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

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

KARL J O'CALLAGHAN APM
Commissioner of Police

21 August 2014

# KEY PERFORMANCE INDICATORS

## INTRODUCTION

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

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

## OUTCOME FRAMEWORK

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

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

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

# PERFORMANCE FRAMEWORK

The performance of the WA Police is measured through Key Performance Indicators (KPIs) comprised of effectiveness and efficiency indicators. Effectiveness indicators provide information about the extent to which the agency is achieving its outcomes, while efficiency indicators monitor the efficiency with which a service is delivered.

The three outcomes of the WA Police were assessed through five KPIs. As some outcomes may overlap, certain KPIs may be relevant to more than one outcome. For example, KPI 1 – Community satisfaction with police services was the main performance indicator for Outcome 1 – Lawful behaviour and community safety, but was also a secondary KPI for Outcomes 2 and 3. The following table shows the KPIs for each outcome. For reporting purposes, each outcome had at least one primary KPI that has been highlighted in bold, with secondary KPIs shown in italics.

**Key Effectiveness Indicators**

| Outcome 1: Lawful behaviour and community safety | Outcome 2: Offenders apprehended and dealt with in accordance with the law | Outcome 3: Lawful road-user behaviour |
|---|---|---|
| **KPI 1 Community satisfaction with police services** | *KPI 1 Community satisfaction with police services* | *KPI 1 Community satisfaction with police services* |
| **KPI 2 Community perception of level of crime** | *KPI 2 Community perception of level of crime* | |
| *KPI 3 Response to offences* | **KPI 3 Response to offences** | |
| *KPI 4 Sanction rate for offences* | **KPI 4 Sanction rate for offences** | |
| *KPI 5 Traffic law enforcement* | | **KPI 5 Traffic law enforcement** |

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

**Key Efficiency Indicators**

| Service 1: Intelligence and protective services | Service 2: Crime prevention and public order | Service 3: Community support (non-offence incidents) | Service 4: Emergency management and coordination | Service 5: Response to and investigation of offences | Service 6: Services to the judicial process | Service 7: Traffic law enforcement and management |
|---|---|---|---|---|---|---|
| Average cost per hour of providing service(s) | Average cost per hour of providing service(s) | Average cost per hour of providing service(s) | Average cost per hour of providing service(s) | Average cost per response/investigation | Average cost per hour of providing service(s) | Average cost per hour of providing service(s) |

## OUTCOME 1: LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

This outcome relates to the WA Police influencing lawful behaviour, safety, security and public order by providing services and delivering programs that are responsive to the needs of a diverse community.  This is achieved through:

- working together with the community;

- visible and targeted policing;

- establishing and maintaining partnerships with other agencies and stakeholders to develop crime prevention strategies;

- identifying, assessing and managing risks to the community; and

- maintaining a high level of preparedness for emergencies including appropriate responses to terrorism.

The extent to which this outcome is being achieved is assessed through two effectiveness indicators: Community satisfaction with police services and Community perception of the level of crime.

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

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

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

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

This survey measures two aspects of satisfaction with police services — general satisfaction overall and satisfaction with services received during the most recent contact with police.  Together, these provide a relevant primary indicator of how effectively the WA Police is achieving Outcome 1: Lawful behaviour and community safety.

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

**Indicator 1.1:** Percentage of the WA community who were 'satisfied' or 'very satisfied' with services provided by police, 2009-10 to 2013-14 [a][b][c]
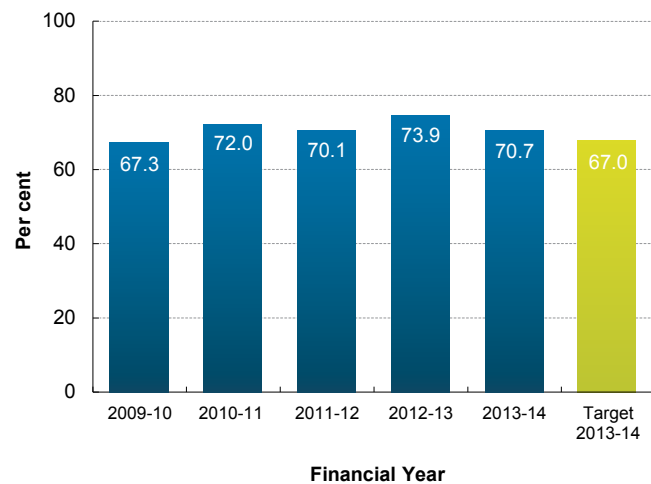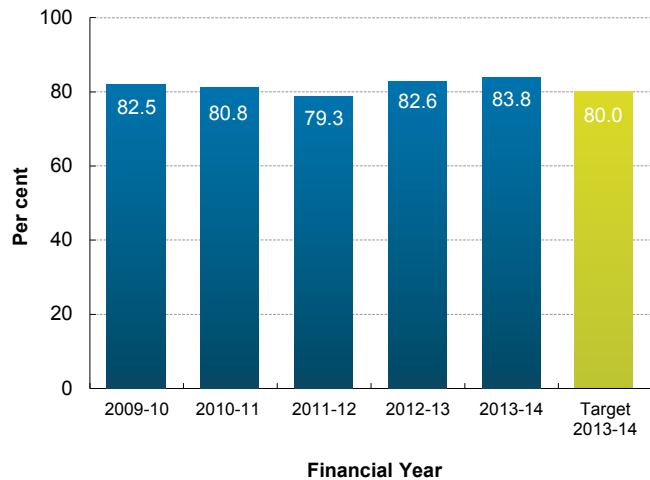


ANALYSIS

- In 2013-14, the level of satisfaction with police services in WA (70.7 per cent) was not significantly different to 2012-13 (73.9 per cent).

- The WA Police achieved the 2013-14 target of greater than or equal to 67 per cent.

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



ANALYSIS

- In 2013-14, 49.4 per cent of the WA community had contact with police in the last 12 months. The most common reasons for the most recent contact with police were to receive a random breath/drug test and to report a crime or other incident.

- The percentage of the WA community who were satisfied with the services received during their most recent contact with police in 2013-14 (83.8 per cent) was not significantly different to 2012-13 (82.6 per cent).

- The WA Police achieved the 2013-14 target of greater than or equal to 80 per cent.

**Notes:**

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

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

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

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

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

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

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

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

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

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

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

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

Community perception of the level of crime is an indicator of the extent to which the WA Police influences lawful behaviour, safety, security and public order. The National Survey of Community Satisfaction with Policing measures the extent to which the community is concerned about becoming a victim of: physical assault in a public place, housebreaking and motor vehicle theft; it also measures the extent to which the community thought that crime and antisocial behaviour were a problem in their own neighbourhood. These include: the use of illegal drugs, louts or gangs, drunken and disorderly behaviour, and speeding cars, dangerous or noisy driving. The police can influence factors that affect the perceived level of these incidents including preventing and reducing their incidence.

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

*Care needs to be taken in interpreting data on perceptions of crime. Reducing people's concerns about crime and reducing the actual level of crime are two separate, but related challenges for police. Comparisons between perceptions of crime problems and the level of crime raise questions about the factors that affect perceptions. More generally, such comparisons highlight the importance of considering the full suite of performance indicators rather than assessing performance on the basis of specific measures in isolation.*

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

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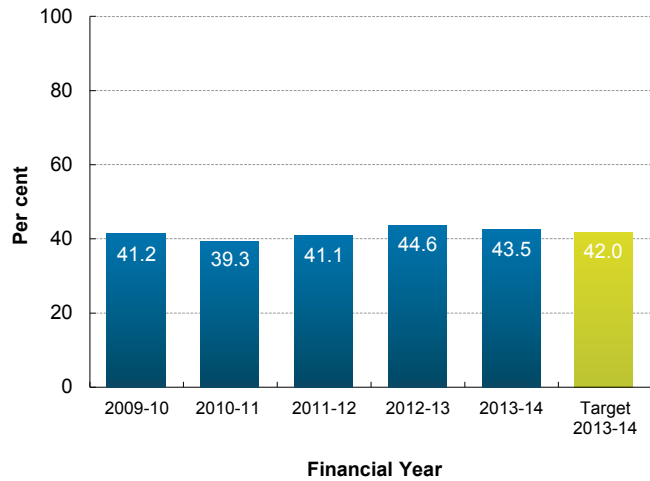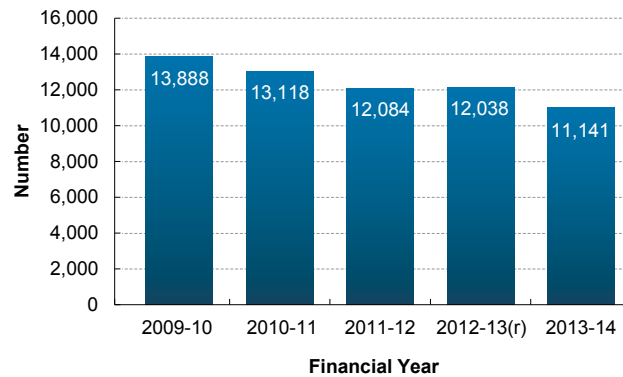


**Note:** A low or decreasing percentage of people who were concerned about becoming a victim of this crime is desirable.

### ANALYSIS

- The percentage of the WA community who were concerned about becoming a victim of physical assault in a public place in 2013-14 (43.5 per cent) was not significantly different to 2012-13 (44.6 per cent).

- The WA Police did not meet the 2013-14 target of less than or equal to 42 per cent.

- By contrast, the number of verified non-domestic assault offences has steadily decreased by 19.8 per cent (2,747) since 2009-10 (see following chart).
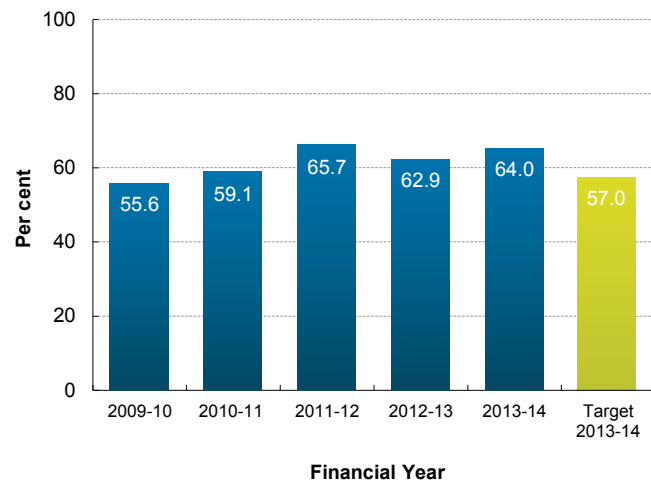
Number of verified non-domestic assault offences, 2009-10 to 2013-14



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

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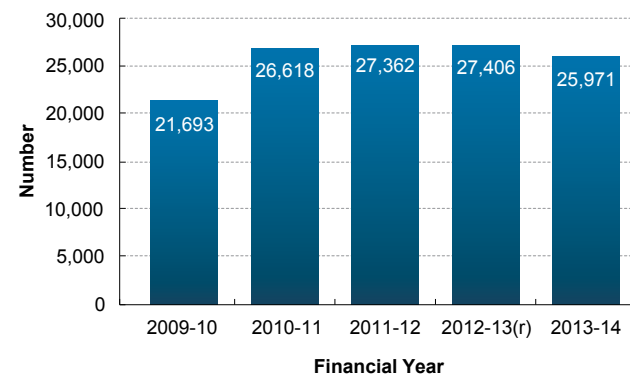


**Note:** A low or decreasing percentage of people who were concerned about becoming a victim of this crime is desirable.

ANALYSIS

- In 2013-14, the percentage of the WA community who were concerned about becoming a victim of housebreaking (64.0 per cent) was not significantly different to 2012-13 (62.9 per cent).

- The WA Police did not meet the 2013-14 target of less than or equal to 57 per cent.

- By contrast, the number of verified dwelling burglary offences decreased by 5.2 per cent (1,435) to 25,971 compared with 27,406 in 2012-13 (see following chart).

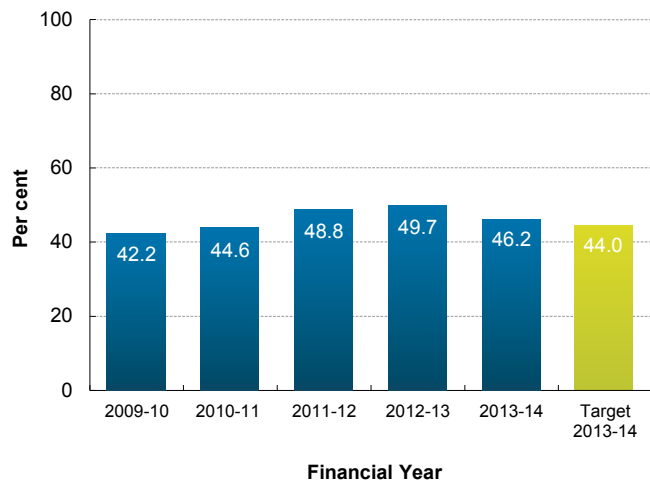Number of verified dwelling burglary offences, 2009-10 to 2013-14



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

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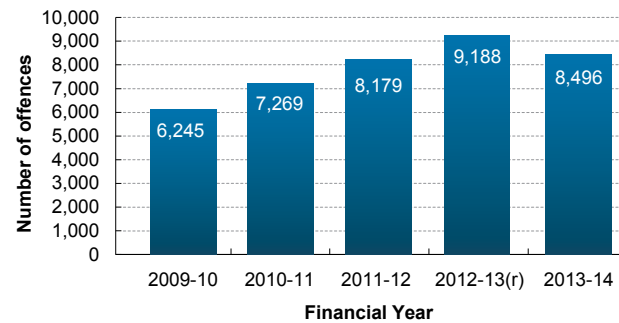


**Note:** A low or decreasing percentage of people who were concerned about becoming a victim of this crime is desirable.

### ANALYSIS

- In 2013-14, the percentage of the WA community who were concerned about becoming a victim of motor vehicle theft (46.2 per cent) was not significantly different to 2012-13 (49.7 per cent).

- The WA Police did not meet the 2013-14 target of less than or equal to 44 per cent.

- By contrast, the number of verified motor vehicle theft offences decreased by 7.5 per cent (692) to 8,496 compared with 9,188 in 2012-13 (see following chart).
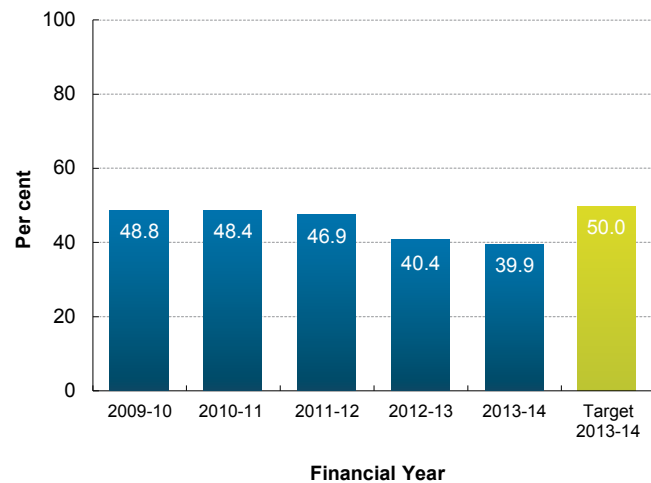
Number of verified motor vehicle theft offences, 2009-10 to 2013-14



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

**Indicator 2.4:** Percentage of the WA community who thought the use of illegal drugs was 'somewhat of a problem' or a 'major problem' in their own neighbourhood, 2009-10 to 2013-14 [(a)(b)(c)]



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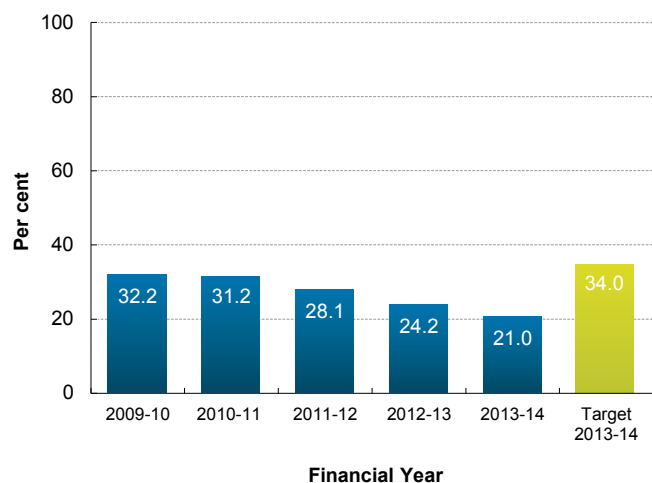
ANALYSIS

- The percentage of the community who thought the use of illegal drugs was a problem in their own neighbourhood decreased in WA since 2009-10.

- In 2013-14, the WA result of 38.9 per cent was not significantly different to 2012-13 (40.4 per cent).

- The WA Police achieved the 2013-14 target of less than or equal to 50 per cent.

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



**Financial Year**

ANALYSIS

- The percentage of the community who thought louts or gangs were a problem in their own neighbourhood decreased in WA since 2009-10.

- The WA result of 21.0 per cent was the lowest recorded in five years.

- The WA Police achieved the 2013-14 target of less than or equal to 34 per cent.

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

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



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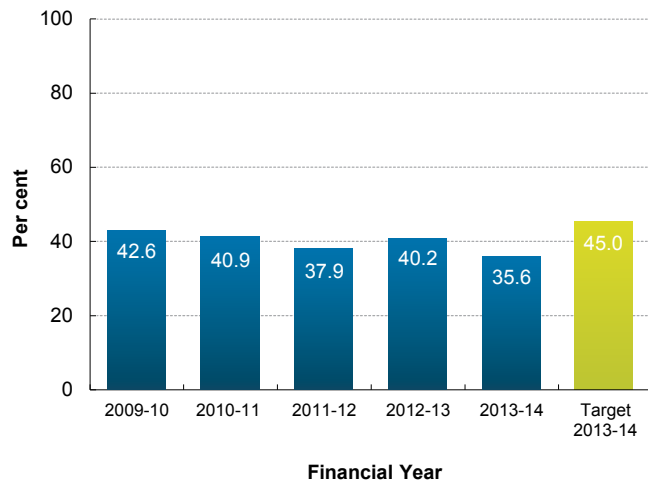
ANALYSIS

- In 2013-14, the WA result of 35.6 per cent was not significantly different to 2012-13 (40.2 per cent).

- The WA Police achieved the 2013-14 target of less than or equal to 45 per cent.

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



ANALYSIS

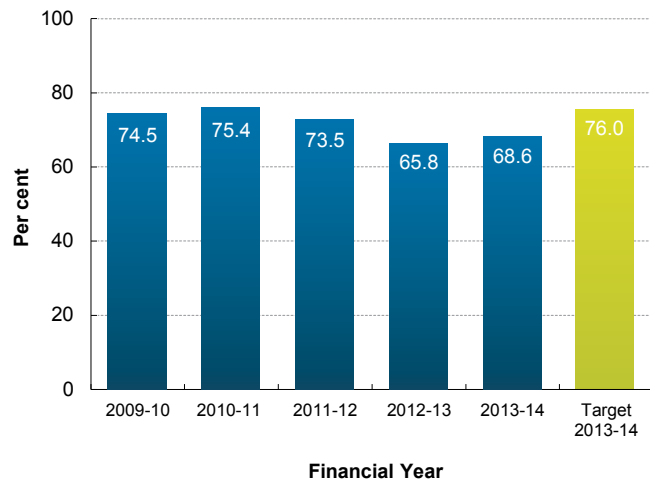- In 2013-14, the WA result of 68.6 per cent was not significantly different to 2012-13 (65.8 per cent).

- The WA Police achieved the 2013-14 target of less than or equal to 76 per cent.

- Vehicle impoundment legislation was introduced in 2004 which was enhanced by successive amendments in 2008, 2009 and 2010.

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

**Notes:**

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

(b)  With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population.  The relative standard error (RSE) is a measure of the error (relative to the size of the estimate) likely to have occurred due to sampling.  Generally, only estimates with an RSE of 25 per cent or less are considered reliable for most purposes.  Estimates with an RSE of between 25 per cent and 50 per cent should be used with caution while estimates with an RSE greater than 50 per cent should not be used.  The RSE associated with the sample estimates used in compiling the charts for Indicators 2.1 to 2.7 is equal to or lower than 7.0 per cent.

(c)  It is important to note that the perceived level of crime may not reflect the reported levels of crime because factors such as media coverage of crime and personal experiences can influence community perceptions.

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

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

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

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

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

- a serious crime is in progress, being witnessed or just committed;

- any situation where life or serious injury is threatened;

- a car accident where people are trapped or seriously injured;

- a serious air, rail or water incident;

- any incident which poses an immediate threat of danger to people or property; or

- an explosion, bomb incident or threat.

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

- reporting a disturbance or breach of the peace (antisocial behaviour);

- reporting something which has happened in the past such as a burglary;

- reporting a property related incident for insurance purposes; or

- making a complaint against another individual.

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

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

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

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

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

1. 'Response to offences' that relates to answering 000 and 131444 calls, and responding to urgent calls for police assistance.

2. 'Sanction rate for offences' that relates to the finalisation of investigations.

## KEY PERFORMANCE INDICATOR 3 – RESPONSE TO OFFENCES

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

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

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

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

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

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

**Indicator 3.1:** Percentage of emergency '000' calls for urgent police assistance or attendance answered within 20 seconds [a][b][c]

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

ANALYSIS

- The 2013-14 result of 97.5 per cent exceeded the target of 90 per cent and was an improvement on the performance of the previous three years. The WA Police therefore achieved the 2013-14 target.

- The number of 000 emergency calls decreased by 3.4 per cent (9,257) from 270,364 in 2012-13 to 261,107 in 2013-14.

**Indicator 3.2:** Percentage of '000' emergency calls answered on first presentation [a][c][d]

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

ANALYSIS

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

**Indicator 3.3:** Percentage of 131444 calls for police assistance or attendance answered within 20 seconds [a][e][f]

| 2012-13 | 2013-14 | Target 2013-14 |
|---|---|---|
| 78.2% | 90.1% | **85%** |

**Number and percentage of 131444 calls to the Police Assistance Centre in 2013-14** [a][e][f][g]

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

ANALYSIS

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

  1. Tasking – calls for an incident that requires immediate police attendance.

  2. Non-Tasking – calls for incidents that do not require immediate police attendance.

  3. General – where the caller is seeking general information or has some other enquiry.

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

- It is important to note that due to this initiative, the percentage result for the indicator is based on calls to the 131444 tasking call queue only and as a consequence is not comparable with results prior to 2012-13.

- In 2013-14, the percentage of calls to the 131444 tasking call queue for police assistance or attendance answered within 20 seconds was 90.1 per cent. The WA Police achieved the 2013-14 target of 85 per cent.

**Indicator 3.4:** Percentage of 131444 calls abandoned [a][f][g][h]

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

**Number and percentage of 131444 calls abandoned in 2013-14** [a][f][g][h]

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

ANALYSIS

- The first two dot points in the analysis of the previous indicator also apply to this indicator.

- In 2013-14, 4.5 per cent of calls to the 131444 tasking call queue were abandoned by the caller before operators could answer them. The WA Police achieved the 2013-14 target of <5 per cent.

**Indicator 3.5:** Average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene, 2009-10 to 2013-14 [(i)(j)(k)(l)(m)(n)(o)]
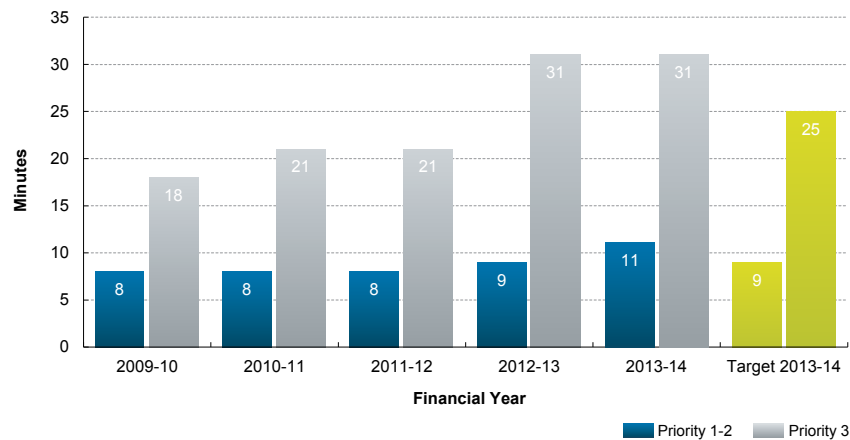


ANALYSIS

- The average time taken to respond to urgent calls for police assistance in the metropolitan area from call received (entered) to arrival at scene was 11 minutes for priority 1–2 calls and 31 minutes for priority 3 calls. The WA Police did not meet the 2013-14 priority 1-2 target of 9 minutes, or the priority 3 target of 25 minutes.

- The priority 1-2 target was not met due to the introduction of a policy change in November 2013 where any traffic crash requiring attendance is initially listed as a priority 2. This contributed to a 63.6 per cent (5,784) increase in priority 1-2 incidents from 9,099 in 2012-13 to 14,883 in 2013-14.

- The priority 3 target was not met due to a number of contributing factors, including:
  - a 10.8 per cent (12,982) increase in the number of calls from 119,707 in 2011-12 to 132,689 in 2013-14;
  - a greater focus on attending to priority 1 and 2 calls; and
  - the continued growth and spread of the population in the metropolitan area.

In 2013-14 there were:

- 14,883 priority 1-2 calls of which 54 per cent were responded to within the target time of 9 minutes.

- 132,689 priority 3 calls of which 64 per cent were responded to within the target time of 25 minutes.

- 55,545 non-urgent priority 4 calls of which 64 per cent were responded to within 60 minutes (non-KPI).

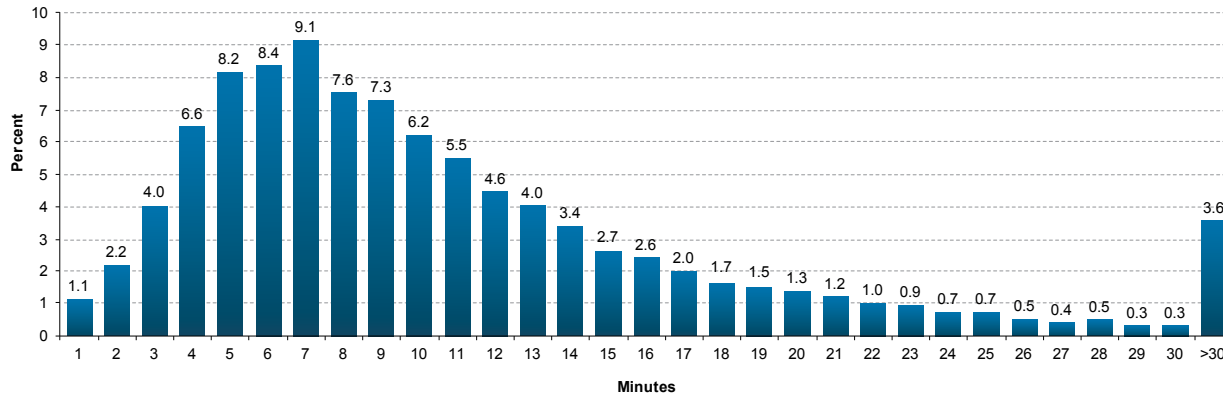The following charts illustrate the percentage of priority 1-2, 3 and 4 tasks achieved by response time.
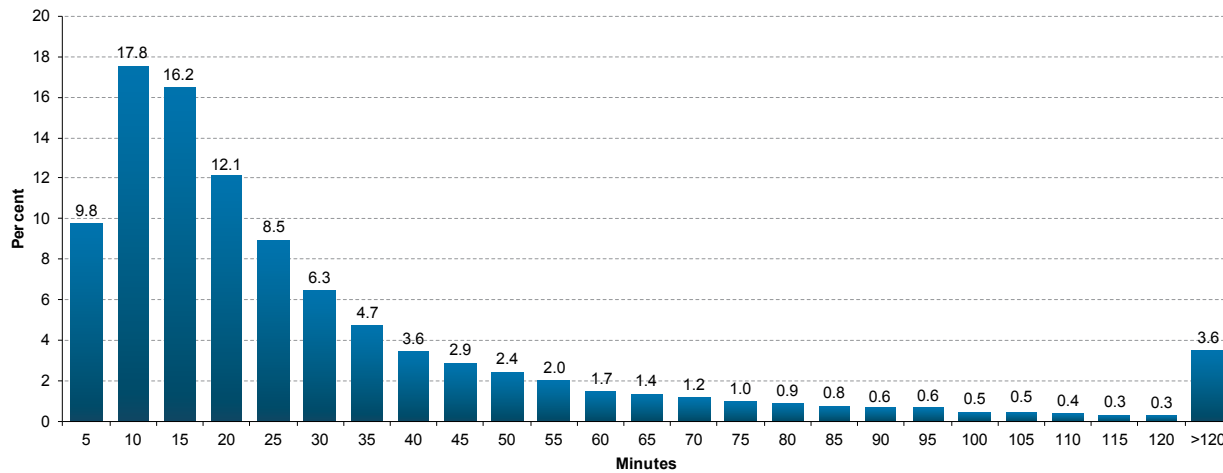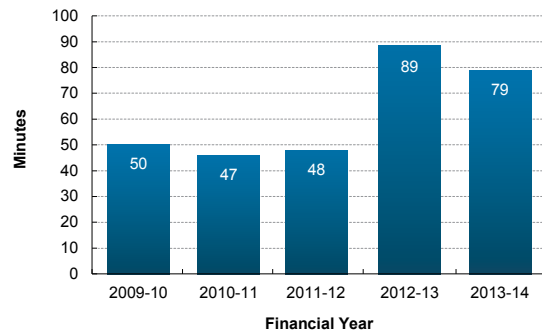
Metropolitan Region - Percentage of Priority 1 and 2 Tasks by Response Time, 2013-14



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

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



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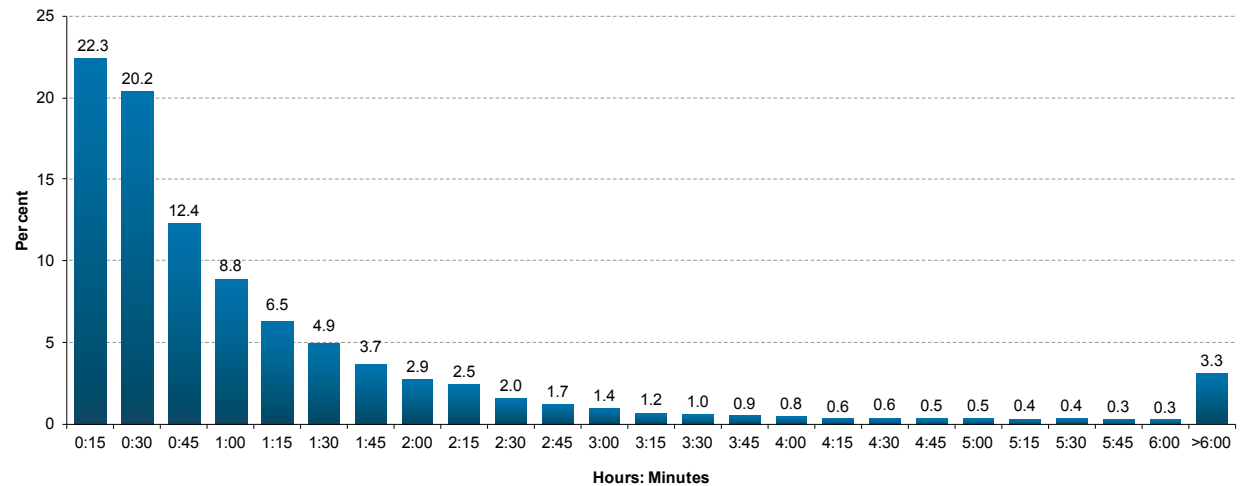


**Notes:**

(a) Excludes calls from other government agencies or third party commercial service providers.

(b) Based on the number of emergency '000' calls answered within 20 seconds on their first presentation by Telstra as a percentage of the total number of 000 calls answered on their first or subsequent presentations.

(c) The difference between the total number of '000' calls presented and the total number of '000' calls answered reflects the number of calls abandoned by the caller or made to '000' in error.

(d) Based on the number of emergency '000' calls answered on their first presentation by Telstra as a percentage of the total number of 000 calls answered on their first or subsequent presentations.

(e) Based on the number of 131444 calls answered within 20 seconds as a percentage of the total number of 131444 calls answered.

(f) The 2012-13 and 2013-14 figures for these indicators are based on calls directed to the PAC 131444 Tasking queue.

(g) The difference between the total number of calls presented and the total number of calls answered reflects the number of calls abandoned by the caller.

(h) Based on the number of 131444 calls where the caller opts to abandon the call before operators can answer them as a percentage of the total number of 131444 calls presented. Calls are abandoned for a number of reasons including change of mind, wrong agency, recorded message, solved issue or changed situation.

(i) Urgent calls for police assistance are defined as priority 1, 2 and 3 incidents.

(j) Priority 1 tasks cover offences such as: an armed hold-up in progress; armed offender incident in progress; and other life-threatening incidents. Priority 2 tasks cover incidents where life or property is, or may be, in a state of threat or imminent danger. Due to the extremely small number of priority 1 incidents (which are statistically insignificant), these are included with priority 2 incidents to calculate a combined response time.

(k) Priority 3 tasks cover incidents requiring immediate attention, but are not life-threatening at that time. Priority 3 incidents may involve the welfare of a person, the possible apprehension of offenders or the preservation of evidence. This requires the dispatch of the first available local/district or other resource.

(l) EXCEPTIONS. To provide an accurate indication of response times, the following incident types have been excluded from calculations as they do not contribute to measuring service delivery and/or have the potential to skew results:
   • Scheduled Events – are incidents created for attendance at a later time or date, e.g. Royal Flying Doctor Service escorts;
   • Field Initiated Incidents – are deemed 'arrived' at the time of initiating the Computer Aided Dispatch system (CAD) incident, e.g. pursuits or any incident created directly by a unit from their Tasking and Dispatch Information System (TADIS) device;
   • Change of Incident Response Priority – where incidents are subject to a priority upgrade, e.g. priority 4 to priority 2, the applicable response target time becomes that of the new priority group, however the target response time for that priority may already have expired;
   • Incidents with no recorded 'At Scene' time – which may occur due to a number of circumstances; and
   • Incidents where there is no police attendance – matter dealt with other than by police attending the location.

(m) The response time has been formulated from the time the incident was entered in the CAD system to arrival of the first resource at the scene. The response times of other resources that may also attend the same incident are excluded.

(n) The paramount considerations in responding to all incidents are the safety of the community and police officers, and the quality of the response. Response times are therefore considered to be indicative and only one aspect of police performance when responding to incidents. Response times are affected by many factors including the number of available police, existing job demands and priorities, road and weather conditions.

(o) Population growth and the development of new housing estates in the metropolitan area have a significant impact on existing policing districts. Several of the metropolitan districts have police sub-districts that are situated on the periphery of the metropolitan area. Whilst patrolling of these outlying sub-districts is contained within a district's service delivery model, it is not necessarily true that an operational unit will be in the area when a high priority task arises. It is reasonable to assume that responding to priority 1, 2 or 3 tasks in these marginal metropolitan areas may experience delays beyond the target response times.

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

## KEY PERFORMANCE INDICATOR 4 – SANCTION RATE FOR OFFENCES

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

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

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

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

**Indicator 4.1:** Sanction rate for offences against the person, 2009-10 to 2013-14 [a][b][c][d][e][f][g]
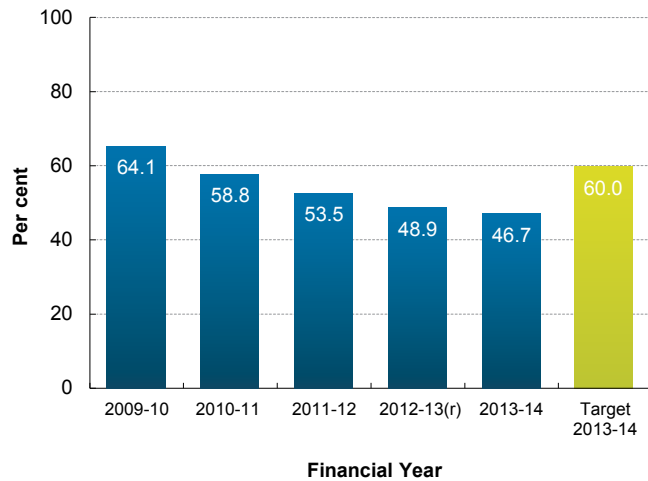


Number of verified and sanctioned offences against the person, 2009-10 to 2013-14



|  | 2009-10 | 2010-11 | 2011-12 | 2012-13 (r) | 2013-14 |
|---|---|---|---|---|---|
| Verified | 33,043 | 32,703 | 32,697 | 36,075 | 36,669 |
| Sanctioned | 21,184 | 19,236 | 17,483 | 17,645 | 17,132 |
| Domestic assault offences | 8,532 | 9,794 | 10,859 | 13,725 | 15,094 |
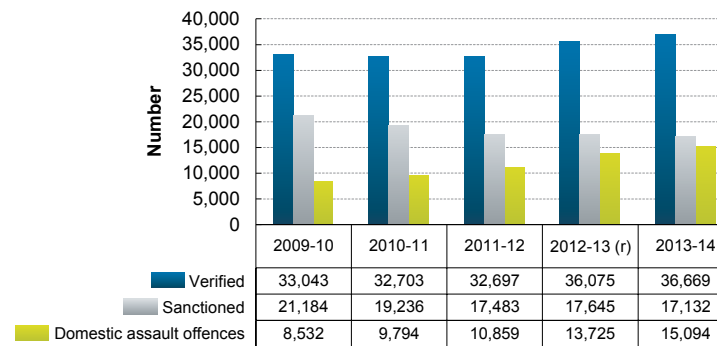
Number of Police Orders [h] and Move On Notices [i]
issued, 2009-10 to 2013-14

| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
|---|---|---|---|---|---|
| Police Orders | 10,312 | 11,488 | 13,542 | 16,792 | 17,761 |
| Move on Notices | 24,582 | 23,069 | 28,634 | 30,719 | 25,607 |
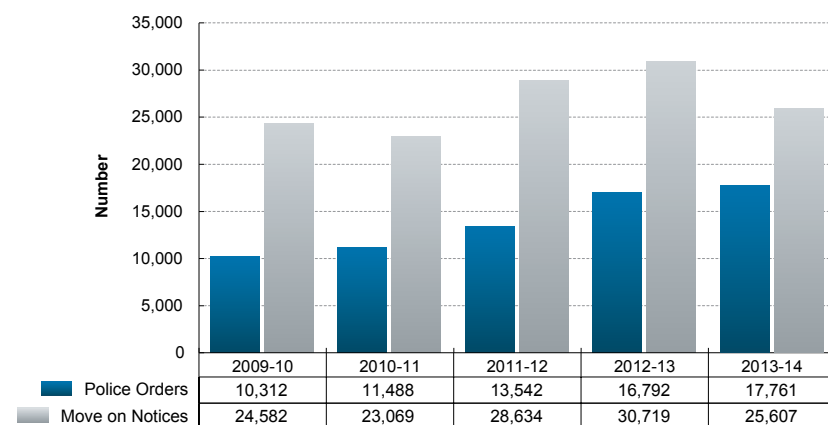
**ANALYSIS**

- The sanction rate decreased from 48.9 per cent in 2012-13 to 46.7 per cent in 2013-14.

- This was the result of a 2.9 per cent (513) decrease in the number of sanctioned offences (from 17,645 in 2012-13 to 17,132 in 2013-14) and a 1.6 per cent increase (594) in the number of verified offences (from 36,075 in 2012-13 to 36,669 in 2013-14).

- The WA Police did not meet the 2013-14 target of greater than or equal to 60 per cent.

- The decreasing trend in the sanction rate since 2009-10 has been due to an increase in recorded domestic assault offences and a decrease in the number of sanctions.

- Total offences against the person have risen 11.0 per cent (3,626) since 2009-10.

- Total offences against the person excluding domestic assault have reduced by 12.0 per cent (2,936).

- WA Police would have achieved the target of 60 per cent in each year, 2009-10 to 2013-14, with the exception of 2012-13 (59.3 per cent), if domestic assault offences and sanctions were excluded.

- Total domestic assaults have risen 76.9 per cent (6,562). This accounted for the entire rise in offences against the person. The increase is, in part, due to the action of police to record and investigate all domestic incidents that come to their attention.

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

**Indicator 4.2:** Sanction rate for offences against property, 2009-10 to 2013-14 [(a)(b)(c)(d)(e)(f)(j)]



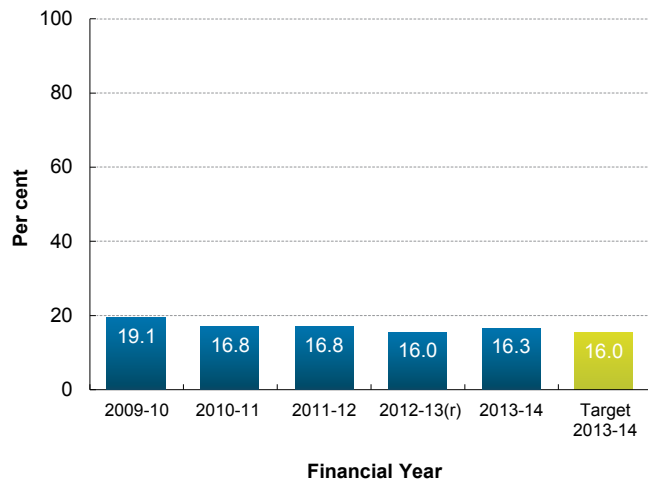Per cent / Financial Year

| | 2009-10 | 2010-11 | 2011-12 | 2012-13(r) | 2013-14 | Target 2013-14 |
|---|---|---|---|---|---|---|
| | 19.1 | 16.8 | 16.8 | 16.0 | 16.3 | 16.0 |

**ANALYSIS**

- The sanction rate improved from 16.0 per cent in 2012-13 to 16.3 per cent in 2013-14.

- This was the result of a 0.6 per cent (147) decrease in sanctioned offences (from 26,038 in 2012-13 to 25,891 in 2013-14) and a 2.9 per cent (4,731) decrease in verified offences (from 163,073 in 2012-13 to 158,342 in 2013-14).

- The WA Police achieved the 2013-14 target of greater than or equal to 16 per cent.

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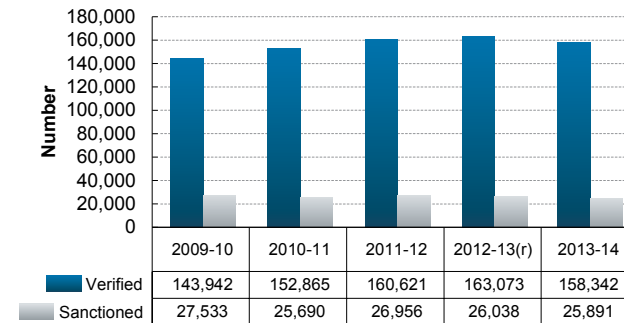


| | 2009-10 | 2010-11 | 2011-12 | 2012-13(r) | 2013-14 |
|---|---|---|---|---|---|
| Verified | 143,942 | 152,865 | 160,621 | 163,073 | 158,342 |
| Sanctioned | 27,533 | 25,690 | 26,956 | 26,038 | 25,891 |

**Indicator 4.3:** Sanction rate for drug trafficking offences, 2009-10 to 2013-14 [a][b][c][d][e][f][k]
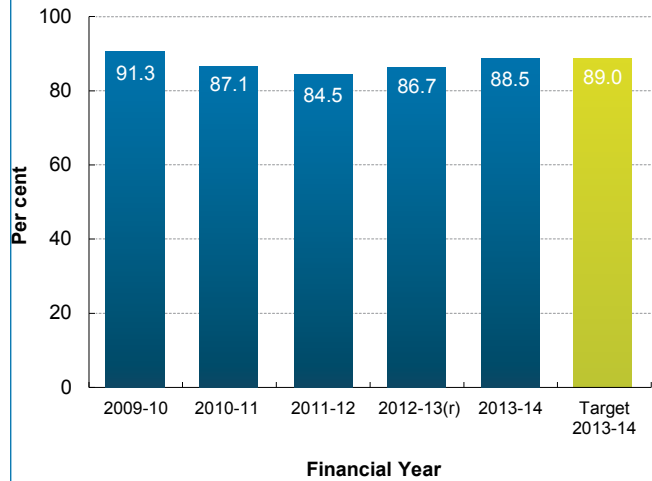


ANALYSIS

- The sanction rate improved from 86.7 per cent in 2012-13 to 88.5 per cent in 2013-14.

- This was the result of an 11.1 per cent (252) increase in the number of sanctioned offences (from 2,266 in 2012-13 to 2,518 in 2013-14) and an 8.8 per cent (229) increase in the number of verified offences (from 2,615 in 2012-13 to 2,844 in 2013-14).

- The WA Police did not meet the 2013-14 target of greater than or equal to 89 per cent.

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



|  | 2009-10 | 2010-11 | 2011-12 | 2012-13 (r) | 2013-14 |
|---|---|---|---|---|---|
| Verified | 2,988 | 2,489 | 2,516 | 2,615 | 2,844 |
| Sanctioned | 2,727 | 2,169 | 2,127 | 2,266 | 2,518 |
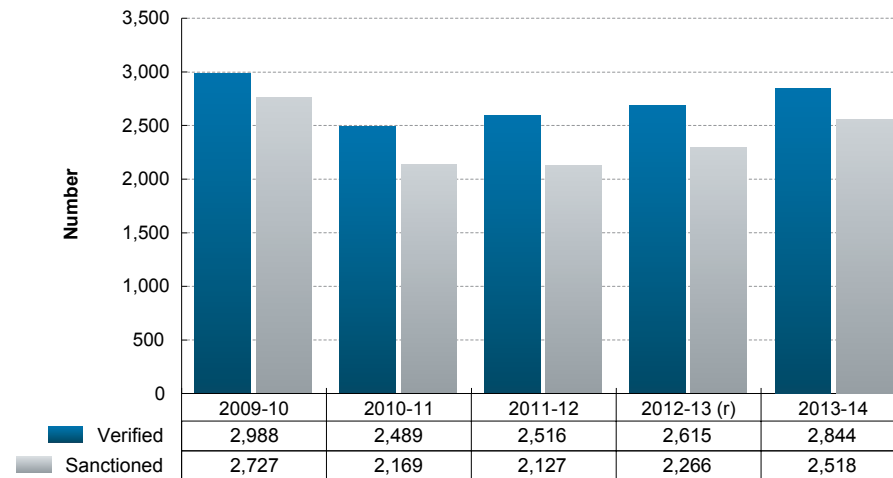
**Notes:**

(a) This indicator is based on selected verified offences reported to, or becoming known to police and resulting in the submission of an incident report in the FrontLine Incident Management System (IMS).  Excludes offences against public order, such as disorderly conduct and offences against the *Firearms Act 1973, Liquor Licensing Act 1988* and a number of other offences against the statute laws of this State and the Commonwealth.

(b) The number of reported offences is not within the direct control of the police.

(c) The statistics are preliminary and subject to revision.

(d) The number of verified offences for a period (e.g. financial year) comprises all verified offences recorded during that period and may include verified offences committed during earlier periods.

(e) Pro-active policing strategies undertaken by the police to encourage the reporting of certain offences, such as domestic violence and sexual assault, and the proactive targeting by the police of certain offences will increase the number of verified offences recorded for a given period.  However, a decrease in the number of verified offences recorded for a targeted offence may occur in subsequent periods if the targeting has been successful or a different offence becomes a replacement target.

(f)  Due to the nature and length of investigations, the number of sanctioned offences recorded during a period may include verified offences reported prior to that period.

(g) 'Offences against the person' include: homicide, assault, sexual assault, threatening behaviour, deprivation of liberty and robbery.

(h) 'Police Orders' provide immediate (but temporary) protection to victims of family and domestic violence until a Violence Restraining Order application can be made in person before a Magistrates Court.

(i)  'Move On Notices' provide a formal process that enables police to require any person to leave a nominated public place, including vehicles, vessels and aircraft, in order to prevent the likelihood of a breach of the peace or other offences being committed.

(j)  'Offences against property' include: burglary, motor vehicle theft, theft, arson and property damage.  Excluded are 'fraud', 'graffiti' and 'receiving/ illegal use' offences due to reporting, recording and other issues significant enough to artificially effect the number of offences and the sanction rate, to warrant their exclusion from the broad offence category:

   • 'Fraud' due to policy changes in some sectors of the finance industry and recording issues associated with the recording of multiple offences.

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

   • 'Receiving/illegal use' offences are usually detected by, rather than reported to, police and therefore the number of offences reflects police activity or initiatives.

(k) Drug trafficking is the unlawful sale, supply, cultivation or manufacture of a prohibited drug or plant.

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

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

## OUTCOME 3: LAWFUL ROAD-USER BEHAVIOUR

The WA Police in conjunction with the community and relevant state and national organisations aim to improve road-user behaviour by contributing to whole-of-government road safety programs. A coordinated approach to road safety is critical to developing and implementing strategies to influence safe road-user behaviour, including coordinated national policing operations. This agency works in close partnership with the Road Safety Council to promote a range of education programs and awareness campaigns.

The WA Police focuses on influencing lawful road-user behaviour through proactive and intelligence-led enforcement activities that detect and deter unsafe road-user behaviours such as drink-driving, speeding, failing to wear restraints and unlawful usage of mobile phones. The extent to which this outcome is being achieved is assessed through the effectiveness indicator of traffic law enforcement.

## KEY PERFORMANCE INDICATOR 5 – TRAFFIC LAW ENFORCEMENT

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

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

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

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

**Indicator 5.1:** Percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit, 2009-10 to 2013-14 [a]
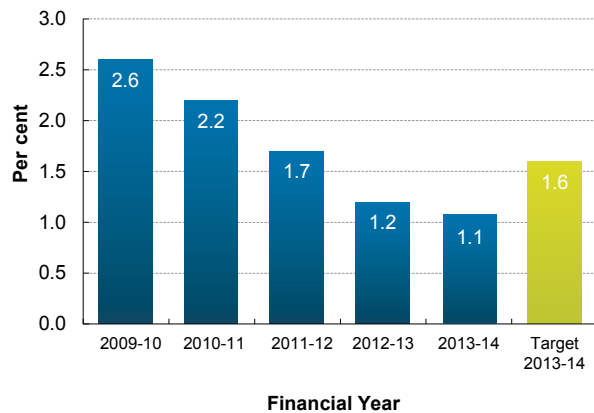


ANALYSIS

- The WA Police did not meet the 2013-14 target of greater than or equal to 1.6 per cent.

- The percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit decreased from 2.6 per cent in 2009-10 to 1.1 per cent in 2013-14. This decrease is attributed to a deliberate strategy that balances targeted enforcement with a greater focus on random breath testing in order to raise the public perception of the chances of being stopped 'anywhere, anytime'.

- Since 2009-10, the number of drivers who were found to exceed the lawful alcohol limit decreased by 7,660 or 39.6 per cent (see following table).

- Over 1.1 million breath tests were conducted in both 2012-13 and 2013-14 (see following table).

- Since 2010-11, there has been a decrease in the percentage of drivers in WA who admitted to driving when possibly over the alcohol limit 'rarely' or more often in the previous six months (see following chart).

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

|  | 2009-10 | 2010-11 | 2011-12 | 2012-13 [r] | 2013-14 |
|---|---|---|---|---|---|
| Breath tests | 753,532 | 767,226 | 888,795 | 1,126,856 | 1,101,523 |
| Drivers who exceeded the lawful alcohol limit | 19,339 | 17,117 | 15,217 | 13,456 | 11,679 |

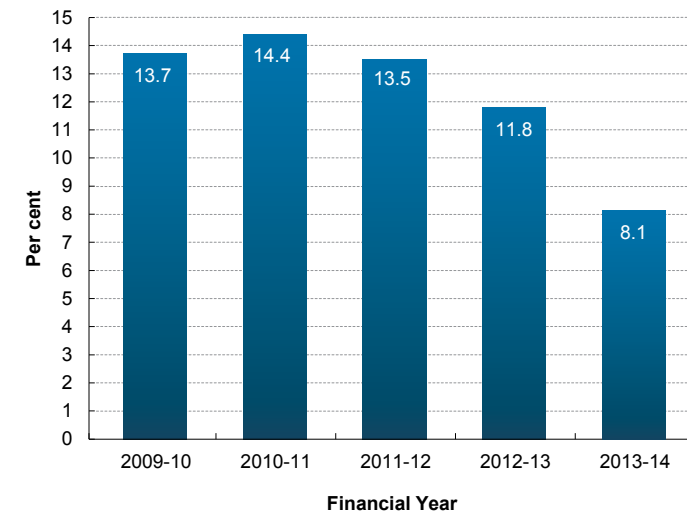Percentage of drivers who admitted to driving when possibly over the alcohol limit 'rarely' or more often in the previous six months, 2009-10 to 2013-14 [b]

**Indicator 5.2:** Percentage of vehicles monitored for speeding by speed cameras that were found to exceed the lawful speed limit, 2009-10 to 2013-14 [c]
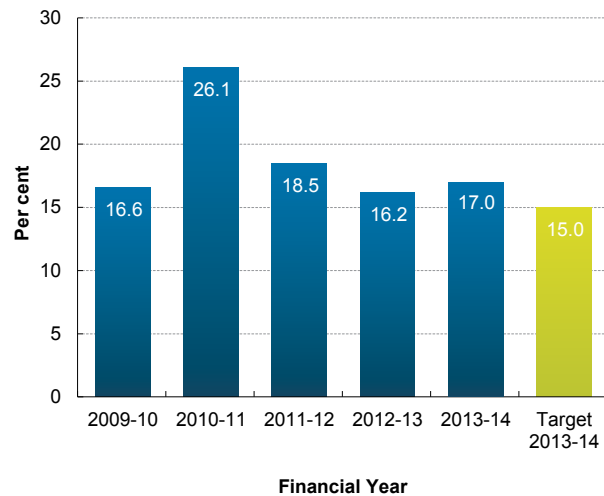


ANALYSIS

- The WA Police achieved the 2013-14 target of greater than or equal to 15 per cent.

- The percentage of vehicles monitored for speeding that were found to exceed the lawful speed limit increased from 16.2 per cent in 2012-13 to 17.0 per cent in 2013-14.

- The number of vehicles monitored for speeding decreased by 2.9 per cent (790,919) in 2013-14 compared with 2012-13 (see following table).

- The increase in detection of speeding vehicles in 2010-11 and subsequent reduction in speeding behaviour is attributed to the roll-out of Vitronic PoliScan digital speed cameras.

- The percentage of drivers in WA who admitted to driving more than 10 kilometres per hour above the speed limit 'rarely' or more often in the previous six months has decreased since 2010-11 (see following chart).

**Number of vehicles monitored for speeding by speed cameras and the number of those found to exceed the lawful speed limit, 2009-10 to 2013-14** [c]

| | 2009-10 | 2010-11 | 2011-12 | 2012-13 [r] | 2013-14 |
|---|---|---|---|---|---|
| Vehicles monitored | 11,272,701 | 13,756,096 | 23,076,759 | 27,219,428 | 26,428,509 |
| Vehicles exceeding lawful speed limit | 1,867,478 | 3,593,065 | 4,266,048 | 4,416,267 | 4,491,144 |

Percentage of drivers in WA who admitted to driving when over the speed limit by 10 kilometres per hour or more 'rarely' or more often in the previous six months, 2009-10 to 2013-14 [b]
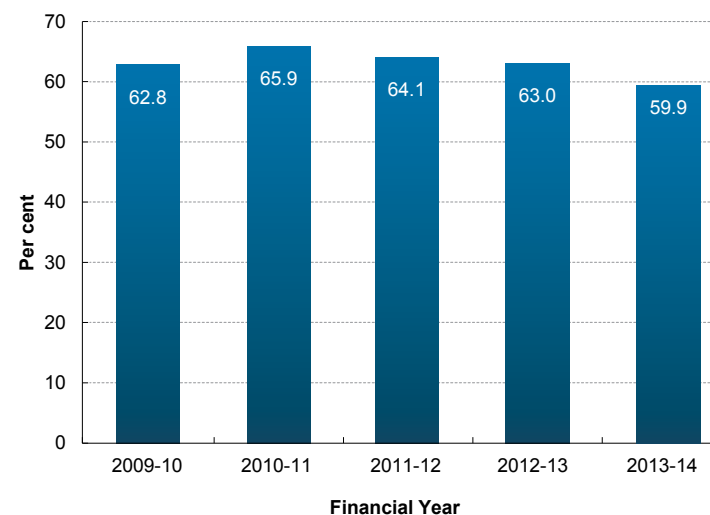
To reduce road trauma in WA, the WA Police contributes to the 'safe road use' and 'safe speeds' cornerstones of the whole-of-government Towards Zero Road Safety Strategy 2008-2020. Ultimately, the outcome of lawful road-user behaviour should contribute to a reduction in road fatalities and serious injuries.  The Police Services chapter of the Report on Government Services includes a section on road safety and uses road fatalities per 100,000 registered vehicles as a performance indicator of the contribution of policing to a reduction in road crashes and related road deaths and hospitalisations.  A similar indicator is the rate of road fatalities per 100,000 people which shows that the rate has decreased in WA since 2010-11 (see following chart).

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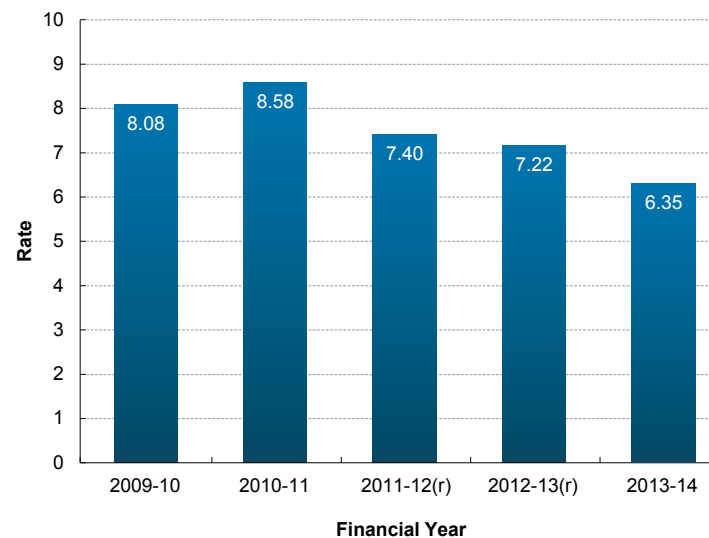


**Notes:**

(a)  Based on the number of drink-driving charges expressed as a percentage of the total number of preliminary breath tests which includes all preliminary breath tests conducted during Random Breath Testing (RBT) operations or as a consequence of stopping a vehicle for a reason other than an RBT, and breath tests performed at crashes.  The number of preliminary breath tests and drink-driving charges are derived from the Daily Traffic Returns.  These statistics therefore reflect the returns that have been submitted and the accuracy of the data in those returns.

(b)  The response categories for this survey question are: 'never', 'rarely', 'sometimes', 'most of the time', and 'always'.

(c)  Excludes vehicles monitored for speeding by the new fixed speed and red light cameras and digital hand-held speed cameras.  The lawful speed limit is defined as the posted speed limit shown on road signage.

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

**Sources:**

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

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

It is important to note that the nature of policing is highly reactive and with demand for services changing each year, the average cost per hour of providing policing services can vary significantly. Policing activities include dealing with criminal activities, traffic policing, emergency management and other important activities. Operational focus will affect the annual internal activity surveys (which are used to calculate the cost and hours of services) and the Full-Time Equivalent (FTE) mix which can be influential on the results. Generally the hourly rate will increase in line with employee pay rate movements and other cost increases, but changes in work practices or streamlining of processes can also impact.

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

## OUTCOME 1: LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

### SERVICE 1: INTELLIGENCE AND PROTECTIVE SERVICES

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

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

- providing specialist protective and security services to international and other protected persons, assets and infrastructure, airport security and witness protection; and

- participating in crisis situations.

Average cost per hour of providing intelligence and protective services, 2009-10 to 2013-14 [a]
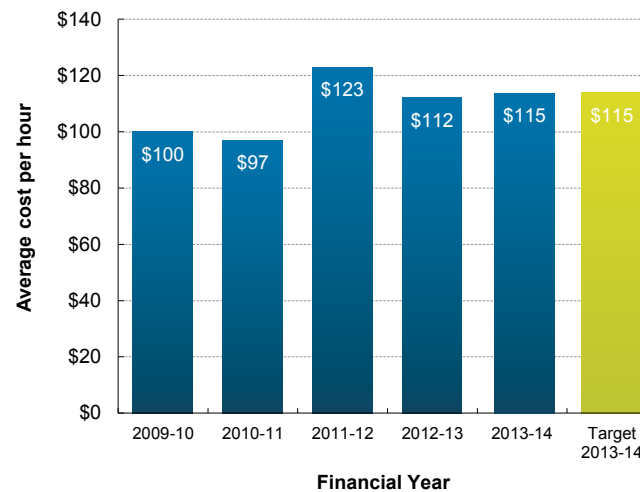


**Note:**

(a) Calculated from internal police activity surveys.

### ANALYSIS

- In 2013-14, the average cost per hour of providing intelligence and protective services was $115.

- The 2013-14 target of equal to/less than $115 was achieved.

- The average cost increase in 2013-14 was mainly due to employee expenses including salary increases.

- The significant increase in average cost in 2011-12 was due to the impact of CHOGM 2011.

## SERVICE 2: CRIME PREVENTION AND PUBLIC ORDER

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

- liaising with the community, engaging in community education and raising awareness on crime prevention, and providing regulatory services;

- policing public events including planning and debriefings;

- engaging in programs/initiatives aimed at fostering partnerships or improving liaison between WA Police and the community such as the media, schools, local government, community and business groups and government and non-government groups; and

- crime prevention project delivery, policy, research and evaluation.

Average cost per hour of providing crime prevention and public order services, 2009-10 to 2013-14 [a]
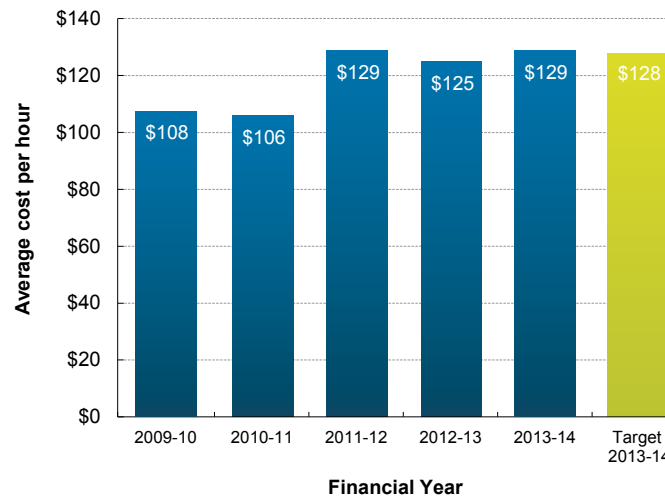


**Note:**
(a) Calculated from internal police activity surveys.

### ANALYSIS

- In 2013-14, the average cost per hour of providing crime prevention and public order services was $129.

- The 2013-14 target of equal to/less than $128 was not met.

- In 2013-14, the number of hours decreased at a greater rate than the cost which resulted in an increase in the average cost per hour.

- The significant increase in average cost in 2011-12 was due to the impact of CHOGM 2011.

## SERVICE 3: COMMUNITY SUPPORT (NON-OFFENCE INCIDENTS)

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

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

Average cost per hour of providing community support (non-offence incidents) services, 2009-10 to 2013-14 [a]



**Note:**

(a) Calculated from internal police activity surveys.

### ANALYSIS

- In 2013-14, the average cost per hour of providing community support (non-offence incidents) services was $123.

- The 2013-14 target of equal to/less than $119 was not met.

- The average cost increase in 2013-14 was mainly due to employee expenses including salary increases.

- The significant increase in average cost in 2010-11 was due to an increase in costs and a decrease in hours allocated to this service.

## SERVICE 4: EMERGENCY MANAGEMENT AND COORDINATION

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

- training officers and volunteers in emergency management and conducting training exercises involving other authorities;

- coordinating and controlling searches; and

- coordinating all combat authorities during major emergencies and disasters.

Average cost per hour of emergency management and coordination, 2009-10 to 2013-14 [a]
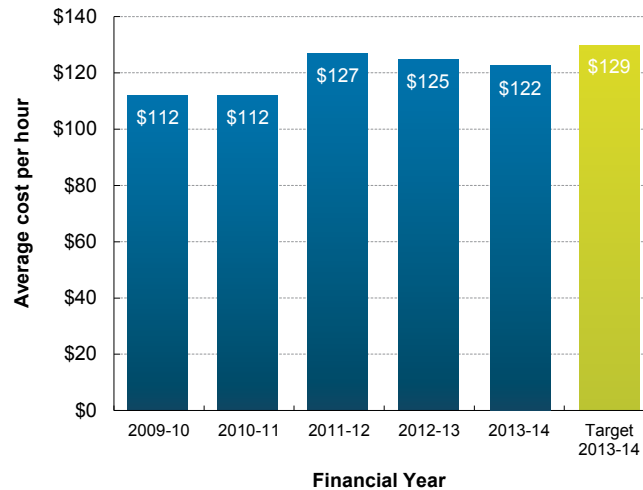


**Note:**
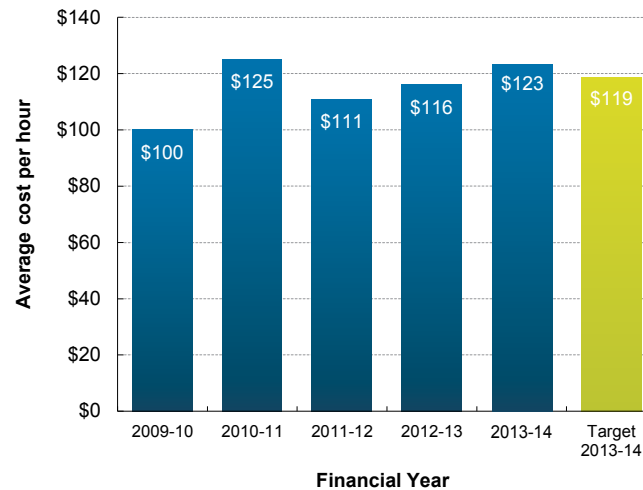(a)   Calculated from internal police activity surveys.

### ANALYSIS

- In 2013-14, the average cost per hour of providing emergency management and coordination services was $122.

- The 2013-14 target of equal to/less than $129 was achieved.

- The significant increase in average cost in 2011-12 was due to the impact of CHOGM 2011.

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

## SERVICE 5: RESPONSE TO AND INVESTIGATION OF OFFENCES

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

- coordinating an initial response;

- gathering and securing evidence, collating and analysing intelligence;

- providing quality investigations, apprehending offenders; and

- preparing evidence and prosecution files and briefs.

Average cost per response/ investigation, 2009-10 to 2013-14 [a][b]
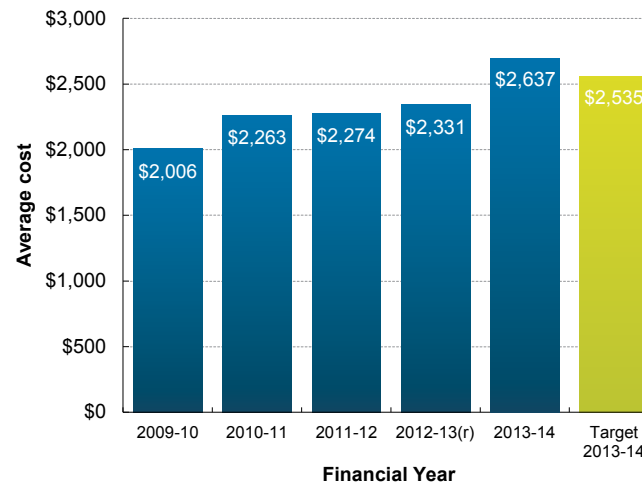


**Notes:**

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

**ANALYSIS**

- In 2013-14, the average cost per response/ investigation was $2,637.

- The 2013-14 target of equal to/ less than $2,535 was not met.

- The average cost increase was mainly due to employee expenses including salary increases.

## SERVICE 6: SERVICES TO THE JUDICIAL PROCESS

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

- presenting evidence, brief handling, prosecution role, justice systems processes;

- providing custodial services;

- monitoring the quality of and timeliness of brief presentation to the relevant court; and

- providing custodial care of prisoners, administering bail and reporting processes and providing all types of escorts.

Average cost per hour of services to the judicial process, 2009-10 to 2013-14 [a]
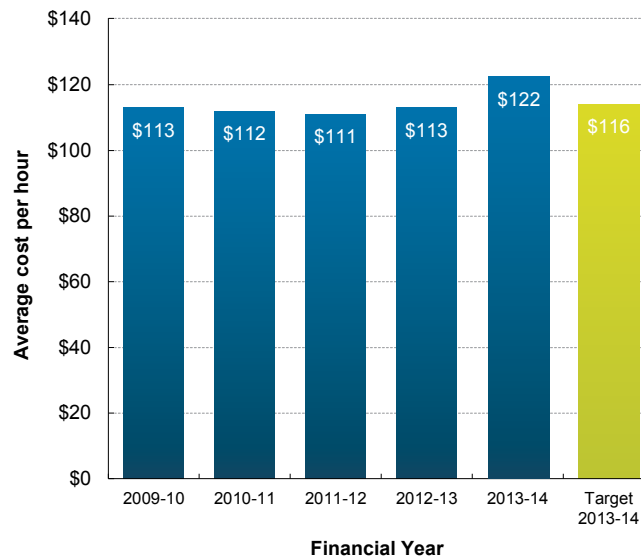


**Note:**

(a)  Calculated from internal police activity surveys.

### ANALYSIS

- In 2013-14, the average cost per hour of services to the judicial process was $122.

- The 2013-14 target of equal to/less than $116 was not met.

- The average cost increase was mainly due to employee expenses including salary increases.

## OUTCOME 3: LAWFUL ROAD-USER BEHAVIOUR

## SERVICE 7: TRAFFIC LAW ENFORCEMENT AND MANAGEMENT

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

- deterring and detecting alcohol and drug-related driving offences;

- conducting stationary speed operations involving speed cameras and hand-held radar and laser units;

- conducting targeted traffic law enforcement operations such as random breath and drug tests;

- attending road crashes and conducting investigations and follow up inquiries; and

- providing community education and raising awareness on road safety issues.

Average cost per hour of traffic law enforcement and management, 2009-10 to 2013-14 [a]
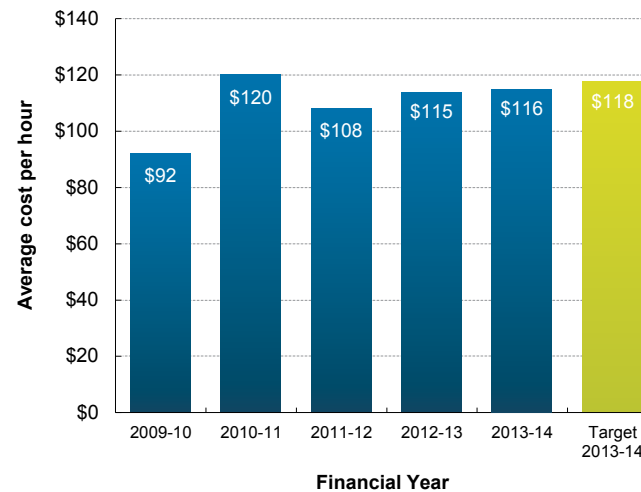


**Note:**

(a) Calculated from internal police activity surveys.

**Sources:**

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

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

### ANALYSIS

- In 2013-14, the average cost per hour of providing traffic law enforcement and management services was $116.

- The 2013-14 target of equal to/less than $118 was achieved.

- The significant increase in average cost in 2010-11 was due to an increase in costs and a decrease in hours allocated to this service.

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

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

## NEW KEY EFFECTIVENESS INDICATORS

Customer perspective:

- Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police.

- Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police.

- Rate of offences against property per 100,000 people.

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

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

- Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences (including drink driving, exceeding the lawful speed limit, careless/ dangerous/ reckless driving, no authority to drive/ unlicensed vehicle, use of mobile phones whilst driving, and non-wearing of seatbelts/ restraints/helmets).

- Percentage of priority 1 & 2 incidents in the metropolitan area responded to within 12 minutes.

- Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes.

Internal process perspective:

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

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

Organisational readiness perspective:

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

## NEW KEY EFFICIENCY INDICATORS

Financial perspective:

- Average cost of metropolitan policing services per person in the Perth metropolitan area.

- Average cost of regional and remote policing services per person in regional WA.

- Average cost of specialist policing services per person in WA.

## ACT OF GRACE PAYMENTS

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

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

## MAJOR CAPITAL WORKS

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

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

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

## MAJOR CAPITAL WORKS (CONTINUED)

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

## PRICING POLICIES ON SERVICES

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

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

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

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

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

|  | 2012-13 | 2013-14 |
|---|---|---|
| Number of Claims | 76 | 69 |

## WORKFORCE PLANNING

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

Workforce initiatives undertaken during 2013-14 include:

- Commencement of the Workforce Optimisation Project, a component of Frontline 2020

- Development of a new performance management process to be launched in September 2014

- Addressed recommendations arising from the Office of the Auditor General's report New Recruits in the WA Police

- Launch of a new recruitment advertising campaign and Step Forward website targeting various demographics and diversity groups

- Development of a Police Auxiliary Officer Workforce Model to ensure these officers are able to effectively and efficiently support service delivery needs now and into the future

- Growth in Police Cadet numbers and appointment as Police Auxiliary Officers to allow them to better support frontline policing

- Negotiation of a new Police Auxiliary Officer Industrial Agreement

- Implementation of the Community Officer Project recommendations resulting in the recruitment of Aboriginal Community Relations Officers to identified regional locations to better support service delivery within diverse communities

- Development of a Royalties for Regions funded attraction and retention payment scheme as a financial incentive for transferring to regional locations

- Targeted management of Indigenous and Culturally and Linguistically Diverse Police Officer and Police Cadet applicants

- An overseas recruitment campaign to supplement local recruitment efforts to maintain police numbers

- Continued focus on maintained or improved female application rates for promotion

- Continual review and update of workforce management policies, processes and practices.

## Profile of Police Officers by Gender (Headcount) [a]

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

| As at 30 June each year | 2013 | 2014 |
|---|---|---|
| **Senior Police** [b] | | |
| Male | 11 | 9 |
| Female | 2 | 2 |
| **Police Officers** | | |
| Male | 4,686 | 4,658 |
| Female | 1,251 | 1,264 |
| **Police Auxiliary Officers** [c] | | |
| Male | 80 | 147 |
| Female | 65 | 98 |
| **Aboriginal Police Liaison Officers** | | |
| Male | 10 | 9 |
| Female | 4 | 2 |
| | | |
| **Total Males** | 4,787 | 4,823 |
| **Total Females** | 1,322 | 1,366 |
| **TOTALS** | 6,109 | 6,189 |

**Notes:**

(a)  Personnel figures are based on headcount, which includes employees on leave without pay, as at 30 June (not full-time equivalent (FTE) staff).
(b)  Senior Police comprises the Commissioner, Deputy Commissioners and Assistant Commissioners.
(c)  The increase in Police Auxiliary Officers (PAOs) is a result of positions provided by the Government through the growth program and that Police Cadets be employed as PAOs rather than Police Staff.

## Profile of Police Staff by Gender and Classification (Headcount) [a] [b]

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

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

**Notes:**

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

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

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

# GOVERNANCE DISCLOSURES

## INTEREST IN OR BENEFITS FROM CONTRACTS

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

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

## MINISTERIAL DIRECTIVES

*Requirement under Treasurer's Instruction 903, s12*

No Ministerial directives were received during 2013-14.

## ADVERTISING

Requirement under the *Electoral Act 1907, s175ZE*

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

## COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

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

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

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

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

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

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

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

**Breach of Standard Applications 2013-14**

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

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

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

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

## DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

Requirement under the *Disability Services Act 1993, s29*

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

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

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

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

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

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

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

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

- The Disability Services Policy has been updated to include new guidelines to provide further information to officers and staff regarding disability

- The WA Police website now has a quick link to the DAIP

- The DAIP is regularly promoted in the internal newsletter and on the WA Police Intranet site

- DAIP Coordination Group meetings are held on a bi-monthly basis. Progress of the DAIP is then reported to the Corporate Governance Group for Diversity Management

- Advice has been provided to the Perth Watch House to update standard operating procedures for people with a disability

- The online Equal Opportunity and Bullying training package was reviewed and updated to include the DAIP (training is compulsory for all police officers and staff and is to be completed every three years)

- The DAIP and Disability Services Policy and Guidelines were placed on the Australian Human Rights Commission national database of programs and services that assist people with disability in the criminal justice system.

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

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

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

- Comprehensive consultation strategy was created and implemented for the development of the DAIP

- Consultation is taking place with the WA Deaf Society for the provision of signage promoting the use of Auslan interpreters in all WA Police customer service areas.

**Outcome 7**: People with Disability have the same opportunities as other people to obtain and maintain employment at WA Police.[a]

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

- Selection Panel Guidelines – Interviewing People with Disability – reference is made to reasonable adjustments for people with disability and any specific requirements they have, e.g. parking and accessible information

- Job Application Package – reference is made to reasonable adjustments when employing a person with a disability

- Induction Policy and supporting information now refer to reasonable adjustments

- Equal Opportunity and Bullying Awareness Training now refer to reasonable adjustments.

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

## PAWNBROKERS AND SECOND-HAND DEALERS

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

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

- There were 169 audits conducted on licensed second-hand dealers and pawnbrokers during 2013-14

- These audits identified 112 breaches of licence requirements from 47 premises

- Of the 112 breaches, there were four summons, 21 infringements under the *Pawnbrokers and Second-hand Dealers Act 1994* and 53 verbal cautions issued

- Compliance audits are ongoing.

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

- Currently there are 104 licensed pawnbrokers and second-hand dealers in WA

- The introduction of the new three tier licence system on 1 July 2013 has reduced the number of smaller operators terminating or letting their licences lapse

- National retail organisations are considering obtaining second-hand dealer licences in order to facilitate exchange on second-hand goods, such as mobile phones and other small electrical communications devices for store credit and gift vouchers. One retailer has recently licensed 12 stores

- Some telecommunication companies are accepting traded-in mobile phones for new phones utilising the new-for-old exemptions provision within the pawnbrokers and second-hand dealers regulations

- During the year a police operation discovered that several second-hand dealers were buying gold jewellery items and exchanging the jewellery for cash
  - No record was made of the transactions
  - The customer's name was not requested
  - Police were not notified of the transaction
  - The goods were not labelled or kept at the store for the required minimum 14 days
  - This operation identified 38 licence breaches at two premises.

# OTHER LEGAL REQUIREMENTS

## RECORDKEEPING PLANS

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

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

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

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

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

- The Customer Service Officer First Contact course now includes a dedicated records management course. Recordkeeping training programs delivered are: Introduction to Records Management in WA Police; Objective (Electronic Document Records Management System); and Introduction to Archiving in WA Police

- Records management awareness and system training are undertaken upon request

- Online policy and guidelines are available on the WA Police Intranet site, including links to the State Records Office and associated sites.

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

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

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

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

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

## OCCUPATIONAL SAFETY AND HEALTH

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

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

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

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

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

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

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

Identified hazards and work related incidents/injuries are reported in the OSH Incident Reporting System. This system electronically records the type and nature of the incident and through the automated e-mail system, advises the local safety representative and manager, OSH Branch and Health and Welfare Branch to the existence of an incident. The system allows the recording of the safety representative's investigation and the managers' control measures and resolution, and for the incident to be monitored and reviewed. Throughout the process, the employee is kept informed of the status of their report through the automated email process and through personal interaction.

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

# GOVERNMENT POLICY REQUIREMENTS

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

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

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

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

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

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

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

## Report against performance targets

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

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

**Notes:**

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

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

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

## SUBSTANTIVE EQUALITY

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

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

- The Corporate Governance Group for Diversity Management (CGGDM) continued its strategic role in the implementation of substantive equality within WA Police, providing leadership on diversity matters

- A gap analysis was undertaken to highlight areas for improvement regarding the implementation of substantive equality to support continuous improvement and integration into corporate frameworks

- A screening process for new policies and initiatives is in place

- Ensuring the sustainability of the substantive equality policy, systems and processes through the development and implementation of training has commenced

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

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

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

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

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