 rate was 0.9 per cent higher than the target of 810. The main contributing factor to the variance was an increase in assault (non-family) offences.

#### Notes:

- (a) From July 2017, offences are defined as 'Recorded Offences'. Recorded offences are all offences reported to or becoming known to police within the relevant time period that do not have an Offence Outcome Status Code of: 'No Criminal Offence', 'Offence Substituted', or 'False Report'. Prior to July 2017, offences were defined as 'Verified Offences'. Verified offences were all offences reported to or becoming known to police within the relevant time period that have not been determined to be a 'False Report' or 'Mistakenly Reported'. The number of reported offences is not within the direct control of the police.
- (b) Changes to recording and reporting practices implemented between May and July 2017 affect this indicator. As a result, comparison with historical data should be done with caution.
- (c) This indicator is based on selected recorded offences reported to, or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). Excluded are offences against public order, such as disorderly conduct and offences against the *Firearms Act 1973*, *Liquor Control Act 1988* and a number of other offences against the statute laws of this State and the Commonwealth.
- (d) The number of recorded offences for a period (e.g. financial year) comprises all recorded offences reported during that period, and may include recorded offences committed during earlier periods.
- (e) 'Offences against the person' include: homicide, assault, sexual offences, threatening behaviour, deprivation of liberty, and robbery. Offences against the person that are family violence-related are excluded.
- (f) Revised figure from that shown in the previous Annual Report due to changes in crime recording and reporting practices.

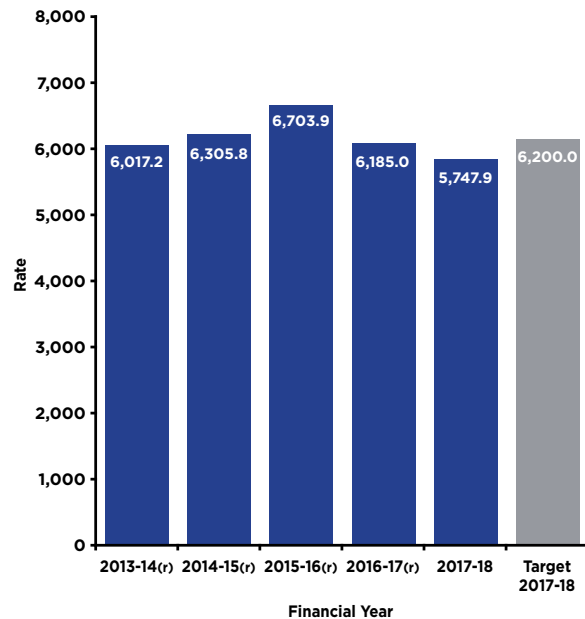
#### Sources:

WA Police Force, Frontline Incident Management System.  
Australian Bureau of Statistics, Australian Demographic Statistics, December Quarter 2017 (Cat. No. 3101).



## Community Demand

**KPI 2:** Rate of offences against property (excluding family violence-related offences) per 100,000 people, 2013-14 to 2017-18 <sup>(a)(b)(c)(d)</sup>



### WHY is this a key indicator of WA Police Force performance?

In collaboration with other agencies, the WA Police Force contributes to addressing the causal effects of crime and disorder, and disrupting criminal behaviour.

The WA Police Force continues to monitor the levels of crime and work proactively to reduce them, thereby contributing to community safety and security.

The WA Police Force can influence crime rates by targeting causal factors (crime prevention) and by successfully investigating offences and apprehending offenders.

Family violence is subject to different drivers and reporting trends than other offences against the person and is therefore excluded from this indicator.

A low or decreasing rate of offences is desirable.

### HOW is this indicator derived?

The rate of offences per 100,000 people is calculated by multiplying the number of offences against property by 100,000 and dividing this figure by the WA Estimated Resident Population as at 31 December (mid-point of the financial year).

The use of a rate of offences per 100,000 people is an internationally recognised standard for comparing the prevalence of crime over time and between different geographical areas.

### WHAT does this indicator show?

The WA Police Force achieved the 2017-18 target of 6,200 offences against property (excluding family violence-related offences) per 100,000 people.

The rate decreased by 7.1 per cent to 5,747.9 in 2017-18, compared with 6,185.0 in 2016-17.

The 2017-18 rate was 7.3 per cent lower than the target of 6,200.

#### Notes:

- (a) From July 2017, offences are defined as 'Recorded Offences'. Recorded offences are all offences reported to or becoming known to police within the relevant time period that do not have an Offence Outcome Status Code of: 'No Criminal Offence', 'Offence Substituted', or 'False Report'. Prior to July 2017, offences were defined as 'Verified Offences'. Verified offences were all offences reported to or becoming known to police within the relevant time period that have not been determined to be a 'False Report' or 'Mistakenly Reported'. The number of reported offences is not within the direct control of the police.
- (b) Changes to recording and reporting practices implemented between May and July 2017 affect this indicator. As a result, comparison with historical data should be done with caution.
- (c) This indicator is based on selected recorded offences reported to, or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). Excluded are offences against public order, such as disorderly conduct and offences against the *Firearms Act 1973*, *Liquor Control Act 1988* and a number of other offences against the statute laws of this State and the Commonwealth.
- (d) The number of recorded offences for a period (e.g. financial year) comprises all recorded offences reported during that period, and may include recorded offences committed during earlier periods.
- (e) 'Offences against property' include: burglary, stealing of motor vehicle, stealing, arson, and property damage. Offences against property that are family violence-related are excluded.
- (f) Revised figure from that shown in the previous Annual Report due to changes in crime recording and reporting practices.

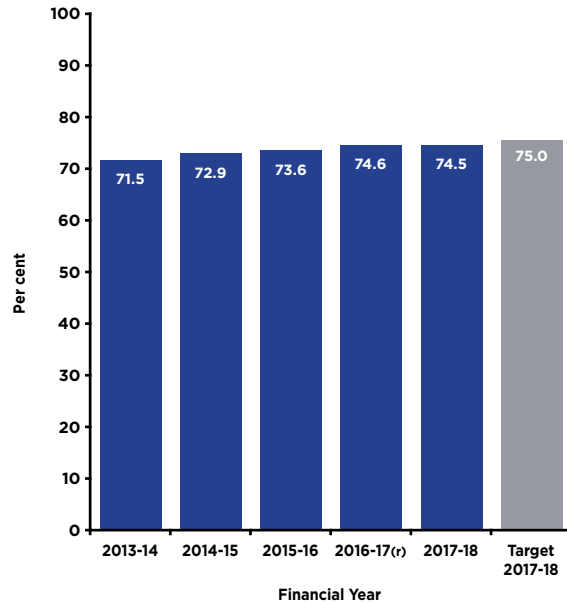
#### Sources:

WA Police Force, Frontline Incident Management System.  
 Australian Bureau of Statistics, Australian Demographic Statistics, December Quarter 2017 (Cat. No. 3101).



**Organisational Capacity**

**KPI 3:** Percentage of sworn police officer hours available for frontline policing duties, 2013-14 to 2017-18 <sup>(a)(b)(c)</sup>



**WHY is this a key indicator of WA Police Force performance?**

Approximately 75 per cent of WA Police Force expenditure relates to employee expenses.

**Notes:**

- (a) Sworn police officers include Aboriginal Police Liaison Officers.
- (b) This indicator excludes: Police Auxiliary Officers, sworn police officers of the rank of Superintendent and above, sworn police officers who are permanently or temporarily non-operational, and sworn police officers working in non-operational/non-frontline areas i.e. Professional Standards, Management Audit, Asset Management, Finance, Capability and Coordination, Business Information Systems, Judicial Services (including district prosecuting), Intelligence (including District Intelligence Units and Traffic Intelligence), Human Resources, Training and Development (including district training officers), Media and Corporate Communications, and Executive Services.
- (c) This indicator does not currently take into account the impact of training on the hours available for frontline policing duties.
- (r) Revised figure from that shown in the previous Annual Report due to updated data sources.

**Source:**

WA Police Force Resource Management Information System (RMIS), payroll data.

The percentage of sworn police officer hours available for frontline policing duties, directly contributing to community safety and security, can therefore be used as a measure of the effectiveness of the agency in achieving its outcome.

**HOW is this indicator derived?**

The number of sworn police officer hours available for frontline policing duties is based on the hours of police officers attached to organisational units that have been deemed to be 'frontline'. For the purpose of this indicator, an organisational unit is classified as 'frontline' if it satisfies the following criteria:

- (a) The unit is comprised of operational police officers who:
  - Are physically able (i.e. not temporarily or permanently injured);
  - Are required to be critical skills trained;
  - Are actively visible as a police officer;
  - May exercise police powers; and
  - Are expected to exercise such powers on a daily basis if required.
- (b) The unit is delivering a police or police-related service, including:
  - Keeping the peace;
  - Preventing crime;
  - Detecting crime;

- Enforcing the law;
- Apprehending offenders; or
- Emergency management.

(c) The police or police-related service is delivered directly to members of the public, predominantly face-to-face or via an electronic communication device.

Sworn police officers include Aboriginal Police Liaison Officers, but exclude Police Auxiliary Officers and the ranks of Superintendent and above. Frontline availability also excludes permanently or temporarily non-operational police officers.

The indicator is calculated by expressing the number of sworn police officer hours available for frontline policing duties (including overtime) as a percentage of the number of baseline hours worked (total police officer hours less annual and long service leave).

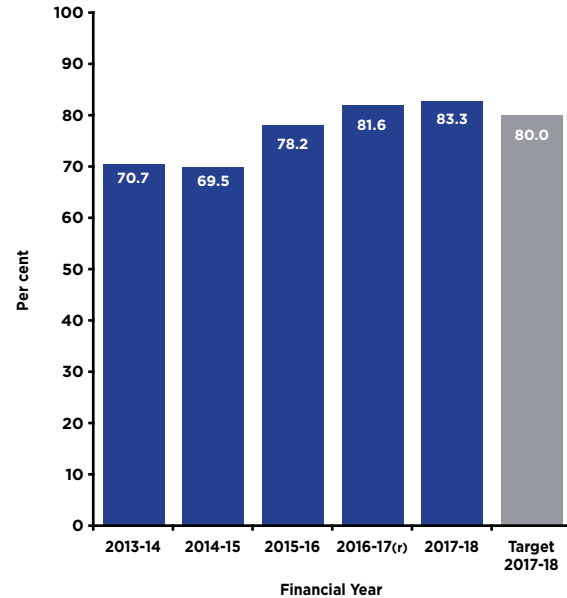
**WHAT does this indicator show?**

The WA Police Force did not meet the 2017-18 target of 75 per cent.

The percentage of sworn police officer hours available for frontline policing duties in 2017-18 was 74.5 per cent.

**Internal Process**

**KPI 4:** Percentage of priority 1 & 2 incidents in the metropolitan area responded to within 12



**WHY is this a key indicator of WA Police Force performance?**

The WA community expects that the police will respond promptly to calls for police assistance.

On receiving the call, the WA Police Force allocates a response priority to the incident according to its level of seriousness. Priority 1 incidents pose an imminent threat to life and require urgent attendance. Priority 2 incidents involve situations that require immediate attendance such as a serious offence/incident in progress.

The ability of the WA Police Force to respond in a timely and appropriate manner to such incidents directly and indirectly contributes to community safety and security.

The WA Police Force recognises that not all incidents can be responded to within the specified timeframe, but aims to respond to 80 per cent of priority 1 & 2 incidents within 12 minutes in the Perth metropolitan area.

The main 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 only one aspect of police performance when responding to incidents. Response times are affected by many factors including the number of available police, existing tasking demands and priorities, road and weather conditions.

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 priority 1 or 2 task arises. It is reasonable to assume that responding to priority 1 or 2 incidents in these marginal metropolitan areas may experience delays beyond the target response time.

**HOW is this indicator derived?**

The indicator is calculated by expressing the number of priority 1 & 2 incidents that are responded to within 12 minutes as a percentage of the total number of priority 1 & 2 incidents in the Perth metropolitan area. <sup>(a)(b)</sup>

**WHAT does this indicator show?**

The WA Police Force achieved the 2017-18 target of 80 per cent of priority 1 & 2 incidents in the metropolitan area being responded to within 12 minutes.

The percentage increased by 1.7 percentage points in 2017-18 to 83.3 per cent, compared with 81.6 per cent in 2016-17.

**Notes:**

- (a) 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, which are incidents created for attendance at a later time or date, e.g. Royal Flying Doctor Service escorts;
  - Field Initiated Incidents, which 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 3 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.
- (b) The response time has been calculated from the time the incident was entered in the CAD system to the time of arrival of the first resource at the scene. The response times of other resources that may also attend the same incident are excluded.

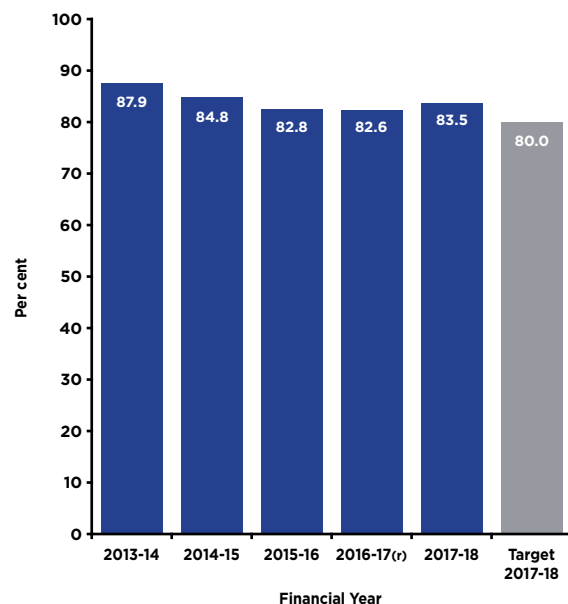
**Source:**

WA Police Force, Computer Aided Dispatch system.



**Internal Process**

**KPI 5:** Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes, 2013-14 to 2017-18 <sup>(a)(b)</sup>



**WHY is this a key indicator of WA Police Force performance?**

The WA community expects that the police will respond promptly to calls for police assistance.

On receiving the call, the WA Police Force allocates a response priority to the incident according to its level of seriousness. Priority 3 incidents include an offence in progress/ suspect at scene or the preservation of evidence and require routine attendance.

The ability of the WA Police Force to respond in a timely and appropriate manner to such incidents directly and indirectly contributes to community safety and security.

The WA Police Force recognises that not all incidents can be responded to within the specified timeframe but aims to respond to 80 per cent of priority 3 incidents within 60 minutes in the Perth metropolitan area.

However, the main 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 only one aspect of police performance when responding to incidents. Response times are affected by many factors including the number of available police, existing tasking demands and priorities, road and weather conditions.

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 priority 3 task arises. It is reasonable to assume that responding to priority 3 incidents in these marginal metropolitan areas may experience delays beyond the target response time.

**HOW is this indicator derived?**

The indicator is calculated by expressing the number of priority 3 incidents that are responded to within 60 minutes as a percentage of the total number of priority 3 incidents in the Perth metropolitan area. <sup>(a)(b)</sup>

**WHAT does this indicator show?**

The WA Police Force achieved the 2017-18 target of 80 per cent of priority 3 incidents in the metropolitan area being responded to within 60 minutes.

The percentage increased to 83.5 per cent in 2017-18, compared with 82.6 per cent in 2016-17.

**Notes:**

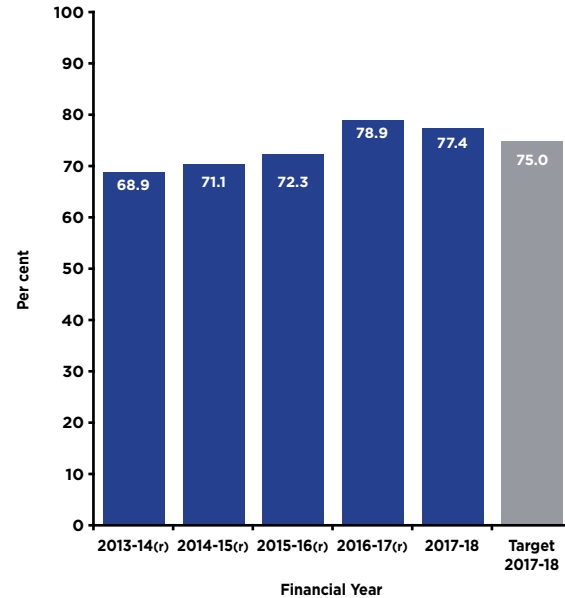
- (a) To provide an accurate indication of response times, the following incident types have been excluded from calculations, as they do not contribute to measuring service delivery and/or have the potential to skew results:
  - Scheduled Events, which are incidents created for attendance at a later time or date, e.g. Royal Flying Doctor Service escorts;
  - Field Initiated Incidents, which 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 3 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.
- (b) The response time has been calculated from the time the incident was entered in the CAD system to the time of arrival of the first resource at the scene. The response times of other resources that may also attend the same incident are excluded.

**Source:**

WA Police Force, Computer Aided Dispatch system.

## Internal Process

**KPI 6:** Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days, 2013-14 to 2017-18 <sup>(a),(b)</sup>



### WHY is this a key indicator of WA Police Force performance?

The WA Police Force recognises that incidents involving family and domestic violence are serious crimes. Acts of family and domestic violence are a complex and challenging issue affecting the safety and security of our community. Such acts can take many forms and can often be endured by victims and their children over long periods of time before they seek help.

The WA Police Force takes positive action to protect the victims and their children from further harm when acts of family and domestic violence occur. Through a collaborative approach with partner agencies, victims receive support and assistance and are able to make safe and informed choices. Police Orders and Violence Restraint Orders are used as additional safeguards and not as an alternative to the laying of appropriate charges.

Generally, police process offenders for family and domestic violence-related offences within a short period of time as the offenders are often present and their identity is known. It is important that in the interests of protecting victims and community safety to process offenders promptly.

### HOW is this indicator derived?

This indicator relates to family and domestic-related incidents recorded in the WA Police Force Frontline Information Management System where an offender has been processed (e.g. arrested, charged) for an offence against the person. Offences against the person include: homicide, assault, sexual offences, threatening behaviour, deprivation of liberty, and robbery.

The indicator is calculated by expressing the number of family and domestic-related incidents where an offender was processed for one or more offences against the person within 7 days as a percentage of the total number of family and domestic-related incidents where an offender was processed for one or more offences against the person during the reporting period.

### WHAT does this indicator show?

The WA Police Force achieved the 2017-18 target of 75 per cent of family and domestic-related incidents having an offender processed for an offence against the person within 7 days.

The percentage decreased to 77.4 per cent in 2017-18 compared with 78.9 per cent in 2016-17.



**Notes:**

- (a) From July 2017, offences are defined as 'Recorded Offences'. Recorded offences are all offences reported to or becoming known to police within the relevant time period that do not have an Offence Outcome Status Code of: 'No Criminal Offence', 'Offence Substituted', or 'False Report'. Prior to July 2017, offences were defined as 'Verified Offences'. Verified offences were all offences reported to or becoming known to police within the relevant time period that have not been determined to be a 'False Report' or 'Mistakenly Reported'. The number of reported offences is not within the direct control of the police.
- (b) Changes to recording and reporting practices implemented between May and July 2017 affect this indicator. As a result, comparison with historical data should be done with caution.
- (c) This indicator is based on selected recorded offences reported to, or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). Excluded are offences against public order, such as disorderly conduct and offences against the *Firearms Act 1973*, *Liquor Control Act 1988* and a number of other offences against the statute laws of this State and the Commonwealth.
- (d) The number of recorded offences for a period (e.g. financial year) comprises all recorded offences reported during that period, and may include recorded offences committed during earlier periods.
- (e) 'Offences against the person' include: homicide, assault, sexual offences, threatening behaviour, deprivation of liberty, and robbery.
- (f) Notwithstanding the definition of 'A family and domestic relationship' in section 4 of the *Restraining Orders Act 1997*, prior to 01 July 2017 a family/domestic relationship is defined for the purpose of recording incidents by the WA Police Force as:
  - Intimate partners, means two persons who are or have been in a relationship with each other which has some degree of stability and continuity. It must reasonably be supposed to have, or have had a sexual aspect to the relationship. The partners do not have to be living together on a full-time continuing basis and need not ever have done so; or
  - Immediate family members, means two persons who are related whether directly, in-laws or step family, and can involve parent; grandparent; one of the persons being a child who ordinarily resides, resided or regularly stays with the other person; and guardian of an involved child.

From 01 July 2017 a family relationship is defined for the purpose of recording incidents by WA Police Force as:

  - Immediate family, and can involve:
    - Partner / ex-partner;
    - Parents;
    - Guardians of children; and
    - Children who reside or regularly stay with involved parties; or
  - Extended family, involving every other family or personal relationship which is not listed as immediate family.
- (g) An 'act of family and domestic violence' is defined in section 6 of the *Restraining Orders Act 1997* and means one of the following acts that a person commits against another person with whom he or she is in a family and domestic relationship:
  - assaulting or causing personal injury to the person
  - kidnapping or depriving the person of his or her liberty
  - damaging the person's property, including the injury or death of an animal that is the person's property
  - behaving in an ongoing manner that is intimidating, offensive or emotionally abusive towards the person
  - pursuing the person or a third person or causing the person or a third person to be pursued with intent to intimidate the person; or in a manner that could reasonably be expected to intimidate, and that does in fact intimidate, the person
  - threatening to commit any act described above against the person.
- (r) Revised figure from that shown in the previous Annual Report due to changes in crime recording and reporting practices.

**Source:**

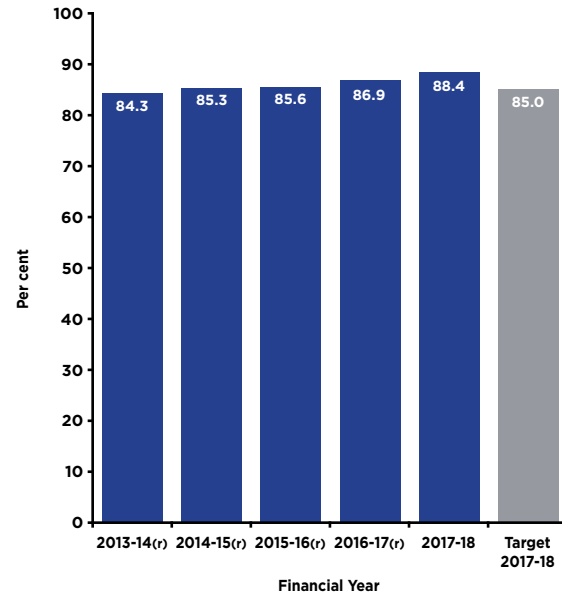
WA Police Force, Frontline Incident Management System.





**Internal Process**

**KPI 7:** Percentage of offences against the person investigations finalised within 60 days, 2013-14 to 2017-18 <sup>(a)(b)(c)</sup>



**WHY is this a key indicator of WA Police Force performance?**

Applying an appropriate response, practice or procedure early in an investigation affects the investigation’s effectiveness and the likelihood that it will be resolved (e.g. offender processed) within a relatively short period of time.

The percentage of offences against the person investigated that are finalised within 60 days is a key indicator of investigative effectiveness, as

it reflects better processing, file management, investigation standards and attention to getting the investigation done.

Investigations of offences against the person are more complex than offences against property and therefore can take longer to finalise, hence the period of 60 days compared with 30 days for offences against property.

One of the purposes of police is to apprehend offenders, and this is usually the result of a successful investigation. Apprehending offenders may stop further offences being committed and act as a deterrent to future criminal behaviour. As a consequence, this contributes to community safety and security.

**HOW is this indicator derived?**

The ‘percentage of offences against the person finalised’ includes family violence-related offences and is comprised of offences with the following investigation outcomes:

- Offender processed e.g. arrested, charged, summonsed, cautioned, referral to a Juvenile Justice Team, issuing a Cannabis Intervention Requirement, a Criminal Code Infringement Notice, or other infringement.
- Complaint withdrawn - where the victim indicates they no longer support an investigation or charging of the offender.
- Insufficient evidence - evidence is not sufficient to proceed by way of charge against a suspect for an offence.
- Unable to proceed/charge - unable to proceed or charge based on:
  - Statute of Limitations, immature age, other legal impediment;
  - Death of victim, suspect or key witness;

- Jurisdictional impediment;
- Diplomatic immunity; and
- Public interest - Office of the Director of Public Prosecutions direction.
- Uncleared - offence remains unresolved. Applied when it has been determined no further lines of inquiry exist, or a management decision has been made not to investigate further.

Please note that in relation to offences that were finalised, the WA Police Force can re-open investigations into all unsolved crimes if new information or new evidence comes to light.

The number of recorded offences against the person investigations finalised within 60 days of being reported is expressed as a percentage of the total number of recorded offences against the person where investigations have been finalised during the reporting period and may include recorded offences committed during earlier periods.

**WHAT does this indicator show?**

The WA Police Force achieved the 2017-18 target of 85 per cent of offences against the person investigations finalised within 60 days.

The percentage has increased each year since 2013-14.

In 2017-18, of the 88.4 per cent of offences against the person finalised within 60 days, the percentage finalised by investigation outcome was as follows:

**Investigation Outcome Type**

|                          |       |
|--------------------------|-------|
| Insufficient evidence    | 44.9% |
| Offender processed       | 36.8% |
| Uncleared                | 8.6%  |
| Complaint withdrawn      | 7.3%  |
| Unable to proceed/charge | 2.4%  |



**Notes:**

- (a) From July 2017, offences are defined as 'Recorded Offences'. Recorded offences are all offences reported to or becoming known to police within the relevant time period that do not have an Offence Outcome Status Code of: 'No Criminal Offence', 'Offence Substituted', or 'False Report'. Prior to July 2017, offences were defined as 'Verified Offences'. Verified offences were all offences reported to or becoming known to police within the relevant time period that have not been determined to be a 'False Report' or 'Mistakenly Reported'. The number of reported offences is not within the direct control of the police.
- (b) Changes to recording and reporting practices implemented between May and July 2017 affect this indicator. As a result, comparison with historical data should be done with caution.
- (c) This indicator is based on selected recorded offences reported to, or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). Excluded are offences against public order, such as disorderly conduct and offences against the *Firearms Act 1973*, *Liquor Control Act 1988* and a number of other offences against the statute laws of this State and the Commonwealth.
- (d) The number of recorded offences for a period (e.g. financial year) comprises all recorded offences reported during that period and may include recorded offences committed during earlier periods.
- (e) 'Offences against the person' include: homicide, assault, sexual offences, threatening behaviour, deprivation of liberty, and robbery.
- (f) Revised figure from that shown in the previous Annual Report due to changes in crime recording and reporting practices.

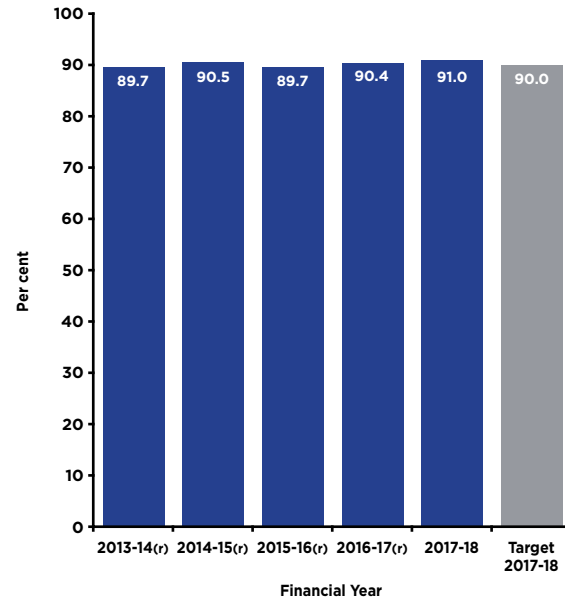
**Source:**

WA Police Force, Frontline Incident Management System.



## Internal Process

**KPI 8:** Percentage of offences against property investigations finalised within 30 days, 2013-14 to 2017-18 <sup>(a)(b)(c)</sup>



### WHY is this a key indicator of WA Police Force performance?

Applying an appropriate response, practice or procedure early in an investigation affects the investigation's effectiveness and the likelihood that it will be resolved (e.g. offender processed) within a relatively short period of time.

The percentage of offences against property investigated that are finalised within 30 days is a key indicator of investigative effectiveness, as

it reflects better processing, file management, investigation standards and attention to getting the investigation done.

Investigations of offences against property are generally less complex and have less evidence available to identify an offender than offences against the person. Therefore they take less time to finalise, hence the period of 30 days compared with 60 days for offences against the person.

One of the purposes of police is to apprehend offenders, and this is usually the result of a successful investigation. Apprehending offenders may stop further offences being committed and act as a deterrent to future criminal behaviour. As a consequence, this contributes to community safety and security.

### HOW is this indicator derived?

The 'percentage of offences against property finalised' includes family violence-related offences and is comprised of offences with the following investigation outcomes:

- Offender processed e.g. arrested, charged, summonsed, cautioned, referral to a Juvenile Justice Team, issuing a Cannabis Intervention Requirement, a Criminal Code Infringement Notice, or other infringement.
- Complaint withdrawn - where the victim indicates they no longer support an investigation or charging of the offender.
- Insufficient evidence - evidence is not sufficient to proceed by way of charge against a suspect for an offence.
- Unable to proceed/charge - unable to proceed or charge based on:
  - Statute of Limitations, immature age, other legal impediment;
  - Death of victim, suspect or key witness;

- Jurisdictional impediment;
- Diplomatic immunity; and
- Public interest - Office of the Director of Public Prosecutions direction.
- Uncleared - offence remains unresolved. Applied when it has been determined no further lines of inquiry exist, or a management decision has been made not to investigate further.

Please note that in relation to offences that were finalised, the WA Police Force can re-open investigations into all unsolved crimes if new information or new evidence comes to light.

The number of recorded offences against property investigations finalised within 30 days of being reported is expressed as a percentage of the total number of recorded offences against property where investigations have been finalised during the reporting period and may include recorded offences committed during earlier periods.

### WHAT does this indicator show?

The WA Police Force achieved the 2017-18 target of 90 per cent of offences against property investigations finalised within 30 days.

The percentage increased to 91.0 per cent in 2017-18, compared with 90.4 per cent in 2016-17.

In 2017-18, of the 91.0 per cent of offences against property finalised within 30 days, the percentage finalised by investigation outcome was as follows:

#### Investigation Outcome Type

|                          |       |
|--------------------------|-------|
| Uncleared                | 78.3% |
| Offender processed       | 14.7% |
| Insufficient evidence    | 4.5%  |
| Complaint withdrawn      | 2.1%  |
| Unable to proceed/charge | 0.4%  |



**Notes:**

- (a) From July 2017, offences are defined as 'Recorded Offences'. Recorded offences are all offences reported to or becoming known to police within the relevant time period that do not have an Offence Outcome Status Code of: 'No Criminal Offence', 'Offence Substituted', or 'False Report'. Prior to July 2017, offences were defined as 'Verified Offences'. Verified offences were all offences reported to or becoming known to police within the relevant time period that have not been determined to be a 'False Report' or 'Mistakenly Reported'. The number of reported offences is not within the direct control of the police.
- (b) Changes to recording and reporting practices implemented between May and July 2017 affect this indicator. As a result, comparison with historical data should be done with caution.
- (c) This indicator is based on selected recorded offences reported to, or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). Excluded are offences against public order, such as disorderly conduct and offences against the *Firearms Act 1973*, *Liquor Control Act 1988* and a number of other offences against the statute laws of this State and the Commonwealth.
- (d) The number of recorded offences for a period (e.g. financial year) comprises all recorded offences reported during that period, and may include recorded offences committed during earlier periods.
- (e) 'Offences against property' include: burglary, stealing of motor vehicle, stealing, arson, and property damage.
- (f) Revised figure from that shown in the previous Annual Report due to changes in crime recording and reporting practices.

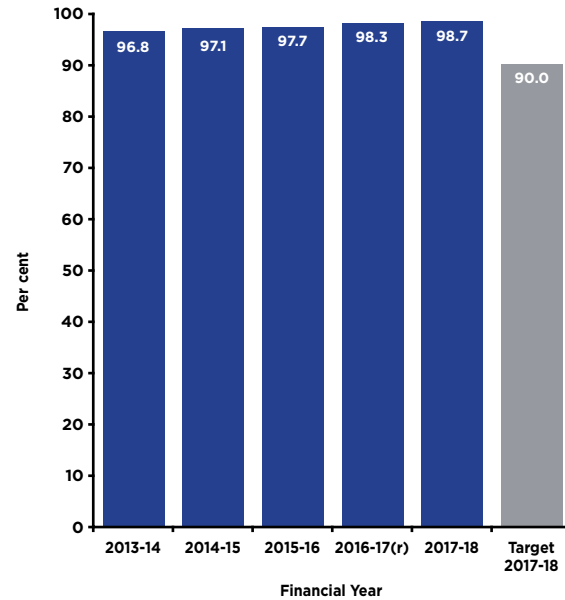
**Source:**

WA Police Force, Frontline Incident Management System.



## Internal Process

**KPI 9:** Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences, 2013-14 to 2017-18



### WHY is this a key indicator of WA Police Force performance?

Certain road behaviours are deemed most likely to cause crashes, such as driving under the influence of alcohol/drugs, dangerous/reckless driving, speeding, unauthorised driving, and use of mobile phones whilst driving; or contribute to the severity of injury, i.e., not wearing seatbelts/restraints/ helmets.

The predominance of road safety and traffic law enforcement effort conducted by police officers is directed to these issues.

By maintaining a high proportion of enforcement effort on addressing these 'Category A' offences, as opposed to other traffic offences, the police are being effective in conducting traffic law enforcement in order to contribute to the outcome of community safety.

### HOW is this indicator derived?

'Category A' offences include: driving under the influence of alcohol/drugs, careless/ dangerous/ reckless driving, non-speed camera speeding offences, no authority to drive, use of mobile phones whilst driving, and non-wearing of seatbelts/restraints/helmets.

For the purpose of this indicator, a traffic contact includes conducting a preliminary breath/drug test, charging a road user for a traffic offence(s), or issuing a traffic infringement. As a preliminary breath/drug test is a traffic contact, any drink/drug driving charge or infringement that may result from the breath test is not counted.

The number of traffic law enforcement contacts made by police officers that target 'Category A' offences is expressed as a percentage of the total number of traffic law enforcement contacts (excluding drink/drug driving charges/ infringements) during the reporting period.

### WHAT does this indicator show?

The WA Police Force achieved the 2017-18 target of 90 per cent of traffic law enforcement contacts made by police officers targeting 'Category A' offences.

The percentage has increased each year since 2013-14.

#### Notes:

(r) Revised figure from that shown in the previous Annual Report due to updated data sources.

#### Sources:

WA Police Force, Prosecution system.

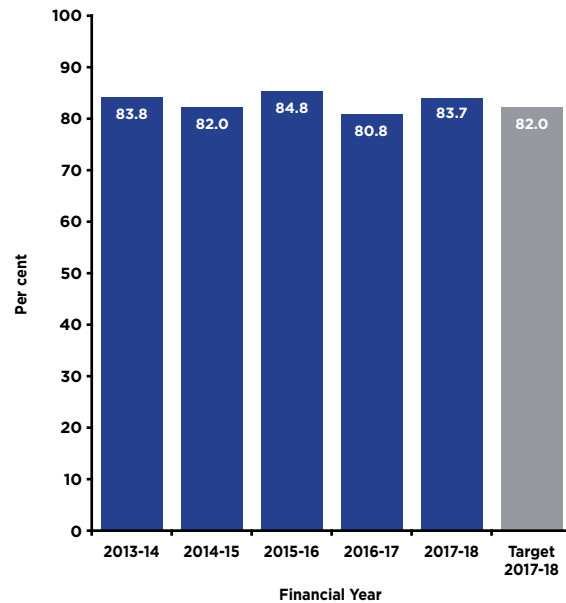
WA Police Force, Image and Infringement Processing System (IIPS).

WA Police Force, Traffic and Crash Executive Information System (TEACEIS).



**Community Satisfaction and Confidence**

**KPI 10:** Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police, 2013-14 to 2017-18 <sup>(a)(b)</sup>



**WHY is this a key indicator of WA Police Force performance?**

Customer satisfaction is a widely accepted measure of organisational performance. Indicators based on community perception provide useful information about service delivery and acknowledge the importance of community engagement.

The WA community is the customer of the services provided by the WA Police Force. The extent to which those members of the community who have had contact with the police during the last 12 months are satisfied with the service received during their most recent contact with the police is based on personal experience. As a consequence, through their attitude, behaviour and actions, police can directly influence the level of satisfaction members of the community perceive resulting from this interaction with police.

The extent to which the community is satisfied with the service received during their most recent contact with police provides an indication of how well these services meet customer needs and expectations; and therefore the effectiveness of the police in contributing to community safety and security.

**HOW is this indicator derived?**

The data for this indicator is sourced from the National Survey of Community Satisfaction with Policing.

The data is weighted separately by police district, and age by sex to ensure that responses are representative of the WA population aged 18 or over. Weights are adjusted so that they sum

to a quarter of the WA population each quarter. In this way, the combined weighted estimates for four consecutive quarters are approximately equal to the total population.

The indicator is based on those people who did have contact with police in the last 12 months and their response to the question: 'How satisfied were you with the service you received during your most recent contact with police?' The response categories are: 'very satisfied', 'satisfied', 'neither satisfied nor dissatisfied', 'dissatisfied', and 'very dissatisfied'.

The percentage of the WA community who responded 'satisfied' or 'very satisfied' are combined, to show the overall percentage satisfied with the service received during their contact with police.

**WHAT does this indicator show?**

The WA Police Force achieved the 2017-18 target of 82 per cent of the WA community satisfied with the services received during their most recent contact with police.

The percentage increased to 83.7 per cent in 2017-18 compared with 80.8 per cent in 2016-17.

Of those who were 'dissatisfied' or 'very dissatisfied' with the service received during their most recent contact with police, the main reason given was that the police 'didn't do enough/ took no action'.

In 2017-18, 67.9 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 a random breath/drug test, and to report a crime or other incident.



**Notes:**

- (a) This indicator is derived from the National Survey of Community Satisfaction with Policing, which 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 18 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 listed landline telephone and mobile phone 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. In 2017-18, 27,887 people aged 18 years and over were surveyed nationally, of which 2,800 were surveyed in WA. The response rate for WA (defined as interviews as a proportion of interviews and refusals) was 60.9 per cent.
- (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 estimate for 2017-18 was 2.2 per cent.

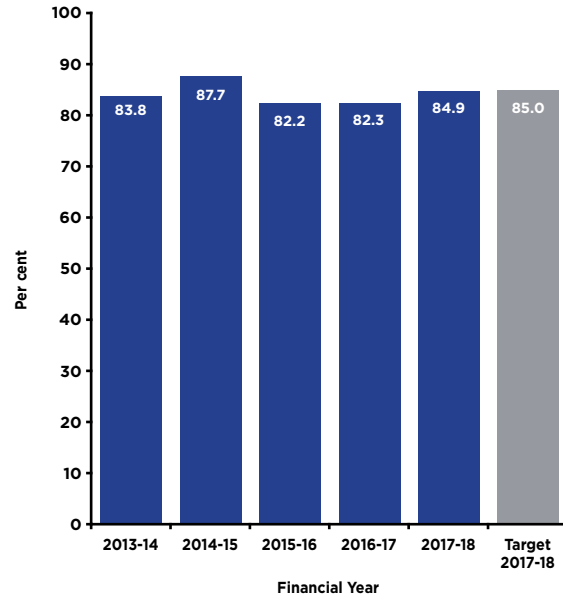
**Source:**

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



**Community Satisfaction and Confidence**

**KPI 11:** Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police, 2013-14 to 2017-18 <sup>(a)(b)</sup>



**WHY is this a key indicator of WA Police Force performance?**

The community's level of confidence in police reflects communication between the police and the public, police effectiveness and service delivery, professionalism, honesty, and treating people fairly and equally. By maintaining a high level of community confidence in police, the police are empowered to contribute to community safety and security.

**HOW is this indicator derived?**

The data is weighted separately by police district, and age by sex to ensure that responses are representative of the WA population aged 18 or over. Weights are adjusted so that they sum to a quarter of the WA population each quarter. In this way, the combined weighted estimates for four consecutive quarters are approximately equal to the total population.

The indicator is based on those people who responded to the question: 'To what extent do you agree or disagree with the following statement about police in WA: I do have confidence in the police?' The response categories are: 'strongly agree', 'agree', 'neither agree nor disagree', 'disagree', and 'strongly disagree'.

The percentage of the WA community who responded 'agree' or 'strongly agree' are combined to show the overall level of agreement with the statement: I do have confidence in the police.

**WHAT does this indicator show?**

The WA Police Force did not meet the 2017-18 target of 85 per cent of the community 'agreed' or 'strongly agreed' that they have confidence in police.

The percentage increased to 84.9 per cent in 2017-18, compared with 82.3 per cent in 2016-17.

**Notes:**

- (a) This indicator is derived from the National Survey of Community Satisfaction with Policing, which 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 18 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 listed landline telephone and mobile phone 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. In 2017-18, 27,887 people aged 18 years and over were surveyed nationally of which 2,800 were surveyed in WA. The response rate for WA (defined as interviews as a proportion of interviews and refusals) was 60.9 per cent.
- (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 estimate for 2017-18 was 1.5 per cent.

**Source:**

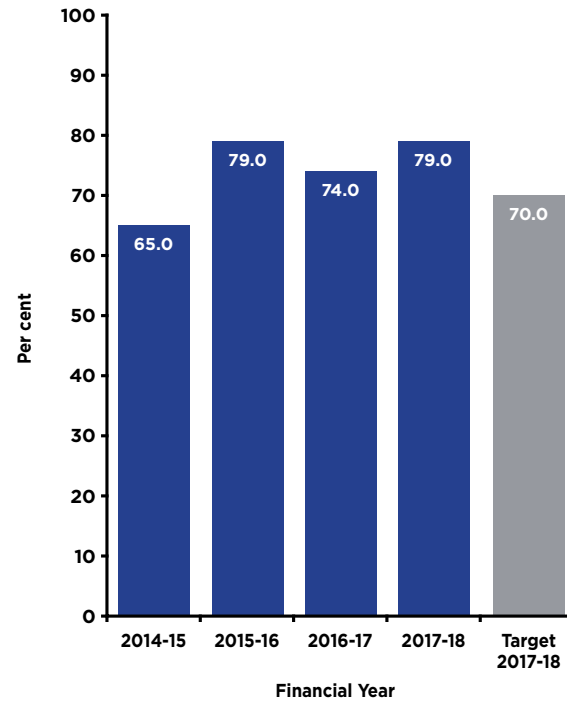
National Survey of Community Satisfaction with Policing (unpublished data).





## OUTCOME 2: IMPROVE COORDINATION AND COMMUNITY AWARENESS OF ROAD SAFETY IN WESTERN AUSTRALIA

**KPI 12:** Effectiveness of road safety awareness campaigns, 2014-15 to 2017-18



### WHY is this a key indicator of Road Safety Commission performance?

The Road Safety Commission uses community education campaigns to raise awareness of the risks associated with unsafe road behaviours and encourage safe behaviours.

Marketing best practice holds that research evaluation in the form of quantitative campaign tracking is essential for the evaluation of campaigns. In line with this, post-campaign evaluations were undertaken, specifically measuring prompted awareness, comprehension of campaign key messages by the target audience, and impact on intentions of drivers.

### HOW is this indicator derived?

This indicator represents the proportion of WA drivers who remember seeing Commission community education campaigns, and was formulated through evaluation surveys undertaken at the end of each major campaign period.

Evaluation surveys, which were conducted independently through market research professionals, were undertaken at the end of each major campaign period. A major campaign was defined as having television as the main media component, and a total spend of at least \$500,000 in media scheduling.

Evaluation was undertaken via quantitative online surveys. The measure was based on

prompted campaign recognition (percentage of people who remembered seeing any of the core materials for a given campaign). The population segment researched was West Australian drivers aged 17 and over, with a random sample of at least 400. Data was weighted to reflect actual population distribution based on Australian Bureau of Statistics (ABS) statistics. Weightings were applied individually based on age, gender, and geographic location, to ensure the data represented the WA population.

The KPI measure is calculated as the average percentage of prompted community awareness (recall/recognition), i.e., adding all percentages and dividing by the number of campaigns evaluated.

### WHAT does this indicator show?

During the 2017-18 financial year, two campaigns were undertaken that met the requirements to be a major campaign.

These campaigns addressed Drink Driving, and Motorcycle Safety. Overall, an 81 per cent awareness of the Motor cycle safety campaign 'Ride to Arrive' was achieved, and a 77 per cent awareness of the Drink Driving campaign 'Just a bit worried' and 'Grow up'.

The overall result for the year was obtained by combining and averaging both campaigns. This resulted in an overall average of 79 per cent, which achieved the 2017-18 target of 70 per cent.



# EFFICIENCY INDICATORS

## KEY PERFORMANCE 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 Services 1-3 is measured in terms of the average cost of the service per person.

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 person of providing policing services can vary significantly. Policing activities include keeping the peace, enforcing the law, preventing and detecting crime, apprehending offenders, and emergency management. The average cost per person can be affected by such factors as employee pay rate movements and other cost increases, changes in work practices, or streamlining of processes.

If real expenditure is kept constant, an increase in population will result in a lower cost per person, which represents an improvement in efficiency; i.e., the police are expending the same amount of resources to service a larger population, with potentially more crime and other incidents. The level of efficiency can be maintained if real expenditure does not exceed the rate of population growth. Expenditure that exceeds the rate of population growth indicates inefficiency.

The efficiency of Service 4: Road Safety Commission is measured in terms of the percentage of Road Safety Commission projects completed on time and on budget.

The key efficiency indicators for each service are presented in the following charts and show comparative performance over the period 2013-14 to 2017-18 and the target for 2017-18.

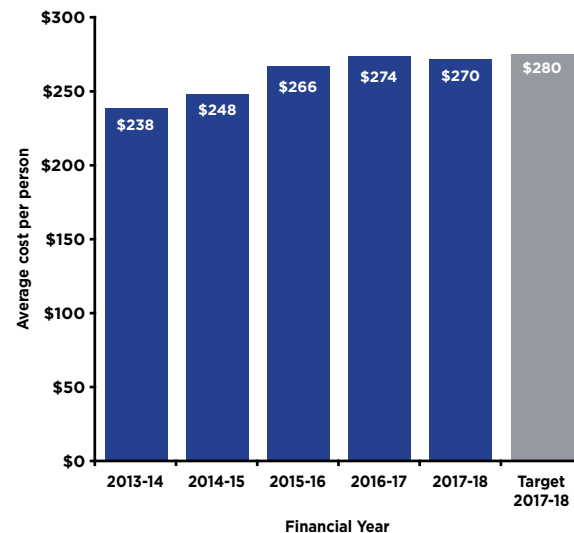


## OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

### SERVICE 1: METROPOLITAN POLICING SERVICES

General policing services provided by districts within the Metropolitan Region including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.

Average cost of metropolitan policing services per person in the Perth metropolitan area, 2013-14 to 2017-18



#### Sources:

WA Police Force Total cost of Service, from Schedule of Income and Expenses by Services for the years ended 30 June 2017 and 30 June 2018, respectively.  
ERP for Total Greater Perth, Australian Bureau of Statistics, Regional Population Growth, Australia, 2017 (Cat. No. 3218.0).

### WHY is this a key indicator of WA Police Force performance?

The Metropolitan Region is one of two policing regions in WA. In 2017-18, the total cost of providing metropolitan policing services was \$550.7 million. This represented 38.7 per cent of the total cost of services. These policing services are provided to the community of the Perth metropolitan area. By showing the relationship between the cost of services and the population receiving these services, the cost efficiency of delivering these services can be measured.

### HOW is this indicator derived?

The total cost of metropolitan policing services is based on the Metropolitan Police Region (including 'specialist services' within districts such as detectives, crime intelligence, prosecuting, traffic, and forensics), and Prosecuting Services and Custodial Services within Judicial Services, which directly relate to metropolitan policing, plus the apportionment of corporate services and support overhead costs.

The total cost of metropolitan policing services is divided by the Estimated Resident Population (ERP) of the Metropolitan Police Region as at the beginning of the financial year; i.e., the ERP as at 30 June 2017 is used for the 2017-18 financial year.

### WHAT does this indicator show?

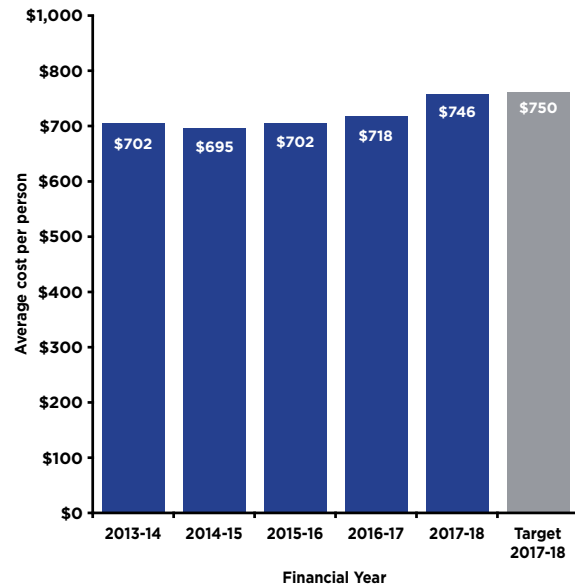
The average cost of metropolitan policing services per person in the Perth metropolitan area for 2017-18 was \$270.



**SERVICE 2: REGIONAL AND REMOTE POLICING SERVICES**

**General policing services provided by districts within the Regional WA Region including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.**

Average cost of regional and remote policing services per person in regional WA, 2013-14 to 2017-18



**WHY is this a key indicator of WA Police Force performance?**

The Regional WA Region is one of two policing regions in WA. In 2017-18, the total cost of providing regional and remote policing services was \$400.6 million. This represented 28.1 per cent of the total cost of services. These policing services are provided to the community of regional WA. By showing the relationship between the cost of services and the population receiving these services, the cost efficiency of delivering these services can be measured.

**HOW is this indicator derived?**

The total cost of regional and remote policing services is based on the Regional WA Police Region (including 'specialist services' within districts such as detectives, crime intelligence, forensics, traffic, and prosecuting), plus the apportionment of corporate services and support overhead costs.

The total cost of regional and remote policing services is divided by the Estimated Resident Population (ERP) of the Regional WA Police Region as at the beginning of the financial year; i.e., the ERP as at 30 June 2017 is used for the 2017-18 financial year.

**WHAT does this indicator show?**

The average cost of regional and remote policing services per person in regional WA for 2017-18 was \$746.

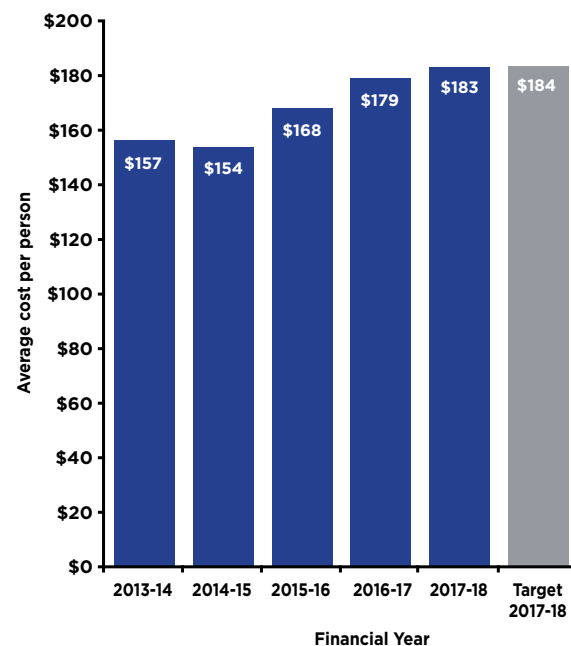
**Sources:**

WA Police Force Total cost of Service from Schedule of Income and Expenses by Services for the years ended 30 June 2017 and 30 June 2018, respectively. ERP for Regional WA, Australian Bureau of Statistics, Regional Population Growth, Australia, 2017 (Cat. No. 3218.0)

### SERVICE 3: SPECIALIST POLICING SERVICES

Specialist policing services include: major crime, serious and organised crime, sex crime, commercial crime, licensing enforcement, forensic, intelligence, traffic enforcement, and counter terrorism and emergency response.

Average cost of specialist policing services per person in WA, 2013-14 to 2017-18



#### Sources:

WA Police Force Total cost of Service from Schedule of Income and Expenses by Services for the years ended 30 June 2017 and 30 June 2018, respectively.  
ERP for WA, Australian Bureau of Statistics, Regional Population Growth, Australia, 2017 (Cat. No. 3218.0)

### WHY is this a key indicator of WA Police Force performance?

Specialist policing services provide support to the police regions. In 2017-18, the total cost of providing specialist policing services was \$473.4 million. This represented 33.2 per cent of the total cost of services. These policing services are provided to the community of WA. By showing the relationship between the cost of services and the population receiving these services, the cost efficiency of delivering these services can be measured.

### HOW is this indicator derived?

The total cost of specialist policing services is based on the specialist portfolios (i.e. State Crime, Intelligence, Specialist and Support Services), and other specialist areas, such as Forensic and Licensing Enforcement, plus the apportionment of corporate services and support overhead costs.

The total cost of specialist policing services is divided by the Estimated Resident Population (ERP) of WA (as these services are provided across the state) as at the beginning of the financial year; i.e., the ERP as at 30 June 2017 is used for the 2017-18 financial year.

### WHAT does this indicator show?

The average cost of specialist policing services per person in WA for 2017-18 was \$183.





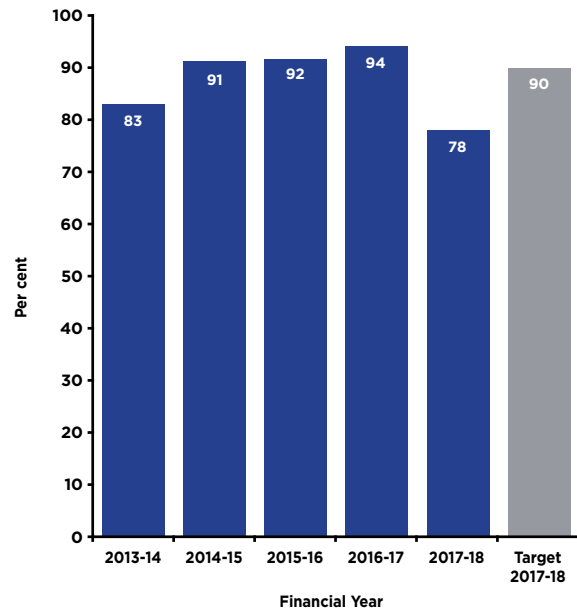


**OUTCOME 2: IMPROVE COORDINATION AND COMMUNITY AWARENESS OF ROAD SAFETY IN WESTERN AUSTRALIA**

**SERVICE 4: ROAD SAFETY COMMISSION**

The objective of this program is to improve coordination and community awareness of road safety in Western Australia.

Percentage of Road Safety Commission projects completed on time, 2013-14 to 2017-18



**WHY is this a key indicator of Road Safety Commission performance?**

The Commission runs a number of road safety projects, and also funds external bodies via the provision of grants, to contribute to road safety outcomes.

This indicator measures projects that are delivered directly by the Commission and excludes grant-funded external projects.

Completing projects on time is an indicator of the efficiency of the service.

**HOW is this indicator derived?**

This indicator identifies the percentage of Commission projects that achieve delivery within the targeted timeframe and is measured on the status of projects that were funded during the financial year, as at 30 June 2018.

The following projects were completed on time in 2017-18:

- The Community Grants and Events Program, comprising five projects. This Program allows the State Government to engage with community groups in regional areas to promote road safety messages and activities. The Commission took part in the Australasian Road Safety Conference which is held in WA every seven years. This provided the opportunity for key local and national stakeholders to showcase researchers, practitioners, policy-makers and industry spanning a range of road safety issues with a strong focus on WA.

- The Road Safety Partnership Program (not including the Western Force Partnership).
- Curtin-Monash Accident Research Centre (C-MARC): Annual Plan of Work 2017-18: The Annual Plan of Work is governed by a Funding Deed between the Road Safety Commission and C-MARC. Projects are monitored on a quarterly basis via the Funding Agreement and Facilitation Committee.

**WHAT does this indicator show?**

The following Community Education Campaigns over the value of \$500,000 were completed on time:

- The 'Drink Driving Campaign'.
- The 'Motorcyclist Safety Campaign'.

The 'Speeding Campaign' was completed 70% on time. This was due to a review of the initial recidivist campaign creative, timing and scheduling was delayed by four months. The speeding enforcement education campaign was reviewed to ensure that the messaging is appropriate for the target market and to ensure the campaign can be used again in the future. A change in the approval processes resulted in the production of the campaign being undertaken in June 2018, and scheduling is expected to commence late July 2018.

The Road Rules Campaigns (Drug Driving and Lane Filtering) was completed 50% on time.

Planned legislation changes for Drug Driving and Lane Filtering did not eventuate in 2017-18. This meant that the corresponding campaigns were not completed in the timeframes initially planned. This was outside the control of the Road Safety Commission.

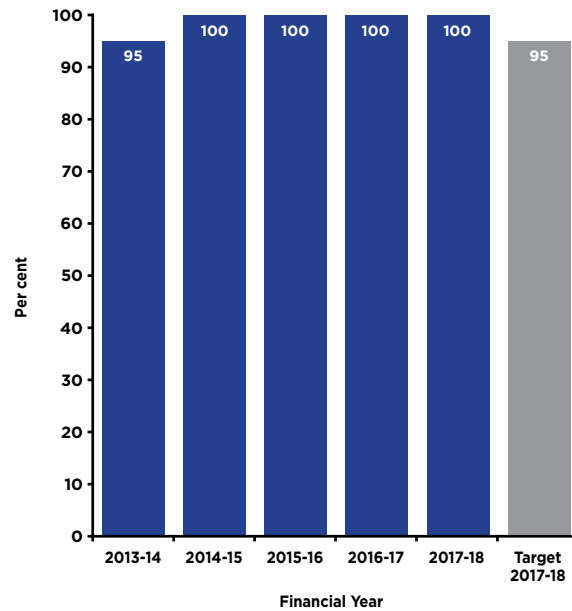
The Road Safety Western Force Partnership was due for completion in January 2018. This project is considered incomplete due to the Western Force team being removed from the Super Rugby Competition on 11 August 2017, and the subsequent redundancies of Rugby WA's staff. The project overall is determined to be 58% complete.

While the Western Force Partnership has not been completed on time, the Commission has engaged in other successful partnerships such as with Clubs WA. This partnership has been developed to help reach WA's licensed club community in both metropolitan and regional WA with the Commission's road safety campaigns and messages.

Overall, 78 per cent of projects were completed within the desired timeframe, which was lower than the 2017-18 target of 90 per cent.



Percentage of Road Safety Commission projects completed on budget, 2013-14 to 2017-18



**WHY is this a key indicator of Road Safety Commission performance?**

Each year the Minister for Road Safety approves the Road Trauma Trust Account budget which is made up of individual road safety projects to be delivered by road safety stakeholders, including the Commission. Each project is submitted for approval with agreed deliverables and budget. This indicator is based on Commission delivered projects only.

Completing projects on budget is an indicator of the efficiency of the service.

**HOW is this indicator derived?**

This indicator identifies the percentage of Commission projects that achieve delivery within 10 per cent budget tolerance limit of the annual targeted budget.

**WHAT does this indicator show?**

All projects which were deemed as appropriate to continue within the Road Safety Events and Research Program were completed on budget in 2017-18.

For the 2017-18 financial year, 100 per cent of Commission projects were delivered within the tolerance limit, which met the target of 95 per cent.





# OBLIGATORY DISCLOSURES



# OTHER FINANCIAL DISCLOSURES

## ACT OF GRACE PAYMENTS

REQUIREMENT UNDER TREASURER'S INSTRUCTION 319(5)

No Act of Grace Payments were made during the 2017-18 financial year.

## PRICING POLICIES ON SERVICES

REQUIREMENT UNDER TREASURER'S INSTRUCTION 903, S13 (I)

The WA Police Force charge for goods and services 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 Western Australian 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 2017 for services provided during 2017-18 was published in the Government Gazette on 27 June 2017 for Police Fees, Security and Related Activities, Pawnbrokers & Second-hand Dealers and Firearms Fees, and on 12 January 2018 for Charges for Police Services at Major Events.

## INTEREST IN OR BENEFITS FROM CONTRACTS

REQUIREMENT UNDER THE TREASURER'S INSTRUCTION 903, S14 III (A)(B)(C)(IV)

The WA Police Force 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 2017-18.



## MAJOR CAPITAL WORKS

REQUIREMENT UNDER TREASURER'S INSTRUCTION 903, S13 (ii (a), (b))

| Project   | Proposed Year of Completion | ETC June 2017 '000 | Revised ETC June 2018 '000 | Variations '000 | Variation % | Reason for Variation  |
|---|-----------------------------|--------------------|----------------------------|-----------------|-------------|---|
| <b>Completed Works</b>  |                             |                    |                            |                 |             |   |
| <b>Fleet and Equipment Purchase - New and Replacement</b>                 |                             |                    |                            |                 |             |   |
| - Fleet and Equipment Replacement Program 2015-2018                       | 2017-18                     | 32,321             | 32,321                     | -               |             |   |
| <b>Information Technology (IT) Infrastructure</b>                         |                             |                    |                            |                 |             |   |
| - ICT - Infrastructure Replacement and Continuity 2013-2015               | 2017-18                     | 54,013             | 54,013                     | -               |             |   |
| - ICT - Core Business Systems - Development 2011-2015                     | 2017-18                     | 59,165             | 59,165                     | -               |             |   |
| <b>Police Facilities</b>  |                             |                    |                            |                 |             |   |
| - Cockburn Central Police Station   | 2017-18                     | 18,561             | 18,561                     | -               |             |   |
| - Custodial Facilities Upgrade Program 2015-2018                          | 2017-18                     | 11,600             | 11,600                     | -               |             |   |
| - Police Station Upgrade Program 2015-2018                                | 2017-18                     | 11,460             | 11,460                     | -               |             |   |
| <b>Works in Progress</b>  |                             |                    |                            |                 |             |   |
| <b>Fleet and Equipment Purchase - New and Replacement</b>                 |                             |                    |                            |                 |             |   |
| - Expansion of Enhanced Automated Traffic Enforcement Network (EATEN)     | 2019-20                     | 14,386             | 11,856                     | (2,530)         | -18%        | Return to the Road Trauma Trust Account (RTTA)  |
| - Speed Camera Replacement Program  | 2019-20                     | 18,015             | 18,015                     | -               |             |   |
| <b>Information Technology (IT) Infrastructure</b>                         |                             |                    |                            |                 |             |   |
| - ICT Optimisation Program  | 2020-21                     | 40,000             | 47,000                     | 7,000           | 18%         | ERC approved budget reflow  |
| - Community Safety Network: Regional Radio Network Replacement Pgm        | 2018-19                     | 71,654             | 72,858                     | 1,204           | 2%          | ETC increased to include Department of Justice prisons in the WA Police managed network |
| - Police Radio Network: Cwith Legislated Radio Frequency Change           | 2019-20                     | 13,105             | 12,805                     | (300)           | -2%         | ETC decreased to exclude operating costs  |
| <b>Police Facilities</b>  |                             |                    |                            |                 |             |   |
| - Boost to Police Resources - Accommodation Infrastructure                | 2018-19                     | 56,011             | 56,011                     | -               |             |   |
| - Police Facilities Major Refurbishment and Upgrade Program 2015-2019     | 2018-19                     | 16,780             | 16,780                     | -               |             |   |
| <b>New Works</b>  |                             |                    |                            |                 |             |   |
| <b>Fleet and Equipment Purchase - New and Replacement</b>                 |                             |                    |                            |                 |             |   |
| - Helicopter Replacement  | 2021-22                     | -                  | 26,900                     | 26,900          |             | Commences 2018-19   |
| <b>Information Technology (IT) Infrastructure</b>                         |                             |                    |                            |                 |             |   |
| - ICT Optimisation Program 2022-2024                                      | 2023-24                     | -                  | 23,000                     | 23,000          |             | Commences 2021-22   |
| <b>Police Facilities</b>  |                             |                    |                            |                 |             |   |
| - Fleet and Equipment Replacement Program 2018-2021                       | 2020-21                     | 36,900             | 36,900                     | -               |             | Commences 2018-19   |
| - Fleet and Equipment Replacement Program 2022-2024                       | 2023-24                     | -                  | 36,315                     | 36,315          |             | Commences 2021-22   |
| - Custodial Facilities Upgrade Program 2018-2021                          | 2020-21                     | 13,200             | 13,200                     | -               |             | Commences 2018-19   |
| - Custodial Facilities Upgrade Program 2022-2024                          | 2023-24                     | -                  | 13,200                     | 13,200          |             | Commences 2021-22   |
| - Multifunctional Policing Facilities (MFPF) Air Conditioning Replacement | 2019-20                     | -                  | 12,950                     | 12,950          |             | Commences 2018-19   |
| - Police Station Upgrade Program 2018-2021                                | 2020-21                     | 13,200             | 12,900                     | (300)           | -2%         | ETC decreased to redirect funds to MFPF Air Conditioning Replacement                    |
| - Police Station Upgrade Program 2022-2024                                | 2023-24                     | -                  | 13,200                     | 13,200          |             | Commences 2021-22   |
| - Armadale Courthouse and Police Complex                                  | 2021-22                     | 78,813             | 78,813                     | -               |             | Commences 2018-19   |



# GOVERNANCE DISCLOSURES

## STAFF PROFILE

### PROFILE OF POLICE OFFICERS BY GENDER (HEADCOUNT)

REQUIREMENT UNDER TREASURER'S INSTRUCTION 903, S13 (iii) (a), (b))

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

| As at 30 June each year             | 2015 | 2016 | 2017 | 2018 |
|-------------------------------------|------|------|------|------|
| <b>Senior Police <sup>(b)</sup></b> |      |      |      |      |
| Male                                | 8    | 10   | 9    | 9    |
| Female                              | 2    | 2    | 2    | 1    |

#### Police Officers

|        |       |       |       |       |
|--------|-------|-------|-------|-------|
| Male   | 4,770 | 4,939 | 4,970 | 4,983 |
| Female | 1,321 | 1,403 | 1,460 | 1,476 |

#### Police Auxiliary Officers

|        |     |     |     |     |
|--------|-----|-----|-----|-----|
| Male   | 167 | 156 | 198 | 192 |
| Female | 117 | 113 | 146 | 143 |

#### Aboriginal Police Liaison Officers

|        |   |   |   |   |
|--------|---|---|---|---|
| Male   | 8 | 7 | 6 | 2 |
| Female | 2 | 2 | 2 | 2 |

|             |       |       |       |       |
|-------------|-------|-------|-------|-------|
| Total Males | 4,953 | 5,112 | 5,183 | 5,186 |
|-------------|-------|-------|-------|-------|

|               |       |       |       |       |
|---------------|-------|-------|-------|-------|
| Total Females | 1,442 | 1,520 | 1,610 | 1,622 |
|---------------|-------|-------|-------|-------|

|               |              |              |              |              |
|---------------|--------------|--------------|--------------|--------------|
| <b>TOTALS</b> | <b>6,395</b> | <b>6,632</b> | <b>6,793</b> | <b>6,808</b> |
|---------------|--------------|--------------|--------------|--------------|

(a) Personnel figures are based on headcount, which includes employees on leave without pay, as at 30 June 2018 (not full-time equivalent (FTE) staff).

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

### PROFILE OF POLICE AUXILIARY OFFICERS BY GENDER AND CATEGORY

| As at 30 June 2018                       | Male       | Female     | Total      |
|--|------------|------------|------------|
| Community Relations Officer (Aboriginal) | 4          | 2          | 6          |
| Offender Review                          | 9          | 0          | 9          |
| Custody                                  | 84         | 55         | 139        |
| Interception Officer                     | 10         | 11         | 21         |
| Forensic                                 | 0          | 7          | 7          |
| Technology Crime Officer                 | 2          | 2          | 4          |
| Property Management                      | 43         | 41         | 84         |
| Protective Service Officer               | 27         | 9          | 36         |
| Cadet (Aboriginal)                       | 13         | 15         | 28         |
| Alcohol and Drug Tester                  | 0          | 1          | 1          |
| <b>TOTALS</b>                            | <b>192</b> | <b>143</b> | <b>335</b> |

### PROFILE OF ABORIGINAL EMPLOYEES BY GENDER AND CATEGORY <sup>(c)</sup>

| As at 30 June 2018                                     | Male      | Female    | Total      |
|--|-----------|-----------|------------|
| Police Officers  | 71        | 36        | 107        |
| Police Auxiliary Officer - Community Relations Officer | 4         | 2         | 6          |
| Police Auxiliary Officer - Custody                     | 1         | 2         | 3          |
| Police Auxiliary Officer - Property Management         | 2         | 1         | 3          |
| Police Auxiliary Officer - Cadet                       | 13        | 15        | 28         |
| Aboriginal Police Liaison Officers                     | 2         | 2         | 4          |
| Police Staff   | 3         | 15        | 18         |
| Wages Staff  | 2         | 4         | 6          |
| <b>TOTALS</b>  | <b>98</b> | <b>77</b> | <b>175</b> |

(c) Workforce data for diversity is collected by employee self-identification through the WA Police Force HR System.

## PROFILE OF POLICE STAFF BY GENDER AND CLASSIFICATION (HEADCOUNT) <sup>(a) (b)</sup>

| Level   | As at 30 June 2016 |              |              | As at 30 June 2017 |              |              | As at 30 June 2018 |              |              |
|---|--------------------|--------------|--------------|--------------------|--------------|--------------|--------------------|--------------|--------------|
|   | Male               | Female       | Total        | Male               | Female       | Total        | Male               | Female       | Total        |
| SDNCEO3   | 1                  | 0            | 1            | 0                  | 0            | 0            | 1                  | 0            | 1            |
| Class 1   | 2                  | 0            | 2            | 1                  | 0            | 1            | 2                  | 0            | 2            |
| Level 9   | 0                  | 3            | 3            | 2                  | 5            | 7            | 1                  | 3            | 4            |
| Specified Calling 8   | 1                  | 0            | 1            | 1                  | 0            | 1            | 0                  | 0            | 0            |
| Specified Calling 5   | 1                  | 0            | 1            | 1                  | 0            | 1            | 0                  | 0            | 0            |
| Level 8   | 21                 | 10           | 31           | 26                 | 16           | 42           | 19                 | 13           | 32           |
| Solicitor 4   | 5                  | 0            | 5            | 5                  | 0            | 5            | 4                  | 0            | 4            |
| Specified Calling 4   | 2                  | 0            | 2            | 2                  | 1            | 3            | 2                  | 1            | 3            |
| Level 7   | 51                 | 30           | 81           | 58                 | 41           | 99           | 50                 | 32           | 82           |
| Specified Calling 3   | 0                  | 6            | 6            | 0                  | 7            | 7            | 0                  | 4            | 4            |
| Solicitor 3   | 1                  | 0            | 1            | 2                  | 0            | 2            | 2                  | 0            | 2            |
| Level 6/7   | 0                  | 1            | 1            | 0                  | 1            | 1            | 0                  | 1            | 1            |
| Level 6   | 74                 | 65           | 139          | 83                 | 69           | 152          | 76                 | 71           | 147          |
| Specified Calling 2   | 1                  | 2            | 3            | 1                  | 1            | 2            | 1                  | 3            | 4            |
| Level 5   | 89                 | 108          | 197          | 99                 | 136          | 235          | 95                 | 123          | 218          |
| Level 4   | 90                 | 125          | 215          | 97                 | 126          | 223          | 102                | 123          | 225          |
| Level 3 (includes Band Officers)  | 97                 | 148          | 245          | 105                | 177          | 282          | 102                | 174          | 276          |
| Level 2   | 212                | 540          | 752          | 210                | 601          | 811          | 209                | 573          | 782          |
| Level 1   | 36                 | 141          | 177          | 41                 | 138          | 179          | 36                 | 144          | 180          |
| School Based Trainee  | 0                  | 0            | 0            | 0                  | 2            | 2            | 0                  | 2            | 2            |
| Chaplain  | 2                  | 0            | 2            | 1                  | 0            | 1            | 2                  | 0            | 2            |
| Individual Workplace Agreements   | 6                  | 0            | 6            | 9                  | 0            | 9            | 7                  | 0            | 7            |
| Wages   | 33                 | 79           | 112          | 28                 | 87           | 115          | 27                 | 88           | 115          |
| <b>TOTALS</b>   | <b>725</b>         | <b>1,258</b> | <b>1,983</b> | <b>772</b>         | <b>1,408</b> | <b>2,180</b> | <b>738</b>         | <b>1,355</b> | <b>2,093</b> |
| Children's Crossing Guards employed by the WA Police Force <sup>(c)</sup> |                    |              | <b>571</b>   |                    |              | <b>625</b>   |                    |              | <b>700</b>   |

(a) Personnel figures are based on headcount, which includes employees on leave without pay, as at 30 June 2018 (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 Western Australia as at 30 June.



# GOVERNANCE DISCLOSURES

## WORKFORCE PLANNING

REQUIREMENT UNDER TREASURER'S INSTRUCTION 903, S13 (III (A), (B))

The WA Police Force's Workforce Plan 2014-17 expired in December 2017. Overall, the Plan has been well progressed with most action items completed. Some action items still remain in progress and require ongoing work to finalise. This work will continue until December 2018 when a new Workforce Plan will be developed.

Workforce initiatives undertaken during 2017-18 include:

- Development of a suite of leadership courses for bands 1-4 and executive leadership forums
- The successful implementation of a Diversity Police Cadet Program with a focus on aboriginal employment
- Continuation of the Workforce Optimisation program of works
- Successful implementation and conclusion of the 2017-18 Additional Numbers in Police Officers with a focus on government commitments including the Meth Border Force, Regional Enforcement Unit, and 24/7 police stations
- The development of a broader Diversity and Inclusion Strategy
- Continual review and update of workforce management policies, processes, and practices.

## WORKERS' COMPENSATION CLAIMS (POLICE STAFF) 2016-17 TO 2017-18

REQUIREMENT UNDER TREASURER'S INSTRUCTION 903, S13 (III (C))

|                  | 2016-17 | 2017-18 |
|------------------|---------|---------|
| Number of Claims | 62      | 71      |

## UNAUTHORISED USE OF CREDIT CARDS

REQUIREMENT UNDER TREASURER'S INSTRUCTION 321 AND 903

The use of credit cards by the WA Police Force is permitted by the adoption of the terms and conditions of an approved supplier and the acceptance of the Western Australian State Government, Department of Finance, Common Use Agreement – Purchasing Card Services and Expense Management System. In adopting the use of credit cards, the WA Police Force is bound by the Treasurer's Instruction 321, and is to be read in conjunction with the agency's Purchasing Card Operation (Procedure) Manual.

|  | <b>2017-18</b>     |
|--|--------------------|
| The number of reported instances of using the WA Police purchasing card for personal use expenditure | 291                |
| The aggregate amount of identified personal use expenditure settled within 5 working days            | \$11,786.59        |
| The aggregate amount of identified personal use expenditure settled after 5 working days             | \$5,590.85         |
| <b>The aggregate amount of personal use expenditure</b>  | <b>\$17,377.44</b> |
| The aggregate amount of personal use expenditure outstanding at 30 June 2018                         | \$53.37            |
| The number of referral for disciplinary action instigated by the notifiable authority                | 0                  |

## BOARD AND COMMITTEE REMUNERATION

REQUIREMENT UNDER PREMIER'S CIRCULAR 2010/02

No remunerations were paid during 2017-18

## MINISTERIAL DIRECTIVES

REQUIREMENT UNDER TREASURER'S INSTRUCTION 903, S12

No ministerial directives were received during 2017-18



# OTHER LEGAL REQUIREMENTS

## ADVERTISING, MARKET RESEARCH, POLLING AND DIRECT MAIL

REQUIREMENT UNDER THE *ELECTORAL ACT 1907, S175ZE*

| Organisation  | Purpose   | Amount                |
|---|---|-----------------------|
| <b>Advertising, Marketing and Creative Media Provider</b> |   |                       |
| Adcorp Australia  | Human Resources – Recruitment                               | \$5,796.22            |
|   | Vehicle Impoundment/Disposals                               | \$84,878.76           |
|   | Graffiti Strategy   | \$3,480.62            |
|   | Legislative Services  | \$1,067.22            |
| Carat Australia Media Services                            | Road Safety Commission                                      | \$3,745,831.45        |
| Optimum Media Decisions                                   | Road Safety Commission                                      | \$408,766.49          |
| The Brand Agency  | Road Safety Commission                                      | \$678,528.34          |
|   | Aboriginal Cadet Program                                    | \$2,927.06            |
| 303 Mullen Lowe   | Graffiti Strategy   | \$8,721.00            |
|   | Road Safety Commission                                      | \$809,752.35          |
| <b>Market Research</b>                                    |   |                       |
| Taylor Nelson Sofres (Kantar Public)                      | Road Safety Commission                                      | \$254,500.00          |
| Painted Dog Research                                      | Road Safety Commission                                      | \$83,350.00           |
| <b>Media Services Suppliers</b>                           |   |                       |
| Adcorp Australia  | Graffiti Strategy   | \$4,287.50            |
|   | Aboriginal and Community Diversity Unit – community message | \$750.12              |
| Australian Muslim Times                                   | Aboriginal and Community Diversity Unit – community message | \$940.00              |
| Al Wasat Newspaper  | Aboriginal and Community Diversity Unit – community message | \$2,150.00            |
| The Brand Agency  | Aboriginal Cadet Program                                    | \$13,000.00           |
| <b>TOTAL</b>  |   | <b>\$5,298,974.78</b> |

**Note:** The significant increase in advertising costs this year compared to previous years is due to the inclusion of Road Safety Commission advertising and marketing of road safety campaigns.

## COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

REQUIREMENT UNDER *PUBLIC SECTOR MANAGEMENT ACT 1994* S31 (1)

In the administration of the WA Police Force 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 Force.

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

Information about the Standards is contained in the WA Police Force intranet site and provided during staff induction. Awareness of the Standards is maintained through articles in the weekly electronic newsletter and police holdings.

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 2017-2018

|                           |   |
|---------------------------|---|
| 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 2017-2018

|                           |    |
|---------------------------|----|
| Number lodged             | 41 |
| Number of breaches found  | 24 |
| Number still under review | 17 |



CHRIS DAWSON APM  
COMMISSIONER OF POLICE

24 July 2018

# OTHER LEGAL REQUIREMENTS

## DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

REQUIREMENT UNDER THE *DISABILITY SERVICES ACT 1993*, S29

The WA Police Force is currently in the progress of developing the new *Disability and Access Plan 2018-2022*. The new Plan leverages on the accomplishments of the previous Plan, while promoting increased accessibility of services and facilities fostering independence, opportunities and inclusion.

The Road Safety Commission was administratively attached to the WA Police Force on 1 July 2017 as part of the State Government's Machinery of Government changes. The Commission is supportive of improving access and inclusion for people with disability and has provided input to the development of the Disability Access and Inclusion Plan 2018-2022.

The WA Police Force Disability Access and Inclusion Plan 2018-2022 will be informed by the principles and objectives of the *Disability Services Act 1993*. Additionally, the WA Police Force provide guidance through its service delivery standards on how police personnel are expected to carry out their duties when responding to incidents and interacting with members of the public. The standards support the aims of the Plan to ensure that people with disabilities have access to services, information, public events, and facilities provided by the agency.

The WA Police Force accomplishments against the Plan for the year are as follows:

### **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 Force**

Further to the initiatives undertaken to improve upon the custodial care practices, the WA Police Force and the Disability Services Justice Unit now share information regarding persons in custody at the Perth Watch House who are under the care of a Disability Services Referral. The sharing of alerts and information between agencies ensures appropriate care and needs of these individuals are met while in custody.

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

Police stations are designed, built and upgraded in accordance with WA Police Force Standards and Guidelines which align with Australian Building Code Standards. Many police stations are older buildings, therefore a program of works was undertaken to upgrade front counter areas in older police stations in order to make them wheelchair accessible. In the last two years, the agency has completed 12 front counter upgrades to police stations to ensure they are compliant.

### **Outcome 3: People with disability receive information from the WA Police Force in a format that will enable them to access the information as readily as other people are able to access it**

The strategies within this outcome aim to ensure information about policing services is accessible in a range of formats for people with disabilities. One of the key initiatives within this outcome has been to upgrade the WA Police Force website to comply with the accessibility standards. Work is ongoing to achieve accessibility and compliance with the standards.

### **Outcome 4: People with disability receive the same level and quality of service from the staff of the WA Police Force as other people receive**

The WA Police Force has introduced specific training when interviewing persons with Foetal Alcohol Syndrome Disorder and has developed an adjunct to Regional WA induction packages around understanding issues associated with interviewing Aboriginal people or those that do not have English as a first language.

The WA Police Force Recruit and Detective Training Course also now provides greater emphasis on confessional evidence and a focus on fairness to vulnerable persons.

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

Effective from 2014, the WA Police Force has been able to identify complaints received from people with a disability and since this time no complaints have been received. There are opportunities to strengthen the commitment to substantive equality principles by examining potential barriers impacting on the lack of feedback from people with disabilities.

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

The WA Police Force consulted widely during the development of the Disability Access and Inclusion Plan 2018-2022. In June 2018, the agency facilitated a workshop with key disability service providers, advocacy organisations, and internal stakeholders. The workshop was well attended with participants identifying opportunities for improvement, and providing suggestions for strategies to be incorporated into the new Plan.

### **Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment at the WA Police Force**

Information on equal opportunity employment at the recruitment stage is voluntarily obtained from applicants.

In the police staff selection and deployment guidelines, reference is made to preparing the workplace when considering people with disabilities attending merit assessment process situations.

### **PAWNBROKERS AND SECOND-HAND DEALERS**

REQUIREMENT UNDER *AUDITOR GENERAL ACT 2006, THE FINANCIAL MANAGEMENT ACT 2006 S92, AND IN ACCORDANCE WITH THE PAWNBROKERS AND SECOND-HAND DEALERS ACT 1994*

The number, nature and outcomes of investigations and inquiries made under the *Pawnbrokers and Second-Hand Dealers Act 1994* were:

- 136 audits conducted on licensed second-hand dealers and pawnbrokers during 2017-2018
- No matters that required State Administrative Tribunal determination
- 80 breaches of licence requirements from 38 premises
- Of the 80 breaches, there were seven infringements issued and 73 verbal cautions issued for minor breaches

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

- The current number of licensed pawnbrokers and second-hand dealers in WA is 91.
- There has been an increase in applications for consolidation of multiple licences held by an individual into one licence covering multiple premises, which will affect the likely income from fees and charges.

The compliance audit test plan indicates 140 audits will be conducted on pawnbroker and second-hand dealers in the 2018-19 financial year.

### **RECORDKEEPING PLANS**

REQUIREMENT UNDER *STATE RECORDS ACT 2000 S61, AND STATE RECORDS COMMISSION STANDARDS, STANDARD 2, PRINCIPLE 6*

#### **Evaluation of recordkeeping systems**

The WA Police Force continues to review and develop its current recordkeeping program, to ensure compliance with State Records Commission principles and standards governing recordkeeping by state government agencies. An updated Recordkeeping Plan reflecting the current state recordkeeping program and agency identified areas for improvement has been submitted to the State Records Commission for approval.

The WA Police Force is developing existing recordkeeping systems, practices, processes and supporting policy and procedures, to

ensure it is well-positioned to support existing and future record keeping functions. Electronic Document and Records Management System (EDRMS) strategies have been established including:

- Dedicated team to support EDRMS engagement and improvement
- Business case detailing a scheduled program of work for EDRMS
- Business process digital transformation opportunities.

#### **Recordkeeping training program**

The WA Police Force continues to develop recordkeeping training strategies to support records management activities undertaken throughout the agency. The training strategies aim to consolidate records management policy and procedures with learning tools including training lesson plans, information sheets, guidelines and help cards.

The formal recordkeeping training program is being developed to incorporate

recordkeeping awareness and best practice standards, agency core recordkeeping processes, EDRMS functionality and workflow activities, and an improved delivery method approach for training.

#### **Evaluation of the recordkeeping training program**

The WA Police Force continues to evaluate agency recordkeeping training, with findings used to develop training strategies that deliver knowledge of recordkeeping systems, practices and processes.

#### **Recordkeeping induction program**

The WA Police Force induction program provides reference to records management policy describing employee roles and responsibilities in compliance with the agency Recordkeeping Plan.

The records management component of the staff induction program continues to be developed to provide recordkeeping knowledge that promotes consistency and efficiency in recordkeeping practices across the agency.

# GOVERNMENT POLICY REQUIREMENTS

## 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 Force is dedicated to 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.

The WA Police Force 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 required to comply with their legal and agency safety, health and injury management requirements through the provision of information and training. There is continual engagement of the strategic, tactical and operational levels of the agency. Additionally, internal and external stakeholders' input is sought to improve our safety and health performance.

There is demonstrated commitment to OSH through ongoing participation in OSH Committees. The agency has undertaken

a restructure of the committees to enhance and reflect strategic and tactical level decision making. The strategic level (Workforce Committee) is chaired by the Executive Director with participation from the Assistant Commissioners and Senior Executives. The OSH Advisory Committee (OAC) is chaired by the Assistant Director, Health and Safety Division and provides the platform for OSH matters to be discussed by Commanders, District OSH Coordinators, elected Safety and Health Representatives and unions. The Executive Manager of the Safety Branch is a standing member on this committee. The OAC has a direct line of communication and overlap of members with the Workforce Committee.

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 and 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 OAC meet quarterly and membership 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 (SMS) including a conduit to the district/division/directorate safety meetings that in turn represent the employees at a local level.

Identified hazards and work related incidents/injuries are reported in the OSH incident reporting system. This system records the type and nature of the incident and through the automated email system, notifies the safety representative, manager and the WA Police Force Safety Branch to the existence of an incident.

The flexibility of the system allows the recording of the safety representative's investigation and the manager's control measures, resolution and permits monitoring and review of the incident. Throughout the process, the employee is kept informed of the status of their report through the automated email process and personal interaction.

The reporting system is supported by the WA Police Force OSH Issue Resolution Framework and supporting policies. The OSH Issue Resolution 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 business area manager or escalated for resolution. Where corporate strategies, procedures and/or financial considerations



are required, the incident can be on forwarded to the OAC which can in turn be redirected to the Workforce Committee for action.

**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 Force Health and Safety Division Vocational Rehabilitation Unit is an in-house workplace rehabilitation provider 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 site, and aims of returning injured workers to work with the same employer, along with other criteria.

The agency supports and promotes the psychological and spiritual health, safety and wellbeing of all employees through the provision of professional advice, services and programs. The Unit provides consultation and case management for work related injuries and illnesses according to the principles set out under

the Act and its *Workers' Compensation Code of Practice (Injury Management) 2005*. The Unit plays a critical role in assisting line managers by helping facilitate the return of ill and injured officers back into the workplace. They coordinate the management of all return to work programs which includes liaison with the ill/injured employee, management and the treating medical practitioners.

**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**

The WA Police Force has engaged an external auditor for a three year period (2016–2018) to undertake a holistic organisational audit. WA Police Force SMS was re-certified against AS4801 and ISO 18000 in September 2016. The auditor visited Regional WA and metropolitan locations between July and August 2017. This phase of the audit concluded in September 2017. The final year of audits to commence July 2018.



## REPORT AGAINST PERFORMANCE TARGETS

REQUIREMENT UNDER PUBLIC SECTOR COMMISSIONER'S CIRCULAR 2012-05: CODE OF PRACTICE

|  | Target                             | 2015-16 | 2017-18 | Performance against target for 2017-18 | Comments   |
|--|------------------------------------|---------|---------|--|--|
| Number of Fatalities   | 0                                  | 0       | 1       | Not Achieved                           | Traffic Crash – Motorcycle   |
| Lost time injury/disease incidence rate  | 10% reduction on previous 3 years  | 4.43    | 3.59    | Achieved                               | This data is correct as at 1 July 2018. It does not reflect all LTI incidents for the 2017- 2018 period. Delays are due to the reporting of injuries and then confirmation of incidents as an LTI and the days sick leave accrued against the incidents.   |
| Lost time injury/disease severity rate   | 10% reduction on previous 3 years  | 8.25    | 3.5     | Achieved                               | This data is correct as at 1 July 2018. It does not reflect all LTI severity rates for the 2017- 2018 period. Delays are due to the reporting of injuries and then confirmation of incidents as an LTI and the days sick leave accrued against the incidents.  |
| Percentage of injured workers returned to work:  | Greater than or equal to 80%       |         |         |  |  |
| (i) within 13 weeks  |                                    | 98%     | 98%     | Achieved                               |  |
| (ii) within 26 weeks   |                                    | 98%     | 98%     | Achieved                               |  |
| Percentage of managers and supervisors trained in occupational safety, health and injury management responsibilities | 80% or greater in the last 3 years | 74%     | 74%     | Not Achieved                           | Statistics include all employees who hold the rank of sergeant and above, or level 6 and above irrespective if their position is that of a supervisor or OIC/manager. It also includes employees who (at any rank/level) hold a position of supervisor/team leader at the time of compiling this report. |



# GOVERNMENT POLICY REQUIREMENTS

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## GOVERNMENT BUILDING TRAINING POLICY

REQUIREMENT UNDER PREMIER'S CIRCULAR 2015/02

All building and construction contracts are completed through Building Management and Works / Department of Finance, therefore the WA Police Force has no measures recorded.

## SUBSTANTIVE EQUALITY

REQUIREMENT UNDER PUBLIC SECTOR COMMISSIONER'S CIRCULAR 2009-23

The WA Police Force is committed to achieving substantive equality in the provision of services to the Western Australian community and in the workplace by implementing the Western Australian Government's Policy Framework for Substantive Equality.

The agency understands that an important part of addressing discrimination is to identify the effects of policies, procedures and practices, and recognises that they may have a wide-ranging impact on various groups and individuals. The Policy Framework for Substantive Equality is applied through the following means:

- Assessing how policies, programs and practices impact on social minority groups, and providing mitigating strategies to minimise any potential adverse impacts
- Establishing effective consultation and community engagement practices for social minority groups as standard procedures that inform policy and service decisions, and identify service gaps and barriers to access
- Monitoring the implementation of policies and programs and make sure they meet the diverse needs of the people of Western Australia
- Ensuring that employees are equipped with the knowledge and skills to address issues of systemic racism and discrimination, and how to apply substantive equality principles in business processes and service delivery
- Recognising and appraising organisational progress towards achieving substantive equality
- Ensuring that the Policy Framework is integral to service delivery, and that the agency's service delivery is adaptable and inclusive for all community groups.





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