WESTERN AUSTRALIA **POLICE SERVICE**

**2003** ANNUAL REPORT

# CONTENTS

**Hon Michelle Roberts MLA**
Minister for Police and Emergency Services

In accordance with section 62 of the *Financial Administration and Audit Act 1985*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Western Australia Police Service for the year ending 30 June 2003.

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

**B E MATTHEWS**
COMMISSIONER OF POLICE
29 August 2003

# Mission

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

# Vision

**To be a policing service of excellence, protecting and serving the people of Western Australia.**

Modern policing must be dynamic to keep up with the changing needs of contemporary communities. This year marks a significant event in our history - the celebration of 150 years of policing within Western Australia. Policing in this State has transformed dramatically during that time. We have moved from being an agency with a largely reactive and military style to one that is more focused on the prevention of crime and community leadership.

The Police Service has experienced dramatic changes to its structure, technologies, and operational and investigative procedures. In 1853, police officers used quills and pencils, horses were the means of transport, fingerprint identification had not been discovered and it could take weeks to send or receive messages within the State. Today we fight crime with the assistance of fingerprint and DNA analysis, surveillance devices, scientific management of crime scenes, and we can send and receive messages around the world in a matter of seconds. These technological changes together with the emerging globalisation of communities and economies have profoundly influenced the way we police in this State. In this environment we continue to strengthen our policing model of working in partnership with other government agencies and with the community, to prevent crime and create a co-operative and cohesive law enforcement and justice approach.

The impact of global issues on local policing was recently evidenced by the terrorist bombings in Bali on 12 October 2002. The attack touched the lives of many Western Australians creating a feeling of anxiety and uncertainty amongst the wider community. Although we have been on heightened security alert since 11 September 2001, the Bali incident served as a reminder for the need to remain ever vigilant. Our officers were involved in the aftermath of the bombings, providing increased security for vital installations or individuals potentially at risk, and forensic officers helped with victim identification. The bombings have provided further momentum to improving our defence against terrorism.

In March, I hosted the Conference of Commissioners of Police of Australasia and the South-West Pacific Region with the theme of Human Resources in police services. Commissioners and other senior police from Australia, Fiji, Papua New Guinea and Hong Kong met to discuss a range of critical issues, including global standards to combat corruption in police services and stress management in the policing environment. The Police Commissioner for Hong Kong, Mr Tsang Yam-pui, provided a valuable global perspective to the forum.

The impact of the pressures facing policing agencies in an "era of anxiety", arising from the current uncertain global environment, including terrorism and the war in Iraq was also considered, with significant emphasis upon the management of stress and working conditions within police services.

The Conference was extremely productive, with consensus achieved on the way forward with regard to a number of matters of national and regional importance. Counter-terrorism was firmly in the spotlight, with presentations from the Federal Bureau of Intelligence and New South Wales Police. A national strategy to tackle illicit firearms trafficking was also adopted. Commissioners agreed upon directions in relation to a number of key issues, such as interstate extradition, ways to better combat illegal importation of drugs, gangs, asset confiscation, vehicle rebirthing and identity crime. There was also considerable discussion about the demographic changes occurring within the Australian workforce - an aging population and a lower birth rate, which I believe will present major challenges regarding the attraction and retention of staff in the future.

This last year has also presented challenges associated with the Royal Commission into Whether There Has Been Any Corrupt Or Criminal Conduct By Western Australian Police Officers. The Police Service has been working proactively with the Royal Commission to provide information on a range of issues that have been raised and to ensure that the Royal Commissioner is aware of the strategies we have already put in place to ensure accountability.

The Royal Commission has heard disturbing testimony from a number of existing and former police officers. I remain confident that the overwhelming majority of officers are honest and ethical, doing their utmost to protect and serve the community. I am certain that the outcomes of the final report from the Royal Commissioner will assist us in positioning the organisation for the future and implementing the recommendations. Public confidence once lost will be difficult to regain yet public confidence is essential for us to be fully effective. An important step in increasing the public's trust in the Police Service is the recent launch of the Code of Conduct (an initiative begun in 2001). It is a tool for all members of the Police Service, and has been designed to promote self-regulation and personal responsibility.

At times there is a requirement for me to recommend the removal of officers in whom I have lost confidence with regard to their integrity, honesty, competence, performance or conduct. I have had extensive negotiations with the Police Minister and the Police Union on this matter and as a result, the *Police Amendment Act 2003* has been passed. The previous legislation has been overhauled and the new Act now provides members facing removal from the Police Service with a clear process of assessment and response. The new legislation retains my broad power to remove officers in whom I have lost confidence but also provides for officers removed from the Police Service with an independent right of appeal and access to maintenance payment during the removal process.

Another important legislative change has brought police officers under the *Occupational Safety and Health Act 1984*. As well as establishing a management structure with workplace representatives, this has also necessitated a statewide audit of facilities and working conditions to enable us to identify and manage potential risk.

Despite the challenges experienced during 2002-03, the Police Service has achieved many significant outcomes. There has been a reduction in the number of reported homicide, sexual assault, burglary, motor vehicle theft and drug offences compared with 2001-02. The clearance rate for homicide, sexual assault, motor vehicle theft and drug offences has improved. A number of initiatives and operations have contributed to these successes, including:

- Implementation of the DNA Back Capture Project, through the *Criminal Investigation (Identifying People) Act 2002*, to identify suspects from both historic and current crime-scene samples.

- Commencement of Operation Ensnare (as part of the DNA Back Capture Project) to focus on all cold-case volume crimes where persons and/or crime scenes have been identified through DNA.

- Utilisation of fingerprint technology through the National Automated Fingerprint Identification System (NAFIS) to successfully identify offenders.

- Establishment of Incident Management Units within districts to provide a 24-hour service for co-ordination of responses and to ensure sufficient staff levels during peak times.

- Allocation of a range of targeted responsibilities to Portfolio Heads to provide an increased corporate focus on reducing a range of criminal activities such as assaults and burglaries.

Whilst these initiatives and operations have been occurring, the Police Service has continued its significant reform program. A series of changes aimed at transforming the agency's culture, redefining core business, restructuring the organisation and redesigning business processes to meet the needs of the community began about eight years ago. An evaluation of the reforms was conducted in 2002 with many improvements noted, although a number of external demands being placed on the agency were identified as marking another particularly challenging time for us. A unified corporate focus is being applied to strengthen the joint development and the practice of consistent values, plans and activities and to enable follow-through with agreed plans. Project teams have been established and we are committed to intensifying our strategic focus and maximising operational service levels.

One significant development was the relocation of the Perth Central Police Station from East Perth to Curtin House in Northbridge. This has not only provided a more effective police presence in one of the most demanding areas of our city, but also enabled us to more efficiently resource the East Perth Lock-up/Watchhouse.

A comprehensive Performance Framework has been developed to enhance our ability to demonstrate progress against the Business Plan and our strategic direction. To showcase accountability and transparency of decision-making, Organisational Performance Review (OPR) was initiated in 2002. These reviews provide a quarterly opportunity for senior managers to report against key performance indicators and issues in their area of responsibility. In addition to operational performance, it provides a forum for senior managers to provide information on issues such as leadership, staff development, professional standards, flexible work practices and diversity in the workplace. The OPR will ensure continuing operational and management performance improvements within the Police Service. It is intended to become a public showcase for the work we do. Invitations have already been extended to senior community representatives to attend our OPRs in September.

During the last year, the Police Service featured in an ABC television series, which followed a recruit intake from selection through to graduation. The series provided the community with a significant insight into the rigorous training required to become a police officer and the personal and professional challenges faced in achieving the required level of skills and knowledge to be able to respond appropriately to a wide range of situations. The documentary achieved outstanding ratings for the ABC and provided a unique window for the community to observe police training, attitude and professionalism.

The State Government's response to the Gordon Inquiry into complaints of family violence and child abuse in Aboriginal communities provided a catalyst for a range of issues over the provision of policing services and interagency co-operation. Successful implementation of the recommendations will ensure a far greater collaborative and co-ordinated response to child abuse and family violence by the whole of Government. The Police Service will establish permanent policing services in nine identified remote locations over the next three years, and establish eight senior police, child protection and family violence officers in country districts. We have also brought forward the development and implementation of the Victim and Offender Management System to ensure provision of critical intelligence on family and domestic violence. The System will be integrated with the new computerised Frontline Incident Management System providing a powerful platform for achieving improvements in police responses to domestic violence, child protection and missing persons.

Workforce diversity, safety and flexible employment practices affecting women in policing are key strategies identified in our Strategic Plan 2001-2006. Whilst we are increasing the number of women officers being recruited and promoted, there are still problems of equity, which have been highlighted through feedback from staff and managers and Equal Employment Opportunity surveys. We undertook a joint review with the Office of Equal Opportunity to further examine the issue. This is the first time a policing agency in Australia has taken such an in-depth look at the barriers facing women in the profession. The report identified that there is an education and knowledge gap in relation to equity and we need to make people accountable for their behaviour.

It will take time and effort to change certain aspects of the culture, but we are determined to progress towards the all-important goal of developing and maintaining a more diverse workforce that is more reflective of the community we serve. Initiatives already undertaken to achieve this goal are the introduction of flexible work options to assist staff to manage work and lifestyle responsibilities, a three-year project in partnership with The University of Western Australia to examine ways to eliminate harassment in the workplace, and the introduction of a mentoring program to assist both sworn and unsworn women in their professional and leadership development.
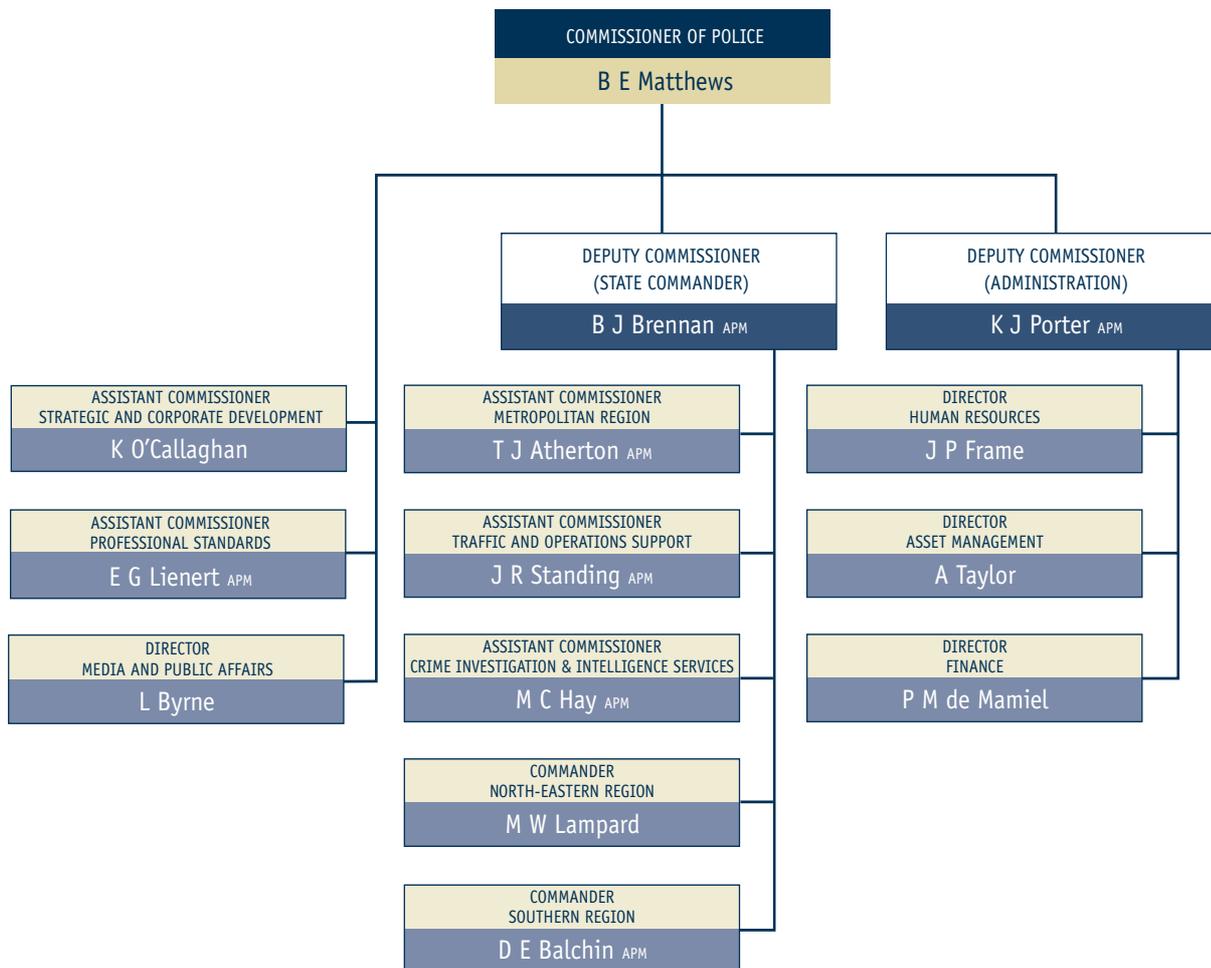
Looking back on the challenges of this, the Police Service's 150th year, I am proud of the achievements of our people. The community has a right to expect dedicated and enthusiastic policing services no matter what may be impacting upon the agency. Continuing priorities for the Police Service are providing quality police services to the community, improving our performance and accountability practices, and striving towards building and maintaining community trust and support. I have every confidence that our people will achieve this.

**B E MATTHEWS**
**COMMISSIONER OF POLICE**

29 August 2003

# SENIOR MANAGEMENT STRUCTURE

**COMMISSIONER OF POLICE**
B E Matthews

**DEPUTY COMMISSIONER (STATE COMMANDER)**
B J Brennan APM

**DEPUTY COMMISSIONER (ADMINISTRATION)**
K J Porter APM

**ASSISTANT COMMISSIONER STRATEGIC AND CORPORATE DEVELOPMENT**
K O'Callaghan

**ASSISTANT COMMISSIONER METROPOLITAN REGION**
T J Atherton APM

**DIRECTOR HUMAN RESOURCES**
J P Frame

**ASSISTANT COMMISSIONER PROFESSIONAL STANDARDS**
E G Lienert APM

**ASSISTANT COMMISSIONER TRAFFIC AND OPERATIONS SUPPORT**
J R Standing APM

**DIRECTOR ASSET MANAGEMENT**
A Taylor

**DIRECTOR MEDIA AND PUBLIC AFFAIRS**
L Byrne

**ASSISTANT COMMISSIONER CRIME INVESTIGATION & INTELLIGENCE SERVICES**
M C Hay APM

**DIRECTOR FINANCE**
P M de Mamiel

**COMMANDER NORTH-EASTERN REGION**
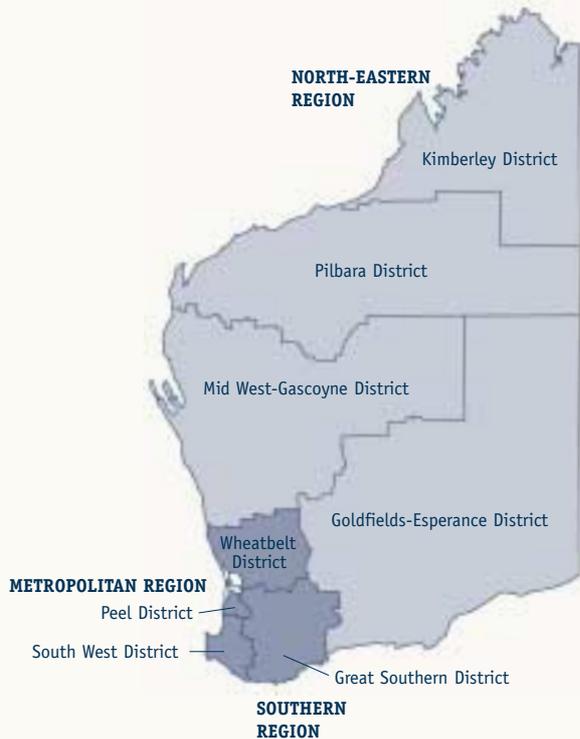M W Lampard

**COMMANDER SOUTHERN REGION**
D E Balchin APM

## Notes:

(a) Deputy Commissioner K. Porter retired in October 2002. The position of Deputy Commissioner Administration is subject to review.

(b) Superintendent I. Johnson has been acting Assistant Commissioner, Strategic and Corporate Development for the majority of the year.

(c) Mr J. Frame transferred from the Police Service in February 2003. Mr M. Bowler has been acting Director, Human Resources since that date.

(d) Ms L. Byrne resigned from the Police Service in May 2003. Ms C. Condemi has been acting Director, Media and Public Affairs since that date.

# POLICING WESTERN AUSTRALIA

The Western Australia Police Service (Police Service) provides policing services to the community through a regional structure comprising 3 regions, 14 districts and 157 police stations. This regional structure is complemented by 2 specialist operational support portfolios - Crime Investigation and Intelligence Services, and Traffic and Operations Support.

**NORTH-EASTERN REGION**

Kimberley District

Pilbara District

Mid West-Gascoyne District

Goldfields-Esperance District

Wheatbelt District

**METROPOLITAN REGION**

Peel District

South West District

Great Southern District

**SOUTHERN REGION**

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**METROPOLITAN REGION**

North West Metropolitan District

East Metropolitan District

West Metropolitan District

Central Metropolitan District

South East Metropolitan District

South Metropolitan District

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## Metropolitan Region
**Assistant Commissioner Tim Atherton APM**

| Districts: | Central | East |
| | North West | South |
| | South East | West |
| Area in square kilometres | | 4,481 |
| Population | | 1,401,739 |
| Number of sworn officers | | 2,156 |
| Number of unsworn personnel | | 151 |
| Ratio of police to population | | 1:650 |
| Number of Police Stations | | 41 |

## Southern Region
**Commander Daryl Balchin APM**

| Districts: | Great Southern | Peel |
| | South West | Wheatbelt |
| Area in square kilometres | | 193,214 |
| Population | | 335,181 |
| Number of sworn officers | | 636 |
| Number of unsworn personnel | | 79 |
| Ratio of police to population | | 1:527 |
| Number of Police Stations | | 65 |

## North-Eastern Region
**Commander Murray Lampard**

| Districts: | Goldfields-Esperance | Kimberley |
| | Mid West-Gascoyne | Pilbara |
| Area in square kilometres | | 2,334,788 |
| Population | | 190,402 |
| Number of sworn officers | | 691 |
| Number of unsworn personnel | | 61 |
| Ratio of police to population | | 1:276 |
| Number of Police Stations | | 51 |

## Traffic and Operations Support
**Assistant Commissioner John Standing APM**

| Number of sworn officers | 554 |
| Number of unsworn personnel | 275 |

## Crime Investigation and Intelligence Services
**Assistant Commissioner Mel Hay APM**

| Number of sworn officers | 525 |
| Number of unsworn personnel | 168 |

**Note:** Area and preliminary Estimated Resident Population as at 30 June 2002 obtained from the Australian Bureau of Statistics publication Regional Population Growth 2001-02 (ABS Cat. No. 3218.0).

# OVERVIEW

## COMMUNITY SAFETY

*The community has confidence in the level of public order, safety and security*

### OBJECTIVES

- Reduce the level of offending.
- Deter community members from offending lifestyles.
- Improve the community's perception of safety.
- Maintain public order and safety.
- Manage and co-ordinate emergency response.

### KEY RESULTS FOR 2002-03

- The number of reported offences against the person was 23,542, representing an increase of two per cent (384 offences) on the previous year.
- The number of reported property offences was 226,473, representing a one per cent (-3,081 offences) decrease on the previous year.
- The proportion of the community who felt safe at home alone during the day was 88 per cent. The proportion feeling safe at home alone after dark was 73 per cent.
- The proportion of the community who felt safe walking or jogging alone during the day was 85 per cent. The proportion feeling safe walking or jogging alone after dark was 38 per cent.
- The proportion of the community who felt safe travelling on public transport during the day was 60 per cent. The proportion feeling safe travelling on public transport after dark was 18 per cent.
- Utilised intelligence-led policing methods to identify crime patterns, resulting in significant reductions in burglary, motor vehicle theft and drugs in some districts.

- Formalised Tasking and Co-ordination Groups to address crime issues, through intelligence-led policing methods such as targeting hotspots and recidivist offenders, and the use of forensic resources.
- Established Domestic Violence Programs in conjunction with other agencies to reduce offences and to generate awareness that domestic violence will not be tolerated.
- Implemented youth initiatives with other government agencies to reduce at-risk offenders.
- Managed the State's Disaster Victim Identification (DVI) response to the Bali bombing incident and provided a DVI team response totalling fifteen forensic officers throughout the operation.

### FOCUS FOR 2003-04

- Address priority crime prevention areas identified by the community.
- Implement proactive initiatives to maintain open dialogue between police and diverse community groups.
- Ensure the implementation of the Government's commitment to the Gordon Inquiry.
- Support a co-ordinated and integrated approach to community safety.
- Progress the implementation of the Family and Domestic Violence Program.
- Develop a strategic policy position on young people, family and domestic violence and indigenous issues.
- Proactively implement media strategies to highlight the achievements of the Police Service.
- Understand and manage the community's perceptions of crime and fear of crime.
- Promote community awareness of the programs and services offered by the agency.
- Maintain a high level of preparedness and capacity to respond to emergencies.
- Assess terrorism and possible community unrest.

# ROAD SAFETY

## Road-users behave safely

### OBJECTIVES

■ Reduce fatal and serious road crashes.

■ Reduce the number of drivers behaving unsafely.

■ Link traffic management and road safety enforcement with wider police responsibility in community safety and crime management.

### KEY RESULTS FOR 2002-03

• The number of fatal road crashes per 100,000 registered motor vehicles, where drink-driving was a major contributing factor was the lowest for at least five years, decreasing from 2.9 in 2001 to 1.9 in 2002.

• The number of fatal road crashes per 100,000 registered motor vehicles, where excessive speed was a major contributing factor increased from 2.2 in 2001 to 3.2 in 2002.

• In 2002-03, 20,766,276 vehicles were monitored for speeding by speed cameras. About 15 per cent of these vehicles exceeded the posted speed limit, the lowest percentage since at least 1998-99.

• In 2002-03, 1,003,303 drivers were breath-tested resulting in 14,325 charges for drink-driving offences (1.4 per cent of drivers tested).

• Contributed to the development of the State Road Safety Strategy 2002-07 and supporting action plans and key performance indicators in conjunction with other key road safety stakeholders.

• Conducted ongoing proactive traffic campaigns and targeted patrols incorporating vehicle stops in crime hotspots, with a view to apprehending persons involved in criminal activity.

• Implemented traffic management and road safety campaigns based on intelligence, to provide a highly visible police presence on the main arterial highways and target speed, fatigue, drink-driving and seatbelt compliance.

• Expanded driver education programs delivered to schools and other youth groups.

### FOCUS FOR 2003-04

• Support Statewide and National Road Safety strategies.

• Identify road safety trends and issues.

• Work in partnership with the community to improve road safety behaviour.

• Evaluate the role, purpose and contribution of interagency partnerships.

• Apply intelligence-led policing to traffic management and road safety enforcement.

• Ensure random breath-testing operations are used as quality traffic stops.

• Increase the level of police visibility.

## CRIME AND JUSTICE

*A response to crime that brings offenders before the justice system*

### OBJECTIVES

- Provide an effective response to offending.
- Successfully investigate offences.
- Provide quality evidentiary support to prosecutions.
- Work with key partners to develop a fully integrated criminal justice system.

### KEY RESULTS FOR 2002-03

- Average time taken to respond to urgent calls for assistance in the metropolitan area from call received to arrival at scene was nine minutes for priority 1-2 calls and 20 minutes for priority 3 calls.
- The proportion of the community who were satisfied with the job the Police Service was doing in responding to calls for assistance was 81 per cent.
- A clearance rate of around 82 per cent was achieved for offences against the person.
- A clearance rate of around 20 per cent was achieved for offences against property.
- Around 89 per cent of matters placed before the courts by the Police Service resulted in a plea of guilty before trial.
- Established Incident Management Units within districts to provide a 24-hour service for co-ordination of responses and to ensure sufficient staffing levels during peak times.
- Conducted a number of specific operations and targeted recidivist offenders.
- Implemented the DNA Back Capture Project to identify suspects from both historic and current crime-scene samples.
- Continued to promote the management of intelligence sharing across the Police Service, including state and national information holdings.
- Continued to enhance brief preparation and prosecution techniques across the State.

### FOCUS FOR 2003-04

- Improve the quality and timeliness of response.
- Harness intelligence to target offenders.
- Develop and maintain strategic and local partnerships.
- Develop and implement the Domestic Violence and Child Protection Program.
- Adopt an intelligence-led approach to detecting and investigating crime.
- Assess and monitor quality investigations.
- Realise the benefits from DNA, Frontline Incident Management System, Insight, National Automated Fingerprint Identification System and other intelligence sources.
- Improve the quality of prosecution briefs.
- Analyse unsuccessful prosecutions to improve procedures.

# SATISFACTION WITH THE POLICE SERVICE

- The proportion of the WA community satisfied or very satisfied with services provided by the police was 65 per cent. The equivalent figure for Australia was 73 per cent.

- The proportion of the WA community satisfied or very satisfied with the services received during their most recent contact with police (within the last twelve months) was 80 per cent.  The equivalent figure for Australia was 82 per cent.

## OUTCOMES AND OUTPUTS

| Government Strategic Objective | Desired Outcomes | Outputs |
| --- | --- | --- |
| Safe, healthy and supportive communities | The community has confidence in the level of public order, safety and security | • Community support, crime prevention and public order<br><br>• Emergency management and co-ordination |
| | Road-users behave safely | • Traffic management and road safety |
| | A response to crime that brings offenders before the justice system | • Response to and investigation of offences<br><br>• Services to the judicial process |

### Percentage of Total Resource Effort Directed to Outputs in 2002-03



- Community support, crime prevention and public order  **36.3%**
- Emergency management and co-ordination  **1.4%**
- Traffic management and road safety  **18.5%**
- Response to and investigation of offences  **34.0%**
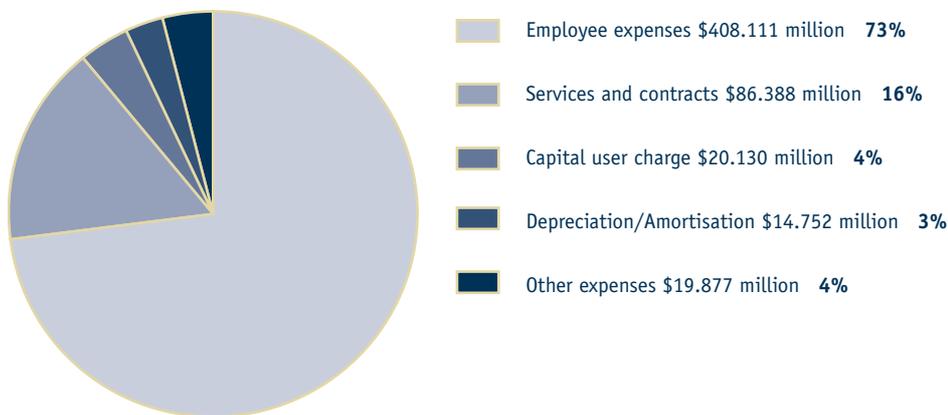- Services to the judicial process  **9.8%**
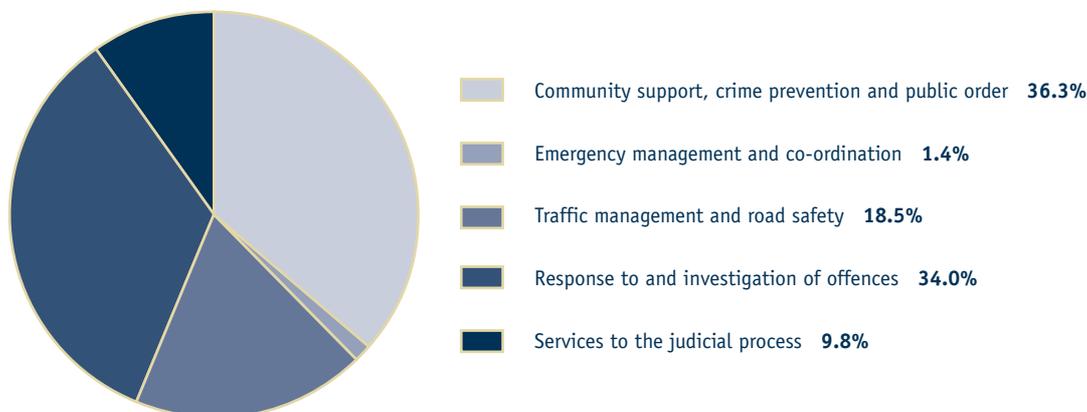
# OVERVIEW

## RESOURCES

The total cost of providing policing services to the community of Western Australia in 2002-03 was $549 million. This represents an increase of around six per cent on the 2001-02 total cost of service of $518 million. The items primarily contributing to the increase were employee-related expenses of $21 million, depreciation of $4.7 million and $3.6 million for information technology projects. A breakdown of expenses is shown below.

### Significant Expenses in 2002-03

| Expense | $'000 |
| --- | --- |
| *Employee expenses* | |
| Salaries and wages | 296,525 |
| Leave expenses | 45,412 |
| Superannuation | 40,260 |
| Employee housing | 12,469 |
| *Services and Contracts* | |
| Rental, leases and hire | 16,973 |
| Repairs and maintenance | 13,035 |
| Insurances and licences | 7,338 |
| Communication costs | 6,753 |
| Electricity, water and rates | 4,749 |
| Other services and contracts | 31,162 |
| *Depreciation* | |
| Office and Computing Equipment | 7,188 |
| Buildings | 4,729 |

- The approved average staffing level for sworn officers in 2002-03 was 4,945 compared with 4,921 in 2001-02.
- The approved average staffing level for unsworn personnel in 2002-03 was 1,042 compared with 1,045 in 2001-02.

### Breakdown of Total Cost of Service by Expense Category in 2002-03



Employee expenses $408.111 million **73%**

Services and contracts $86.388 million **16%**

Capital user charge $20.130 million **4%**

Depreciation/Amortisation $14.752 million **3%**

Other expenses $19.877 million **4%**

# 150 YEARS OF POLICE SERVICE

This year marks 150 years of police service to the community of Western Australia.

Policing in Western Australia began with the founding of the Colony in 1829 when Governor Stirling appointed a few part-time Constables to maintain public order in Perth and Fremantle. A troop of Mounted Police was formed in 1834 and other types of police were added as the needs of the Colony changed, particularly after the introduction of convicts. The Colony's Legislative Council passed a Police Ordinance in 1849 that outlined police powers and responsibilities. An organised Police Force was formally established in 1853, when a Chief of Police was appointed and a Code of Rules published outlining an administrative structure.

In 1861, a second and expanded Police Ordinance was passed to clarify the chain of command, the powers and responsibilities of members and the various offences they had to deal with. In that year, the Police Force consisted of about 75 commissioned officers and men. The extent of police jurisdiction expanded with the State, and by the time the *Police Act 1892* was passed (still largely in force), the number of members had increased three-fold. Until the era of Commissioner Robert Connell, who took the reins in 1912, the management of the police was largely in the hands of colonial gentry, former military men and public servants.

During his 21-year term as Chief of Police, Robert Connell introduced a number of major reforms that have shaped the structure of the Police Force. The changing of the organisation's name to the Western Australia Police Service came in 1994 and the present Commissioner, Barry Matthews, is the first Chief of Police appointed directly from another country since 1867. The structure and administrative style of the Police Service is now in the middle of a reform program, as far-reaching as that of the Connell era.

To help commemorate this historic occasion, a book entitled Protect and Serve: a history of policing in Western Australia was released. The book was researched and written by Mr Peter Conole, an unsworn member of the Police Service.

## A PLANNED APPROACH

The Police Service's Annual Business Plan (ABP), developed each year by the Senior Management Group, provides a framework for the development of overall priorities upon which to focus agency effort.

The priorities within the ABP are the stepping-stones that progress the intentions of our Strategic Plan 2001-2006.

Each year, regions and portfolios also develop their own plans that reflect their local community needs. These plans provide for a local problem-solving approach that fits within the framework of the ABP, which in turn reflects the Strategic Plan.

Another essential part of this planning cycle is the OPR. This reporting model is now well established and provides a framework for measuring and monitoring of progress of regions and portfolios towards achieving corporate outcomes and objectives detailed in each year's ABP.

Highlights of the initiatives reported through the OPR are identified within the Annual Report. The Report is separated into two sections providing information about the Police Service's initiatives and achievements to meet the primary outcomes of Community Safety, Road Safety, and Crime and Justice, and another, providing the performance report and financial statements.

# COMMUNITY SAFETY

**The community has confidence in the level of public order, safety and security**

The Police Service provides a 24-hour service that responds to the community's needs for support, crime prevention and public order. This service is multi-faceted, involving targeted community patrols, responding to general calls for assistance and the co-ordination of public safety for major events and emergency management.

Crime prevention is fundamental in achieving the Community Safety outcome. The agency takes a leading role in influencing and encouraging other agencies as well as the community, to participate in crime prevention strategies.

The Police Service places a strong focus on reducing opportunities to commit crime through community education programs and through targeting priority crime areas and repeat offenders. Its approach to crime prevention impacts greatly on the way in which services are delivered, and the level of community confidence and satisfaction with policing services.

## KEY PRIORITIES FOR 2002-03

■ Addressing areas that the local community identified as a priority.

■ Targeting situations (offences or repeat offenders) based on intelligence.

■ Involving the community in safety and security issues through joint problem-solving approaches and community education.

■ Developing a range of initiatives to decrease the likelihood of incidents occurring or re-occurring.

■ Addressing repeat victimisation in family violence.

■ Deterring young people from criminal behaviour and safety for seniors.

■ Marketing the work of the Police Service by informing the public of crime trends and positive outcomes from policing and local initiatives.

■ Maintaining a high level of preparedness to deal with disasters and emergencies, including emergency management plans, exercises and training.

## SIGNIFICANT ACHIEVEMENTS FOR 2002-03

• Utilised intelligence-led policing methods to identify crime patterns, resulting in significant reductions in burglary, motor vehicle theft and drugs in some districts.

• Formalised Tasking and Co-ordination Groups to address crime issues, through intelligence-led policing methods such as targeting hotspots and recidivist offenders, and the use of forensic resources.

• Established Domestic Violence Programs in conjunction with other agencies, to reduce offences and to generate awareness that domestic violence will not be tolerated.

- Restructured the Crime Prevention and Community Support Division to facilitate the multi-skilling of all crime prevention officers, in order to expand their capability to respond to domestic violence and family issues.

- Implemented youth initiatives with other government agencies to reduce at-risk offenders.

- Established the Building Bridges Program to identify and deter offenders within local Aboriginal communities.

- Managed the State's Disaster Victim Identification (DVI) response to the Bali bombing incident and provided a DVI team-response totalling fifteen forensic officers throughout the operation.

- Reviewed and amended emergency management plans, including regular incident debriefs to ensure plans were up to date.

- Conducted a national counter-terrorist training exercise, under the auspices of the National Counter-Terrorism Committee (NCTC), to test the response to a major terrorist incident in this State.

- Liaised with at-risk industries providing advice and input statewide.

- Formed a working partnership with the security management of the US Naval Command to provide support during Sea Swap activities.

## OVERALL RESULTS FOR 2002-03

- A total of 267,238 selected offences were detected and/or reported to police, representing a decrease of one per cent (-3,833 offences) when compared with 2001-02.

- The number of reported offences against the person was 23,542, representing an increase of two per cent (384 offences) on the previous year. This included increases in reported robbery (13 per cent) and assault (one per cent), but decreases in reported homicide (20 per cent - from 66 to 53) and sexual assault (less than one per cent).

### Reported offences 1998-99 to 2002-03



Legend:
- Offences against the person
- Other selected offences
- Offences against property
- All selected offences

- The number of reported property offences was 226,473, representing a one per cent (-3,081 offences) decrease on the previous year. This included decreases in reported motor vehicle theft (13 per cent) and reported burglary (one per cent), but increases in theft (one per cent) and property damage (nine per cent).

- The number of reported other selected offences (drug and breach of restraining order) was 17,223, representing a decrease of six per cent on the previous year.

- The perceived level of safety when home alone during the day increased compared to the previous year. The proportion of the community who felt safe at home alone during the day was 88 per cent. The proportion feeling safe at home alone after dark was 73 per cent.

- The perceived level of safety when walking or jogging during the day and after dark increased compared to the previous year. The proportion of the community who felt safe walking or jogging alone during the day was 85 per cent. The proportion feeling safe walking or jogging alone after dark was 38 per cent.

- The proportion of the community who felt safe travelling on public transport during the day was 60 per cent. The proportion feeling safe travelling on public transport after dark was 18 per cent.

- The proportion of the community who were satisfied with the job the Police Service was doing in dealing with public order problems was 45 per cent.

- The proportion of the community who were satisfied with the job the Police Service is doing in supporting community programs was 74 per cent.

- Of the general calls for assistance (not including 000 calls) received, 85 per cent were answered within 20 seconds.

## INITIATIVES IMPLEMENTED IN 2002-03

### REDUCING THE LEVEL OF OFFENDING

#### Anti-social Behaviour

Operation Scarborough Beachfront 2002 was instigated in the West Metropolitan District to monitor New Year's Eve celebrations at Scarborough Beach. In recent times, celebrations have been spoiled by anti-social behaviour, fuelled by excessive alcohol consumption. This situation raised a number of issues, particularly the problems caused for residents and local businesses in the vicinity, and the vulnerability of young people attending the celebrations.
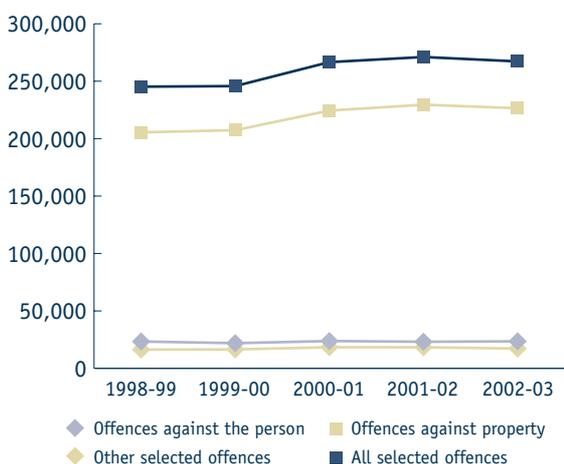
# COMMUNITY SAFETY

In partnership with a number of agencies, stakeholders and the community, an Emergency Risk Management assessment was undertaken and strategies for mitigating identified risks were developed and implemented throughout the operation. Prior to conducting the operation, police liaised with all stakeholders and marketed the strategy to the wider community to raise awareness and gain their co-operation. A key message to the community was the need for parents to share responsibility for their children's welfare and conduct.

During the operation, police and staff from stakeholder organisations were appropriately deployed. Volunteers also assisted with welfare issues, and a recovery tent was available for people affected by alcohol or drug-abuse. As a result of this initiative there were only minor incidents of anti-social behaviour, significantly lower than previous years.

Operation Alliance was formed in January 2003 to combat the incidence of anti-social behaviour in the Geraldton Central Business District (CBD). During a time when Geraldton is undergoing major development, the Chamber of Commerce and the City Council raised concerns about the potential impact of anti-social behaviour on future progress. A joint approach needed to be taken to change community perception that the Geraldton CBD was unsafe.

Joint patrols between police, community patrollers and Shire Rangers were undertaken to ensure a proactive presence at peak trading times in hot spots, that is, areas identified as higher risk through analysis of tasking patterns and offence statistics. The patrols are based on a structured action plan in which the patrollers visit business managers to promote their presence and interact with the public to give them a sense of security.

Although primarily proactive, the patrols can address anti-social behaviour problems quickly and firmly.

## Party Safe

While the Police Service acknowledges that parties are an Australian way of life and a popular way to celebrate various special occasions, there has been a growing cause for concern about the increased incidences of public disturbances at parties. Party Safe is a program providing information to both party hosts and police, to help minimise the risk of parties being ruined by intoxicated guests, gatecrashers, neighbourhood disturbances and ensuring parties are conducted in a safe and lawful manner.

Party Safe was developed from a Victoria Police model and adapted in consultation with the Health Department, Healthway and the Liquor Industry Council of WA. Information contained in the program covers the following topics.

| | | |
|---|---|---|
| Hosting a party | Additional strategies | Standard drinks |
| Party layout | Polydrug use | Drink spiking |
| Alcohol and parties | Alcohol and the law | Gatecrashers |
| Making decisions–Parents/Hosts | Liquor licensing | Noisy parties |

Party hosts are encouraged to register parties at their local police station and upon registering are provided with the Party Safe book. The book has a detachable Party Safe poster, which may be displayed at the entrance to party premises informing guests and prospective gatecrashers that their party is a Safe Party and registered with the Police Service.

## Personnel Profile

### Lisa Gardiner SENIOR CONSTABLE

Lisa joined the Police Service in October 1985, and since then has served in a number of general duties locations, both metropolitan and country. In January 2002, Lisa was appointed to the position of Peel Crime Prevention Officer for Pinjarra. Additionally, she currently fulfils the roles of School Based and Family and Domestic Violence Officer.

One of her first tasks was to establish community policing services within the shires of Waroona, Boddington, Murray and Serpentine-Jarrahdale and she has been instrumental in the creation of a Community Resource Centre in Pinjarra. Lisa was also instrumental in establishing Roadwise committees in all shires and Safer WA committees in three local districts.

Lisa's work has a strong focus on bringing key external agencies together to address community safety and youth support issues in local areas. This is evidenced by several projects currently underway including establishing youth centres in the Boddington and Waroona areas in partnership.

Lisa believes that her current duties are a vital part of mainstream police work and affords her the opportunity to interact with the community to address their concerns.

This ongoing operation has reduced the incidence of offending in shopping arcades and has received positive feedback from alliance partners. Operation Alliance is also acting as a catalyst for other initiatives being developed and implemented in the city.

**Family and Domestic Violence**

Data indicate that in the metropolitan area, the greatest incidence of offending related to family and domestic violence occurs in the South-eastern corridor. Taking a holistic approach to family and domestic violence, South East Metropolitan Police District has formed alliances with the Department for Community Development (DCD) and the Armadale Domestic Violence Intervention Project (ADVIP). These agencies and police personnel are working together on a daily basis to address the needs of victims and offenders, as a means of addressing family and domestic violence issues and working towards reducing the incidence of violent behaviour within families and other relationships.

The District's Domestic Violence Officers are co-located with DCD. This assists with the sharing of experiences and in understanding the associated issues. It also allows for the joint development of strategies and initiatives to address family and domestic violence in the local community. Domestic Violence Incident reports are analysed and where there have been at least two incidents, the victim is contacted and the families are referenced on information systems.

In a family and domestic violence situation, DCD officers attend with police to look after the needs of the women and children. Officers are also assisted by ADVIP and Nardine Wimmins Refuge, who provide support to the women and children should they have to leave their home. The offender is generally dealt with by the local police. Where no charges are laid, the Domestic Violence Unit has had success in placing offenders in the Breathing Space Centre, which provides a 13-week residential program to perpetrators of family and domestic violence. These programs are utilised in an attempt to stop further violence in the family.

**Burglary**

Over a period of 12 months, recidivist offenders had been responsible for a large percentage of burglaries and thefts in Albany. Commonly, these offences were being committed at night on both domestic and commercial premises.

In 2003, the Albany Target Offender Group (formerly the Burglary Reduction Team) was formed. Although the main goal of the Group is targeting recidivist offenders in Albany, it is also responsible for other tasks such as: responses to high-risk situations; executing search warrants; and assisting with major investigations into serious crime. Outcomes for the year were very positive, and although not all burglary offences were cleared, members of a key group of offenders in Albany were arrested and charged for a series of burglaries.

During the year, the Albany Target Offender Group arrested 33 serious repeat offenders with 144 offences (including some offences other than burglaries) committed in Albany and surrounding areas. As a result of this, a clearance rate for burglaries of 27 per cent was achieved.

Burglary is also of concern in the Peel District. Local businesses are not exempt from the incidence of burglary. Although there appears to be a decline in the number of commercial burglaries within Mandurah, apathy still existed and there are indications that business proprietors were failing to adequately secure their premises.

The Mandurah Safer WA Committee, in conjunction with police, identified a need to address this particular concern. As a result, a Burglary Working Party was formed, comprising representatives from a number of key agencies including the City of Mandurah, Department of Education and Training, Department of Justice, DCD and officers from the Peel District.

The Working Party developed a burglary package to be delivered to businesses within Mandurah. This provides simple crime prevention strategies for proprietors to adapt to their respective workplaces.

## Personnel Profile

### George Loverock INSPECTOR

George joined the Police Service in 1977 and after graduating from the Police Academy served five years in general duties policing, before becoming a Detective in 1982. In his 26 years of service, he has been posted to a variety of metropolitan and country locations, and has had the opportunity to work on a number of major investigations during his time as a Detective.

Since taking the role of Assistant District Officer in South West District in June 1999, his focus has been on creating a team environment that encourages staff to be proud to serve in the district. George is actively re-establishing the important role that Senior Sergeants and Sergeants play, as he believes they are the major decision-makers within the district.

George is committed to the view that the most powerful tool in policing a district is a visual police presence. This has enabled the South West District to reassure the community that the district is safe, and that police are deterring anti-social behaviour, criminal activity and reducing road trauma. He encourages staff to challenge the status quo of contemporary policing methods, a strategy that has had a positive effect on their professional development and created the opportunity to deliver improved policing services to the South West community.

# COMMUNITY SAFETY

To date, approximately 1,500 burglary packages have been delivered to businesses and have been very well received. A number of proprietors have indicated that they found the package particularly useful in identifying areas of security that needed further attention.

## DETERRING COMMUNITY MEMBERS FROM OFFENDING LIFESTYLES

The Community Services Review Project was instigated to identify how the Police Service could improve the delivery of community services and crime prevention functions. The Review contained recommendations regarding:

- a strategic focus that integrates with Safer WA strategies;

- an appropriate service delivery model;

- functions that need to be undertaken in the provision of community services; and

- appropriate structures and processes to enable community services to be delivered.

As a result of the Review, implementation plans have been developed that detail the steps required for improving delivery of community services and adopting a new approach to crime prevention throughout the State. The implementation plans have the main themes of developing a corporate approach where crime prevention is an integral part of policing, rather than a separate specialist role; and providing appropriate support to assist all areas within the Police Service to address crime prevention issues. Implementation of the Review recommendations involves significant cultural change and accordingly will be implemented over an extended period. However, given its importance a number of issues will be addressed within 12 months.

### Young People

One important recommendation identified by the Community Services Review Project was the need for an evaluation of the three major youth programs of the Police Service: the Federation of Western Australian Police and Citizens Youth Clubs Inc. (PCYC); the Blue Light Association of Western Australia Inc.; and the Western Australia Police Rangers. These programs for young people were reviewed to determine if they were contributing effectively towards identified crime prevention outcomes.

The evaluation included consultation with internal and external stakeholders to establish the effectiveness of current managerial practices (financial management, facility management, risk management, program/project management). The review also considered the expertise of personnel involved in these programs and looked for evidence of any duplication with other non-Police Service programs for young people. It sought to explore the potential for any strategic partnerships with other similar programs.

The evaluation found that there were a number of areas where Police Service programs for young people were duplicating services already available at a local level, and which predominantly involved recreation activities for those youth involved in structured sporting events. A number of recommendations that aim to create initiatives designed for the delivery of contemporary and quality crime prevention programs for young people resulted.

At a local level, the Kensington Police and Citizens' Youth Club (KPCYC) programs are aligned with the current Police Service Crime Prevention Strategy aimed at reducing the opportunity for young people to commit crime, and provide a focal point with police.

Broadly, the mandate for KPCYC programs is to provide a crime prevention focus in the South-east metropolitan corridor. The programs aim to: establish local level partnerships involving work with offenders and at-risk young people to reduce crime and unemployment rates; foster positive police-youth relations; focus on harm reduction and alcohol and drug abuse in the workplace, home and school and build self-esteem.

Programs are centred on accredited competency-based training in automotive, retail, or sport and recreation fields. They provide learning and life-skill programs such as driver education, literacy and numeracy skills, alcohol and drug harm-reduction, accredited first aid and recreation (including outdoor adventure-based). The programs also include thrill-seeking and special-interest components such as vintage-vehicle restoration and rally cars. In this regard, they provide a holistic package in which courses are delivered in a flexible, non-threatening environment that encourages learning, peer support, self-responsibility, teamwork and harm minimisation.

The KPCYC works collaboratively with a number of key stakeholders to maximise outcomes, oversee client welfare and ensure that appropriate safety nets exist. It has been successful in placing many clients who have previously had histories of offending, long-term unemployment or difficulties with the school-to-work transition into apprenticeships and traineeships.

Operation Manchester United was implemented in Merredin to address the issue of damage, stealing and graffiti offences being committed by young people, due to boredom. There was an identified need for a mentoring and supervision strategy for young people from dysfunctional homes, who were often the victim of substance abuse and family and domestic violence. These young people were wandering the streets and committing offences, particularly shoplifting offences.

This initiative took advantage of the growing popularity of soccer, with Merredin police organising regular coaching sessions for approximately thirty young people aged between 8 and 14 years, many from dysfunctional homes and some of whom have been involved in petty crime in the past. The officers also organised games between the young people, police and teachers.

As a result of this initiative there has been a decrease in anti-social behaviour by the target age group in Merredin. Providing the young people with supervision and mentoring after school hours, they are able to associate with police in an approachable and non-threatening environment. The involvement of police in this initiative has also resulted in increased participation of parents in their children's activities.

**Drug and alcohol awareness**

Drug and alcohol issues continually dominate our communities and are the subject of numerous ongoing public debate and media exposure throughout the State. The social and economic cost of drug problems have been the subject of much community concern. It is widely agreed that if the misuse of drugs can be prevented there will be a dramatic reduction in crime and the suffering caused to drug-users, their parents and families.

It has been identified that no single group or organisation can tackle the alcohol and drug issues alone, however, communities working in partnership can make a real difference. The Police Service continues to place an emphasis on the delivery of quality drug-awareness education sessions to local parent and community groups. These sessions are designed to educate and better empower parents and the community, providing them with practical and informed strategies for preventing young people from becoming involved with alcohol and other drug substances.

Diversionary strategies and policies, such as the Cannabis Cautioning System, have been developed. These diversionary strategies will involve the provision of counselling and referrals by service providers, including Community Drug Service Teams. They are seen as a significant move towards reducing the harm associated with cannabis use and allow police the opportunity of early intervention.

The Police Service maintains a progressive approach to managing the implementation of drug diversion in partnership with other government agencies. These strategies and policies are seen as a proactive approach in working towards reducing the harmful effects associated with alcohol and drug issues. The Police Service Alcohol and Drug Action Plan 2002-2005 details initiatives for reducing the supply of illicit drugs and the illegal supply of alcohol. It provides the direction for interaction with other government agencies in providing a more holistic approach to the problems associated with alcohol and drugs.

## IMPROVING THE COMMUNITY'S PERCEPTION OF SAFETY

### Seniors

There is a perception among many seniors that they will become victims of crime. It is important that seniors know they are amongst the least likely age group to be affected by the incidence of crime. Seniors often feel vulnerable and frightened, resulting in a reduced quality of life and a less independent lifestyle.

A Seniors Safety Program was developed by officers from the Peel District aimed at providing all types of safety information to seniors by way of a series of workshops. The concept behind the workshops was to provide an appropriate forum in which seniors could play an active role in increasing their level of personal safety.

The workshops offer practical and reassuring information with the intention of reducing the fear felt amongst the elderly. Workshops are conducted on many topics covering all aspects of safety, including personal safety, home security and offender identification. Numerous workshops have been delivered and feedback received from those in attendance has been positive.

### Aboriginal people

The North West Metropolitan District implemented the Building Bridges Program to improve communication with the local Aboriginal community.

Part of the program was the beautification of a local Aboriginal camp to make the area more attractive to the general public. With the permission of Elders from the camp, and in partnership with the local business community, the improvements included:

- removal of wrecked vehicles from the camp, with some being sold for spare parts to obtain a cash flow for the community;

- laying of lawn in the front car park; and

- general clean-up of the camp.

In collaboration with the Elders, it is intended to establish displays of Aboriginal culture, Aboriginal music and artworks on the site each weekend. These will be open to the general public, and will serve to remove the stigma surrounding the camp. Through this initiative the residents of the camp will be able to obtain some remuneration for their efforts and interact with the broader community. The Program also encompasses Career Expos for young people, as well as a driver-education scheme to assist Aboriginal people to obtain a driver's licence.

A further initiative of the Program is to provide support to Aboriginal families who have relocated to the area. It became evident that these families had no means of transport and were unfamiliar with their new surroundings. Officers from the district make contact with these families and offer assistance to help them become familiar with their new neighbourhood and provide information regarding public transport and other facilities.

### Implementation of recommendations of the Royal Commission into Aboriginal Deaths in Custody

It is a requirement under Recommendation 85, Royal Commission into Aboriginal Deaths in Custody to report on the number of persons detained for drunkenness. The number of persons detained in Police lock-ups for drunkenness has decreased by 41 per cent from 4,043 in 1998-99 to 2,372 in 2002-03. The number of persons detained in sobering-up shelters has increased by 30 per cent from 15,842 in 1998-99 to 20,622 in 2002-03.

### MANAGEMENT AND CO-ORDINATION OF EMERGENCY RESPONSE

The Police Service develops plans to mitigate emergencies and large-scale incidents. It also provides support and advice at the scene or in support of such incidents. Emergency management involves the effective co-ordination of resources, frequently working closely with other key agencies, and continually identifying and implementing best practice. A program called WESTPLANS responds to the emergency management challenge, addressing and reviewing strategies for the management of emergencies such as air crashes, visits of nuclear-powered warships, land and marine search and rescue and space debris re-entry.

During 2002, the Airport Emergency Plan was reviewed. This plan details management roles, responsibilities, strategies, systems and arrangements to respond to an emergency involving an aircraft and/or airport facility. A State-level exercise requiring multi-agency response was planned and exercised during the year. Enhanced communication strategies were introduced to reflect emerging trends since September 11 and the Bali Bombing. Strategies were also implemented addressing chemical, biological and radiological risks. As a result of the Airport Emergency Plan and accompanying training, the community can be confident that any response to an air-transport emergency will be effective and well co-ordinated.

The Kwinana industrial area has been the State's prime, heavy-industrial precinct for many years. With the upgrade of PC COPS (Police Community Combined Operational Phone System) from a metropolitan-based to a whole-of-state system, it was

**Persons Detained for Drunkenness - Western Australia**

| Detained | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|---|---|---|---|---|---|
| Sobering-up shelters | 15,842 | 17,431 | 16,565 | 18,237 | 20,622 |
| Police lock-ups | 4,043 | 3,212 | 3,547 | 2,518 | 2,372 |
| Total | 19,885 | 20,643 | 20,112 | 20,755 | 22,994 |

**Source:** Drug and Alcohol Office

## Personnel Profile

### Frank Raab CONSTABLE

Frank is an experienced search and rescue co-ordinator and a highly respected team member of the Emergency Operations Unit (EOU). He is well respected by police and external agencies throughout the State for his emergency management expertise. His extensive knowledge in relation to aviation search and rescue was accumulated whilst employed with Airservices Australia.

When Frank was recruited by the Police Service in 1994 to assist with emergency management, there was minimal training and his main role focused on training staff in relation to the police response to hazardous material. He led the EOU team in the development of accredited training in marine and land search and rescue. He was able to use his expertise to develop search and rescue training and procedures for aircraft emergencies within the State.

The role of the EOU has significantly increased in recent years, to ensure that the Police Service has the capability to effectively undertake its emergency operational and management responsibilities. There is now a greater understanding and recognition of the importance of emergency management plans and regular training support to exercise those policies and procedures. In consultation with other agencies, the EOU constantly reviews and updates those plans to ensure the community of Western Australia receives world best-practice when dealing with the management of emergencies.

identified that the Kwinana industrial area did not have an effective alert capability for a hazardous situation or a major safety incident. Of major concern was a hazardous chemical emergency where the public could not be quickly alerted.

The Kwinana Industries Council had been a strong supporter of the PC COPS program since its inception. It was a natural step in the evolution of the system that it would be integrated into the industrial area to assist in times of an emergency and to warn the public of a potentially hazardous situation.

The Police Service and the Kwinana Industries Council are working together in the Kwinana area to use this emergency communications system in the event of an industrial incident. It enables Council members, Police Service and Fire and Emergency Services, to quickly alert people in nearby industries and communities by telephone in an event of an emergency and to advise them on steps to take in such an event.

During January 2003, the American Naval ship USS Fletcher arrived in Fremantle for the purpose of changing the ship's crew in the inaugural Operation Sea Swap. In the time leading up to the war in Iraq, Operation Sea Swap provided a political backdrop for anti-war and anti-nuclear groups to stage protests that would be of international interest and scrutiny.

Preparation for Operation Sea Swap included extensive liaison with the Fremantle Port Authority, Australian Army, Customs, US Navy and US Naval Criminal Investigations Service, as well as the contracted stevedores. Officers from the South Metropolitan District collaborated with these groups to ensure that security in the vicinity of the visiting warship was not compromised. A strong alliance was formed with these groups providing an example of policing that was being scrutinised internationally. The success of the operation has resulted in a recommendation that similar operations be continued.

# Response to Bali terrorist attack

Terrorist bomb attacks in Paddy's Bar and the Sari Club, in Kuta, Bali on 12 October 2002 resulted in injury and death to hundreds of people. The Police Service supported the Australian response to assist Indonesian authorities with the criminal investigation and disaster victim identification. A Police Service team comprising three forensic investigators, the Chief Forensic Pathologist and a forensic odontologist were part of the first Australian contingent deployed in the Bali response.

In company with other Australian State and Federal police officers and forensic professionals, they commenced the post-mortem and ante-mortem phases of the Disaster Victim Identification. This included management of missing persons' information and property, post-mortem examination, photography and fingerprinting. Over a four-month period, a total of fifteen Police Service officers were deployed to Bali to conduct duties associated with the post-mortem, ante-mortem and reconciliation phases of the operation. Technical support was also provided to the Indonesian forensic laboratory in various aspects of the crime scene investigation.

The identification of all victims was completed four months after the incident and realised a significant partnership for the Police Service with the Australian Federal Police and Australian government and international agencies. Experience gained is contributing to the preparedness of the Police Service should any mass casualty incident occur in the future.

# ROAD SAFETY

## Road-users behave safely

The main focus of the road safety outcome is to improve road-user behaviour. The Police Service takes a co-ordinated approach with State and National Road Safety Councils and other relevant agencies and stakeholders to develop strategies targeting factors identified as major contribors to road crashes, such as speed, alcohol, seatbelt usage and fatigue.

The activities involved to achieve this outcome include targeted traffic law enforcement, crash attendance and investigation and a range of functions that constitute traffic management. Activities such as public education and awareness programs, traffic patrols, random breath-tests and speed-enforcement operations all contribute to positively influencing road-user behaviour.

### KEY PRIORITIES FOR 2002-03

- Implementing strategies with the local community to address local issues and trends.

- Undertaking road safety education through local road safety education and supporting statewide or National Road Safety campaigns.

- Using road safety enforcement and traffic stops to support investigations and develop proactive strategies targeting offenders or offences.

- Enforcing traffic laws through strategies to monitor road-user behaviour, including quality traffic stops.

- Ensuring officers knew how traffic activities linked with, and contributed to, intelligence-gathering and the broader investigative process.

### SIGNIFICANT ACHIEVEMENTS FOR 2002-03

- Contributed to the development of the State Road Safety Strategy 2002-2007 and supporting action plans and key performance indicators in conjunction with other key road safety stakeholders.

- Progressed the Co-ordinated Action Plan (CAP) Speed Project, relating to the enhancement of speed-enforcement capabilities.

- Established committees to enable a more focused and co-ordinated approach to road safety, incorporating Police Service, Roadwise, the Department for Planning and Infrastructure and Main Roads Western Australia.

- Conducted ongoing proactive traffic campaigns and targeted patrols incorporating vehicle stops in crime hotspots, with a view to apprehend persons involved in criminal activity.

- Implemented traffic management and road safety campaigns based on intelligence to provide a highly visible police presence on the main arterial highways and target speed, fatigue, drink-driving and seatbelt compliance.

- Expanded driver education programs delivered to schools and other youth groups.

### OVERALL RESULTS FOR 2002-03

- In 2002, Western Australia recorded a higher number of fatal road crashes per 100,000 registered motor vehicles and fatalities per 100,000 persons compared to the previous year.

**Number of fatal road crashes per 100,000 registered motor vehicles**
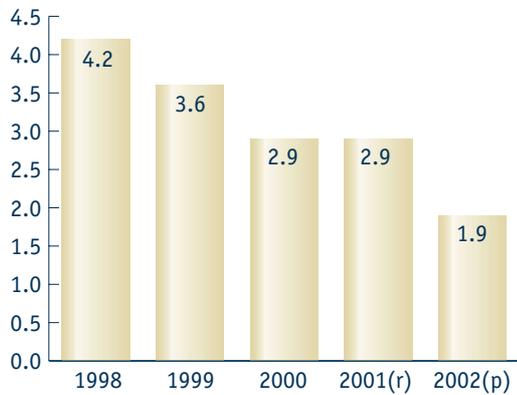


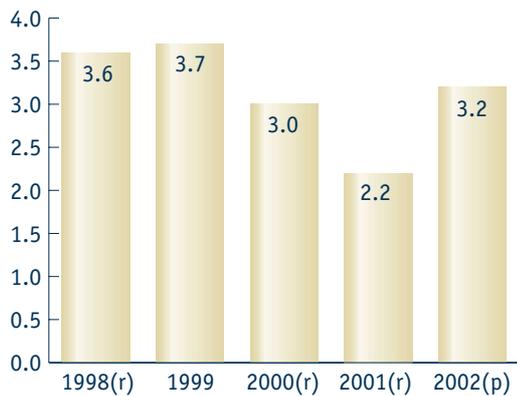(p) Preliminary figures pending the completion of all coronial inquiries.

- In 2002, the number of fatal road crashes per 100,000 registered motor vehicles, where drink-driving was a major contributing factor, was the lowest for at least five years.

- In 2002, there was an increase in fatal road crashes per 100,000 registered motor vehicles where excessive speed was a major contributing factor compared to the previous year.

**Number of fatal road crashes per 100,000 registered motor vehicles where drink-driving and excessive speed were major contributing factors**
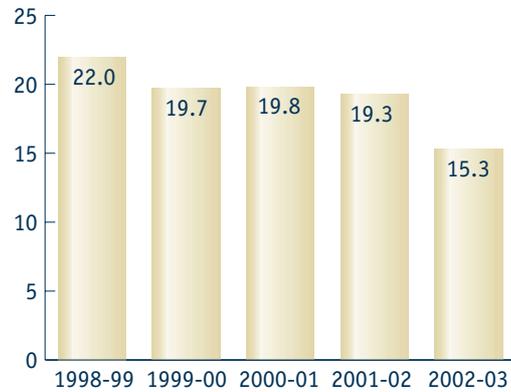
DRINK-DRIVING

| Year | Value |
|------|-------|
| 1998 | 4.2 |
| 1999 | 3.6 |
| 2000 | 2.9 |
| 2001(r) | 2.9 |
| 2002(p) | 1.9 |

EXCESSIVE SPEED

| Year | Value |
|------|-------|
| 1998(r) | 3.6 |
| 1999 | 3.7 |
| 2000(r) | 3.0 |
| 2001(r) | 2.2 |
| 2002(p) | 3.2 |

(p)  Preliminary figures pending the completion of all coronial inquiries.

(r)  Figures have been revised from those shown in the previous annual report. A revision of figures for certain years reflects changes to the number of crashes due to the completion of coronial inquiries and/or the number of registered motor vehicles.
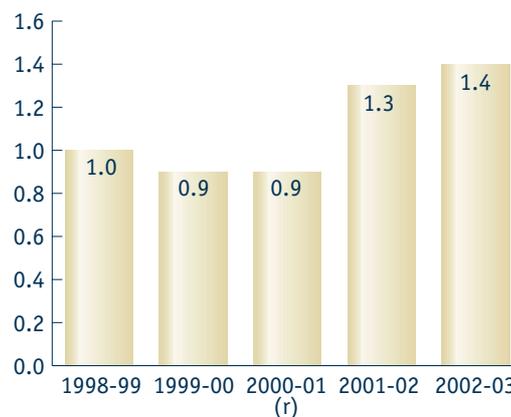
- The proportion of drivers in WA who indicated that they had driven over the speed limit by 10 kilometres per hour or more was 64 per cent.

- Speed cameras monitored 20,766,276 vehicles for speeding. About 15 per cent of these vehicles exceeded the posted speed limit, the lowest percentage since at least 1998-99.

**Percentage of vehicles monitored by speed cameras exceeding the posted speed limit 1998-99 to 2002-03**

| Year | Value |
|------|-------|
| 1998-99 | 22.0 |
| 1999-00 | 19.7 |
| 2000-01 | 19.8 |
| 2001-02 | 19.3 |
| 2002-03 | 15.3 |

- There were 169,130 briefs, infringements and cautions issued to drivers who were detected exceeding the speed limit, using methods of speed detection other than speed cameras.

- The proportion of drivers in WA who indicated that they had driven when they felt that they might have been over the 0.05 blood-alcohol limit was 14 per cent.

- Police breath-tested 1,003,303 drivers, resulting in 14,325 charges for drink-driving offences (1.4 per cent of drivers tested). This is the highest percentage since at least 1998-99 and can be attributed to the intelligence-led proactive targeting of locations where there is likely to be a greater incidence of drink-drivers. However, it does not necessarily indicate that more people are drinking and driving.

**Percentage of drivers tested who were charged with drink-driving offences 1998-99 to 2002-03**

| Year | Value |
|------|-------|
| 1998-99 | 1.0 |
| 1999-00 | 0.9 |
| 2000-01 (r) | 0.9 |
| 2001-02 | 1.3 |
| 2002-03 | 1.4 |

(r) Revised

- The proportion of drivers in WA who indicated that they always wear a seatbelt was 90 per cent.

# ROAD SAFETY

## INITIATIVES IMPLEMENTED IN 2002-03

### REDUCING FATAL AND SERIOUS ROAD CRASHES

**Alcohol and Drugs**

Anecdotal evidence indicates increasing incidents in which drugs are considered to be a contributing factor in crashes. There are varying estimates as to the contributory role of drugs in fatal crashes - although research suggests it could be around 6.5 per cent nationally. It is acknowledged that a combination of drugs and alcohol is producing even higher road safety risk.

A number of key problems were limiting the Police Service's ability to respond to this emerging trend. These problems included the need for contemporary legislation and improved police operational protocols. Additionally, there is currently no reliable, cost-effective and validated method available for roadside testing for drugs (other than alcohol) that can be used as evidence of driver impairment.

To examine this issue, a working group of key stakeholders was established comprising representatives from the Police Service, Office of Road Safety, Injury Research Centre of The University of Western Australia, National Drug Research Institute, Drug and Alcohol Office of the Health Department, Department for Planning and Infrastructure and the Department of Justice. The aim of the group was to investigate the extent of road safety problems caused by drug-impaired driving, and to recommend appropriate enforcement strategies based on best practice adopted nationally and internationally.

The working group completed its findings in June 2003, and these will be considered by the Road Safety Council, with recommendations to government. Key recommendations are legislative changes to include a new offence of driving while impaired by a drug, compulsory blood samples for drivers hospitalised as a result of a crash and the development of standardised and validated roadside impairment assessment tests.

The working party is optimistic that these new drug-driving enforcement and counter-measure initiatives, which are aimed at reducing the incidence of road trauma, will be endorsed. This examination highlights the gains that can be made through the collaboration of strategic partners in addressing significant and emerging road safety issues.

An issue for the Peel District was the perception by some members of the community that it was acceptable to drive while over the prescribed blood-alcohol limit, and due to their location, the chances of being apprehended were much less than drivers in the metropolitan area.

In conjunction with South Metropolitan District, South East Metropolitan District and South West District, the Southern Region's Mobile Breath-Testing Station (booze bus) was deployed at various locations throughout these districts. While these deployments included a degree of unpredictability, they incorporated highly visible locations and targeting of liquor establishments to gain maximum impact.

The deployments have resulted in 3,400 drivers being stopped for a random breath-testing in May and June 2003. From information received from members of the community, their perception of drink-driving is changing. It is expected that by continuing these types of operations, those drivers who place themselves and other road-users at risk will be apprehended.

**Excessive Speed**

The Police Service has been operating speed cameras since 1988, with an initial complement of three cameras. In 1995-96, with the provision of external funding, the Police Service increased speed camera enforcement to its current operational strength of 13 cameras. The number of vehicles passing through speed cameras has steadily risen throughout this time to over 20 million.

To combat excessive speed on Western Australian roads, the State Road Safety Strategy for Western Australia 2002-2007 requires police implement further initiatives relating to the use of speed cameras, including: increased speed camera use; supplementing the use of speed cameras in a covert approach;

an increased number of locations; and increased use of other laser and radar speed-detection equipment.

Since 1998, the Police Service has been progressing the Enhanced Traffic Enforcement Program, a whole-of-government approach to increasing the use of speed cameras and enhancing recording systems with new technologies such as on-screen digital photographs.

The Enhanced Traffic Enforcement Program is now known as the Co-ordinated Action Plan (CAP) Speed Project. Full implementation of CAP Speed is expected in July 2004. This new system will provide the Police Service with a solution that has the capacity to:

- accept digital photographic evidence;
- use one system for speed camera and on-the-spot infringements;
- provide for e-messaging between the infringement area and police stations; and
- alleviate costly and time-consuming enquiries.

New systems will also strengthen the Police Service's aim to increase speed detection equipment, and will place the agency at the forefront in Australia, in relation to information collation and data processing for traffic enforcement.

Research of crash records in the Great Southern District identified a driver-behaviour problem on Albany Highway and Great Southern Highway, especially with speeding motorists. While previous operations had been conducted, it was apparent that road-users had not altered their behaviour. To address this situation, Wagin police conducted Operation Rural Concern, concentrating on reinforcing the social unacceptability of speed and dangerous driving, between March and May 2003.

The operation also utilised staff from Boddington, Williams, Katanning, Cranbrook and Albany Police Stations and involved co-ordinated daily patrols of the Great Southern and Albany Highways. During the period, patrols on the highways were increased by 33 per cent and 24 per cent respectively, with the majority of the patrols conducted between Thursday and Sunday and Monday of long weekends.

Of the 1,818 drivers stopped, approximately 26 per cent were charged with speeding offences and 14 per cent were charged for other offences. The visible presence of police patrols on the two major highways contributed to there being only one traffic crash during the seven-week period of the operation.

## REDUCING THE NUMBER OF ROAD-USERS BEHAVING UNSAFELY

### Driver Education

The expansion of the Defensive Driving Course, designed to change driver attitudes and behaviour, involved training and marketing across the State. The course has expanded from metropolitan-only delivery to having trained officers in the Kimberley, Pilbara, Mid West-Gascoyne, South West Districts, along with the training of Aboriginal Police Liaison Officers to deliver the program to Aboriginal communities.

Officers involved in the delivery of the course have reported excellent feedback from the participants, with great demand from the community. The Defensive Driving Course is an important tool to reduce road trauma. It was extended to cater for the requirements of the juvenile justice processes in the coming year, and is being evaluated for application as a key component in pre-driver education, a sentencing option for Magistrates and a diversionary option from the court process.

Road Show, launched in August 1996, is a purpose-built semi-trailer. Inside the trailer are interactive exhibits relating to the major causal factors in road trauma. These exhibits are aimed at the four target groups: pedestrians, cyclists, pre-driver and driver, and for age groups between kindergarten to adult.

Since its launch, the Road Show has completed tours of the Kimberley, Pilbara and Goldfields-Esperance Districts, it has attended in excess of 500 schools and a variety of public events, with more than 200,000 attendees.

## Personnel Profile

### Neil Gordon SERGEANT

Neil joined the Police Service in 1984 as a Police Cadet and graduated from the Maylands Police Academy in 1986. He has served in a variety of positions in support areas and metropolitan and country locations, most recently in a supervisor position in Geraldton.

In 1995, Neil transferred to Halls Creek and it was during this four-year deployment that he became involved in the 1996 riots. In recognition of his work during this time, he was awarded a Bravery Medal. Upon promotion to Sergeant in 1999, Neil had a short stint at Perth Traffic Branch before returning to Halls Creek. A highlight of his time at Halls Creek included a key role within the community, especially at isolated locations such as the Balgo Community. His efforts have featured in the ABC television documentary Kimberley Cops. For three consecutive years Neil, in conjunction with the Office of Aboriginal Health, ran the Balgo to Yundi (Biggest) City Program, an initiative, to address the petrol-sniffing issue within the Balgo Community.

Other activities included running the Blue Light Discos monthly and the Kids in Cars driver-training program in conjunction with Roadwise. This program ran for two school terms enabling students to gain sufficient training to obtain their learner's permits.

Neil's efforts have significantly enhanced police and community relations and he looks forward to again working with remote communities in the future.

# ROAD SAFETY

### Driver Fatigue

Operation Haveachat, an initiative in the Pilbara District, was formulated to coincide with the Easter traffic campaign and the commencement of the tourist season in the North-west. It was aimed at reducing the incidence of road trauma associated with driver fatigue. The operation was run concurrently with a media campaign co-ordinated by the Office of Road Safety that raised awareness of the dangers of driver fatigue.

The operation provided the opportunity for motorists to participate in a Driver Reviver stop. A Mobile Police Facility was deployed and a marked traffic vehicle conducted highway patrols during the operation. Motorists stopped by police were invited to have some refreshments and have a chat with the police officers.

Feedback from motorists was very positive, with many appreciating the efforts of police to combat driver fatigue and promote safe-driving practices, as well as the opportunity to speak to the officers in an informal manner. During the Operation, there were no fatal crashes or serious crashes in the district.

In consultation with the local community, Wongan Hills police implemented an initiative aimed at raising public awareness of the dangers of driving while tired. Of particular concern was the reduction of serious crashes on country roads during long weekends.

As part of this initiative, a local business owner provided space for police to display road safety information emphasising the message, driving while tired can kill. Material displayed included pamphlets, brochures and posters and community members were also offered sample bags containing information on driver fatigue.

Positive feedback was obtained from the community on the information provided and displayed and the initiative highlighted the dangers of driving while tired. A partnership has been formed between police and the local business owner to continue this type of road safety initiative in the future.

### LINKING TRAFFIC MANAGEMENT AND ROAD SAFETY WITH COMMUNITY SAFETY AND CRIME MANAGEMENT

### Police Visibility

The Mobile Police Unit is highly visible and versatile, providing a range of services to the metropolitan and country districts. In addition to the proactive policing role on bicycle patrols of shopping centres and targeted hot-spots, the Unit provides operational and logistical support to operations and special events across the State. During these events the Mobile Police Unit provides an additional resource to districts to promote and enforce road safety and traffic management and to deter anti-social behaviour.

During 2002-03, the Mobile Police Unit stopped 10,862 vehicles and conducted driver's licence checks; issued 2,553 traffic cautions; 471 traffic infringements and 211 work orders; conducted 3,304 random breath-tests; issued 2,156 liquor cautions and 68 liquor infringements; and conducted 8,376 security checks.

### Targeted Operations

The South Metropolitan and Peel Districts conducted Operation Interceptor, to target and identify possible offenders moving between the districts and to gain intelligence on the movements of these persons of interest.

The operation, conducted in March 2003, involved the use of the Southern Region Mobile Breath Testing Station (Booze Bus) and traffic vehicles to stop traffic and carry out vehicle inspections. Throughout the operation, over 200 vehicle stops and searches were conducted, with several persons charged for offences, including drug offences, stealing offences and breaches of the *Fish Resources Management Act 1994*. Two persons were also apprehended in relation to an aggravated burglary in Mandurah.

## Personnel Profile



### Tuesday Lockyer SENIOR ABORIGINAL POLICE LIAISON OFFICER

Tuesday joined the Police Service in May 1995, as an Aboriginal Police Aide (now Aboriginal Police Liaison Officer) becoming only the third woman to do so at that time. Since then she has served all of her career in Roebourne and was subsequently promoted to the rank of Senior Aboriginal Police Liaison Officer (APLO) in May 2003.

Tuesday is seen as a mentor by new station staff. She provides a valuable contribution to their smooth transition into policing in the challenging Pilbara environment. She is held in high esteem by her colleagues and viewed as a trusted and valuable team member.

Her commitment to dealing with issues in the Roebourne community, particularly with the local young people is best demonstrated by the respect shown towards her. She demonstrates commitment to working with young people both on and off duty, and often assists with PCYC camps enabling her to interact closely with the local children. In 2002, Tuesday initiated, arranged sponsorship for and appeared in an Aboriginal Road Safety commercial on country television networks aimed at promoting safer driving habits.

Tuesday's resolve, loyalty, commitment and efforts during her career have been instrumental in fostering police and community relationships.

# CRIME AND JUSTICE

## A response to crime that brings offenders before the justice system

The Police Service's prime responsibilities for the crime and justice outcome are to provide an efficient and effective response to crime; and bring offenders before the justice system.

Factors that strengthen the Police Service's capability include:

- the use of technological and scientific resources;
- a focus on intelligence-led policing; and
- strategic partnerships with key stakeholders within the justice system.

In today's complex policing environment, there is a much greater need than ever before to share information, intelligence and knowledge on a broader range of issues at the state, national and international levels. It is essential that the agency engages stakeholders in the development of solutions at a multi-agency level.

### KEY PRIORITIES FOR 2002-03

- ■ Implementing deployment practices that enabled a timely response, particularly at peak times.
- ■ Ensuring a quality response.
- ■ Providing support for victims of crime through empathy, timely referral to victim support services and ongoing communications to victims on progress with the investigation process.
- ■ Using intelligence, scientific and forensic information to add value to the detection and investigation of crime.
- ■ Maximising the sharing of intelligence.
- ■ Ensuring consistency and quality in brief preparation.

### SIGNIFICANT ACHIEVEMENTS FOR 2002-03

- • Established Incident Management Units within districts to provide a 24-hour service for co-ordination of responses and to ensure sufficient staffing levels during peak times.
- • Conducted a number of specific operations and targeted recidivist offenders.
- • Implemented the DNA Back Capture Project to identify suspects from both historic and current crime-scene samples.
- • Commenced Operation Ensnare to focus on historic crimes where persons and/or crime scenes have been identified through DNA.
- • Continued to promote the management of intelligence sharing across the Police Service, including state and national information holdings.
- • Continued close liaison with the National Fraud Desk resulting in contemporary Fraud Alerts being disseminated statewide to financial institutions and retail traders.
- • Continued to enhance prosecution brief preparation and prosecution techniques across the State.
- • Identified improvements to the evidentiary process by reviewing all unsuccessful prosecutions.

### OVERALL RESULTS FOR 2002-03

- • Average time taken to respond to urgent calls for assistance in the metropolitan area from call received to arrival at scene

| | |
|---|---|
| Priority 1 and 2 calls | 9 minutes |
| Priority 3 calls | 20 minutes |

- • Of the emergency (000) calls for assistance received, 88 per cent were answered within 20 seconds.

# CRIME AND JUSTICE

- The proportion of the community who were satisfied with the job the Police Service is doing in responding to calls for assistance was 81 per cent.

- The investigation of offences against the person is given a high priority. This is reflected in a clearance rate of over 80 per cent since 1998-99. A clearance rate for offences against the person of around 82 per cent was achieved in 2002-03.

**Clearance rate (%) for reported offences against the person 1998-99 to 2002-03**



(r) Revised

- A clearance rate of around 20 per cent was achieved for offences against property.

**Clearance rate (%) for reported offences against property 1998-99 to 2002-03**



- The offence category of other selected offences comprises drug (trafficking and possession) and breach of restraint offences. Over 80 per cent of other selected offences cleared are drug offences. The clearance rate for drug offences in 2002-03 was similar to that of 2001-02, at around 90 per cent. The clearance rate for breach of restraint offences decreased from 96 per cent in 2001-02 to around 93 per cent in 2002-03.

**Clearance rate (%) for reported other selected offences 1998-99 to 2002-03**
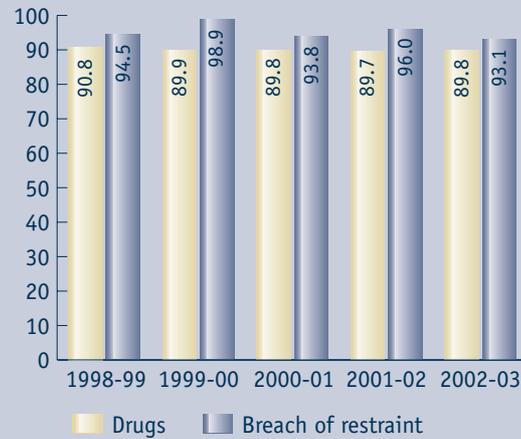


- In the 2002 calendar year, homicide and burglary showed an improvement in the proportion of investigations finalised within 30 days. The proportion of investigations relating to offences against the person finalised within 30 days was 50 per cent, while the proportion of property offences finalised within 30 days was 12 per cent.

- Around 89 per cent of matters placed before the courts by the Police Service in 2002-03 resulted in a plea of guilty before trial.

## INITIATIVES IMPLEMENTED IN 2002-03

### PROVIDING AN EFFECTIVE RESPONSE TO OFFENDING

### Effective Tasking

A cornerstone of policing services is providing effective and responsive attendance to calls for police assistance, while ensuring officer safety. During the year, the North West Metropolitan District piloted a Tasking Support Unit (TSU) aimed at enhancing police attendance and promoting officer safety.

Co-ordinated by the District Incident Management Unit, the TSU combined with incident cars to provide one-stop policing. This strategy led to an enhancement of policing services to the local community and a greater detection and apprehension of offenders.

During the pilot period, the TSU attended some 1,331 tasks. A total of 234 charges were preferred for offences including, unlawful wounding, aggravated armed robbery, aggravated burglary, stealing motor vehicles, drug-related offences and anti-social behaviour.

Early indications from the TSU pilot are that response times for core policing tasks have been reduced by two and a half minutes, and there has been a significant increase in officer safety. The TSU pilot is being evaluated for statewide implementation.

## Targeted Response

The South Metropolitan District Tactical Intelligence Group initiated Operation Kiwi in December 2002, to reduce the availability of illicit drugs in the district. A core group of drug dealers with connections to organised crime were identified as being responsible for the distribution of trafficable quantities of drugs. Through intelligence, investigators were able to identify group members, prepare intelligence packages and utilise covert services to target the group and its associates.

The operation was concluded in March 2003 and culminated in the arrest of the four members of the group on a total of 20 drug charges, involving trafficable quantities of drugs. Officers seized significant quantities of methylamphetamine and assets valued at $700,000. As a result of the operation, the availability of illicit drugs within the district was reduced.

## SUCCESSFULLY INVESTIGATING OFFENCES

### Use of DNA

With the proclamation of the *Criminal Investigation (Identifying People) Act 2002*, which regulates DNA sampling within Western Australia, the Police Service needed to develop and implement strategies to ensure effective use of the legislation.

A training package was developed and 4,346 police officers have been trained and are now qualified to take non-intimate identifying particulars. An interim database application has been developed to cater for the recording of DNA samples, and the Forensic DNA and Exhibits Co-ordination Unit (DECU) was established to manage the storage and analysis of these samples.

The Act allows DNA sampling of prisoners (both sentenced and remand, including juveniles), offenders on parole and work release, and also the majority of offenders on community-based orders. The DNA Back Capture Taskforce was established to undertake this sampling, which commenced in July 2002, with prisons throughout the State being visited twice to date. The collection of samples from offenders serving orders in the community is continuing.

Since the proclamation of the Act, in excess of 20,000 DNA samples have been collected. Approximately 85 per cent of the prison population and 75 per cent of community-based offenders have had DNA collected. There have been 440 matches between people recorded on the DNA database to DNA recovered from crime scenes, with 76 per cent of those matches relating to burglary offences. Operation Ensnare was established to investigate DNA database matches and charge offenders on a statewide basis.

Operation Clement was initiated by DECU in the West Metropolitan District to test the effectiveness of DNA sampling on the clearance rate of unsolved volume crime, and the linking of forensic intelligence as part of a district targeting strategy.

All crime scene swabs submitted by the test district from January to June 2003 were sent to analysts for DNA extraction. The DECU identified recidivist offenders, parolees and offenders on community-based orders who lived in or frequented the pilot district. The DNA profiles from these persons were entered onto the DNA database and DECU was advised of DNA database matches and fingerprint identifications. This intelligence was analysed by officers from DECU and forwarded to Operation Ensnare investigators for follow-up.

## Operation Atone

Operation Atone commenced in June 2002 following a number of violent incidents involving street gangs in the Northbridge area. The operation was initiated by the Metropolitan Region Tasking and Co-ordinating Group to proactively investigate and disrupt the structure of identified street gangs, by targeting individual members involved in criminal activity and anti-social behaviour. Specific objectives of the operations were to:

■  provide a regional focus on youth involved in gang activity;

■  develop a community policing model to address causal factors;

■  reduce the opportunity to offend; and

■  provide an effective resource for intelligence-led policing.

Through the use of intelligence and covert methods, officers were able to build a comprehensive profile of key gang members and associates. The application of strict bail compliance was another successful strategy in reducing the ability of street gang members to re-offend.

Since the commencement of Operation Atone, major violent incidents involving street gangs have been successfully investigated, resulting in over 190 arrests or summonses. It has been successful in contributing to a reduction in violent incidents involving street gangs and led to the development of proactive prevention initiatives involving all stakeholders.

# CRIME AND JUSTICE

To date, there have been 74 different DNA profiles identified from the 164 cases tested for DNA. This links 22 persons (52 persons are yet to be identified) to 79 crime scenes, 41 relating directly to Operation Clement. Sampling has also linked 13 of these persons to multiple offences and fingerprint matches to three additional crimes.

## Intelligence Sharing

Western Australia has a high rate of property crime (burglary and theft). Crime Investigation and Intelligence Services identified that due to the magnitude of this problem, a centrally co-ordinated approach was required to avoid duplication of resources. Particularly, the volume of property crime across the metropolitan area required intelligence support to identify recidivist offenders who operate within and across districts.

The District Targeting Support Team was formed to assist districts to combat property crime by providing assistance to investigations and district information support centres.

Project Profiler was initiated to identify recidivist offenders operating across districts, to provide information to local investigators and to support short-term crime operations in specific districts (such as Operation Crossover). The targeting of resources through the use and sharing of intelligence was successful not only in relation to apprehending recidivist offenders, but also in the amount of property and drugs recovered.

## Recidivist Offenders

Co-ordinated by the Metropolitan Tasking and Co-ordination Group, Operation Crossover was conducted in May and June 2003 to target the volume crime offences of stealing, burglary and motor vehicle theft. Officers from the Traffic Support Branch, Mobile Policing Facility and Police Transit Unit supported the operation. Intelligence units worked collaboratively to develop intelligence packages to facilitate a focus on the apprehension of recidivist offenders.

One of the more significant results for the operation was the apprehension of a recidivist offender responsible for numerous aggravated burglary and burglary offences committed across several districts (some dating back to 1999). Overall, the operation was extremely successful with 322 arrests resulting in 978 charges, property to the value of $824,000 recovered, seizure of cash totalling $13,000 and drugs with a street value of $187,000.

Operation Pedal commenced in November 2002 to combat the increasing incidence of burglary in Geraldton. Many of the offences had the same method of operation and property stolen included easily disposable items such as jewellery, mobile phones, alcohol, cigarettes and cash. Extensive background intelligence was gathered and a person of interest was identified, resulting in a covert operation being mounted using foot patrols, static surveillance and bicycle patrols. The person of interest was known for committing violent offences and had a history of serious assaults with weapons.

Following a period of surveillance of the offender's house, a search warrant was executed and an arrest was made. As a result of this investigation a large quantity of stolen property was recovered and the offender was charged with 12 known burglaries. The incidence of burglary in Geraldton decreased by over 50 per cent in the following month.

## Drugs

The Australia-wide shortage of heroin since December 2000 has generated a substantial increase in demand for amphetamine-type substances in the illicit drug environment. The shift in demand has stimulated the development of collaborative relationships between organised crime networks, with significant implications for proactive targeting. This apparent co-operation between members of established criminal networks, and associated sharing of knowledge of law enforcement techniques is an alarming trend, with the potential to present significant challenges to the Police Service.

## Personnel Profile



### Geoff Little SENIOR SERGEANT

Geoff is currently the Officer-in-Charge (OIC) of Kensington Police Station, which opened in February 2003. Since joining the Police Service in 1973, he has gained extensive general duties policing experience serving at a multitude of country and metropolitan stations.

As the OIC, Geoff continues his practice of ensuring that junior officers receive on-the-job development. He has implemented an initiative where 10 uniformed officers are placed with local detectives, to work on all inquiry duties. To date, results show this initiative is working well with monthly clearance rates increasing.

Over the years, Geoff has overseen several projects aimed at building a rapport with the local community, breaking down barriers and improving community access to policing services. Whilst the OIC of Subiaco Police Station, Geoff was instrumental in setting up Medi-Watch, a sponsored program designed to ensure that the six hospitals in the Subiaco area received regular police patrols and had efficient access to policing services. While stationed at Hilton, Geoff organised a program for local children aimed at education rather than crime diversion. This successful initiative held during school holidays, used role models to show participants what could be achieved.

Geoff typifies the dedicated general duties officer where, as the local police officer, he has the ability to analyse his area of responsibility and work with the community to resolve local issues.

In response to this issue, the Police Service implemented a shift in investigative strategies, with a strong focus on monitoring any evidence of interaction between previously isolated organised crime groups. The Police Service has also given close attention to gaining an understanding of criminal group relationships and methodologies and identifying upper-echelon members of criminal networks.

Additionally, the Police Service encouraged closer co-operation with other Australian police agencies to ensure a collaborative approach to the investigation of organised crime at all levels. Relationships with chemical and allied industries were also enhanced to increase intelligence relating to the supply of precursor chemicals used to manufacture illicit drugs.

The targeting of members within known organised crime groups resulted in significant disruption to the target syndicate and associated criminal enterprises. Major operations utilising shared resources resulted in severe disruption to prominent organised crime groups operating distribution networks. The success of the shift in investigative strategies is demonstrated by a 35 per cent increase in the incidence of clandestine laboratories dismantled during the year.

Another significant drug-targeting strategy was Operation Merchant. This operation sought public assistance in identifying illicit drug dealers and manufacturers by telephoning Crime Stoppers between 7.00 am and 11.00 pm on Thursday 27 February 2003. The operation received tremendous support from the print and electronic media, raising public awareness and encouraging the community to report anyone dealing, producing or selling drugs.

The operation was highly successful in terms of the response received from the public. The Police Service obtained a vast quantity of information about the activities of drug dealers in Western Australia. This information was passed onto investigators, resulting in many drug dealers being arrested and charged and the seizure of hundreds of thousands of dollars worth of illicit drugs.

**Fraud**

The creation of quality false identification documents (called identity crime) has escalated due to technological advances in computer and associated equipment now available to most people. This type of fraud is part of a global trend and has a serious impact on many industries, from banking to insurance and retail.

Recognising the need to raise awareness of identity crime among affected industries, Police Service major fraud investigators organised for the Australian Crime Commission National Fraud Desk to conduct a seminar in Perth. Representatives from key State and Federal government agencies, the retail industry, banking institutions and the insurance sector attended the seminar. Participants learnt about the types of false documentation being manufactured and were made aware of the sophistication of technology used by criminals.

The seminar promoted the creation of a National ID Fraud Register to identify offenders, false identities created and victims of identity fraud. Participants in the seminar were encouraged to use the register to report any instances of false identities being used to commit crimes. The seminar also promoted awareness of the extent of identity crime and encouraged industry participation in the identification of offenders in order to minimise losses.

## PROVIDING QUALITY EVIDENCE TO SUPPORT PROSECUTIONS

### New photoboard system

A process was required to streamline the visual identification of suspect (photoboards) procedures. Existing systems were time-consuming, labour-intensive and could not be distributed through the computer network. Despite the shortcomings of the system, the requests for photoboards by investigative officers were growing at 20 per cent per annum.

# CRIME AND JUSTICE

The manual system being utilised could not satisfy the needs of a modern police service or the scrutiny of examination in court.

In 1998, a project was commenced to research methods of visual identification. A number of options were analysed, and that recommended was Digiboard. The Digiboard system employs a combination of graphic software that exports a final photoboard in Adobe PDF, allowing easy distribution across the computer network. The system utilises a categorised database of some 20,000 images.

The system was demonstrated to the 2001 Australasian Judges Conference, to the Supreme, District and Children's Court judges, to magistrates, defence and prosecution lawyers and finally approved for use by the Chief Justice's Practice and Procedure Review Committee. The Digiboard system has evolved to the stage that, as of 1 July 2003, all photoboards will be compiled in digital format.

### Interviewing Victims of Child Abuse

Obtaining evidence from a child, in particular, regarding allegations of sexual or physical abuse is problematical. Often the child is unable to articulate incidents sufficiently to enable a prosecution to be commenced or the child may be unable to sufficiently recall incidents at trial.

To enhance the giving of evidence by children, especially regarding allegations of sexual or physical abuse, a working party was established to review systems adopted nationally and internationally, and to make recommendations of a best-practice model for interviewing victims. Officers from the Child Abuse Investigation Unit, the Director of Public Prosecutions and the Department for Community Development (DCD) conducted a review of established models and identified aspects of a number of models, which could be incorporated into the present system and used for the presentation of evidence.

A model was developed in which the evidence of the child is video-recorded at the initial interview conducted by police or a DCD officer. It is proposed that this video-taped interview be presented to the court as the evidence and the child will then be cross-examined on the content of the video-recorded evidence. Agreement has been reached to establish a co-located unit comprising officers from the Police Service, DCD and Health Department. The unit will conduct all interviews with victims of child abuse by way of video-recording.

Implementation of this model will result in the capture of best evidence at the time of first interview, and provide the opportunity for the child to relay the particulars of an alleged incident once only, thus making their involvement with the criminal justice process a less stressful experience. Once established in the metropolitan area, the model will be expanded statewide.

## Personnel Profile

### John Adams DETECTIVE SENIOR SERGEANT

John joined the Police Service as a Cadet in 1970 and after graduating from the Police Academy in October 1973, served at two general duties stations in the South Metropolitan District. In 1979, he joined the Criminal Investigation Branch and was posted to numerous detective positions in the country and metropolitan areas. In January 2003, he was appointed Officer-in-Charge of the Child Abuse Investigation Unit.

John acknowledges that much has been done to tackle child abuse in Western Australia and is mindful of the need to do more both internally, and in partnership with external agencies. His involvement with several projects in conjunction with other agencies is evidence of his commitment to this area of policing. Some of these projects include the following.

- The Joint Approach to Child Abuse (JACA) project, involving the Police Service and the Department for Community Development (DCD).
- The Tripartite Agreement between the Police Service, DCD and the Health Department.
- The development and provision of the JACA training package for police officers and DCD staff.
- Establishment of the Evidentiary Video Unit to allow victims of child abuse to give their evidence by video.
- Development of the Shaken Baby Syndrome advertisement campaign and protocols for the investigation of child deaths.
- Ongoing work on the Gordon Inquiry Recommendations and the introduction and placement of Child Protection and Family Violence Officers into districts.
- Establishment of Child Protection Registration in Western Australia.
- The development of a capacity within the Police Service to deal with the issue of online child sex abuse.

John ensures that the Child Abuse Investigation Unit continually strives to meet the needs and interests of victims.

# MANAGEMENT ISSUES

This section describes strategies undertaken by management to support frontline officers in an increasingly challenging policing environment. There are six major management issues as outlined in the 2002-03 Annual Business Plan designed to increase the Police Service's capacity to adapt to the changing needs of the community.

The agency's commitment to key management issues is demonstrated by the projects, initiatives and business practices that are described under the priorities of: Valuing Our People; Managing and Leading; Optimising Resources; Focusing on Community Needs; Being Open and Accountable; and Building Partnerships.

## VALUING OUR PEOPLE

### Recruiting

As a result of targeted recruiting to attract a diverse pool of applicants, 279 police officers were recruited during the year, of which 33 per cent were female and 27 per cent were born in a country other than Australia. The Police Service continues to meet the Government commitment to the four-year plan to recruit an additional 250 police officers and 40 Aboriginal Police Liaison Officers.

Recruitment Officers visited remote locations throughout the State, attended expos, education facilities and career displays to promote the Police Service. In November 2002, the inaugural Police Recruiting Week was conducted and culminated in an open day at the Police Academy, where 500 people attended seeking recruiting information.

The Recruit Entry Standards were reviewed to assess if standards met agency requirements for a cultural and gender-fair assessment. As a result, a new Physical Entry Evaluation was developed and a modified Entrance Evaluation assessment was implemented.

### Redesign of ADVANCE

In 2002-03, a review of the ADVANCE promotion system was undertaken. The review targeted redesigning the less effective aspects of the current promotion system, particularly those which contributed to a lack of consistency, credibility or transparency, or which caused delays in achieving outcomes. The review also indicated that those elements of the current system that were working well should be retained. A reference group comprising senior police personnel and the Western Australian Police Union of Workers was established to provide guidance to the reference group.

A comprehensive report was completed with recommendations for a promotion system that will provide greater consistency, be more streamlined and efficient, less resource-intensive, and will recognise experience (demonstrated achievements). The improvements include centralised panels, a recommendation process for supervisors, greater level of assessment and provision of more data for assessors and job category pools.

The job category pool enhancement provides for generic positions to be advertised as a job category, thus enabling similar vacancies to be advertised and filled together. Another enhancement was the introduction of a new practice whereby advertised vacancies remain open for 12 months. This option provides for additional, same or similar vacancies to be filled by the next suitable and available recommended applicant in the pool, producing efficiency gains for the agency and applicants.

### Women's Advisory Network

The Women's Advisory Network (WAN) continued to progress women's issues in the agency. In October 2002, the WAN representatives attended the Women in Policing Global Conference held in Canberra. The conference was an international forum raising issues affecting women in policing and provided the opportunity for representatives to learn about new strategies and initiatives that could be implemented within the Police Service.

Bi-annual conferences were held for WAN representatives covering subjects such as leadership, change management, diversity, self-esteem and corporate knowledge. WAN representatives also attend Senior Management Group conferences, and met with the Commissioner on a regular basis to discuss relevant women's issues.

The WAN was nominated for the 2002 Statewest Achievement Award and received a Special Merit Award in the Group Category in December 2002.

# MANAGEMENT ISSUES
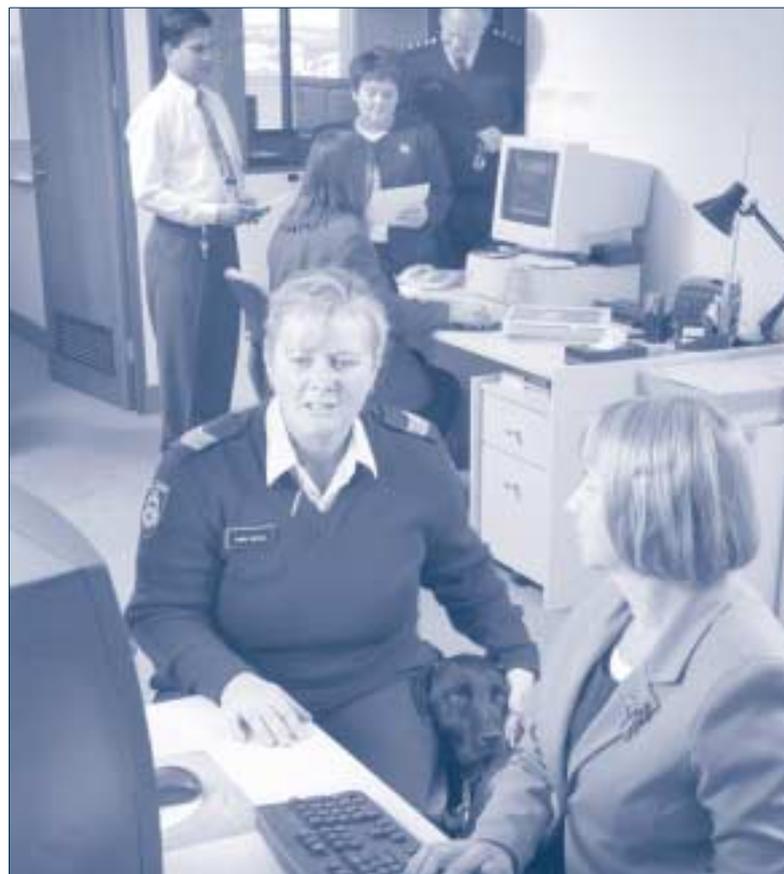
**Equal Employment Opportunity Review**

The Sworn Recruitment and Career Development for Women within the Police Service Report was released in January 2002. A number of projects have been completed in relation to matters such as equity complaints resolution, managing pregnancy in the workplace, performance management, and succession planning and management. All Equal Employment Opportunity training courses have been reviewed and a stand-alone training course for managers and supervisors has been developed.

Further projects currently being progressed include mentoring for women, support for probationary officers and a range of projects relating to the improvement and enhancement of equity data collection and bias-free selection processes.

**Flexible Work Options**

The Police Service recognises that flexible work options need to be in place to attract and retain employees and encourage them to commit and contribute to agency outcomes. There was considerable progress during the year in providing more flexible work options with the establishment of a Flexible Work Options Co-ordination Service, and the development of a Flexible Work Options Kit. Changes were made to policy and industrial agreements. Training sessions were provided for managers and supervisors, as well as the provision of an ongoing consultancy service to the agency.

As a result of these initiatives, a number of sworn and unsworn staff participated in flexible work practices. A key outcome is that the agency was able to meet the requirements of the *Equal Opportunity Act 1984* and government policy on flexible work practices.

**Equity and Diversity Management Plan**

A progress report on the Police Service's Equity and Diversity Management Plan 2000-03 was presented to the Office of Equal Employment Opportunity in November 2002. The report highlighted achievements in the development of a new Equity Complaints Resolution process: new equal employment

opportunity policies incorporating bullying and the new grounds on sexual orientation and gender history; two-yearly targets for minority groups for 2003 and 2005; and training for District Training Officers.

The Police Service participated in a working group for the Cultural and Linguistic Development pilot project that was co-ordinated by the Department of Training. A network of bilingual officers was developed with relevant officers being provided name badges indicating their second spoken language.

Work has now commenced on the development of a 2004-06 Equity and Diversity Management Plan. The new plan will continue to focus on the representation and participation of women in the workplace, and will include strategies to improve the representation and participation of Aboriginals and people from culturally-diverse backgrounds.

**Peer Support Network**

In July 2002, the Police Strategic Executive endorsed the establishment of a Peer Support Network to enable the selection and training of nominated Peer Support Contact Officers. These officers will provide support and information to employees in the workplace about the services available to them in times of need. Although the concept had been considered previously, the impetus of the Royal Commission created the need to ensure that support and information about the services available to employees were readily available in the workplace.

A total of 29 officers were selected and trained in topics ranging from the identification of stress, monitoring absences in the workplace, equity and diversity, maintaining confidentiality, effective communication and how to access in-house and community services. The Peer Support Contact Officers have been allocated on the basis of two for each country district and the remainder across the metropolitan area. They are diverse groups of male and female sworn and unsworn officers to ensure that all needs are met. Although the program has not been formally evaluated, statistics gathered to date concerning the number of contacts and range of topics, indicate the demand for this type of service.

**In-house Grievances Lodged 1998-99 to 2002-03**

| Source of Grievance | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|---|---|---|---|---|---|
| ADVANCE process | 5 | 4 | 8 | 24 | 13 |
| Transfers/Redeployment | 8 | 5 | 8 | 6 | 7 |
| Administrative Decisions | 3 | 4 | 2 | 26 | 13 |
| Relief/Secondment | 22 | 3 | 0 | 8 | 11 |
| Other | 14 | 17 | 12 | 7 | 11 |
| **Total** | **52** | **33** | **30** | **71** | **55** |

Source: Western Australia Police Service, Resource Management Information System (RMIS).

## Occupational Safety and Health

Royal assent was given to the *Occupational Safety and Health Amendment Act 2002* that makes provision for the coverage of police officers under the *Occupational Safety and Health Act 1984* in January 2004. The amendment of the Act nominates the Commissioner as the employer for the purposes of occupational safety and health, and enables the Police Service to establish a system of safety representatives and committees.

The Amendment Act specifies a number of exemptions in relation to dangerous and covert operations, where there can be no interference with normal police operations whilst a police operation is underway. The Police Service and Worksafe will enter into a co-agency agreement regarding the protocols to be observed in relation to covert and dangerous police operations.

The Police Service is mid-way through the planned implementation, and to date has called for workplace delegates to discuss the boundaries of workplaces for the purposes of electing safety representatives. Training for safety representatives is planned to take place between July and December 2003, in readiness for when the Act comes into effect.

## Workers' Compensation

Although Workers' Compensation premiums have risen in most government agencies, the Police Service has enjoyed a significant reduction in this year's premium. This reduction has been due in part to the introduction of early intervention in relation to workplace injury and an increased focus on the management of sick leave in the workplace.

**Workers' Compensation Claims (unsworn officers) 1998-99 to 2002-03**

| | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|---|---|---|---|---|---|
| **Number of Claims** | 42 | 28 | 45 | 46 | 46 |

**Source:** Insurance Commission of Western Australia (Risk Cover Division) and the Western Australia Police Service, Health and Welfare Branch.

# MANAGEMENT ISSUES

**Compliance with Public Sector Management Act Section 31 (1)**

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

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

A compliance review was conducted by an External Consultant to assess compliance with the Standards.

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

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

**Breach of Standard Applications 1998-99 to 2002-03**

|  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|---|---|---|---|---|---|
| Number lodged | 3 | 3 | 0 | 2 | 5 |
| Number of breaches found, including details of multiple breaches per application | 0 | 0 | 0 | 0 | 1 |
| Number still under review | 0 | 0 | 0 | 0 | 0 |

**Source:** Western Australia Police Service, Personnel Services

**Complaints regarding compliance with the Code of Ethics and Agency Code of Conduct 2002-03**

| | |
|---|---|
| Number lodged | 3 |
| Number of breaches found | 0 |
| Number still under review | 2 |

**Source:** Western Australia Police Service, Workplace Reform

**B E MATTHEWS**
**COMMISSIONER OF POLICE**

29 August 2003

## MANAGING AND LEADING

In 2002, consultants were engaged to undertake a review of the Police Service reform process initiated as part of the Delta Program. Key findings of the report, WA Police Service Qualitative and Strategic Review of Reform - the Way Ahead, indicated that the Police Service had undertaken a wealth of initiatives, and made substantial positive changes. The report also commented that the success of some initiatives was not as effective as it could be, and that many of these initiatives could lose impact before completion.

A framework was developed for progressing the strategic reform program to achieve greater corporacy, traction and strategic focus within the Police Service. The program was divided into three streams:

1. Corporate Governance and Planning;

2. Human Resource Management and Development; and

3. Operational Police Service Delivery.

In December 2002, a new senior management structure was endorsed to progress the Corporate Governance and Planning stream, including the following:

- Police Strategic Executive with sub-committees addressing:

  - Audit and Risk Management;
  - Budget;
  - Corporate Projects;
  - Establishment Control;
  - Strategic Planning.

- Corporate Management Group (formerly Police Service Command); and

- Senior Management Group (formerly Executive Management Group).

The Human Resource Management and Development stream has presented its recommendations to address the two main objectives of increasing the alignment of professional development with the Police Service's strategic direction; and increasing the profile of training and development within the agency.

The third stream involves the Operational Police Service Delivery Project to maximise the deployment of police officers to frontline policing. The project team has presented its findings on a review of policing across the State, focusing on special purpose units, specialist policing support and deployment practices.

### Professional Development and Education Pathways

In August 2002, the Australian National Training Authority endorsed the Public Safety Training Package, which specified the competencies required for the training of police officers across Australia. Prior to the introduction of this new package, the Australian Quality Training Framework allowed a transition period for the industry to move from the old qualification to the new training package competencies and qualifications. The Police Service Development Program (PSDP) was adopted last year to provide an academic and a developmental training pathway for sworn and unsworn officers.

The introduction of the PSDP created an enormous demand for additional courses to be developed and conducted by the Police Academy. The demand was particularly centred on the development programs required by senior constables. During the year, a total of 490 officers had obtained their Advanced Diploma of Business Management. Additionally, West Coast College of TAFE has indicated that they have received in excess of 60 applications to convert existing Diplomas of Policing to the Advanced Diploma of Business Management.

### Detective Training Review

The Crime Investigation Training Unit conducted a review of the training and development of detectives. The purpose of the review was to provide a critique of current training practices and determine if they met the current and future training needs of the agency.

As an outcome of the review, a new detective selection process, an investigative career-path model and a development package were produced to align with national standards. An implementation plan was developed with the scope of the project extending until 2005. To date, significant improvements have been made in detective training, addressing training shortfalls in the introductory and in-service stages.

### Management of Performance

Performance management focuses on managers and supervisors meeting with their staff to identify and communicate job requirements and expectations, provide feedback and identify career development opportunities.

Following a six-month pilot program in which participants received appropriate training and consultancy support, an implementation plan was developed for introduction of the model across the agency. A training strategy has been included to ensure that managers are given the opportunity to enhance appropriate performance management and people skills and conduct effective performance discussions with their staff.

Awareness sessions and training courses have commenced and will continue to be presented over the next 12 months, after which existing systems will be reviewed and evaluated.

## OPTIMISING RESOURCES

Delta Communications and Technology (DCAT) Program involves the creation of an integrated system that when completed will replace the majority of some 200 separate islands of information throughout the Police Service. The new system will significantly increase the quantum of police-held information, enabling investigators to interrogate and readily

identify the linkages between the various intelligence components, essential to intelligence-led policing. The program not only embraces a number of projects, but also the infrastructure necessary to ensure that all DCAT outcomes are realised.

### Frontline Incident Management System (IMS)

The frontline IMS is a fully integrated system that will provide 'of interest' information (persons, locations, vehicles, property) to frontline police officers, providing them with a full range of information, intrinsic linkages and the necessary management processes to conduct investigations. This system will drive intelligence-led policing, resulting in the increased detection and apprehension of offenders, higher clearance rates, improved levels of officer and community safety and increased productivity.

Stage 1 is currently being rolled out to officers across the State. Stage 2, which will involve the replacement of a number of mainframe systems, is in the design stage and will be rolled out progressively through 2004.

Frontline IMS functionality will be enhanced to record, track and manage individuals who are at risk of committing serious offences of a domestic or sexual nature through the Victim and

Offender Management (PROtect) Enhancements (Stage 2). This enhancement will allow officers to manage victims and offenders proactively to prevent crime as well as record information after the occurrence of crimes. It provides a significant contribution to the Police Service's response to the Gordon Inquiry and is the first of two stages. The latter stage will see the case management aspect rolled out. The functionality will be included into the Frontline IMS application in two phases, with Victim and Offender Management reporting deployed in October 2003, and the Case Management component in 2004.

### Custody System

The Custody System provides a prisoner handling and management system incorporating charge sheet production and improved bail procedures, to fully integrate with the Brief Management System (BriefCase). This system will assist in streamlining the custody admissions process, meeting duty of care requirements, integrating bail management and brief preparation, and recording each episode of custody against a person of interest.

The definition of requirements and high-level design phases of this project were completed in June 2003 and the release, design and construction phase is currently underway with an anticipated completion date of April 2004.

### Department of Justice Interface Project

The Department of Justice Interface project is an initial component of a fully integrated criminal justice system that provides for the timely transfer of brief information between the Police Service and Department of Justice.

Stage 1, released in early 2003, allows for the transfer of new brief information from BriefCase to the Department of Justice resulting in more efficient and effective court scheduling. Stage 2, due for release in early 2004, will receive court result information electronically from the Department of Justice directly into BriefCase providing for further efficiency gains within the prosecution process.

## Personnel Profile

### Greg McKenzie BUDGET OPERATIONS ANALYST

Greg has been with the Police Service for 15 years and has performed a variety of finance roles within the agency over this period. He worked in the Revenue Section for seven years, before he became the Financial Management Officer for Crime Investigation and Intelligence Services and subsequently Traffic and Operations Support. After a number of years in these roles, gaining broader experience in Police Service operations, he returned to the Finance Division in April 2001 as Budget Operations Analyst.

Greg is an integral part of the budget management team and is a valued member who contributes through his abilities, experience and work ethic. His expertise has been utilised in several projects including the 1998 review of the Air Support Unit and in the 2000 review of the Volunteer Sea Search and Rescue Groups in WA.

His valuable contribution to this agency was recognised when a business model he developed relating to the calculation of fees and charges was acknowledged by the Government Joint Standing Committee on Delegated Legislation. The committee complimented the framework and requested permission to utilise this as a standard framework across government.

### Computer-Aided Dispatch and Related Communications Project (CADCOM)

The CADCOM project will replace the core communication network in the metropolitan area, delivering significant improvements to business systems and processes over a series of three distinct project phases:

- Phase 1A - the commissioning of the new Midland Police Operations Centre and the implementation of a new voice management system to handle calls from the community. This phase was completed in April 2003, and resulted in a seamless transition from the old operations centre at Police Headquarters, to the new Midland Centre.

- Phase 1B - includes the implementation of a new Computer-Aided Dispatching system and a Geographic Information System to help manage the dispatch and deployment of police vehicles. These systems will enable better utilisation of police resources resulting in improved responses to incidents, as well as improving officer safety and productivity. It is anticipated that the systems will be live prior to the end of November 2003 and implemented by year-end.

- Police Metropolitan Radio Network - refers to the implementation of a new digital voice and data radio communications network to replace the aging UHF analogue radio network in the metropolitan area. It will interface with the new computer systems delivered as part of CADCOM Phases 1A and 1B. The new network will enable secure voice communications, field-initiated alarms, capability to perform record checks from vehicles and provide for automatic vehicle location. The benefits include further enhancement of officer safety, greater emergency preparedness for the State and increasing apprehension and clearance rates. This phase is currently in the early stages of planning and procurement, and will be progressively rolled out.

### Building Program

The Police Service's Capital Works Building Program this year included the commencement, or completion, of a number of new police facilities statewide.

- Kensington Police Station - officially opened in March 2003.

- Wanneroo Police Station - planning and site acquisition are underway for the replacement police station. Completion is anticipated in September 2004.

- Newman Police Station - planning is proceeding and site acquisition is underway for the replacement police station. Completion is anticipated in October 2004.

- Laverton Police Station - project architects were appointed and planning is underway for the replacement police station. Completion of construction is anticipated in January 2005.

- Great Southern District Office and Albany Police Station Complex - the project architects were appointed and planning is underway for a replacement district office and police complex. Completion and occupancy of the complexes are expected to occur in mid-2005.

- Operations Support Facility - construction of Stage 1B, the Forensic Facility is to commence in late 2003, with occupation scheduled for 2005.

A comprehensive audit of occupational safety and health issues relating to the Police Service's building portfolio was undertaken during the year. This audit identified the need for a significant works program to ensure that all building facilities meet occupational safety and health standards. A three-year program of works has commenced.

### Vehicle Management

The Police Service fleet totals approximately 1,500 vehicles, the majority of which are leased. All vehicles used for operational duties meet stringent specifications jointly developed with other Australian jurisdictions. Major initiatives implemented during the year include:

## Personnel Profile



### Margaret Stott COMMUNICATION CO-ORDINATOR

Margaret commenced her employment with the Police Service at Narrogin District Office in 1988 and in 1996 moved to Kalgoorlie working at both station and district level. Her administrative duties have included all aspects of policing; detectives' office, general, traffic and community policing duties.

In 1999, Margaret moved to Perth to undertake a role in the Major Projects Unit's Network Infrastructure Project, which provided statewide delivery of new computers to the Police Service. The project was completed in December 1999 and won a Gold Award in the Western Australian Information Technology and Telecommunications Awards.

In February 2000, she commenced a new position within Strategic Information Management as the Communication Co-ordinator for the Frontline Incident Management System (IMS) Project. This Project will provide all police with access to an effective intelligence database and incident and property recording system. In this role, Margaret ensures that all officers are notified of changes and the progression of the rollout. Margaret has always remained committed to improving and making life easier for frontline officers.

# MANAGEMENT ISSUES

- ongoing management of changes to business rules relating to vehicle leases and the introduction of lease penalties;

- the commencement of several tenders that will culminate in the replacement of obsolete and outdated equipment;

- the introduction of highly visible highway patrol vehicles to districts to support traffic management and road safety initiatives; and

- ongoing initiatives to reduce vehicle costs including consideration of alternative vehicles and extending vehicle lives.

## Energy Smart Government Program

In accordance with the Energy Smart Government policy, the Police Service has committed to achieve a 12 per cent reduction in non-transport-related energy use by 2006-07 with a five per cent reduction targeted for 2002-03.

During the year the following energy saving initiatives were undertaken:

- an Energy Executive was appointed comprising the Director, Asset Management and the Manager, Land and Building Management Branch;

- an energy management committee has been established at Land and Building Management Branch for the purpose of identifying energy savings initiatives;

- an information package was distributed throughout the State to provide assistance to Officers-in-Charge in implementing savings initiatives;

- a new energy-efficient gas-boiler replacement at Maylands Police Complex;

- major adjustments to air-conditioning systems at Mandurah, Armadale, Midland, Joondalup and Clarkson Police complexes were undertaken;

- Energy Audits were initiated for eight major buildings; and

- an energy efficiency audit was conducted on air-conditioning plants at CADCOM and Joondalup Academy.

## Waste Paper Recycling

A total of 35.64 tonnes of waste paper was recycled by the agency in 2002-03.

| Energy Smart Government program | Baseline Data | 2002-03 Actuals | Variation % |
|---|---|---|---|
| Energy Consumption (GJ) | 105,989 | 104,772 | -1.2 |
| Energy Cost ($) | 3,820,369 | 3,774,169 | -1.2 |
| Greenhouse Gas Emissions (tonnes of $CO_2$) | 25,533 | 25,291 | -0.9 |
| **Performance indicators:** | | | |
| *Police, Fire and Emergency Services Facilities* | | | |
| MJ per m$^2$ | 664 | 657 | -1.1 |
| MJ per FTE | 16,994 | 16,482 | -3.0 |
| *Tertiary Educational Facilities - Joondalup* | | | |
| MJ per m$^2$ | 446 | 438 | -1.8 |
| MJ per Effective Full-Time Student | 32,331 | 31,746 | -1.8 |

**Source:** Western Power, Sustainable Energy Development Office and the Western Australia Police Service (SAP System).

**Notes:** GJ  Gigajoules,   MJ  Megajoules, $CO_2$ Carbon Dioxide.

## Personnel Profile

### Steve Page CO-ORDINATOR, VEHICLE MANAGEMENT BRANCH

Steve joined the Police Service as part of the school leavers program in 1992 and since then has worked in a number of positions within the Asset Management Directorate. In 1993, he became the inaugural recipient of the Police Public Service Employee-of-the-Year Award in recognition of his dedication, professionalism and commitment.

In 1997, his strong background in information technology allowed him to become the Asset Management Directorate's representative on the Resource Management Information System project. His role was to manage the asset components of the new system's implementation, which included purchasing, asset, equipment and project management. He found this role to be both challenging and rewarding.

For the past three years Steve has undertaken the role of Co-ordinator at Vehicle Management Branch. In conjunction with the manager, he is responsible for policy development for purchase, specifications, safety, maintenance and disposal for police vehicles. Steve enjoys his current role due to the challenges and diversity of tasks it brings, and the ability to provide appropriate customer service to support frontline policing.

## FOCUSING ON COMMUNITY NEEDS

### Policy for Young People

The development of a strategic policy for young people and its framework, has progressed to a draft stage and is awaiting stakeholder comment. The framework outlines the historical origins of services to young people and discusses a refocus on activities, as well as a shift towards an influencing role that best complements a holistic perspective on service delivery. The policy restates a commitment to working in partnership with other agencies and the community, to achieve the best outcomes for young people.

While it is not the role of police to address the underlying causes of crime (such as unemployment or poverty), policing activities do address some of the precursors of crime such as drug abuse and family violence. It is more appropriate that activities addressing these issues occur in consultation and collaboration with other agencies, in order to provide the most effective response to and prevention of offending behaviour. Through this policy, the Police Service is seeking to ensure that services and resources directed at young people achieve the best possible outcome and align with broader government policy.

### Community Perception Survey

Market research was commissioned to undertake a study exploring the levels of knowledge the community has of police functions and activities, including a component on perceptions regarding the proceedings of the Royal Commission.

Two focus groups were held in late March 2003, followed by a telephone tracking survey. Respondents were surveyed about their knowledge, based on the Police Service's five outputs or service areas.

The conclusions and recommendations of the research were as follows:

• the community has a positive image of the Police Service and this has not been affected to a great extent by the Royal Commission proceedings;

• all five service areas are important to the community;



# The Gordon Inquiry

In November 2001, the State Coroner's report on the death of a teenage Aboriginal girl at the Swan Valley Noongah Community, led to the establishment of a formal inquiry into how the Government should deal with widespread violence and sexual abuse within Western Australia's Aboriginal community. The Inquiry headed by Magistrate Sue Gordon handed down its report in July 2002 and made 197 recommendations. The Gordon Inquiry Report identified that Government needed to do its business better and on a more collaborative basis.

The Police Service was identified as one of the key agencies in providing an improved response to family violence and child sexual abuse in Aboriginal communities. As a result of the Inquiry, the Government has given a commitment to establish new remote policing services in nine locations over three years and fund the placement of eight Police Domestic Violence Liaison Officers in country districts, as well as, increase the effectiveness of the Child Abuse Investigation Unit.

The provision of permanently staffed police facilities in remote locations will improve service delivery to more than 40 remote Indigenous communities. Work has already commenced on the establishment of these facilities at Warburton, Balgo and Kalumburu.

The police response framework to family violence and child protection will be enhanced by the eight new specialist domestic violence positions at selected police districts. A Video Evidentiary Unit will also be established to strengthen joint approaches to child abuse investigations. Specialist officers from the Police Service, Department of Community Development and Health Child Protection Unit will be co-located to provide a comprehensive service to child-abuse victims in the metropolitan area.

The Gordon Inquiry was the catalyst for the Police Service to re-assess its policies and service delivery models in key areas. Strategic and operational changes have been made within the agency to improve the co-ordination and accountabilities for the management of family violence and child protection. To improve data collection for case management of family violence and child protection, a new and improved capability has been integrated into the Incident Management System, as a part of the DCAT program of works.

- the participants felt there were too many negative police stories in the media and this should be balanced with more positive articles of a local or individual nature, to put a friendly, personal face on the Police Service; and

- participants would like more personal, face-to-face interaction with the Police Service.

### United Nations Assistance Mission

During the past twelve months, the Police Service continued to select officers to serve in East Timor as part of our commitment to United Nations Assistance Mission in East Timor (UNMISET). Officers undertook the role of technical advisors to the East Timorese, assisting with guidance on investigations and administrative tasks throughout the varied regions of the country. They undertook station and personnel management and were responsible for developing the supervisory and management skills and mentoring of East Timorese police officers. The main objective was to progressively develop the skills of the East Timorese police officers to ensure they hold the required policing skills to work independently when the United Nations mission is completed.

### Disability Services Plan

A number of initiatives have been implemented following the appointment of a full-time project officer to oversee progress of the Disability Services Plan. Initiatives implemented include the following.

- Existing services adapted to ensure they meet the needs of people with disabilities: - a project was undertaken to establish a short messaging service (SMS) facility between police and people with speech disabilities. The Police Service successfully launched SMSAssist©, Australian first, in June 2003 for a 12-month pilot period.

- Access to buildings and facilities is improved: - a scoping survey of all police buildings and facilities is underway to ensure compliance with guidelines for disability access. Once the survey is completed, funding will be sought to improve the standard of disability access throughout the State.

- Alternative formats for information provision to better meet the requirements of people with disabilities: - Better Hearing counter cards were distributed to all police stations. Customers with hearing disabilities can now point to the card displayed on the customer service counter and alert staff to their situation.

- Services delivered by staff who are aware of and understand the needs of people with disabilities: - training in customer service for people with disabilities has been offered to all police officers in the form of an interactive CD-ROM developed by the Disability Services Commission. All areas are encouraged to obtain a copy of the disk. It offers a self-paced learning path leading to a completion certificate in customer service for people with disabilities.

- Opportunities provided for people with disabilities to participate in public consultations, grievance mechanisms and decision-making processes: - during the planning and implementation phases of SMSAssist©, a community focus group was formed to establish the scope of the proposed SMS communication facility. Following the success of this meeting, a working party was formalised consisting of members from the WA Deaf Society and representatives of people with speech disabilities.

### Advertising

Requirement under the Electoral Act 1907, section 175ZE

| Organisation | Purpose | Amount |
|---|---|---|
| Gem-Star Marketing | Production of merchandise for the GURD drug education program | $6,850.00 |
| Various organisations | GURD | $4,450.00 |
| Marketforce | Crime and Safety initiatives (Neighbourhood Watch) | $31,007.85 |

**Source:** Western Australia Police Service, Media and Public Affairs

## BEING OPEN AND ACCOUNTABLE

### Code Of Conduct

The Commissioner and the Commissioner for Public Sector Standards officially launched the Police Service Code of Conduct in February 2003. The Code is unique in that it includes all personnel, both sworn and unsworn, in the one Code. It embraces the principles and ethical standards expected of all public sector employees.

The Code of Conduct signals a commitment to the highest levels of integrity and leadership for all sworn and unsworn officers. It has been written in conjunction with the Police Service's ethical guidelines and defines the standards of behaviour and professionalism expected of Police Service personnel. The Code promotes self-regulation and personal responsibility and is a significant step towards creating an atmosphere of heightened public trust in the Police Service.

### Commissioner's Loss of Confidence

In the administration and management of the Police Service, the Commissioner requires authority to remove officers in whom he has lost confidence with regard to their integrity, honesty, competence, performance or conduct. Following extensive negotiations with the Minister for Police, the Police Service and the Western Australian Police Union of Workers, a Commissioners' Loss of Confidence Memorandum of Understanding was developed and signed in August 2002, pending the enactment of the *Police Amendment Act 2003*. The Memorandum of Understanding provides benefits to both the Commissioner, enabling him to remove officers in whom he has lost confidence and affected officers, by providing a right of appeal in a fair and dignified manner.

The *Police Amendment Act 2003* has now been finalised and is due to proceed in the coming year. This new legislation provides the Commissioner with powers to remove officers in whom he has lost confidence. It also provides officers with an independent right of appeal and access to maintenance payment during the process.

During 2002-2003, 40 officers were subject to a Stand Down Notice or a Stand Aside From Normal Duties Notice as a result of internal and external investigations. Fourteen officers were subject to a Notice of Intention to Remove, under the provisions of the Commissioner's Loss of Confidence process pursuant to Section 8 of the *Police Act 1892*. Twelve of those officers resigned prior to being removed and two were re-instated to operational duties. Twenty-six officers are still subject to investigation with 14 subject to Stand Down Notices, 11 subject to Stand Aside From Normal Duties, and one on sick leave.

Three Police recruits resigned as a result of being dealt with by the Commissioner under Regulation 505A of the Police Regulations for matters relating to unsatisfactory service.

### Return to Work Policy

With the suspension or stand-down of officers subject to inquiries, there have been instances where unforeseeable delays have occurred which meant a member was stood down from active duty for a longer period than planned. It was found that where officers were away from work for an extended period, some readjustment to the work environment was needed to enable the re-instated officer to make a smooth transition into the workplace. A return to work policy was developed for members returning to the workplace after extended absence related to the disciplinary process.

### Complaints Against Police

In 2002-03, there was an 11 per cent decrease in public and internally generated complaints dealt with by Internal Investigations Unit in relation to police misconduct, with complaint numbers falling from 1,215 in 2001-02 to 1,078. Public complaints against police declined by 14 per cent. This downward trend has been consistent over the past three years

and can be attributed to the devolution of internal investigation functions, training in investigations and ethics, on-going education and marketing and an increased commitment to complaint management. Devolution has placed the responsibility and accountability for police conduct with local level managers and supervisors. Senior managers are required to not only investigate complaints but also take proactive action to prevent and deter inappropriate conduct.

During 2002-03, Internal Investigations Unit and Internal Affairs Unit dealt with 109 police officers who were subject to the police disciplinary process. A total of 38 officers were charged with 49 offences under the *Police Regulations*, and a further 71 officers received unfavourable reports. During the same period, 18 officers appeared in court on 29 statutory charges. The following table details information on officers subject to the police disciplinary process over the past three years.

**Police Disciplinary Process – 2000-01 to 2002-03**

|  | 2000-01 | 2001-02 | 2002-03 (c) |
|---|---|---|---|
| Disciplinary charge (a) | 32 | 70 | 38 |
| Unfavourable report (b) | 61 | 87 | 71 |
| **Total** | **93** | **157** | **109** |

**Notes:**

(a) Disciplinary charge refers to a formal charge for a breach of the Police Regulations and subsequent proceedings pursuant to Section 23 of the *Police Act 1892*. Upon a finding of guilty, a penalty is imposed and the record of conviction is entered in the personal file of the officer for a period of no less than five years.

(b) Unfavourable report refers to a formal statement of facts detailing the breach of discipline and at the discretion of the Commissioner may be entered in the personal file of the officer for a period of no less than five years.

(c) Includes Internal Investigation Unit and Internal Affairs Unit data.

**Source:** Western Australia Police Service, Internal Investigations Unit and Internal Affairs Unit

The Commissioner and the Ombudsman signed a Memorandum of Understanding in July 2002, outlining both the expectations of the Ombudsman's office and that of the Police Service in relation to:

# MANAGEMENT ISSUES

- arrangements by which police complaints will be investigated by the Commissioner and reviewed by the Ombudsman;

- the circumstances and arrangements by which police complaints will be investigated by the Ombudsman in the first instance;

- the circumstances and arrangements by which police complaints will be otherwise investigated by the Ombudsman; and

- arrangements for the lawful exchange of information on matters of mutual interest.

A new model of complaint management currently under development aims at providing an alternative process of dealing with misconduct and discipline. The new model focuses on managerial action in support of, or in addition to, disciplinary sanction. A matrix has been designed to provide guidance to those tasked with making recommendations for action. This model is due to be presented to the Police Service Corporate Management Group early in the coming year. A further matrix is planned to assist hearing officers in the imposition of penalties.

### Royal Commission Investigation Team

Since the commencement of the Royal Commission, staff assigned to the Internal Affairs and Internal Investigation Units have performed an analysis and assessment of testimony and information before the Royal Commission. More than 100 current serving and former police officers have been adversely named before the Royal Commission, on more than 30 distinctive matters. Additional investigators, including two senior New Zealand Police Officers were appointed and the Royal Commission Investigation Team was formed, with the terms of reference being to:

- analyse and assess evidence and information on officers adversely named before the Royal Commission;

- investigate allegations of criminal or serious misconduct by current or past serving police in liaison with the Royal Commission;

- analyse evidence of officers who have admitted to fabricating evidence against suspects and to make recommendations as to what course of remedial action, if any, should follow; and

- profile conduct/behaviour of police, which led to their corrupt/serious misconduct and to make recommendations on how to minimise the risk of similar behaviour in the future.

### Devolution of Internal Investigations

The role of the Internal Investigations Unit (IIU) was to provide specialist investigation into incidents resulting in death or serious injury and making appropriate recommendations for changes to policy and procedure. Consistent with devolution of responsibilities to District Superintendents this process changed during the year with the adoption of revised Allocation Rules, requiring IIU to provide an oversight role relating to serious incidents with an independent District Superintendent being responsible for the conduct of an inquiry.

Devolution of internal investigations and the resultant restructure of IIU and its business processes was the most significant event since the formation of the Unit. The process saw the downsizing and limiting of IIU functions, and conversely resulted in increased responsibility at the district and divisional level as those areas assumed responsibility for the conduct of staff.

Internal investigation performance indicators have been developed in consultation with external stakeholders (the Ombudsman, Anti-Corruption Commission and Coroner). These indicators include measures for timeliness, quality, fairness and consistency.

The Unit was directly involved in three coronial inquests and the oversight of four serious incidents involving Urgent Duty Driving. The Unit remains the primary contact point for the Office of the State Coroner and Crown Solicitor's Office on such matters.
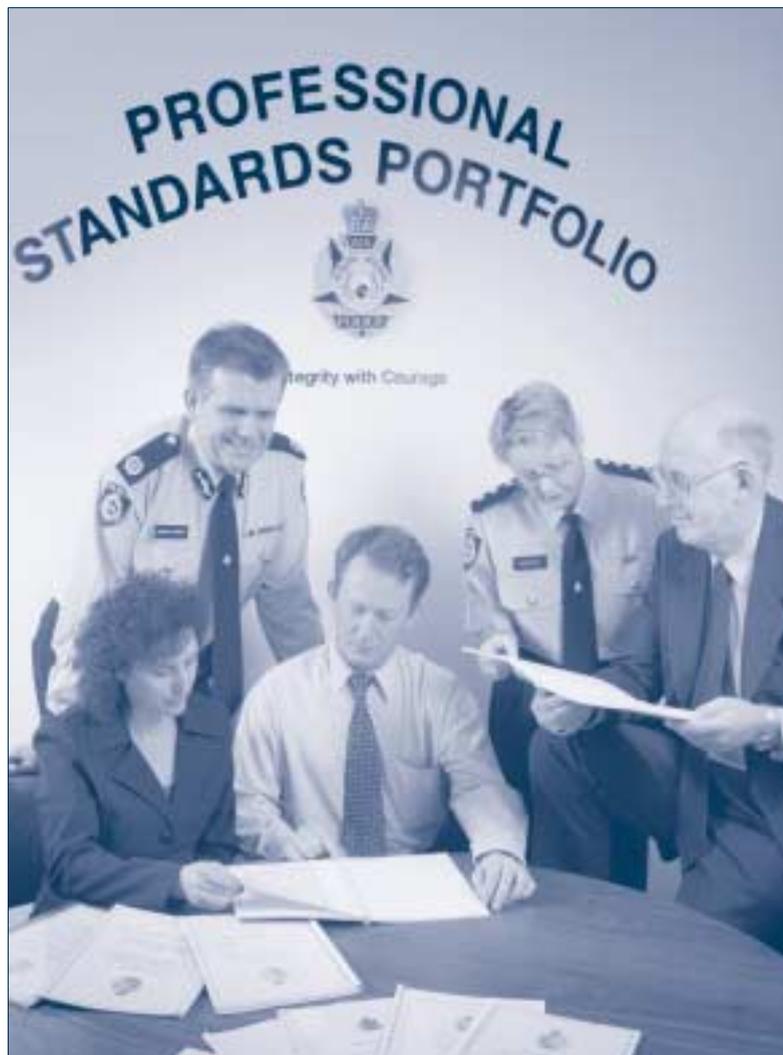
# The Royal Commission

In December 2001, the State Government announced the establishment of the Royal Commission into Whether There Has Been Any Corrupt or Criminal Conduct By Western Australian Police Officers. The Royal Commission commenced in March 2002 and is expected to deliver its report and subsequent recommendations in late 2003.

The Police Service Royal Commission Unit was established to co-ordinate the Police Service's commitment to the Royal Commission. The Unit provides a one-stop shop for information, advice or support for the entire Police Service in relation to any Royal Commission matter.

Once public hearings commenced in July 2002, there was a serious risk that during the conduct of such inquiries, productivity, staff morale and public confidence could suffer. It became a priority to ensure that there was minimal disruption to operational activities by assisting the agency to manage these special challenges, while meeting the needs and requirements of the Royal Commission.

To address some of the risks and issues, the Royal Commission Unit has continued to build on strategies that focus on our people, community confidence and external stakeholders. Considerable effort has also gone into:

- maintaining accurate information exchange through various mediums, including the Police Service Intranet;
- appointing dedicated relationship managers to liaise with the stakeholders to maintain positive partnerships and business continuity;
- upfront communication exchange;
- showcasing positive initiatives and projects already underway; and
- maintaining a strategic focus by identifying emerging and significant issues and briefing the Commissioner and members of the Police Strategic Executive.

The men and women of the Police Service have accomplished much good work, and participation of key internal stakeholders has been actively encouraged through a series of submission papers and Round Table Conferences. These interactions will assist the Royal Commission in formulating and validating their recommendations.

The next challenge for this agency will be to facilitate working in partnership with the Royal Commission to not only identify and articulate recommendations recognising best policing practice, but also to ensure that there is timely, effective and efficient implementation of reforms.

**Quality Improvement Program**

An essential component of the Standard Compliance Unit's education and corporate training focus is demonstrated by the development of the Quality Improvement Program (QIP) strategy. A three-phase program, QIP recognises inherent causal factors that can potentially detract from the quality and effective delivery of discipline-related policing services. Already in phase one of its implementation, QIP is providing information, solutions and strategies through a series of workshops. Participants in these workshops include district and divisional Internal Investigation Unit Co-ordinators, senior officers from Internal Investigation Unit and members of the Ombudsman's Office. Essentially, the theme of the program and intent of workshops is to:

- highlight the need for high quality investigative and review methodologies;

- ensure that recommended disciplinary sanctions are justified and commensurate with the evidence gathered; and

- ensure high quality presentation of documents in the areas of structural, factual and grammatical correctness.

It is intended that phases two and three of the QIP will be commenced and completed in the coming year.

**Official Police Notebooks and Diaries**

The *State Records Act 2000* places a requirement on government agencies to have an approved record management strategy. The provisions of the Act, and the need for continuous improvement, led to the development of policy and enhancement and introduction of official police notebooks and diaries with numbered pages and labelled with a unique barcode number.

The policy, which came into effect in December 2002, has benefits for all personnel including senior management, supervisors and operational members in terms of providing a credible and transparent personal record of duties performed. The new system ensures diaries and notebooks are available for examination by persons acting judicially or under lawful authority.

The Western Australia Police Service is committed towards achieving compliance in Records Management and has submitted a comprehensive draft Recordkeeping Plan as required uner the *State Records Act 2000*.

# MANAGEMENT ISSUES

## Ethics and Integrity Internet Site

The Police Service's Professional Standards Internet site was completed in May 2003. The site provides extensive information to the global community on the roles and responsibility of the Professional Standards Portfolio, its business areas, and the many and varied strategies developed to address errant behaviours across the organisation. Information is also available about the complaint management process, how and where to lodge a complaint against police personnel, and the sanctions available to the organisation. The Internet site has the most extensive ethics and integrity content of any Australian police jurisdiction.

## Business Area Management Review Program (BAMR)

The BAMR program has been in operation within the Police Service since October 1998, and replaced the traditional Annual Inspection program. The purpose of the BAMR program is to ensure that key statutory and service standards are complied with in local business areas and appropriate risk management strategies are applied across the State. The BAMR Test Plan reflects the minimum required standards and is modified at the local level to accommodate local needs and inherent risks.

The Management Audit Unit has conducted a total of 47 audits of business areas during 2002-03, a significant increase from 21 in the two previous years. The rigour applied to the BAMR program over the year has also seen a significant decrease in the number of major anomalies found requiring urgent attention.

The future of BAMR lies in the development of an electronic format designed to further streamline the self-assessment audit process, allowing Inspecting Officers to devote more time to frontline policing duties. Recent enhancements proposed for the BAMR program also include the integration of Corruption Prevention Plans as an additional aspect of risk management, as well as other potential reforms emanating from the Royal Commission. It is anticipated that the business areas' approach to corruption prevention at the local level will be subject to inspection and evaluation by District and Inspecting Officers.

## Freedom of Information

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

During 2002-03, a total of 1,027 applications were received and dealt with under the Act together with a total collection of $29,586 in fees and charges. Further, in consultation with owner areas more than 90 per cent of all requested documents were provided to applicants in good faith, either in a full or edited format. This was achieved while protecting the privacy of individuals and safeguarding police operational sensitivities.

The Police Service's Information Statement, published on the Internet, has received praise in the Information Commissioner's Ninth Annual Report 2002 as being user-friendly and ranked as one of the best. It was last updated in November 2002.

## BUILDING PARTNERSHIPS

The Police Service is one of a few agencies that is consistently under media and public scrutiny. While numerous marketing and communication strategies were developed for campaigns and key initiatives, it was recognised that an agency-wide Marketing Plan was needed. This plan is now in its final draft and will provide an overall framework to assist the agency to achieve its corporate goals. The plan will focus on building a positive corporate identity by:

- building trust and credibility with our key stakeholders;
- promoting initiatives and strategies which assist in the delivery of three primary outcomes; and
- communicating our progress in addressing the agency's special challenges and corporate priorities, outlined in the Strategic Plan and Annual Business Plan.

Major events co-ordinated this year included the following.

- Police Week 2002 was held at the Perth Royal Show and attracted more than 100,000 people to the Police Exhibition. This exhibition is the largest annual community and police interactive event, and approximately 25 police sections and divisions were featured.

- The launch of the 150th Anniversary Celebrations attended by 100 guests, including retired and serving police officers, historical members and community stakeholders. The event was held in March at the Constitutional Centre on the official day the Police Force was established in 1853.

- The Commissioner hosted The Conference of Police Commissioners' of Australasia and the South-West Pacific Region during March. This four-day conference was attended by Commissioners or their senior representatives and is held annually to discuss key law enforcement issues. This year the theme was Human Resources, with an agenda that included sessions on integrity issues, global standards to combat corruption in police services, flexible working arrangements, gender equity, fitness standards and stress management.

- In March 2003, PTA Police Training Academy went to air on the ABC over four consecutive weeks. The documentary was filmed over 26 weeks and showcased police training, attitudes and professionalism. The series highlighted to the community the professional challenges and personal dilemmas of 60 recruits on their journey to becoming police officers.

- Proactive policing was promoted in the print and electronic media through television specials such as Polair 61 and the PTA, as well as individual events such as the Crime Stoppers Drug Dealer Phone-In Day.

- Public participation in crime prevention and the solving of crimes was assisted by more than 200 press conferences held at Police Headquarters, police stations and at crime scenes along with the Media Access System that provides the media with updates and information on particular crimes.

# COMMENDATIONS AND AWARDS

## ■ AUSTRALIAN BRAVERY DECORATIONS

**Commendation for Brave Conduct**
Awarded for acts of bravery in hazardous circumstances.
Constable Mitchell Leahy

## ■ WA POLICE CERTIFICATE OF MERIT

Awarded to a member of the Police Service displaying initiative, resourcefulness and courageous actions; putting aside thought of personal safety, exceeding that which might reasonably be expected from a member of the Police Service in the execution of his/her duty.

Constable Adam Rigoir

Senior Constable Darren Waddell

Constable First Class James Yates

## ■ COMMISSIONER'S SPECIAL COMMENDATION

Awarded to a member of the Police Service for meritorious conduct under stressful conditions while carrying out his or her duty in operational situations.

Senior Constable Gary Jacobs

Senior Sergeant Paul Zanetti

Sergeant Owen Williams

Constable Graeme Brindley

Constable Geoffrey Farmer

Senior Constable Brandon Hearn

Constable First Class Matthew Lewis

## ■ COMMISSIONER'S LETTER OF COMMENDATION

Awarded to a member of the Police Service for resourcefulness, initiative and devotion to duty reflecting credit upon the Police Service.

Senior Constable Cameron Anderson

Senior Constable Brett Cassidy

Senior Constable Royston Sheppard

Detective Senior Constable Timothy Thomas

Constable Harry Rice

Constable Adrian Bailey

Sergeant Steven Wright

Constable Geoffrey Ball

Constable Shaun Hodges

Constable First Class John Macara

Constable Phillip Falconbridge

Constable Clinton May

Senior Constable Terrance Shelton

## ■ AUSTRALIAN POLICE MEDAL

The Australian Police Medal forms part of the Australian system of honours and awards and is awarded for distinguished service by a member of an Australian Police Force.

**Superintendent Andrew Tovey** has dedicated more than 31 years to policing having served in a broad range of positions. He was responsible for setting up the Retail Theft Units in 1991, instrumental in introducing the video-taped searches concept and the new database programs for the Internal Affairs Unit. Mr Tovey played a key role in forming the working partnership with the Anti-Corruption Commission and was instrumental in establishing the Risk Assessment Unit. Since 2000, he has been the District Superintendent for the Goldfields-Esperance Police District.

**Detective Inspector Peter Lavender** commenced his policing career in May 1970 and within four years was transferred to the criminal investigation role. In 1989, he was seconded as a senior investigator to the Rothwell's Taskforce, the largest crime investigation undertaken in Australia. He has spent 18 years of his career involved with the investigation of major fraud. In recognition of his leadership, investigative skills and excellent results achieved in the field of commercial crime investigation, Mr Lavender was appointed the Police Service's liaison officer with the Director of Public Prosecutions. He is currently the Assistant Divisional Officer, Commercial Crime.

**Senior Sergeant John Young** has devoted 35 years to policing spread over two states. His service in Western Australia commenced in January 1972 after completing three and half years with the New South Wales Police Service. Mr Young has served in many metropolitan and country locations including 20 years in the Criminal Investigation Branch. He was recognised for his distinguished record in achieving constructive and durable relationships between police and community members in regional Western Australia. Mr Young is currently the Officer-in-Charge of Laverton Police Station.

**Assistant Commissioner Tim Atherton** was appointed to the Police Service in May 1998 after 16 years of service with the Queensland Police Service where he earned a strong reputation as a consummate forensic practitioner. In his role as Assistant Commissioner Crime Support, he was totally committed to challenging the perpetrators of serious crime, in particular through his initiatives related to targeting organised crime. In July 2002, he was appointed Assistant Commissioner of the Metropolitan Region. Mr Atherton is currently overseeing the development of operational initiatives under the Strategic Review of Reform Program and also has corporate responsibility for developing strategy to address the high burglary rate in Western Australia.

# COMMENDATIONS AND AWARDS

**Inspector Stephen Stingemore** joined the Police Service in 1974, serving for a number of years in country regions before returning to Perth in 1992. He served as a prosecutor where he was involved in a number of sensitive investigations and spent a number of years with various units in the Professional Standards Portfolio, providing a valuable contribution toward establishing a more enhanced standard of ethical conduct for all members of the Police Service. In May 2002, Mr Stingemore was tasked with heading the fledgling Police Transit Unit. There he assisted with the successful build up of staffing from five to fifty officers, within a nine-month period, establishing a visible policing presence on the metropolitan passenger rail network. He is currently an Assistant District Officer within North West Metropolitan District Office.

**Sergeant James Clarysse** began his policing career in April 1974 and has become synonymous with youth work and community policing. The strategies that he consistently employs are aimed at achieving the best possible outcome for all concerned. He has been a driving force in a successful program implemented to curb the high rate of truancy within his area of responsibility. His approach has resulted in a significant reduction in vandalism and petty offences. By using his strong communications skills to achieve harmony between diverse groups and individuals, Mr Clarysse has made an invaluable contribution to policing in Western Australia. He was named the Police Officer of the Year in 2001.

### ■ POLICE OVERSEAS SERVICE MEDAL
**United Nations Mission in Support of East Timor (UNMISET) Medal**
The Police Service's commitment to assisting the Australian Federal Police with United Nations peacekeeping operations in East Timor continued, including three members who are currently serving overseas for a period of six months.

The following officers who have returned to Western Australia have been awarded medals:

Sergeant Tony Brackenreg
Senior Constable Graeme Lewington
Senior Constable Darcy Boylan
Senior Constable Timothy Britten
Inspector Glenn Feeney
Sergeant Gregory Glossop
Senior Constable Lindsay Greatorex

### ■ WESTERN AUSTRALIA POLICE SERVICE MEDAL
Presentations of the new Western Australia Police Service Medal commenced in 2002. It is a prestigious award, restricted to sworn members and unsworn staff of the Police Service and subject to strict eligibility criteria.

Implementation of the medal is consistent with a decision taken by the national Commissioners' Conference forum to support and encourage the implementation of jurisdictional recognition of sustained diligent and ethical service. The following presentations have taken place.

| Years of Service | Number of Recipients |
|---|---|
| 35 and over | 101 |
| 30 | 237 |
| 25 | 455 |
| 20 | 330 |
| 15 | 523 |

### ■ POLICE OFFICER OF THE YEAR
**Detective Constable First Class Simone Van Der Sluys – West Metropolitan Tactical Investigation Group**
Ms Van Der Sluys now stationed at the West Metropolitan Tactical Investigation Group was awarded Police Officer of the Year for her work whilst at Warwick Detectives. She was recognised for her professionalism, dedication, and empathetic manner in dealing with child abuse matters, in particular her dealings with a particular victim. Ms Van Der Sluys is prepared to make considerable sacrifices, often working in excess of her normal hours to ensure that the needs of victims are met.

### ■ PUBLIC SERVANT OF THE YEAR
**Arthur Ventham - Police Prosecuting Branch**
Mr Ventham commenced with the Police Service in February 2001 at the Police Prosecuting Branch, Perth Children's Court. While he has since left the Police Service, he was acknowledged for his contribution to increasing co-operation with the respective agencies with which the Prosecuting Branch deals. He provided an increased level of support to prosecuting staff in relation to the preparation of briefs, as well as ensuring the provision of a high standard of post-court documentation.

### ■ AWARDS FOR EXCELLENCE
The Police Service won a Silver Award for the 2002 Annual Report in the Australasian Reporting Awards, where entrants from both private and public sector agencies in Australia and overseas were judged against strict criteria.

# ENABLING LEGISLATION

The strategic and corporate development of the Police Service is enhanced by the timely facilitation and progression of the legislation that ultimately assists the frontline police officer to achieve agency objectives.

The Police Service administers the following legislation:

- *Criminal Investigation (Identifying People) Act 2002*
- *Firearms Act 1973*
- *Misuse of Drugs Act 1981*
- *National Crime Authority (State Provisions) Act 1985*
- *Pawnbrokers and Secondhand Dealers Act 1994*
- *Police Act 1892*
- *Police Assistance Compensation Act 1964*
- *Prostitution Act 2000*
- *Protective Custody Act 2000*
- *Public Meetings and Processions Act 1984*
- *Security and Related Activities (Control) Act 1996*
- *Spear Guns Control Act 1955*
- *Surveillance Devices Act 1998*
- *Telecommunications (Interception) Western Australia Act 1996*
- *Weapons Act 1999*
- *Witness Protection (Western Australia) Act 1996*

The *Criminal Investigation (Identifying People) Act* was proclaimed on 19 November 2002 and has been implemented statewide.

Throughout 2002–03, the Police Service facilitated the progression of the following legislation.

- *Occupational Safety and Health Amendment Bill 2001*, to include police officers within the provisions of the *Occupational Safety and Health Act 1984*.
- *Australian Crime Commission (State Provisions) Bill 2003*, to provide for the amendment of the *National Crime Authority (State Provisions) Act 1985*.
- Amendments to *Pawnbrokers and Secondhand Dealers Act 1994*, to address anomalies identified in the Act and improve its administration.
- *Prostitution Control Bill 2003*, to provide the necessary control and regulation of the industry.
- *Simple Offence Bill 2002*, to repeal and replace the offence provisions of the *Police Act 1892*.
- *Police Administration Bill 2001*, to modernise administrative arrangements for the Police Service.
- *Security and Related Activities Control Amendment Bill 2002*, to provide for fingerprinting and revised destruction provisions.
- *Criminal Investigation (Covert Operations) Bill 2003*, to consolidate police powers.
- *Misuse of Drugs Amendment Bill 2003*, to control precursor chemicals likely to be utilised in the manufacture of illicit drugs.
- *Criminal Investigation Bill 2000*, includes powers to create and maintain crime scenes, search, seizure and arrest (including arrest on suspicion) and related matters.
- *Firearms Act 1973 Amendment Bill 2003*, to provide for the Council of Australian Government Handgun Resolutions to be enacted.

# SPONSORSHIP AND PUBLICATIONS

## SPONSORSHIP

Companies, organisations and individuals who have provided sponsorship/donations include:

Advanced Traders Pty Ltd
Bunnings Building Supplies
Channel 10
City of Perth
Harvey Norman
Mercure Hotel, Perth
Mercure Inn, Broome
National Counter-Terrorism Committee
Novotel Langley Hotel, Perth
Police and Nurses Credit Society
Qantas
Rotary Club of East Perth
Royal Automobile Club
SGIO Insurance
Shire of Nganyatjarraku
The Bicycle Entrepreneur
Western Australian Local Government Association (Roadwise)
Western Australian Police Social Club (Inc)
Westfield Galleria Shopping Centre, Morley
WIN Television

## PUBLICATIONS

*Requirement under Treasurer's Instruction 903*

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

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

### Domestic Violence
- Domestic Violence – What You Can Do

### Crime Prevention
- Armed Hold-Up Prevention
- Armed Hold-Up Prevention Training Kits
- Car Security
- Holiday Security
- Home Security
- Intruder Alarms
- Neighbourhood Watch Manual 2003
- PartySafe
- Policing in a Multicultural Society
- Safer Living
- Safety Advice for Seniors
- Safety for Seniors
- Security Lighting
- Serving Western Australia's Culturally Diverse Communities
- Welcome to Neighbourhood Watch (Metro, Rural, Marine and School Watch Programs)

### Strategic Services
- Western Australia Police Service Annual Business Plan
- Western Australia Police Service Annual Report
- Western Australia Police Service Strategic Plan

### Professional Standards
- Code of Conduct
- Ethical Guidelines
- Making a Complaint Against Police
- The Blueline
- The Dividing Line
- The Supported Internal Witness Program

### Alcohol and Drug Co-ordination Unit
- Alcohol and Drug Poster Series
- Alcohol Awareness Package
- Common Drug ID and Effects Posters
- Drink Spiking Resource Kit
- Drug Awareness Package
- Drug Guide
- Drug Identification Slider
- GURD - Activity Resource Package
- GURD - ADCU CD-ROM resource
- GURD - Education Package
- Harm Reduction and Policing
- Night Safe Information Card
- Precursor Chemical Code of Conduct Resource Kit

### Recruiting
- Induction CD-ROM
- Make a Difference

### Disability Services
- WA Police SMSAssist© Registration Form
- WA Police SMSAssist© User Guide

### Senior Interests
- Elder Abuse

For a complete list of all publications and documents available to the public, refer to the Police Service Information Statement.