



WESTERN AUSTRALIA
POLICE FORCE

2021

ANNUAL REPORT



ACKNOWLEDGEMENT OF COUNTRY

The WA Police Force acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal and Torres Strait Islander communities and their cultures, and to Elders both past, present and emerging.

CONTENTS

- ACKNOWLEDGEMENT OF COUNTRY 2
- STATEMENT OF COMPLIANCE 3
- COMMISSIONER’S FOREWORD 4
- OVERVIEW OF THE AGENCY 6
 - EXECUTIVE SUMMARY 6
 - AGENCY AT A GLANCE 7
 - REGIONS AND DISTRICTS: METROPOLITAN REGION 8
 - REGIONS AND DISTRICTS: REGIONAL WA 9
 - STRUCTURE 10
 - HON PAUL PAPALIA CSC MLA 19
- REPORT ON OPERATIONS 20
 - COVID-19 RESPONSE 22
 - ENFORCE THE LAW 30
 - PREVENT CRIME 38
 - MANAGE EMERGENCIES 48
 - TECHNOLOGY 54
 - OUR PEOPLE 56
 - REPORT ON OPERATIONS ROAD SAFETY COMMISSION 62
 - REPORT ON OPERATIONS SUMMARIES 71
- SIGNIFICANT ISSUES IMPACTING THE AGENCY 77
- DISCLOSURES AND LEGAL COMPLIANCE 80
 - INDEPENDENT AUDITOR’S OPINION 81
- FINANCIAL STATEMENTS 87
- KEY PERFORMANCE INDICATORS 179
- OTHER STATUTORY INFORMATION 215
- CONTACTS 241

STATEMENT OF COMPLIANCE

Hon Paul Papalia CSC MLA

Minister for Police; Road Safety

In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament the Report of the Western Australia Police Force for the year ending 30 June 2021.

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



CHRIS DAWSON APM

COMMISSIONER OF POLICE

6 SEPTEMBER 2021

COMMISSIONER'S FOREWORD

Thank you for your interest in the Western Australia Police Force Annual Report of 2021.

We acknowledge all traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to the Aboriginal community and their culture, and to Elders past, present and emerging.

I am proud to present my fourth Annual Report as Commissioner of the Western Australia Police Force. I have continued to jointly serve in the capacity of State Emergency Coordinator across the past 12 months, as we navigate through the COVID-19 pandemic in a State of Emergency.



CHRIS DAWSON APM
Commissioner of Police



The requirement for the WA Police Force to keep the community safe has never been more evident, strongly aligned with the Western Australian Government priorities that have made this State the envy of so many. The community deserves our congratulations and acknowledgement in partnering with authorities to make this so.

Our policing with consent approach to enforcement measures has paid strong dividends, as we work with the people of Western Australia in this enduring State of Emergency. This was exemplified in late January 2021 when a sudden change in circumstances required everyone to wear face masks in public. Within moments of this public announcement, people were wearing masks on the street. It showed a community that was working with us for the collective good. Police were instructed to issue masks rather than infringements, and the compliance was admirable.

On an organisational level, Operation Tide was formalised as a permanent portfolio, with resourcing aided by a significant Government recruiting commitment. Operation Tide provides a 24/7 command function that is agile, responsive and effective. This team quickly became a well-oiled machine, working with our legal partners to frequently draft necessary Directions in a matter of hours each time – a process that historically takes many months to achieve.

Frontline officers enforce these laws right across the State, at border control points, airports and quarantine locations.

They are aided by pioneering technology such as the G2G PASS for travel approvals and G2G Now for quarantine checks, developed to enable travel while keeping our borders safe and making compliance simple. When lockdowns were required due to COVID-19 outbreaks they were relatively brief compared to other jurisdictions, the reward for all the hard work during these testing times. The pandemic is far from over, but we have been able to live with far fewer restrictions than the rest of the world.

Of course, COVID-19 has not been our only challenge. In February 2021, police officers were at the frontline of the response to a devastating bushfire that started in Wooroloo and destroyed 86 homes. Investigations into the cause of the bushfire led Arson Squad detectives to charge a 40-year-old man, and that matter remains before the courts.

In April 2021, Tropical Cyclone Seroja was a reminder of the extreme weather events that can occur at any time along our vast coastline, and this one hit with particular ferocity and much further south than usual. Seroja struck Kalbarri with wind gusts of up to 170 km/h, resulting in large scale damage to the majority of homes and buildings, including some of our own police housing and the police station. Local officers were quickly reinforced to ensure the safety and wellbeing of the entire community at a harrowing time. There were more than 350 calls for emergency assistance, but thankfully there were no serious injuries or deaths. A massive recovery effort continues across the region.

Our ability to respond to emergencies and policing operations has been greatly enhanced by Police Air Wing's Remotely Piloted Aircraft (Drone) Expansion Project. Drones will increasingly be used to support frontline police officers in search and rescue, homicide investigations, and at serious and fatal crash sites. Our ageing population is seeing a rise in the number of elderly people going missing, and such technology is sure to aid our efforts and provide comfort to family members. We have also partnered with the MedicAlert Foundation to develop the "Safe and Found" program, helping those at risk of becoming lost or reported as missing, by ensuring police have immediate access to critical information in a search operation.

We have a duty to care for our vulnerable people, and this often begins at home. The rise in reported incidents of family violence is disturbing, and it reinforces the need to provide victims with continued support as a policing priority. Mental health issues are also becoming more prevalent as the number of people at risk increases in our community. We will continue to improve our risk identification and further integrate with partner agencies to deliver initiatives in an effort to reduce further harm and re-victimisation.

We remain committed to improving relationships between police and the Aboriginal and Torres Strait Islander (Aboriginal) community.

We completed our Aboriginal flag project with a moving event on Rottnest Island, so the Aboriginal flag now flies proudly with the Australian flag at all WA Police Force buildings. The Aboriginal Cadet program is introducing some outstanding young people into our ranks, and Aboriginal Cultural Awareness Training is helping enact our Aboriginal Reconciliation Plan. Further, our strict travel protocols and cooperation with community groups has ensured vulnerable Aboriginal communities have

remained safe throughout the pandemic. I am very aware, and have said so publicly, that we still have much work to do to improve the relationships with, and the lives of, Aboriginal people. This is work that will continue well beyond my time as Commissioner.

Against the backdrop of the global pandemic and natural disasters, I am proud to report the WA Police Force has achieved stunning success with the ongoing targeting of organised crime entities that seek to profit from the misery of others through the sale of illicit drugs such as methamphetamine.

Assets, including cash, totalling over \$83 million were frozen between July 2020 and June 2021 as a result of outstanding teamwork between specialist detective units and our law enforcement partners across Australia and the world.

The amounts are a record-high for WA Police Force and have importantly been connected to big illicit drug seizures, including 175kg of methamphetamine and \$8 million cash seized as a result of a joint operation involving the Australian Federal Police.

Organised crime and outlaw motor cycle gangs go hand in hand, with the public execution of a high-profile gang member at the Perth Motorplex as a shocking reminder. Taskforce Ravello was established to investigate this homicide, and delivered proactive, disruptive strategies to reduce the possibility of retribution or escalating violence. Extensive investigations led to a 34-year-old man being charged with murder, with the matter now before the courts.

We are working closely with the Department of Justice on a series of legislative reforms to tackle serious and organised crime. Enhanced police powers will help us disrupt criminal activities and impact supply chains to help drive organised crime out of Western Australia.

The new measures will also result in improvements to the way offenders are prosecuted and punished. Perhaps our most enduring and high-profile legal case concluded with the conviction and sentencing of the man behind the Claremont serial murders. Justice Stephen Hall sentenced Bradley Robert Edwards to a minimum jail term of 40 years for the murders of Ciara Glennon and Jane Rimmer, and offences against two other women. While he could not find enough evidence beyond reasonable doubt to convict Edwards of the murder of Sarah Spiers, Justice Hall stated he was the probable killer. I restate the commitment of the WA Police Force to never give up trying to locate Sarah and bring her killer to justice.

We now look to the future, with an eye on what it means to be an excellent police force. Our efforts will be strongly resourced by the State Government's commitment to our recruitment campaign. With the theme "Let's Join Forces", we continue recruitment of an extra 950 police officers over four years to June 2024, building a stronger, more diverse and better-connected police force for the people of Western Australia. Police will be equipped with the best available technology, such as the ever-improving OneForce digital applications.

This year we added a new motto to the police badge – "Duty with Integrity". Along with Teamwork and Care, these are the core principles of the WA Police Force, and they matter now more than ever. I acknowledge and commend the efforts of all who do their duty every day to keep our community safe. The trust and compliance of Western Australians is proof of the partnership we continue to build, which makes this such a great place to live.

OVERVIEW OF THE AGENCY

EXECUTIVE SUMMARY

We have adapted and sustained our operations with the evolving COVID-19 pandemic. Our direction and ongoing efforts have been informed by the principle of policing with consent which reflects our values of duty, integrity, care and teamwork.

These are the values we instill into recruits who we continue to train as part of our program to add 950 officers to our ranks in the four years to June 2024.

At the leading edge of our efforts, officers adopted the latest technology in identifying organised crime targets and disrupting their activities. Our officers' investigations focused on the sale and trafficking of illegal drugs.

The number of selected offences for the 2020-21 was 21 percent under the average of the preceding 5 years, with property offences under by 30 percent and offences against the person (excluding family related offences) above by 5.4 percent. Reports of family violence-related assault and threatening behaviour were 19.3 percent above the 5-year average.

Our officers' workplace presents health, safety and wellbeing challenges of a range and magnitude beyond the experience of most Western Australians. We are continuing to develop the preventative and supportive elements around our officers as they perform their duty.

We have also worked to progress police compensation arrangements for serving police officers and Aboriginal Police Liaison Officers in relation to medical retirement on work-related illness or injury grounds.

Behind the scenes, we are working to equip our ranks with the information technology, fleet and equipment needed to provide trusted and valued policing across metropolitan and regional centres and remote locations of Western Australia.

This year, for example, we signed a contract to procure a new state-of-the-art helicopter which, once delivered and commissioned, will support airborne law enforcement, search and rescue, transport and tactical response.

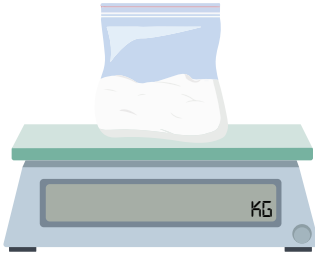


AGENCY AT A GLANCE

METHAMPHETAMINE SEIZED

416 KG

seized between
1 July 2020 and
30 June 2021



DRONE PILOT PROGRAM

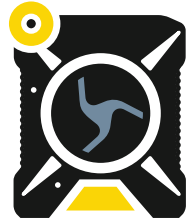
72

New drone pilots
trained in 2020-21

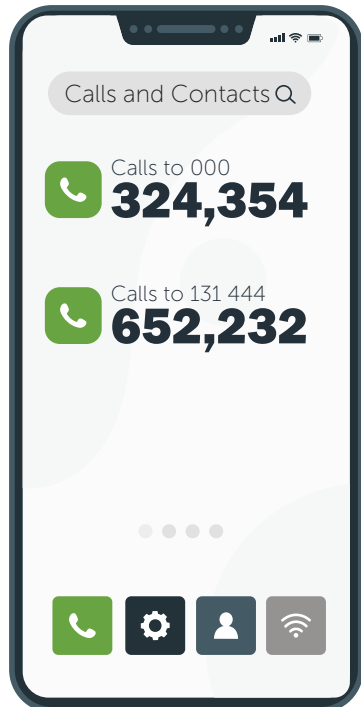


BODY WORN CAMERAS **1,270,241**

Number of
evidence uploads
from body worn
cameras



CALLS AND CONTACTS

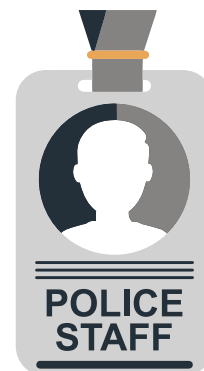
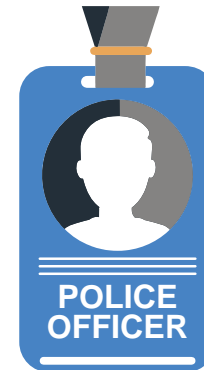


POLICE EMPLOYEES

Headcount as at 30 June 2021

7,272

Police Officers
including Senior Police,
Police Auxiliary Officers
and Aboriginal Police
Liaison Officers



2,291
Police Staff

RECRUITMENT PROGRAM



479

New Recruits
towards the 950 program

FAMILY VIOLENCE REPORTS

19.3%

Above the
5-year average



OVERVIEW OF THE AGENCY

REGIONS AND DISTRICTS: METROPOLITAN REGION

POLICE OFFICER

2,310

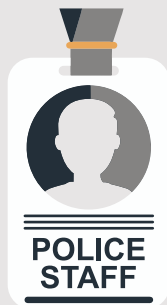
Number of
Police
officers
(FTE)^(b)



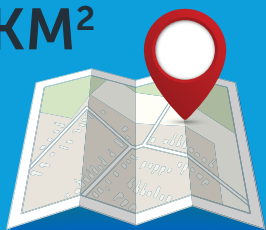
POLICE STAFF

182

Number of
Police Staff
(FTE)^(b)



KM²



7,400

Area in square kilometres^(a)

Estimated residential
population

2,125,844



1:920

Ratio of police
officers to population

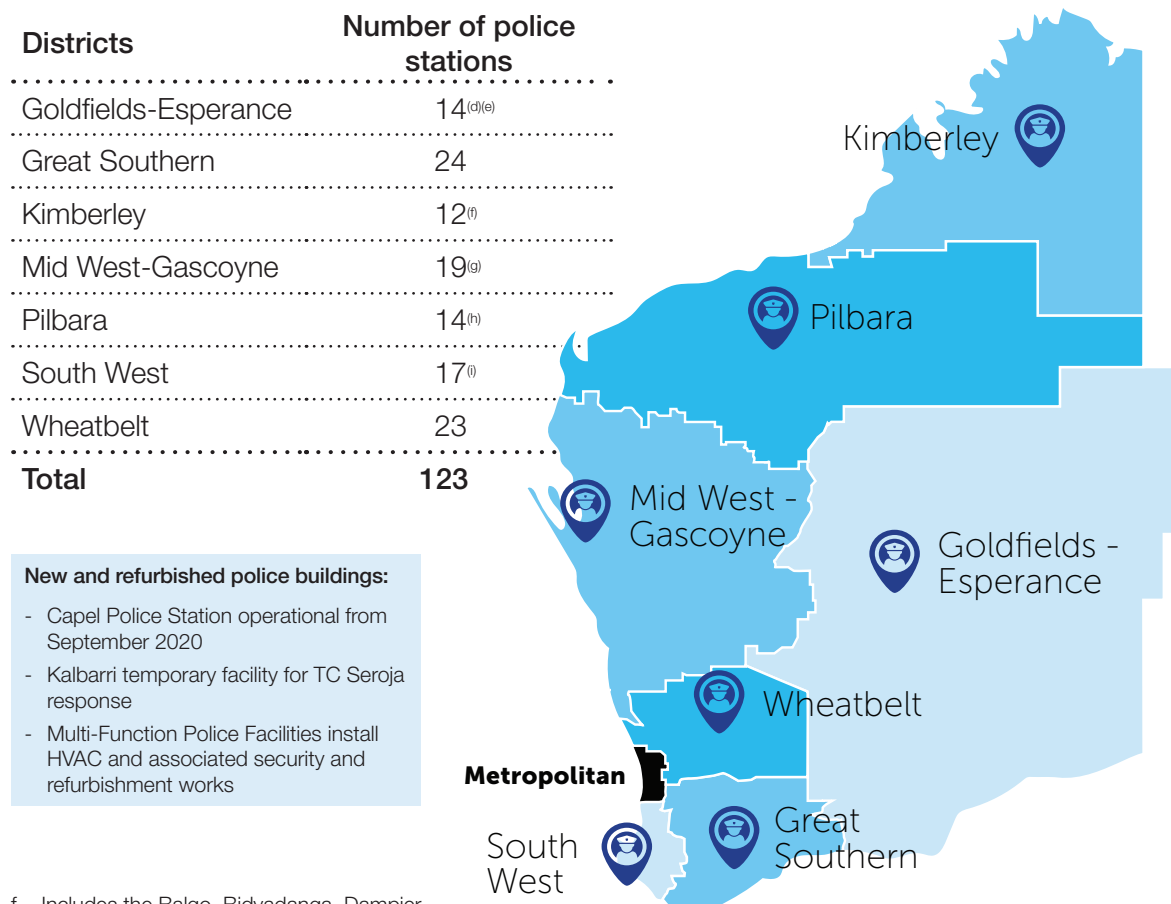
Districts	Number of police stations
Armadale	4
Cannington	3
Fremantle	6
Joondalup	6
Mandurah	5
Midland	6
Mirrabooka	4
Perth	2
Total	36



Notes:

- Area has been determined using Albers equal area projection and rounded to the nearest 100km².
- Personnel figures for police officers and police staff are the HR MOIR (Minimum Obligatory Information Requirements) FTE (Full Time Equivalents) calculated by averaging the quarterly actual FTE over the 2020-21 financial year. The actual FTE is the number of officer hours worked divided by their Award hours for the last pay period of each reporting quarter.
- Area includes parts of the Northern Territory (NT) and South Australia (SA) where WA Police Force officers are stationed or carry out duties in accordance with the *Cross-border Justice Act 2008* and *Cross-border Justice Regulations 2009*. This Act covers policing and law enforcement and modifies the operation of WA law in this cross-border region of WA/SA/NT.
- Includes the Blackstone, Warakurna and Warburton Multi-Functional Police Facilities (MFPF). Multi-Functional Police Facilities are located in rural and remote areas, servicing all police and judiciary needs as well as those of other emergency services.
- Includes the Kintore Multi-Jurisdictional Police Facility, which is physically located in the Northern Territory. The Goldfields-Esperance District boundary includes sections located within the borders of the Northern Territory (NT) and South Australia (SA), in respect of which WA Police Force officers are stationed or carry out duties in accordance with the *Cross-border Justice Act 2008* and *Cross-border Justice Regulations 2009*. This Act covers policing and law enforcement and modifies the operation of WA law in this cross-border region of WA/SA/NT.

REGIONS AND DISTRICTS: REGIONAL WA



f. Includes the Balgo, Bidiyadanga, Dampier Peninsula, Kalumburu, Looma and Warmun MFPP.

g. Includes the Burringurrah MFPP.

h. Includes the Jigalong MFPP. Barrow Island sub-district does not have a police station.

i. Includes Capel Police Station which commenced operations on 28 September, 2020.

Sources:

Area and police station data sourced from the WA Police Force, Geographic Information System (GIS)/Mapping Unit.

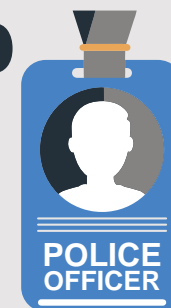
Estimated Resident Population as at 30 June 2020 for the Metropolitan Region and Regional WA Region is based on Australian Bureau of Statistics data (customised report).

Personnel data was provided by the WA Police Force, Organisational Design and Analysis Unit.

POLICE OFFICER

1,440

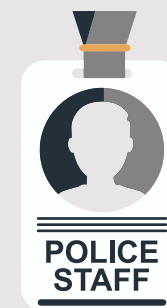
Number of
Police
officers
(FTE)^(b)



POLICE STAFF

110

Number of
Police Staff
(FTE)^(b)



KM²



2,589,600

Area in square kilometres ^{(a)(c)}

Estimated residential
population

537,717



1:373

Ratio of police
officers to population

OVERVIEW OF THE AGENCY

STRUCTURE

Enabling Legislation

The WA Police Force is the name used to refer to the individual entities of:

- the Western Australia Police Force established under the *Police Act 1892*
- the Police Service which from 1 July 1997 is the name given (per sub-section 35(d) of the *Public Sector Management Act 1994*) to the Police Department established under the provisions of the *Public Service Act 1904* on 16 December 1964.

Administered Legislation

The WA Police Force is the agency which principally assists the Minister for Police and Road Safety to administer of the following legislation:

- *Australian Crime Commission (Western Australia) Act 2004*
- *Community Protection (Offender Reporting) Act 2004*
- *Criminal and Found Property Disposal Act 2006*
- *Criminal Investigation Act 2006*
- *Criminal Investigation (Covert Powers) Act 2012*
- *Criminal Investigation (Identifying People) Act 2002*
- *Firearms Act 1973*
- *Graffiti Vandalism Act 2016*
- *Mandatory Testing (Infectious Diseases) Act 2014*
- *Misuse of Drugs Act 1981*
- *Pawnbrokers and Second-hand Dealers Act 1994*
- *Police Act 1892*
- *Police Assistance Compensation Act 1964*
- *Police (Medical and Other Expenses for Former Officers) Act 2008*
- *Protective Custody Act 2000*
- *Public Meetings and Processions Act 1984*
- *Public Order in Streets Act 1984*
- *Road Safety Council Act 2002*
- *Road Traffic Act 1974*
- *Security and Related Activities (Control) Act 1996*
- *Surveillance Devices Act 1998*
- *Telecommunications (Interception and Access) Western Australia Act 1996*
- *Telecommunications (Interception) Western Australia Act 1996*
- *Terrorism (Extraordinary Powers) Act 2005*
- *Terrorism (Preventative Detention) Act 2006*
- *Weapons Act 1999*
- *Witness Protection (Western Australia) Act 1996.*

Other Key Legislation Impacting on the Agency's Activities

Many pieces of legislation impact on the WA Police Force's activities, as such we have not included the full list.

In 2020-21, the *Emergency Management Act 2005* and the *Public Health Act 2016* were the two key pieces of legislation primarily relied upon to provide police with the necessary powers to deal with the COVID-19 pandemic.

Strategic Direction

Vision

To be an exceptional Police Force for our community

Mission

To provide trusted and valued policing for Western Australia

Values



Duty

Uphold our duty to our community, building confidence and trust



Teamwork

Promote teamwork and value the contribution of all



Integrity

Demonstrate integrity at all times across the organisation and our community



Care

Act with care, recognising the impact we have on others

Policing Pillars



Enforce the Law

Enforce the law in our community and on our roads



Prevent Crime

Collaborate with partners to prevent crime and protect our community



Manage and Coordinate Emergencies

Coordinate multi-agency approaches to manage emergencies

OVERVIEW OF THE AGENCY

Outcome-Based Management Framework

WA Police Force performance is measured through key performance indicators. Effectiveness indicators provide information about the extent to which the WA Police Force is achieving its outcomes, while efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

GOVERNMENT GOAL

STRONG COMMUNITIES:

Safe communities and supported families

OUTCOME 1:

Contribute to community safety and security

Key Effectiveness Indicators

- Rate of offences against the person (excluding family violence-related offences) per 100,000 people
- Rate of offences against property (excluding family violence-related offences) per 100,000 people
- Percentage of sworn police officer hours available for frontline policing duties
- Percentage of priority 1 and 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
- Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days
- Percentage of offences against the person investigations finalised within 60 days
- Percentage of offences against property investigations finalised within 30 days
- Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences
- Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police
- Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police

SERVICE 1:

Metropolitan policing services

SERVICE 2:

Regional and remote policing services

SERVICE 3:

Specialist policing services

Key Efficiency Indicator

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

Key Efficiency Indicator

- Average cost of regional and remote policing services per person in regional Western Australia

Key Efficiency Indicator

- Average cost of specialist policing services per person in Western Australia

OUTCOME 2:

Improve coordination and community awareness of road safety in Western Australia

SERVICE 4:

Road Safety Commission

Key Effectiveness Indicator

- Effectiveness of road safety awareness campaigns

Key Efficiency Indicator

- Percentage of Road Safety Commission projects completed on time
- Percentage of Road Safety Commission projects completed on budget

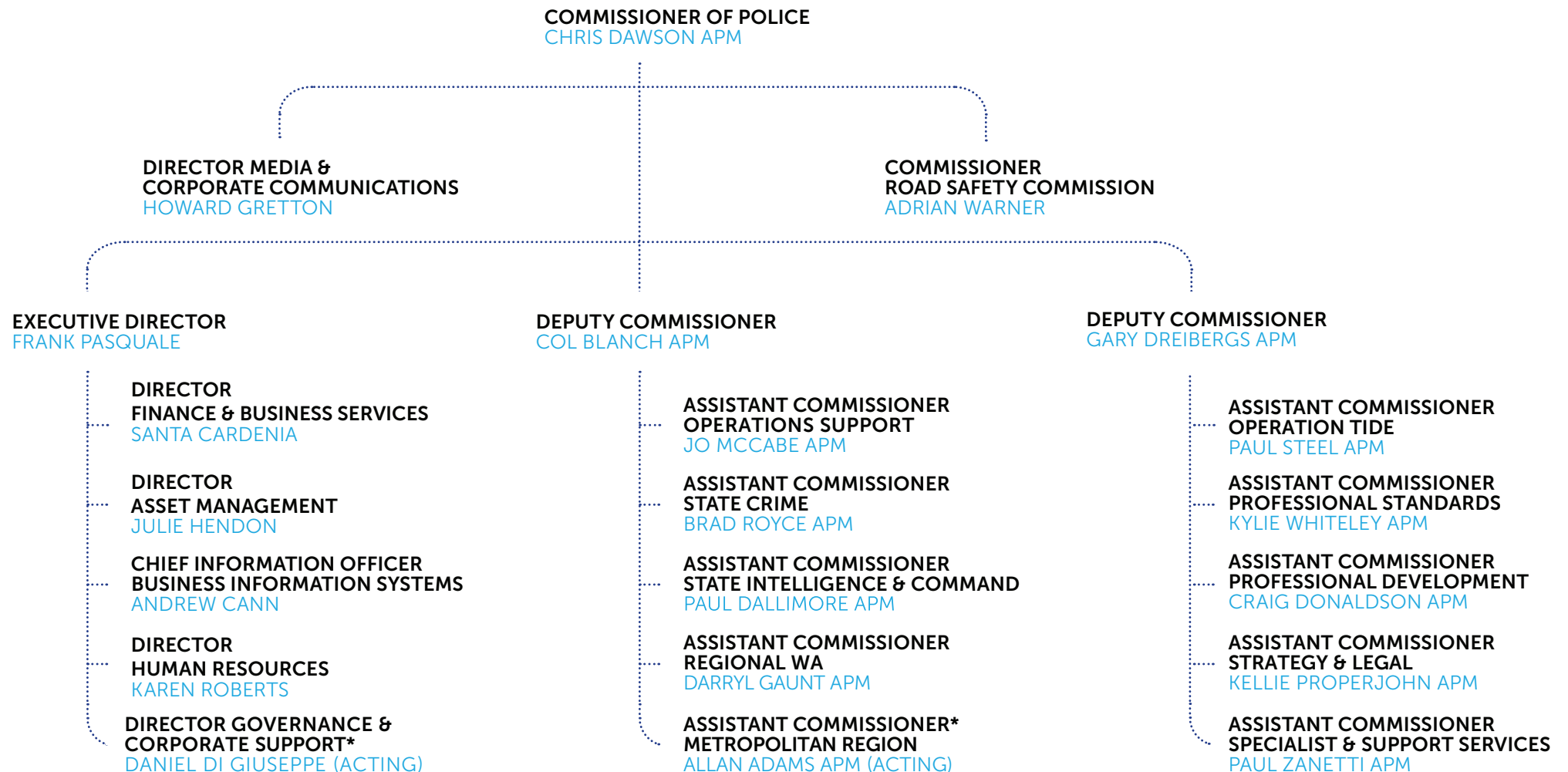
No changes to the framework

The WA Police Force outcome-based management framework did not change during 2020-21.

Shared responsibilities with other agencies

We will continue to foster relationships with key partners to enhance the safety and security of people in Western Australia. We collaborate with Commonwealth, state and local government agencies, not-for-profit and community organisations and the private sector to contribute to better outcomes for the community.

Organisational Chart



Notes:

- Position vacant (*) individual acting in the role at 30 June 2021

OVERVIEW OF THE AGENCY

Governance and Assurance

Commissioner of Police

The Commissioner of Police is appointed by the Governor under Section 5 of the *Police Act 1892*. This Act charges the Commissioner of Police with the general control and management of the Police Force throughout the State.

The Commissioner of Police is also the State Emergency Coordinator under the *Emergency Management Act 2005*.

Corporate Board

The Corporate Board is the peak decision-making body to provide trusted and valued policing for the WA Police Force.

The Commissioner of Police is the Chair of the Corporate Board and permanent member.

Other permanent members are the Deputy Commissioners and the Executive Director.

The permanent members of the Corporate Board have permanent voting rights.

Current nominated and temporary members to the Corporate Board include:

- Commissioned Police Officers and Senior Executive Service (SES) Police Staff (Representing Women in Policing)
- Representative for Aboriginal Policing, Emeritus Professor Colleen Hayward AM
- Director – Finance and Business Services
- Chief of Staff – Office of Commissioner.

The nominated and temporary members of the Corporate Board do not have voting rights.



Professional standards

The Professional Standards portfolio has primary responsibility in setting standards in performance, conduct and integrity of the WA Police Force, by reducing the incidence of unprofessional conduct. Its aims are to:

- manage and oversight criminal allegations, corruption and high-risk matters where police officers are involved
- identify and respond to high-risk behaviours in people, places and systems where misconduct may present
- manage complaints and internal investigations against all employees
- alcohol and drug testing of officers
- manage and conduct National Security Clearances, personnel security vetting and employment integrity checking
- ensure good governance practices are maintained across the WA Police Force
- ensure WA Police Force information systems are secure and used professionally.

The WA Police Force operates in an increasingly complex and dynamic environment. We expect all of our officers and staff to demonstrate a high standard of behaviour at all times – with integrity in all duties. It remains vital for us to maintain the trust and confidence of the Western Australian community.

The WA Police Force Code of Conduct articulates the standards for officers to follow on the frontline and for officers and staff behind the scenes. The Code reinforces that our reputation is paramount and that how we go about doing our duty is as important as the outcomes we achieve. It guides officers and staff to behave in line with our values of duty, integrity, teamwork and care.

The Code is set alongside the WA Police Force Integrity Framework which provides for supervision and management of officers and staff. The framework also guides supervisors and managers, witnesses and other stakeholders

on the reporting and investigation of alleged employee misconduct. If the situation is beyond a supervisor's intervention, the framework provides for disciplinary and Loss of Confidence processes which may progress to an officer losing their employment. For police staff, the framework builds on the provisions of the *Public Sector Management Act 1994*.

Between 1 July 2020 and 30 June 2021, Professional Standards received 2,961 matters through external complaints, internal matters and referrals. All matters were triaged through a risk assessment process – with 1,498 matters formally investigated. This resulted in 430 matters being resolved with either a sustained or accepted outcome.

In the same period the following sanctions were imposed against WA Police Force employees:

Sanctions Imposed	Total
Managerial Notice	60
Assistant Commissioner's Warning Notice	24
Referred for Discipline Under Police Regulations	17
Referred for Loss Of Confidence	20
Criminal Charges (Sworn)	20
Criminal Charges (Police Staff and Police Auxiliary Officers)	1
Verbal Guidance (215 Police Officers, 8 Police Auxiliary Officers, 1 Cadet and 4 Police Staff)	228

In consultation with the Professional Development Portfolio, who house the Use of Force Coordinators, the WA Police Force identified 1,303 reported Use of Force by Police incidents across the agency. Of the 1,303 reportable incidents, 143 matters were investigated by Internal Affairs Unit, Districts and Divisions. Ten complaints resulted in a sustained outcome. All investigations were open and subject to oversight by the Corruption and Crime Commission.

OVERVIEW OF THE AGENCY

Corporate standards

The Management Audit Unit provided oversight and assurance over internal controls to promote effective governance and enable the agency to:

- achieve strategic objectives
- safeguard assets and infrastructure
- maintain financial and operational integrity
- comply with relevant legislation, policies and procedures.

The unit delivered 75 internal audit products, including 61 audits targeting frontline operational and other business areas to measure compliance and enhance understanding of governance and accountability requirements - as well as 14 products assessing internal controls over the agency's major administrative systems, including payroll, procurement and accounts payable.

Internal complaints

Blueline is the approved WA Police Force secure automated telephone recording system, used to receive and record disclosures made by all WA Police Force employees over alleged corruption, unethical behaviour, serious misconduct or other 'at risk' behaviours. Additionally, there is a dedicated email address for those wishing to email complaints or materials.

Callers who are prepared to disclose their identity and participate in the investigation, will be advised of the Supported Internal Witness Program, should it be required.

The WA Police Force has a declared obligation to support and assist all personnel who report unethical conduct. The Supported Internal Witness Program's primary goal is to value, support, and assist internal witnesses in recognition of the courageous and ethical step that they have taken. Support measures include monitoring victimisation, harassment and detriment, referral to Health and Safety Division and in extreme cases, relocation or implementation of other protective measures.

In all cases, information provided by witnesses is treated with the strictest confidence and every effort is made to maintain anonymity, if the witness so desires.

In the 2020-21 financial year there were 147 Blueline contacts.

Care for people in police custody

The WA Police Force continues to conduct custodial inspections at all our custodial facilities to ensure processes and procedures remain aligned to the recommendations made by the various external reviews, inquests and royal commissions

We participate in the Custodial Notification Service which is a 24/7 telephone notification service to the Aboriginal Legal Service Western Australia for all Aboriginal people held in custody at a police facility.

Also, the Aboriginal Visitors Scheme is available to any person in custody who during the lockup admission process, self-identifies as an Aboriginal person and requests the use of the service. The service is provided by Aboriginal staff who can visit police lock-ups providing support and counselling to Aboriginal people in custody. This service can also be provided over the phone.



OVERVIEW OF THE AGENCY

Advisory bodies

Aboriginal Police Advisory Forum

The Aboriginal Police Advisory Forum is made up of members of the WA Police Force Executive and Aboriginal leaders from across Western Australia - the leaders as at 30 June 2021 were:

- MK
- Professor Colleen Hayward AM
- Professor Juli Coffin
- Ms Gail Bellotti
- Mr Lawford Benning
- Mr Gordon Marshall
- Mr Lester Coyne
- Mr Glen Caton
- Mr Dennis Eggington.

Chaired by the Commissioner of Police, the forum meets quarterly to consider and provide high level policy advice and information on historical and environmental factors impacting our relationship with and service delivery to Aboriginal people and communities.

The forum has provided feedback and advice on COVID-19 related matters impacting Aboriginal communities, the Yarning app, Aboriginal local cultural inductions packages, and strategic documents including the Footsteps to the Future and the Reconciliation Action Plan.

Australia New Zealand Policing Advisory Agency

The Australia New Zealand Policing Advisory Agency provides balanced and impartial advice on current and emerging priorities, identifies and responds to risks and opportunities, and supports policing to solve complex problems and create preferred futures.

The Australia New Zealand Policing Advisory Agency enables and proactively partners with WA Police Force through multiple working groups to generate and share innovative ideas, enhancing outcomes for policing and communities.

External assurance

As a government department under the *Public Sector Management Act 1994*, the WA Police Force is subject to consideration by bodies such as the:

- Parliament of Western Australia
- Parliamentary Commissioner for Administrative Investigations – more commonly known as the Ombudsman
- Office of the Auditor General
- Public Sector Commission.

Bodies which may consider WA Police Force actions include the:

- Corruption and Crime Commission
- Coroner's Court of Western Australia.



HON PAUL PAPALIA CSC MLA

Minister for Police; Road Safety; Defence Industry; Veterans Issues

The Hon Paul Papalia CSC MLA was born in Bunbury and raised in the small south west town of Burekup.

He entered the Royal Australian Navy in 1978 and served in the military for 26 years, eventually qualifying as a Navy Clearance Diver, serving in the Special Air Service, deploying on operations to Iraq on two occasions, once as a member of the UN weapons inspection team, and the other with Clearance Diving Team 3 during the 2003 Iraq War.

In the course of his military career, Paul served as Commanding Officer of Clearance Diving Team Four, a navy patrol boat and the Navy's submarine escape and rescue service. He was awarded the Conspicuous Service Cross and Commendations from both the Land and Maritime Commanders before leaving the service in early 2004.

Paul and his wife Gillian were self-employed in small business prior to him being elected to Parliament.

Paul was elected to the seat of Peel in February 2007, then elected to the new seat of Warnbro in September 2008 and re-elected to that seat in 2013, 2017 and 2021.

From 2008, Paul served in the Shadow Ministry in a range of portfolios including Tourism, Local Government, Education, Citizenship and Multicultural Interests, Corrective Services and Defence Issues.

In March 2017, Paul was appointed as a Minister in the new McGowan Government, with the portfolios for Tourism, Racing and Gaming, Small Business, Defence Issues, Citizenship and Multicultural Interests.

Following the State Election in 2021, Paul was appointed as Minister for Police, Road Safety, Defence Industry and Veterans Issues, Paul also continues to be a member of the State Disaster Council.

As the Minister for Police, Paul is focussed on officer welfare, and opportunities to utilise technology and other areas of capability within the Defence Industry and Veterans Issues portfolios to support police officers and enhance community safety.





REPORT ON **OPERATIONS**



REPORT ON OPERATIONS

Our mission is to provide trusted and valued policing.

Duty, Integrity, Care and Teamwork are the values which guide us as we:



Enforce the Law

enforce the laws in our community and on our roads.



Prevent Crime

collaborate with partners to prevent crime and protect our community.



Manage Emergencies

coordinate multi-agency approaches to manage emergencies.

Our officers were on the frontline with the people of Western Australia and behind the scenes maintaining service standards and developing capabilities.

This effort was supported by staff who progressed legislative reform, administered information systems, managed finances, performed intelligence work, procured vehicles, equipment and buildings, and provided customer service at police stations.

This report on operations begins by focussing on the COVID-19 pandemic response. The response continues to be a major commitment for the WA Police Force.

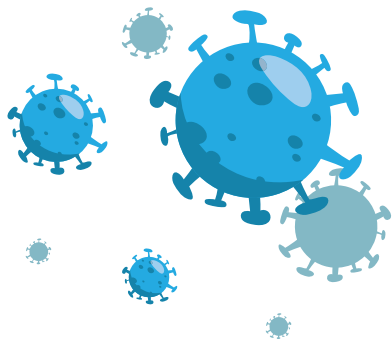
Next, the report provides an overview of the scope of work we performed on the frontline and behind the scenes to enforce the law, prevent crime, and manage and coordinate emergencies.

This report also contains a section dedicated to the work of the Road Safety Commission.

Finally, this report provides a summary of our financial and performance results.



REPORT ON OPERATIONS



The WA Police Force performed two broad functions in the whole of government response to the COVID-19 pandemic.

As the State Emergency Coordinator, the Commissioner of Police oversaw the multi-agency response, advised the State Disaster Council, and issued Directions to assist the emergency response.

Operation Tide – the WA Police Force team set up to support the COVID-19 pandemic response – provided specialist and substantial support to the Department of Health and other agencies.



We took a policing with consent approach – our intent was to help the community to do the right thing. This included providing information and emphasising the importance of hygiene and physical distancing.

Twenty-four hours a day, seven days a week, Operation Tide supported:

- airport, maritime, and road border operations
- hotel quarantine and self-quarantine
- G2G PASS processing
- major events
- contact tracing
- lockdowns.

This meant our officers were deployed to support the Department of Health, to vehicle control points at Western Australia's remote interstate road borders and on major roads between regions, to airports and ports.

Our staff worked behind the scenes on logistics to enable our officers to provide this support.

Outbreak teams activated as situations developed overseas and in other Australian states and territories.

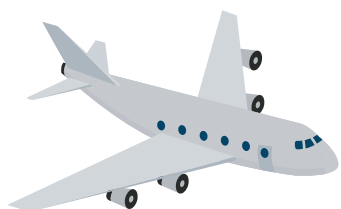
Our work escalated in response to cases in Western Australia – to seize the moment of opportunity for health authorities to trace potential contacts and suppress the virus.

COVID-19: AT A GLANCE

ARRIVALS INTO WESTERN AUSTRALIA

781,755

ARRIVAL BY AIR



➔ International
54,344

➔ Domestic
727,411



ARRIVAL BY SEA

4,586



ARRIVAL BY RAIL

2,613

Indian Pacific line



150,958

ARRIVAL BY ROAD



99,935 SA Border



51,023 NT Border

SELF-QUARANTINE CHECKS CONDUCTED



G2G NOW

320,032

Remote checks



G2G PASS

1,257,082

Applications processed



68,490

Physical Compliance checks

STATE OF EMERGENCY

315

Directions issued



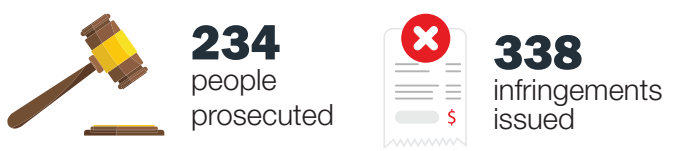
REPORT ON OPERATIONS

Any person issued a Direction under the *Emergency Management Act 2005* must follow the direction. Persons who do not comply can be subject to a fine of up to \$50,000 for individuals and \$250,000 for corporate bodies. Investigations of alleged breaches have resulted in a number of prosecutions and infringements.

TOTAL BREACHES PROSECUTED AND INFRINGEMENTS ISSUED



Breaching centre and self-isolation/quarantine Directions



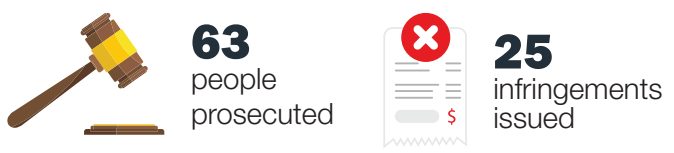
Breaching border, region and remote communities Directions



Breaching prohibited gatherings and closure of places Directions



Breaching other categories of Directions



OUTBREAK EVENTS IN WESTERN AUSTRALIA

There were three separate outbreak events in Western Australia which required the establishment of vehicle check points on the outer boundaries of the Metropolitan and Peel regions to limit the risk of transmission.

FEB	1 - 14 February 2021 <ul style="list-style-type: none">- vehicles stopped for assessment: 232,077- people assessed: 305,746- people assessed and not approved: 5,322
APR	24 - 27 April 2021 <ul style="list-style-type: none">- vehicles stopped for assessment: 39,305- people assessed: 68,606- people assessed and not approved: 721
JUN - JUL	29 June - 3 July 2021 <ul style="list-style-type: none">- vehicles stopped for assessment: 63,704- people assessed: 82,028- people assessed not approved: 618

Our officers and staff also provided support to other agencies such as:

- investigative and intelligence capabilities to locate close and casual contacts
- police assistance at COVID-19 testing centres and vaccination centres
- providing high-visibility compliance at shopping centres and other mass gatherings.

The Department of Health referred 104,730 Presentation for Testing matters to the WA Police Force for compliance checking.





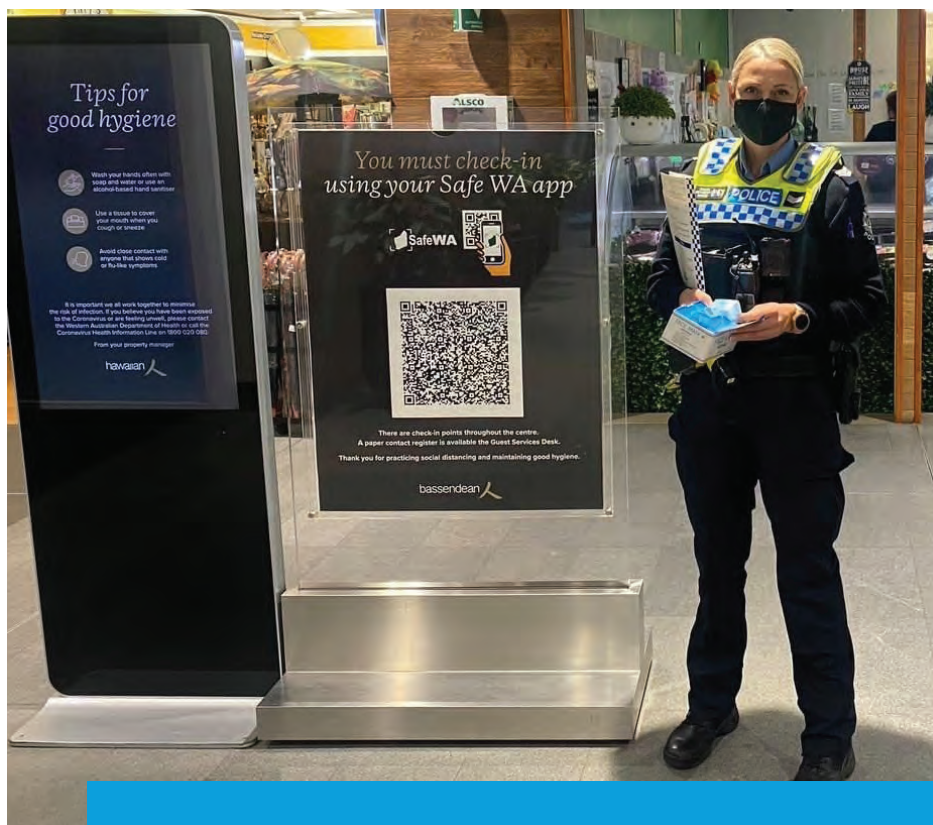
REPORT ON OPERATIONS

Compliance with compassion

The evolving situation required us to rapidly develop and immediately issue directions which imposed restrictions on the community. We policed these restrictions using a policing with consent approach.

The approach was intended to help the community understand the changes and, with our face-to-face and social media messaging, to refer people to reliable sources of information.

For example, with the requirement for people to wear masks outside their homes, our officers provided information and masks to support the public health response on the ground.



Isolated community patrols

A significant number of Aboriginal people returned to Country, relocating from larger regional centres to remote communities. We provided support to these communities through the provision of personal protective equipment such as masks and our officers worked with Aboriginal community leaders to provide reliable information.

We conducted an operation between July and September 2020 to reestablish and strengthen relationships between police and Aboriginal and other communities throughout the Wyndham subdistrict of the Kimberley.

The operation included patrols to reduce the incidence of people endangering vulnerable people by entering remote Aboriginal communities in contravention of Directions.

Outbreak planning and preparation

In partnership with other agencies, we devoted effort towards planning and preparing for outbreaks in Western Australia.

An example was when senior police and representatives from the WA Country Health Service, the Department of Communities, and the Department of Education spoke with community leaders in places including Burringurrah, Gascoyne Junction, and Carnarvon about community outbreak planning.

Discussions focused on the importance of hygiene measures to stop the spread of the virus and on steps to take if a community member exhibited symptoms.

High-risk situations and individuals

The Commissioner of Police – in his capacity as State Emergency Coordinator – exercised powers to enforce Directions issued to high-risk individuals in order to safeguard people in Western Australia.



Statewide effort on borders

Airports and quarantine

Airport operations were a large resource commitment for the WA Police Force in support of other agencies' border and quarantine operations. This commitment was required given the continued arrival of people into Western Australia from overseas and interstate.

- 8,082 domestic commercial flights arrived
- 1,317 international flights arrived
- prior to 14 August 2020, under the Closed Borders Directions, an average of 12 aircraft were processed per day
- under the Controlled Borders Directions, that number increased to an average of 34 flights per day and peaked at 50 flights per day while there were no restricted locations within Australia
- the increased COVID-19 risk of international arrivals added complex logistical requirements including our officers escorting vehicles to quarantine hotels and officers being regularly tested for COVID-19.

Road borders

We operated vehicle control points on the roads at the Western Australia land border with South Australia and the Northern Territory.

- 266 people per day on average entered from South Australia
- the South Australia border checkpoint operated under its own challenges of remoteness, weather conditions, high transport volume including freight vital to the Western Australia economy
- 138 people per day on average entered from the Northern Territory
- the Northern Territory border checkpoint operated under particular logistical challenges due to its remoteness, extreme temperatures, and limited accommodation for those needing to enter immediate self-quarantine.

Police Air Wing pilots accrued 167 flight hours transporting 173 officers around Western Australia for COVID-19 related duties.

REPORT ON OPERATIONS

Interstate rail

Rail passenger services into Western Australia were suspended until 6 March 2021 at which point the Indian Pacific line resumed passenger services subject to restrictions.

Our early engagement with the rail operator and individual travellers ensured only those travellers who met entry requirements boarded the train in the eastern states bound for Western Australia.

Seaports

The cruise ship industry was suspended under the *Biosecurity Act 2015* (Commonwealth).

The majority of sea arrivals were maritime crew members disembarking international vessels to return to their home countries. We engaged extensively with industry stakeholders to ensure sound planning for crew changeovers. Shipping in and out of Western Australian ports is fundamentally important to the Western Australian and national economy.

Major events

We worked closely with national and international sporting codes, event organisers and other government and non-government agencies to assist major events to proceed in a COVID safe way.

Some of the major events that have been able to proceed safely include:

- World Surf League
- Australian Football League
- Super Netball
- Bledisloe Cup
- Super Rugby
- Big Bash League
- National Basketball League
- A-League
- Chess the Musical
- Paw Patrol Live
- other artistic and theatrical performances.

Western Australians selected to represent Australia in the Tokyo Olympics were supported in developing comprehensive COVID safe plans which enabled them to maintain their vitally important training regimes in the lead-up to the games.

Digital technologies

We integrated new technologies into our operations to help us effectively manage the significant increase in demand for WA Police Force support in the COVID-19 response.



G2G PASS

It was mandatory for people coming into Western Australia to complete a declaration prior to entry. The information which people provided in their declaration was used to implement appropriate quarantine and presentation for testing requirements.

We worked with other agencies to ensure that the online declaration process (the G2G PASS) kept pace with evolving Directions and requirements.

- 1,257,082 applications processed
- 182,062 applications rejected
- 1,012,880 applications approved
- 62,140 duplicate, test, partial, expired applications.



Evidence management

Officers working in border and quarantine operations across Western Australia used technologies such as body worn cameras to capture and manage evidence in real-time.

Improvements made to the body worn camera system meant that footage recorded while issuing a Direction at a vehicle control point was automatically tagged and catalogued. This meant that, subsequently, officers could more easily retrieve and refer to the footage when performing a compliance check with the person to who the Direction was issued.



G2G Now

The online process G2G Now became available for use on 28 September 2020. It enabled those people who are in quarantine to 'check-in' with authorities using their mobile phone to take and send a selfie.

These virtual check-ins reduced the need for our officers to physically conduct quarantine compliance checks on people to ensure they were complying with their quarantine requirements.

- 72,842 people enrolled in G2G Now
- 320,032 remote checks conducted.



Drones

We used remotely piloted aircraft – commonly known as 'drones' – to provide high-visibility monitoring of physical distancing on public spaces such as beaches and local parks. Loudspeakers were attached to drones so that reminders about the requirement for physical distancing could be played. Drones were also fitted with flashing lights to increase visibility.



ENFORCE THE LAW

One of our fundamental responsibilities was to enforce the laws in our community and on our roads.

We targeted behaviours which have a high-harm impact on the community – which meant we focused on offences related to drug trafficking, violence, property, and fatal and serious injury road crashes.

Serious and organised crime

We applied effort and resources, including the latest available technology, to identify high-level organised crime targets and disrupt their activities.

Central to our operations were investigations focused on the sale and trafficking of illegal drugs.

Working closely with national and international law enforcement partners, our intent was to disrupt the production and supply of illegal drugs by organised crime networks to, in turn, reduce the negative impacts of illegal drug use in the community.

Again we saw methylamphetamine use as a driver of harm in the community.

Investigations by one of our divisions targeting the sale and supply resulted in the seizure of 390 kilograms of methylamphetamine and \$54.4 million in cash.

Taskforce Ravello

Taskforce Ravello was established in response to the shooting homicide of a senior member of an outlaw motor cycle gang in December 2020 at the Kwinana Motorplex.

The Taskforce's work included investigation of the homicide and suppression of further violence.

Between December 2020 and June 2021, the taskforce executed over 210 search warrants on premises associated with outlaw motor cycle gangs.

More than 220 people were charged with 650 offences. Eight firearms were seized.

The investigation resulted in a suspect being charged with murder – the matter remains before the courts.



REPORT ON OPERATIONS



In August 2020, Organised Crime Squad detectives charged three people in relation to the seizure of 3 kilograms of methylamphetamine. The seized drugs were worth approximately \$3 million at the street level.

JUL 20

SEP 20

NOV 20

AUG 20

OCT 20

DEC 20



In September 2020, detectives from the Drug and Firearms Squad intercepted a truck on Great Eastern Highway, near Sawyers Valley. A search was conducted and \$3.9 million cash was found. As part of the same investigation, a search warrant was executed at a residence in Lockridge and a total of 13 kilograms of methylamphetamine was seized. Four people were charged with various offences.

Assets, including cash, totalling over \$83 million were frozen between July 2020 and June 2021 as a result of outstanding teamwork between specialist detective units and our law enforcement partners across Australia and the world.

In October 2020, detectives from the Gang Crime Squad identified a suspicious truck travelling from Perth to Sydney. A vehicle stop was conducted in Coolgardie and the truck was found to be concealing \$13.1 million in cash, the largest ever single cash seizure by an Australian law enforcement agency.



The Border Investigation Team was established in December 2020 to ensure the safety of Western Australians by identifying and locating people, vehicles and freight moving across borders which may pose a risk to the community.



In February 2021, detectives intercepted a truck on South Western Highway in Fairbridge. The truck, bearing New South Wales registration plates, was searched and found to contain suitcases with \$4.5 million cash inside. Shortly after, two vans, which had been seen loading boxes from the truck, were intercepted and searched by police. Four boxes containing packages of methylamphetamine were located in one van and 11 boxes containing packages of methamphetamine were located in the second. In total 163 kilograms of methamphetamine was seized and three people were charged with serious drug and money related offences.



JAN 21

MAR 21

MAY 21

FEB 21

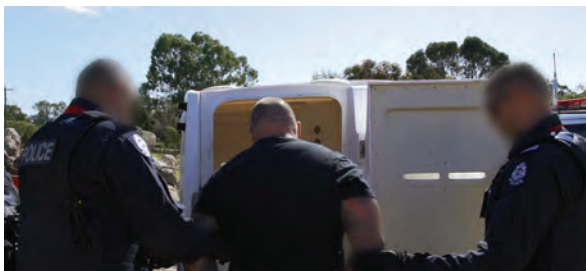
APR 21

JUN 21

In January 2021, a truck with New South Wales registration plates was stopped on Great Eastern Highway in Meckering, as part of a vehicle search operation. The truck and its trailers were subjected to a search which found 14.6 kilograms of methylamphetamine and \$3.6 million in cash. The driver of the truck from New South Wales was charged with possession of a prohibited drug with intent to sell or supply and money laundering.

In April 2021, 33 kilograms of methylamphetamine, with an estimated street value of \$33 million dollars, was seized after Drug and Firearm Squad officers stopped a motorhome near Kellerberrin. Officers located the drugs secreted in a bed frame along with 25 kilograms of pills also found inside the motorhome. The two Victorian occupants were charged with possession of a trafficable quantity of methamphetamine with intent to sell and supply. Further inquiries led to the arrest and charging of a Victorian man at an address in Coolbellup.

In June 2021, a combined operation with the Australian Border Force and the Australian Federal Police resulted in the seizure of 77 kilograms of heroin from a business premises in Bibra Lake. Seven people have been charged with serious drug related offences.



REPORT ON OPERATIONS

Violence, anti-social behaviour and property crime

Violence and anti-social behaviour have direct and indirect impacts on the community. Property crimes, even those which represent a small financial loss, also impact people's sense of safety. We call this group of offences 'volume crime'.

We focussed operations on repeat offenders and on locations which were identified as having high levels of offending.

In regional areas, we addressed volume crime through both youth engagement and targeted operations. In Broome, Operation Merchant targeted a group of high-harm offenders resulting in a number of people being apprehended and charged, and we engaged partner agencies to ensure those families involved received wrap around services and support to reduce the opportunity for future offending. In the Mid West Gascoyne District, Operation Mesa targeted anti-social behaviour and excessive alcohol consumption with the support of local organisations, a number of people from remote locations were provided with key support services.

Within metropolitan Perth, the Regional Investigations Unit instigated Operation Mast to identify and locate prolific cross district offenders, which led to a number of offenders being apprehended, charged and held in custody for a significant number of offences. Further ongoing operations netted a number of offenders who were subject to return to prison warrants and who had been actively avoiding police efforts to apprehend them. This approach was replicated across the Metropolitan districts with refinements.

The State Operations Command Centre supported frontline operations with real-time tactical intelligence support including officer and community safety, suspect identification, and offender and people at risk location. The Centre's specific capabilities included facial recognition, automatic number plate recognition, closed circuit television access, emergency alerts and tracking, intelligence analytics, electronic monitoring and geospatial mapping. The Centre adopted a whole of Government approach including co-location of staff from the Department of Education, the Department of Communities and the Department of Justice, and representatives from industry.

Operation Heat Shield 2

Across Western Australia, anti-social behaviour and offences tend to increase over the summer period. Over the years, we have observed that warmer weather has been associated with an increase in opportunistic crime and alcohol consumption.

Operation Heat Shield 2 built on the model used the previous year to address crime and anti-social behaviour over summer.

We gathered and used intelligence to target high-harm, high-volume offending and to conduct highly-visible patrols in locations in metropolitan and regional Western Australia.

An increasing trend across high-volume offences correlated with the opening of venues as COVID-19 restrictions were eased on 10 May 2021.

From December 2020, we deployed officers from Operation Heat Shield 2 into the Perth and Northbridge entertainment precinct on Fridays and Saturdays. These officers reinforced Operation NightSafe work on:

- proactive policing of anti-social and violent individuals
- intervening quickly in altercations
- patrolling inside licensed venues.

We also worked with partners such as the Department of Communities, Mission Australia, Street Chaplains and Nyoongar Outreach Services to engage youth in the precinct.

Road Traffic

Our road traffic enforcement operations concentrated on high-risk driving behaviour associated with serious and fatal crashes.

The high-risk behaviours include driving:

- under the influence of alcohol or drugs
- over the speed limit
- without seatbelts, child restraints or helmets
- carelessly, dangerously or recklessly
- without authority to drive
- while using a mobile phone without a hands-free kit.

Operating in the area within 400 kilometres from Perth, the Regional Enforcement Unit continued to conduct daily highway patrols to detect and enforce unsafe driver behaviour to reduce fatal and serious crashes.

An additional unit was established in Capel to increase the presence in the South West district.

State Traffic conducted joint operations across Western Australia. One operation in Bunbury was conducted over six days – it involved motorcycle, breath and drug, and local officers who targeted recidivist traffic offenders. Officers stopped 10,000 vehicles and charged a significant number of drivers with traffic and other related offences. Traffic operations in metropolitan centres including Fremantle, Joondalup and Perth used mobile speed cameras to support vehicle stops. In a one-night operation in Fremantle, approximately 9,000 vehicles were stopped resulting in 300 speeding infringements being issued.

In September 2020, State Traffic realigned its Traffic Enforcement Groups to reflect the Metropolitan policing region and established a standalone motorcycle officer unit. The motorcycle group provides a visual deterrent on major highways and freeways with an increased focus on seatbelt and mobile telephone offences.

The dedicated road traffic units in each Regional WA district conducted patrols of regional roads, with a particular focus on the high-risk driving behaviours.

Alcohol and drug testing operations

Coming out of COVID-19 restrictions in June 2020, we re-commenced alcohol and drug testing using modified protocols in line with public health advice.

About two thirds of our contingent of officers who would normally be dedicated to breath and drug testing on the roads remained deployed to other essential duties in our COVID-19 response.

These modifications and deployments affected the overall rates of testing compared to previous years.

In 2020-21, a total of 1,711,043 roadside breath tests and 32,525 roadside oral fluid drug tests were conducted. Of which 74,672 breath and 2,305 drug tests were conducted by the Regional Enforcement Unit.

Heavy vehicles

Our officers worked with Main Roads WA and the Department of Transport to inspect heavy vehicles, alcohol and drug test drivers, check licences and vehicle registrations. Results included one positive drug test, 22 infringements, and one infringement related to driving without a driver's licence.

Among our priorities was the detection of un-roadworthy vehicles and identifying drivers suffering from fatigue. We issued 19 defect notices.

Drone survey of major crashes

The use of remotely piloted aircraft enabled our officers to significantly reduce the time it takes to survey major crash scenes.

We deployed drones to 220 serious crash scenes.

Drone footage was used for overall scene visibility and subsequent court proceedings.

On average, scene mapping time was reduced from 111 minutes to 36 minutes resulting in less disruptions to traffic flow.

Unlicensed off-road vehicles

We responded to community reports and concerns about unlicensed off-road vehicles being driven in local areas.

Officers from Kalgoorlie Police Station worked with Police Air Wing to seize and destroy motorcycles and quad bikes and charge nine people for 18 offences.

Following concerns raised on social media about unlicensed off-road vehicles being raced on footpaths, school ovals and roads in Clarkson, our officers analysed footage provided by community members. Police Air Wing were deployed to the area and were able to track offenders. Subsequently, charges were laid and vehicles were seized.



Major investigations

DNA evidence

DNA testing has become one of the most important tools in the police investigative toolkit to identify suspects in relation to recent and historical crimes.

New testing technologies mean that DNA samples are becoming an increasingly potent form of evidence for identifying offenders – with positive results for cold case investigations.

Corruption

In December 2020, our detectives charged three men as part of an ongoing investigation into public sector corruption. The allegation was that a senior public servant approved payment for false invoices totalling almost \$6 million.

Detectives arrested and charged a business owner in connection to the allegations.

Detectives also searched properties, seized evidence, and arrested and charged a relative of the primary suspect.

Ultimately, the primary suspect was charged with five counts associated with corruption and property laundering.

Australia's longest-running murder investigation spanning two decades and involving more than 700 officers was concluded during the year.

The breakthrough in the investigation of murders centred around the Perth suburb of Claremont finally came due to the crucial connection between DNA samples, fibres and fingerprints linked to earlier offences resulting from advances in technology.

WA Police Force detectives, uniformed police, forensic officers, undercover operatives, analysts, family liaison officers and Crime Stoppers call-takers were key players during the course of the investigation.

Throughout the investigation, critical support was provided by policing partners and experts locally, nationally and internationally.

Sex offences

Historical sexual offences

We undertook a review of 530 historical sexual offences that required additional forensic review or investigation.

The review identified more than 1,000 physical material items to which contemporary forensic science techniques could be applied.

Nearly 500 cases were submitted for analysis, 60 were linked to suspects, with seven suspects charged.

Child sexual abuse in institutions

As part of our work to implement recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse, we improved the technical quality of video recorded interviews with new and upgraded fixed and portable equipment.

In January 2021, we completed a project to convert historical criminal records on 40,000 prioritised microfiche dockets into digital records to improve Working with Children Checks.

Our officers received an allegation of historical child sexual abuse alleged to have occurred against a student in 1986.

In the course of the investigation, seven additional victims were identified – all being students at the same school with the alleged offences being committed around the same period.

Two former teachers at the school were identified as suspects and were arrested and charged with 35 sexual offences.

Sex offences against children and young people

A range of our squads progressed investigations in relation to sex offences against children and young people. The WA Police Force partners with national and international agencies to share information on offenders and victims.

The commitment and determination of our officers in this difficult work has led to charges being laid.

High-risk serious offenders

In August 2020, the *High Risk Serious Offender Act 2020* was enacted.

One of our squads – in conjunction with the Department of Justice – became responsible for the oversight and intrusive management of high-risk serious offenders released into the community.

The list of offences for which an offender can be made subject to a post sentence supervision order also expanded.

Our proactive management of high-risk serious offenders lead to 106 charges being laid, with many high-risk serious offenders being returned to detention.

A proactive investigation was commenced in April 2020 into the activities of a convicted child sex offender. Review of electronic devices identified that the offender was contacting numerous juvenile victims via social media, and had potentially committed sexual offences.

As a result of the significant effort invested in victim reassurance, over 150 juveniles were engaged and evidence of a connected web of victims and offenders emerged. Twenty-one offenders were identified and charged with 265 offences.



PREVENT CRIME

We collaborated with partners to prevent crime and protect our community. This work supported our responsibility to enforce the law.

Our officers engaged with contacts in the community to open communication with people who may otherwise be cut-off from mainstream methods of communication. This helped us learn of emerging problems, refer people to support services, and divert youth at risk from offending.

Ultimately, we aimed to build people's sense of safety.

Family and domestic violence

When responding to reports of family and domestic violence, our priority was the safety and wellbeing of victims and keeping perpetrators accountable.

Reports of family violence-related assault and threatening behaviour were 19.3 percent above the 5-year average.

The State Government's multi-agency strategy titled Path to Safety: Western Australia's Strategy to Reduce Family and Domestic Violence 2020-30 defines family and domestic violence as an ongoing pattern of behaviours intended to coerce, control or create fear within a family or intimate relationship. This includes:

- physical harm or threats of physical harm
- financial, emotional and psychological abuse
- sexual violence or any other behaviour which causes the victim to live in fear.

Many adult and child victims live with perpetrators who use coercive patterns of control and may not realise that what they are experiencing is family and domestic violence.

We engaged with partner agencies to integrate our responses to family violence in line with the Path to Safety.

We implemented changes flowing from legislative reform to support family violence victims, including changes to reporting mechanisms and access to support services.

Awareness

Our officers participated in events around Western Australia in November 2020 as part of the '16 Days in WA' campaign. The campaign was to raise awareness and action to end violence against women.

The theme 'Respect Starts with You' was aimed at reminding people that each of us has a role in preventing and combatting family violence. Police Headquarters and other landmark buildings were lit in orange to shine a light on family violence.

Code of practice

We developed the WA Police Force Family Violence Code of Practice to provide consistency in our frontline response to and reporting processes on family violence incidents and to ensure transparency to partner agencies and community members. Better understanding by frontline officers will assist in identifying risk factors to improve victim safety.

Electronic monitoring of high-risk offenders

Our joint trial, in partnership with the Department of Justice, of electronic monitoring of high-risk offenders who have breached a Family Violence Restraining Order and committed a further act of family violence operationally commenced in October 2020. As a two-year trial, it continued across 2020-21.

The trial included close monitoring exclusion zones and improved perpetrator accountability and stronger working relationships with Adult Community Corrections to improve victim safety.



Relationships with Aboriginal communities

Footsteps for the Future

In support of closing the gap, we worked with leaders in Aboriginal communities, with our own advisory forum, and state and national working groups.

Through this engagement we developed our plan for building relationships with Aboriginal communities – a plan which we call Footsteps for the Future. It complements our Reconciliation Action Plan by detailing our intended pathway to foster greater trust and respect between the WA Police Force and Aboriginal communities in Western Australia.

We continued to identify and encourage prospective applicants to the Aboriginal Cadet Program from across Western Australia.

Community Liaison Officers built our cultural capacity and, on the frontline, enhanced relationships with Aboriginal communities.

For example, in Warburton there had been an increase in family violence incidents. We deployed Community Liaison Officers to support local officers. Elders held a ceremony where they placed their handprints on the police vehicles to welcome our officers into the community and allow them to walk on their land. The deployment was associated with a reduction in family violence incidents.

Local inductions and revised training

We developed cultural induction packages for Kimberley and Pilbara Districts in consultation with leaders from the local Aboriginal communities. This work will be expanded to all policing subdistricts in Regional WA and the eight Metropolitan Districts.

Feedback from officers and leaders who worked together to develop these localised inductions indicated that the co-design process was a welcome innovation. We will also plan for these inductions to be made available to all local officers on their OneForce mobile phones.

We also revised our online program of Aboriginal Cultural Awareness Training in consultation with internal and external subject matter experts.

Frontline information

A number of technology applications are in development which will be made available to our officers through OneForce mobile phones.

The Rights in Custody application is designed to translate information about rights in police custody into Aboriginal languages. The intention is to support officers in providing fairness and respect to everyone while in police custody.

The Cultural Protocols application complements the local cultural induction packages, providing the opportunity for our officers to view online and also include additional information about local Aboriginal cultures from Aboriginal Elders. The intention is to build our officers' understanding of the communities with which they interact. The application is being piloted in the Pilbara District.

On Saturday 5 June 2021, a number of Aboriginal Police Officers and Police Cadets participated in The Long Walk from the WACA to Optus Stadium.

It was the 17th year of the walk, aimed at elevating the voices of Aboriginal and Torres Strait Islander peoples.

Perth was fortunate enough to host the event, along with the Dreamtime AFL Match, for the first time in 2021.

The Commissioner of Police together with other officers proudly walked side by side with Aboriginal employees and community members.



Relationships with diverse communities

We worked to build our relationships with a range of communities in Western Australia by:

- hosting and participating in local advisory bodies
- seeking input on culturally appropriate law enforcement practices
- coordinating services that support crime prevention
- meeting with local, State and national partner agencies to influence and learn.

Through the COVID-19 pandemic there were incidents of hate crime specifically targeting the Australian-Asian community. We were able to engage with over 100,000 community members to broadcast clear communication.

This helped to ease community tensions and clear up misinformation, for example, a misconception that some ethnic groups were immune to COVID-19.

Multicultural Action Plan

We developed our Multicultural Action Plan aligned to the Western Australia Multicultural Policy Framework. In the course of developing our plan, we enhanced our understanding of the challenges that some members of the community have in their interactions with police, the courts and custodial services. Actions set out in the plan will help improve our interactions on the frontline.

Youth leadership

We funded and participated in youth engagement programs to create opportunities for young people from diverse backgrounds to have positive interactions with police.

Programs which focused on leadership and mentorship were aimed at supporting young people to become local champions and crime prevention advocates. Skills passed on through peer-to-peer education included protective behaviours and communications skills.

Recent graduates from the Developing Community Leaders Initiative have been recognised with high accolades such as election to the Legislative Council, Crime Stoppers WA Board, and the Western Australia Young Person of the Year Award.



Youth safety and diversion

Some young people in our community face a set of risks to their safety which many Western Australians are lucky enough to have never or rarely been faced with their whole lives.

Our officers' focus in youth policing – often working in partnership with other agencies and organisations – was to:

- improve the safety of vulnerable young people
- connect with young people who are at risk of offending to try to divert their path from offending, arrest, the courts, and detention.

Police Ranger Program

We engaged 530 young people through Police Ranger events and activities across 16 locations. Activities focused on team building, communication skills and participation in the local community.

The program aimed to increase participants' self-confidence and self-esteem in an inclusive environment.

WA Police and Community Youth Centres (PCYC)

The PCYC provided places for young people to engage in recreational activities, personal development programs, alternative learning opportunities, to be safe or seek referral to crisis support. The PCYC created these opportunities for young people who had become involved in offending, young people at risk of offending and the broader community – opportunities which complemented our work to collaborate with partners to prevent crime and protect the community.

On behalf of the State Government, we administered grant funding to ensure the sustainability of the PCYC. On this foundation, the PCYC fostered partnerships with local government authorities, Aboriginal organisations, community groups, other State Government agencies and service providers. Grant funding enabled work to progress upgrades to the Carnarvon centre and preparations for a centre in Kununurra.

In June 2021, PCYC had activities underway from seven northern centres (Broome, Carnarvon, Geraldton, Kununurra, Midland, Northman and Roebourne) and nine southern centres (Albany, Bunbury, Collie, Fremantle, Gosnells, Kalgoorlie, Kensington, Rockingham and Subiaco).

Our officers supported PCYC programs, for example, our officers supported PCYC Blue Light Units across Western Australia to engage, offer guidance to and encourage young people to make positive life choices. Our officers were also able to refer young people at risk of offending to PCYC Institute of Training courses where they could pursue further education and gain qualifications in line with employment goals.

Kununurra PCYC partnered with our local officers and other service providers to run an array of activities in Kununurra and Wyndham, from basketball to ninja nights, mixed sports and games nights.

The range of activities across a given month provided a large number of young people in these communities the opportunity to enjoy themselves and enjoy a healthy meal with friends.

For a third year running, as part of PCYC programming, Narrogin Police Station officers organised a back-to-school event called 'Code Blue' where almost 400 young people attended.

The event encouraged participants to embrace returning to school because 'every school day matters'. It was estimated that 200 children across the district are disconnected from school.

The event was supported by police officers from around the district and by representatives from the Department of Education, the Wheatbelt Health Service, the Department of Fire and Emergency Services, St John Ambulance WA, and the Shire of Narrogin.

REPORT ON OPERATIONS

Police officer education

Policing of children and young people is multifaceted requiring a holistic response to complex problems. Our Youth Policing Division focused on educating our frontline officers on the options available when working with vulnerable young people and those at risk of offending.

Officer education is reinforced through our internal messaging – one example being the ‘See the child first, offender second’ posters displayed inside police stations. The posters were designed by young artists in Banksia Hill Detention Centre.

Messaging such as this is intended to remind our officers when they are out on the frontline to consider options such as referring a young person into partner organisations’ diversionary programs.

Know Your Rights card

We created the ‘Know Your Rights’ card for young people to promote positive police interactions and to increase young people’s awareness of their rights when they are speaking with police officers.

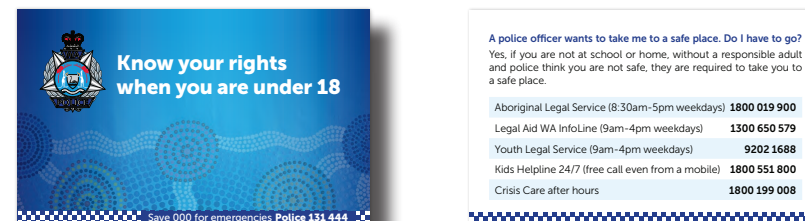
We worked with a variety of partners including Legal Aid WA and the Youth Legal Service to ensure the language used on the card was appropriate to inform young people about what they are legally required to do when police are speaking to them. The card also includes contact details for legal and crisis support agencies which may be useful for young people.

As with the ‘See the child first, offender second’ posters, the artwork featured on the ‘Know Your Rights’ card was designed by young artists in Banksia Hill Detention Centre.

The initial supply of printed cards was distributed to our operational and investigative units across Western Australia so that officers can carry the card and hand it to young people when communicating with them.



See the child first, offender second information poster



Know your rights when you are under 18 cards

School leavers 2020

The custom in Western Australia of young people – who have recently finished their high schooling – congregating for celebrations brings with it risks associated with alcohol and drug use, driving, predatory behaviours and, this year, COVID-19 transmission.

We are responsible for the coordination and delivery of the school leaver's event.

To complement our visible policing, in advance we worked with local community members and partner agencies to analyse the risk that young people and local communities would face and exercised our responses before the event.

We worked with other authorities to make important information on transport and emergency services available to school leavers via a pre-existing mobile phone application. Upgrades to the application also streamlined location registration in relation to COVID-19.

We also used remotely piloted aircraft to support our monitoring of gatherings.

Approximately 9,000 people attended the event. It was the only such event held in Australia in 2020 and made possible due to the preparations and event management in place.

The Protective Behaviours Education Program is delivered by Parkerville Children and Youth Care to provide children and young people with a range of skills aimed at helping them to identify potentially unsafe situations and empowering them to preserve their physical and emotional wellbeing.

The program is provided through a grant managed by the WA Police Force and referrals to the program are made through the Child Abuse Squad:

- 94 referrals to the program were made
 - 359 staff across five primary schools received Protective Behaviours training
 - 457 individual sessions were provided by Parkerville Children and Youth Care
-

Operation NightSafe

Operation NightSafe provided high-visibility policing in the Perth and Northbridge entertainment precinct to deter associated anti-social behaviour and violence.

Youth Policing Officers supported the operation by engaging with young people in the precinct during peak times with the intention of reducing risks to their safety and to divert them from offending in the moment.



REPORT ON OPERATIONS

Grants

We made grants to a range of non-government and community organisations to support their work in the family violence, Aboriginal wellbeing, youth and crime diversion spaces.

Family and domestic violence

Recipient organisations delivered activities to build women's and girls' self-esteem and support networks – and to educate men and boys on respectful relationships. The programs were designed to support intervention and crisis services targeted at reducing harm to victims.

Aboriginal wellbeing

Recipient organisations worked on case management of prolific and priority offenders, drug and alcohol support, youth engagement, and family and domestic violence support. These organisations worked in metropolitan Perth, regional centres and remote communities.

Youth

Our grants supported local governments, Aboriginal corporations, educational organisations, sports-affiliated and other organisations to perform youth engagement and to provide diversion pathways and support services.

Some of this cooperation is organised under frameworks including the Kimberley Juvenile Justice Strategy, the Statewide Youth Strategy, and Target 120.

Alongside our officers' support to PCYC programs, we made recurrent and capital grants to PCYC to support their work with youth.

Graffiti diversion

We supported graffiti removal and reduction initiatives for graffiti hotspots in the metropolitan area and in regional centres. The initiatives involved local governments and people from respective communities.

The grants helped to engage community members in painting new murals, providing other pathways for artistic expression, removing graffiti, learning about the costs of graffiti, and lighting for hotspots.

Our effort was aligned with the Graffiti Vandalism Strategy Western Australia 2019-2021.

We supported the Deadly Diversions program provided by Whitelion in Mirrabooka.

Through the program, youth workers engaged young people who have a history of prolific offending in structured activities to identify and overcome barriers, set and attain life goals, foster compassion for others, and become more contributory members of our community.

Feedback from Whitelion indicates that offending rates have dropped for 85 percent of participants, with an average of 60 percent reduction in offending rates.





People with mental or developmental risk factors

Acute mental health issues

Some Western Australians experience acute mental health problems and are also dealing with insecure housing or homelessness. Our officers were called to respond to calls for help from people affected by crises like this.

Our Mental Health Co-Response teams in metropolitan Perth focused on connecting people to care and safety options. Training for officers in these teams was aimed at supporting their frontline decision making to enable greater care to a person experiencing a mental health crisis.

The response model was designed to also divert people experiencing mental health distress away from courts and custody.

We are working in partnership with the Mental Health Commission to expand the service into Geraldton and Bunbury and increasing the Mental Health Co-Response teams in metropolitan Perth.

Autism Alert Card

We partnered with Autism WA to launch the 'Autism Alert Card'. The card alerts police officers that the person carrying the card is autistic meaning that there may be:

- particular ways to communicate effectively with the person
- family members or carers who can be called in
- particular precautions to take if taking the person into police custody.



MANAGE EMERGENCIES

The coordination and substantial support we provided in the whole of government response to the COVID-19 pandemic was only part of our ongoing responsibilities in emergency management.

Our officers' emergency management functions spanned:

- **coordination at the State, regional and local levels**
- **control of response to a range of specified hazards**
- **support to other agencies in response and recovery.**

Preparedness

The specified hazards for which we need to maintain our preparedness are:

- road, air and rail crash
- land and marine search and rescue
- hostile and terrorist acts
- space re-entry debris
- radiation escape from a nuclear-powered warship.

Also, control responsibility laid with us for incidents emerging from a hazard type for which no agency has been nominated.

We trained our people in specialist skills and we tested our plans in order to maintain our preparedness.

Airborne capability

Drone pilot training was rolled out to officers in specialist areas from July 2020 and with officers from Regional WA districts from January 2021 as part of a project to expand our airborne capability.

Drones can support frontline officers by:

- increasing visibility and awareness of the situation
- increasing officer safety
- locating lost people
- guiding ground crews to locations
- locating and tracking offenders.

This can be a particular advantage in land and marine search and rescue, public order response, and serious road, air and rail crashes where every second counts.

Police Air Wing has developed aircraft-to-aircraft refuelling capability from fixed wing aircraft into helicopters. This significantly increases the range of helicopters across Western Australia.

Great Southern District officers – recently trained in piloting a drone – used their new skills in back-to-back search operations in March 2021.

Two of the operations were local searches at sea. The third operation, in the neighbouring Goldfields-Esperance District, was a land search near Warakurna, close to Western Australia's border with the Northern Territory.

The pilots and other officers involved in the operations gained experience in drone capabilities.





Exercising with partner agencies

We facilitated and participated in exercises and capability demonstrations with partner agencies because most emergency operations require the participation of multiple agencies.

Other agencies need to maintain a contemporary sense of what our officers will do in an emergency – and our officers need to know what to expect from other agencies.

We participated in a multi-agency land search and rescue capability demonstration at Whiteman Park in September 2020. The aim was to demonstrate capabilities to other agencies and to improve how we work together.

Officers and staff from Emergency Operations Unit, Police Air Wing Unit, Police Mounted Unit, Midland Police District and Police Media participated.

Participating partner agencies were the Department of Planning, Lands and Heritage, the Department of Fire and Emergency Services, the State Emergency Service and the Salvation Army.

Safe and Found

We partnered with the MedicAlert Foundation to develop the 'Safe and Found' program.

A person living with a cognitive impairment can put them at risk of becoming lost. A personal profile can be provided which outlines history, habits, medical information and contact details for a family member or carer.

If this person is reported as missing to police, our officers can access the profile to design their search. For instance, officers can narrow or target the search area to reduce the time taken to search for the person.

Hostile and terrorist acts

Our responses to critical incidents, including those with hostile-actor or terrorist characteristics, are often supported by other local agencies and draw on intelligence from Australian and international law enforcement agencies.

We facilitated and participated in meetings and exercises to maintain our networks and build interoperability with other agencies.

The Counter Terrorism and Emergency Response Command is responsible for managing and developing counter terrorism capabilities aligned with the Australia and New Zealand Counter Terrorism Committee framework - these capabilities include:

- Police Command
- Police Tactical Group
- Negotiation
- Bomb Response
- Dignitary Protection
- Investigations
- Intelligence
- Forensic Support
- Bomb Scene Examination
- Police Technical Unit
- Surveillance
- Covert Online
- Chemical Biological Radiological and Nuclear.

To support operational and investigative response to a terrorist act or incident, the WA Police Force formed a Command Cadre of senior officers who receive additional training in the management of emergency situations, including terrorism, and other critical incidents. The Cadre provides an on-call team seven days per week.

The WA Police Force contributes investigative resources to the Joint Counter Terrorism Team with the Australian Federal Police and other agencies, to provide a coordinated and consistent approach to combating threats of terrorism.

The State Security Investigation Group carries the responsibility and a broad charter to detect, prevent, disrupt and respond to incidents of violent extremism and unlawful behaviour motivated by a political, religious or ideological cause. The State Security Investigation Group charged 32 persons with 90 offences including four extreme right-wing individuals, four racially motivated offenders and nine people making threats of mass violence.

We exercised our active armed offender response in January 2021 on the grounds and in buildings of a decommissioned school.

The aim was to test how emergency service agencies including police worked in and around the armed offender 'hot zone'.

The WA Police Force was the exercise lead and agencies including the Department of Fire and Emergency Services, the Department of Education, and St John Ambulance WA participated.



Response and recovery

We responded to serious and fatal road crashes and we led search and rescue operations.

We performed coordination and support functions in the whole of government COVID-19 pandemic response in Western Australia.

We also provided support in major operations, for instance, Tropical Cyclone Seroja.

Vehicle crashes

Our officers respond to road crashes as part of their normal duties. Our road crash arrangements prepared us to escalate beyond this level one response when required.

Search and rescue

Our officers performed search and rescue operations on land and at sea.

- 643 land search and rescue operations were carried out, up from 441 in the year before
- 252 marine search and rescue operations were carried out, up from 215 in the year before.

In many of these operations, we were supported by volunteers from the State Emergency Service and Volunteer Marine Rescue Service.

Local support

Our officers helped to coordinate other agencies in response to a range of critical incidents across Western Australia.

Teamwork and technology were key to a successful land search and rescue near Mount Magnet in January 2021.

A local man bogged his vehicle in dense bushland 30 kilometres from town. He left his vehicle and then became lost for 60 hours. He took refuge in a cave.

Officers from Mount Magnet, Cue and Mullewa Police Stations initially coordinated the operation. Tactical Response Group and Emergency Management Unit arrived to provide specialist and support services.

Information technology helped to link command right through to officers on the ground, particularly to communicate plans and share detailed information.

The Department of Fire and Emergency Services, the State Emergency Service, and national agencies contributed to locating the missing man in the face of extremely hot and dry conditions and challenging terrain.

In May 2021, our officers in Tom Price supported St John Ambulance WA, the State Emergency Service and Karijini Rangers to provide first aid to a woman who was bitten by a snake while hiking in the national park.

The patient was carried on a stretcher from the bottom of a gorge, then taken to Tom Price District Hospital by ambulance and subsequently flown to South Hedland Health Campus for further treatment.

Tropical Cyclone Seroja response and recovery

Tropical Cyclone Seroja made landfall south of Kalbarri on 11 April 2021 at Category 3 strength, bringing wind gusts up to 170 kilometres per hour.

It was the strongest cyclone on record to hit the Mid West-Gascoyne. The weather system impacted over 130,000 square kilometres across 16 local government areas. It continued inland through the Wheatbelt and crossed out to sea over the Great Southern coastline.

Buildings and infrastructure in the path of the cyclone were heavily damaged, particularly in the Kalbarri and Northampton area. A total of 1,117 residential buildings were damaged, with 48 being assessed as totally destroyed. Power supply was impacted at more than 31,500 homes. Communications networks and fuel supply were also impacted.

There was no death or serious injury as a direct result of the cyclone.

Our officers worked tirelessly with the Department of Fire and Emergency Services and other agencies preparing local communities for the cyclone and then responding to the devastation caused.

Our staff mobilised a portable generator and transportable office within a few days to ensure officers could continue to work and support the cyclone response.

In the immediate response, the Department of Fire and Emergency Services coordinated more than 500 workers.

This included 100 responders from interstate State Emergency Services as well as the Army Reserve 13th Brigade which provided logistical support from Geraldton. A C130 Hercules aircraft was used for medical evacuations and to transport emergency workers and supplies.

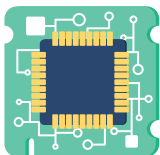
The Department of Communities established four evacuation centres in Port Denison, Carnarvon, Denham and Geraldton.

We deployed additional officers to the Mid West-Gascoyne to support local officers who, in the immediate aftermath, were sent forward to visit affected residents to ensure their safety and maintain a visible police presence around-the-clock.

The connection of police officers to their communities played a vital role during a very challenging period.

Later in the recovery, in partnership with the Department of Education and the West Coast Eagles Football Club, our officers travelled the region to engage with young people at schools and football clubs in Kalbarri, Binu, Northampton, and Geraldton – including to the Clontarf Academy.





TECHNOLOGY

We integrated new functionalities into frontline officers' information technologies to improve officer safety and to support law enforcement, crime prevention and emergency management.

We worked to maintain and enhance the vast array of hardware, networking, data storage and software applications which support an organisation of our size and complexity.

In-house research and development

Our Digital Policing Division was established to design solutions to enhance officer safety and reduce the amount of time it takes officers to perform administrative tasks.

The Division adopted an ethos of 'built by coppers for coppers'. Officers were encouraged to share feedback on using new technologies so capabilities could be continually improved.

Mobile phone applications

Recent innovations – including roll out of the OneForce Core mobile application – enabled officers to:

- connect to in-vehicle Wi-Fi to maintain connection in the field
- upload evidence directly to secure cloud-based storage and retrieval systems
- invite community members to submit footage
- save time on paperwork for bail and curfew reporting
- use the Global Positioning System to locate other officers
- search records in the field on people, vehicles and locations
- record custody details.

Officers uploaded 1,065,751 pieces of evidence from their mobile phones. Community members uploaded 146,980 pieces of evidence.

Some applications were introduced into police stations to support processes such as bail reporting.

Body worn cameras

Officers adopted body worn cameras into their uniform and practices. Officers uploaded 1,270,241 pieces of evidence.

Digital Policing Division worked with experienced officers to design the OneForce Curfew application.

The new application enabled frontline officers to use their mobile phone to search curfew orders and relevant locations. It also enabled officers to more easily capture and upload information gathered in the course of a curfew check. The information is instantly available to other officers using the application.

The application was tested by officers from five police stations, with a view to rolling it out across Western Australia.

The Bail Reporting Kiosk application was set up at 11 police stations which receive high volumes of people reporting in relation to bail orders.

The application is intended to reduce the necessary administrative workload involved in taking and processing reports. For example, one of its functionalities is face matching against our image databases.

In December 2020, in giving a decision to convict an accused for Assault Public Officer, the Magistrate observed that “body worn footage is very useful and instructive for the courts to see because it really does illustrate quite graphically what the police have to put up with on a daily basis”.



Emergency services telecommunications

As part of a State Government investment into replacing and enhancing the telecommunications network for police and partner emergency service agencies, we initiated procurement of devices to be delivered over the coming three years.

The devices will work on the network to increase our interoperability and improve officer safety.

Automated number plate recognition

Automatic number plate recognition supported frontline officers with data gathering for investigations and apprehension of high-harm offenders.

State Government funding has supported the increase in the number of fixed sites and mobile units with automatic number plate recognition capabilities.

This capability supported officers at vehicle control points during COVID-19 lockdowns to monitor alerts and increase officer safety.

Fundamental systems

Not only was our infrastructure required to support officers and staff at various facilities, in courts, and in headquarters – it also served officers on patrol on the land, water and in the air anywhere across the vast expanse of Western Australia.

We also adapted our systems to accommodate more flexible working arrangements including working remotely and working from home as part of the response to the COVID-19 pandemic. This has seen the agency adopt a rapid digital transformation that is now becoming part of everyday practice – such as video calls being incorporated into or replacing face-to-face meetings.



OUR PEOPLE

We focused on recruiting and training officers needed on the frontline and behind the scenes to support service delivery.

We developed approaches to keep our people safe as they performed their duties.

The 950 Growth Program

We intensively recruited people into training at the WA Police Academy as part of the push to add 950 officers to our ranks over the four years to June 2024.

In June 2021, we had 10 squads in training, reaching maximum capacity at the Academy. We had more than 500 probationary constables posted across Western Australia.

As at 30 June 2021, 150 officers from the program had graduated, as part of the State Government's commitment to keep Western Australia safe and strong. The newly graduated officers were allocated to Operation Tide to support the agency emergency management response and Metropolitan Districts to supplement frontline policing and contribute to community safety. A number of newly graduated officers have also been deployed to regional locations, to support service delivery and enable a visible police presence in our regional communities.

Simultaneously, we undertook planning to accommodate, equip and provide vehicles for these officers as they enter the ranks across Western Australia.

The formal graduation ceremony is an important rite of passage for our officers.

In July 2020, 117 officers graduated together because earlier ceremonies had been postponed due to COVID-19 restrictions.

A third of the recruits who graduated were born overseas. Nineteen of the recruits had existing family connections to the WA Police Force.

Aboriginal Cadet Program

We continued to identify and encourage prospective applicants to the Aboriginal Cadet Program from across Western Australia. The paid cadetship provided participants with class-based and job-related training.



LET'S JOIN FORCES



Let's Join Forces campaign

In January 2021, we launched our 'Let's Join Forces' recruitment campaign. The campaign took a fresh approach on what we believe should be at the heart of every police officer – strength of character, moral courage, and a strong sense to serve and work with the community.

'Let's Join Forces' called on over 130 officers to share their authentic view on the roles they perform across Western Australia. From the best jobs, to the toughest jobs and the truly unexpected jobs – highlighting that every day is different.

The campaign was intended to encourage people with diverse skills and broad life experience to consider embarking on a rewarding career in the WA Police Force. We anticipate that we can best serve the community if our ranks reflect the diversity which exists in the community.

Between January and June 2021, 269 recruits commenced, of which:

- Three percent were Aboriginal and/or Torres Strait Islander
- 16 percent were from Culturally and Linguistically Diverse backgrounds
- 33 percent were female.

On Saturday 12 June 2021, the Fremantle Football Club sent out a heartfelt message of thanks to the WA Police Force for protecting the community and keeping Western Australians safe during the COVID-19 pandemic.

Over 90 of our officers and staff joined forces to deliver a range of activities inside and outside of the ground to footy fans and the general public. An array of police units and interactive displays showcased that policing really is 'a job with more'. Police Recruiting were onsite to meet and greet with potential applicants who were interested in learning more.

On the ground, our longest serving officer, Superintendent Jim Migro tossed the coin to mark the start of the match. Local footy legend, and Officer in Charge of Warakurna Police Station, Brevet Senior Sergeant Revis Ryder took the 'First Kick' and Commissioner of Police Chris Dawson safely delivered the game ball into the hands of the umpire for bouncedown.

The WA Police Force is grateful for the generous opportunity offered in kind by the Fremantle Football Club.



Let's Join Forces marketing campaign

Training framework

We developed our Training and Education Governance Framework to better align with our workforce needs and comply with standards and legislation.

The framework was designed to enable quality education and training of police officers by encouraging standardised training design, development, delivery and assessment – and periodic audits to manage risk and ensure compliance.



Health, safety and wellbeing

Our officers' workplace presented health, safety and wellbeing challenges of a range and magnitude not experienced by most Western Australians.

Not only did our officers face immediate physical risks, our officers also faced the psychological and emotional burden of having to operate in situations which most Western Australians try to avoid.

We launched a mental health and wellbeing awareness campaign to encourage officers and staff to take action to protect and maintain mental health. Workshops were delivered across the districts to remind officers and staff to 'check in, connect and change'.

We developed sexual harassment awareness and prevention training programs. The training focused on identifying, disrupting and de-escalating situations and on reporting for investigation and action.

Body armour

Recruits are measured for and equipped with body armour while at the WA Police Academy. We delivered 4,074 body armour kits in 2020-21, and 2,120 the year before. We also modified our buildings to store these kits.

Police compensation

In November 2020, the State Government announced a scheme to assess and provide compensation to currently serving police officers and Aboriginal Police Liaison Officers in relation to medical retirement on work-related illness or injury grounds.

The scheme is intended to address a long-standing issue of compensation for officers who suffer illness or injury in the course of their duties and are unable to continue service with the WA Police Force. Compensation would comprise a prescribed lump sum exit payment consistent with the State workers' compensation scheme and maintain current in-service and post-separation entitlements.

We have worked to progress the new legislative provisions under the *Police Act 1892* which are pre-requisite for implementing the scheme – with a view to having appropriate administrative supports in place in readiness for the scheme's implementation.

Awards and recognition



Australian Police Medal

The Australian Police Medal is awarded by the Governor-General and recognises distinguished service by a member of a police force in Australia.

Four of our officers were awarded the Australian Police Medal on Australia Day 2021. Four of our officers were awarded the Australian Police Medal on the Queen's Birthday 2021.



Commissioner's Medal for Excellence

The Commissioner's Medal for Excellence was awarded to eight employees of the WA Police Force at the Police Graduation Ceremony in December 2020. The Medal recognises excellence in service to the WA Police Force and the community of Western Australia.



Western Australia Police Force Star

The Western Australia Police Force Star recognises police officers or staff killed or seriously injured in the line of duty.

In November 2020, the medal was awarded to recognise 37 officers. The medal acknowledges the unique and unpredictable dangers of policing and the sacrifices made in service to the community of Western Australia.



Aboriginal Service Medal

The presentation of the Aboriginal Service Medal is an opportunity to recognise the service contributions of current and former officers who identify as Aboriginal or Torres Strait Islander and are accepted as such by the community in which they live.

Award ceremonies were held across Western Australia throughout the year to recognise 80 current and former Aboriginal police officers and employees for their service.

The Aboriginal Service Medal presentations were often awarded in the presence of family members across different generations.



Public Service Medal

The Public Service Medal is awarded by the Governor-General and recognises outstanding service by employees of the Australian Government and state, territory and local government employees. Chaplain Keith Carmody was awarded the Public Service Medal on Australia Day 2021 for his outstanding public service to the WA Police Force through his chaplaincy role.



Commissioner's Bravery Awards

At the Bravery Award Ceremony in April 2021, the Commissioner of Police awarded 9 Crosses for Bravery to recognise officers who had put themselves at peril and significant risk by performing exceptionally brave acts.

The officers who were awarded had responded to a number of situations including de-escalating a hostage situation, saving people from burning houses and cars, and apprehending armed offenders.

Other officers and members of the community who performed exceptional acts of bravery were awarded with:

- 11 Special Commendations for Bravery
- 9 Commendations for Bravery
- 2 Certificates of Outstanding Performance
- 1 Certificate of Appreciation.

Additionally, officers and members of the public received bravery awards in separate ceremonies:

- 6 Crosses for Bravery
- 4 Special Commendations for Bravery
- 3 Commissioner's Commendations awarded to members of the public.

Senior Constable Andrew Slee and First Class Constable Daniel Murphy were on patrol in Margaret River when they came across a car engulfed in flames as it had hit a tree. The officers realised that the driver was trapped in the car. They made a number of attempts to free the person from the vehicle but were forced back due to the extreme heat and smoke coming from the vehicle.

Despite the danger, the officers continued with their attempts and eventually pulled the person from the burning vehicle. The officers commenced first aid. Shortly afterward, the vehicle exploded.

St John Ambulance WA arrived on the scene and continued treatment before the person was taken to Perth by helicopter. Despite the trauma experienced at the scene, the officers continued with their duty to protect others from harm by managing the scene.

Positive correspondence was received from the mother of the victim, thanking the two officers for their courageous and selfless actions which ultimately saved the life of her son.

In April 2021, the officers were awarded the Cross for Bravery.

NAIDOC Awards

NAIDOC stands for the 'National Aborigines and Islanders Day Observance Committee'. In NAIDOC Week 2020, three officers were recognised by the Commissioner of Police for their outstanding commitment to building trusting relationships through positive engagement with Aboriginal communities.

Royal Humane Society Awards for Bravery

The Royal Humane Society recognised the actions of seven police officers. Royal Humane Society bravery awards will be presented by the Governor-General at an upcoming presentation ceremony.

Coastal Bravery Awards

Surf Lifesaving WA recognised the actions of 17 police officers at the 2021 Coastal Bravery Awards. The Silver Medallion for Bravery – Emergency Services Award, was presented to 14 officers, while a further three received the Silver Medallion for Bravery – Citizen's Award for their actions while off-duty.

Royal Life Saving WA Bravery Awards

Royal Lifesaving WA recognised the actions of five police officers at the 2020 Royal Life Saving WA Awards. The officers were presented with Gold Medallions for their actions while off-duty.

Nine News WA Police Excellence Awards

The Nine News WA Police Excellence Awards recognise and acknowledge police officers who individually, or as a team, demonstrate excellence in the service to the community. The award nominations are an opportunity for community members to demonstrate their appreciation of the contribution and efforts of our officers.

The winner of the individual category was Senior Constable Sam Lim, from the Diversity and Engagement Unit. The award recognised his exemplary service and dedication to multicultural and diverse communities. Of particular mention was his service during the COVID-19 pandemic.

The winner of the team category was South Hedland Police Station, Pilbara District. The officers in this team were praised for their passion, care and bravery in a number of critical incidents. The team has increased public confidence and are committed to keeping the town safe.

Do you know a police officer or team who has excelled at their job?
Nominate them now for this year's
NEWSWA POLICE EXCELLENCE AWARDS

EVERYONE DESERVES RECOGNITION...
BEING A POLICE OFFICER IS NO DIFFERENT

You can nominate an individual officer or a team who has gone above and beyond their call of duty to serve and protect their community.

Nominations close at 5pm Monday 30 August 2021
To nominate and for further details go to
www.police.wa.gov.au

We are grateful to this year's sponsors. They are essential in recognising police efforts in providing trusted and valued policing for Western Australia.

9 NEWS **6PR 882 NEWS TALK** **WAtoday** **p&n bank**
INDEPENDENT. ALWAYS.

A white utility vehicle with a yellow stripe and the number '10002' is driving away on a gravel road. The road has a white dashed line down the center. The road is lined with trees and shrubs. The sky is clear and blue.

REPORT ON OPERATIONS **ROAD SAFETY COMMISSION**



ROAD SAFETY COMMISSION

COMMISSIONER'S FOREWORD

As we continue to work together to reduce Western Australia's road toll and the number of people who are seriously injured on our roads, we must remain ambitious and hold each other accountable in our quest for safer roads and safer drivers.

The Driving Change: Road Safety Strategy for Western Australia 2020-2030, released in November 2020, has a target of zero deaths on our roads by 2050. Road safety is everyone's responsibility, and cultural change is necessary to shift community attitudes and behaviour to challenge the perception that road trauma is inevitable.

A key role for the Commission is to support the community and look for new innovative ways to improve road safety. Despite delays caused by the COVID-19 pandemic, the Commission's event and engagement calendar was active during 2020-21. We participated in and hosted several stakeholder and community events, targeted at a broad road safety audience with various road safety messages and focus areas. I have had the pleasure of meeting many committed people and groups who are interested in changing road safety culture. In addition to our existing valued partnerships with the Country Women's Association, Clubs WA and the Motorcycle Riders Association of WA, this year two new partnerships with the Constable Care Foundation and the Clontarf Foundation were formalised.

During 2020-21, community awareness campaigns informed the public of several legislative changes and associated penalties. Other road safety campaigns aimed at influencing driver attitudes and behaviours were also delivered. These campaigns educate and promote safe driving so people are better informed

and understand which on-road behaviours they must change to provide a safer road network for all Western Australians.

The COVID-19 pandemic has also resulted in many more Western Australians holidaying within the State and regional areas. This has seen an increase in 4WD, caravan and camper trailer sales, with more people towing for the first time. To help these first-time towers, we worked with the caravan industry and the Motor Trades Association to develop and promote information on how to safely tow a caravan or boat.

With regional travel increasing and approximately two thirds of road deaths occurring on regional roads, the additional \$194 million in State and Commonwealth funding for the Regional Road Safety Program in 2022-23 is welcomed. This builds on the existing \$475 million allocated to the program which is set to significantly improve road safety on major regional roads, and accelerate what was previously scoped as a 40-year program into less than 10 years. Up to 7,000 kilometres of regional roads will be upgraded across the State by July 2022. Major improvements have also been made in recent years to regional roads such as the Coalfields Road into Collie and Indian Ocean Drive north of Yanchep, which are already realising significant road safety benefits.

The Road Safety Commission, while functionally independent, sits within the administrative structures of the WA Police Force who provide a range of supporting services to the Commission. The good support we receive and the great relationships we have with senior levels of police enable us to work efficiently and successfully.

On 19 March 2021, we welcomed our new Minister for Road Safety, Hon Paul Papalia CSC MLA, who has taken an active interest in road safety and the critical efforts being made to achieve improvements. I would also like to acknowledge the guidance provided by the former Minister, Hon Michelle Roberts MLA, whose experience and commitment to road safety was highly respected and valued.

I would like to take this opportunity to thank all the employees of the Road Safety Commission for their hard work and dedication, and to acknowledge the ongoing support and commitment of all Road Safety Council members, especially Council Chair Iain Cameron who has been very generous with his time and advice.

I look forward to the year ahead with enthusiasm and a firm commitment to continue working with all stakeholders towards our goal of zero road deaths in Western Australia.



ROAD SAFETY COMMISSION

REPORT ON OPERATIONS: AT A GLANCE

219

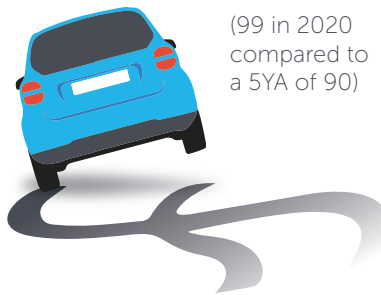
people KSI in **fatigue-related crashes**
(12% of all KSI)



6% decrease in people KSI in **fatigue-related crashes**
(219 in 2020 compared to a 5YA of 232)

10%

increase in people KSI in **inattention-related crashes**
(99 in 2020 compared to a 5YA of 90)



6% increase in people KSI in **speed-related crashes**
(337 in 2020 compared to a 5YA of 317)



155

People died on WA roads in 2020
60% were regional crashes



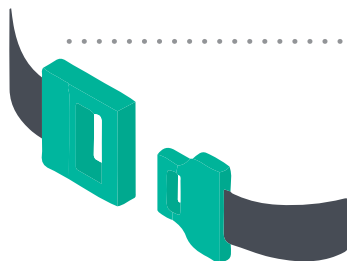
Serious injuries on WA roads in 2020

1,641

31% involved regional crashes

13%

of all people KSI in regional crashes **were not wearing seatbelts**
(This is double compared to the previous 5YA of 7%)



38%

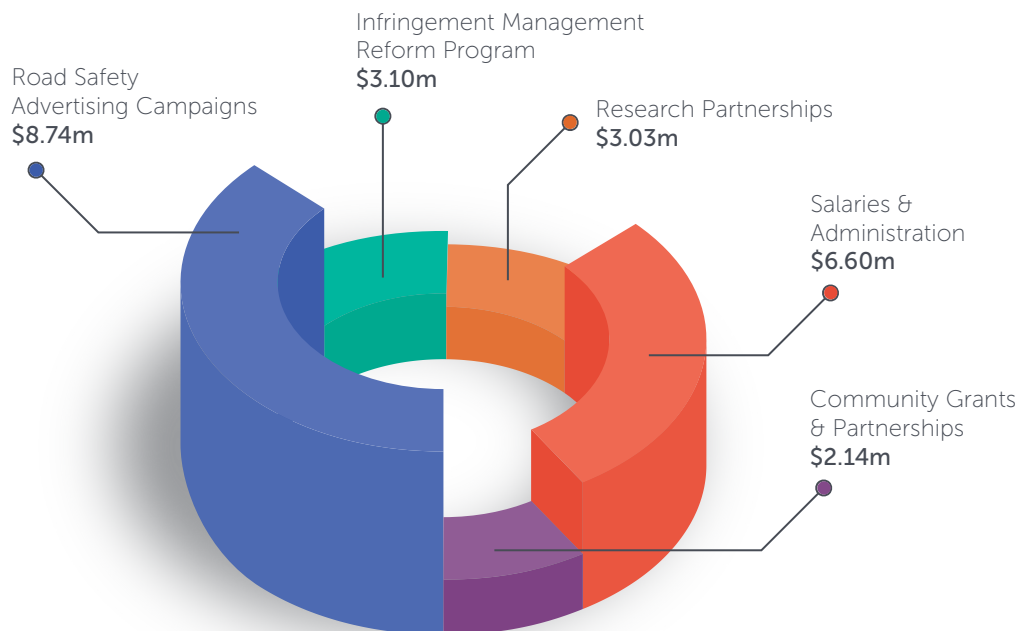
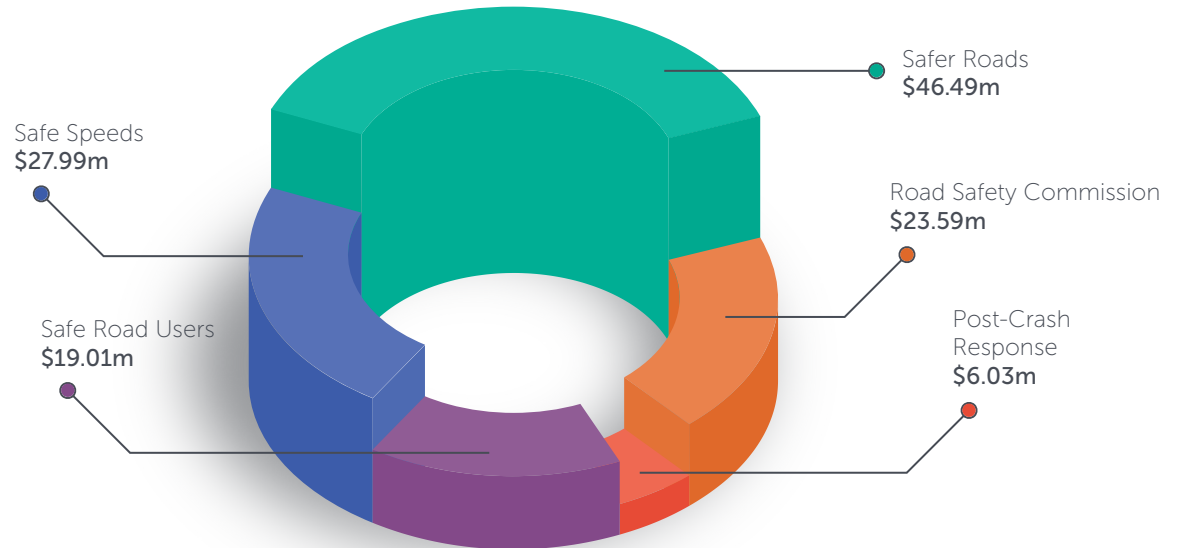
of all people KSI were the result of **run-off road crashes**
(This is 9% higher than the 5YA of 29%)

Notes: KSI: Killed or Seriously Injured | 5YA: 5 Year Average

Funding by Focus Areas

Focus Areas	2020-21 \$ million
Safer Roads	46.49
Safe Speeds	27.99
Safe Road Users	19.01
Post-Crash Response	6.03
Road Safety Commission	23.59
Total*	123.12

*Total includes carry-overs from 2019-20 due to COVID-19



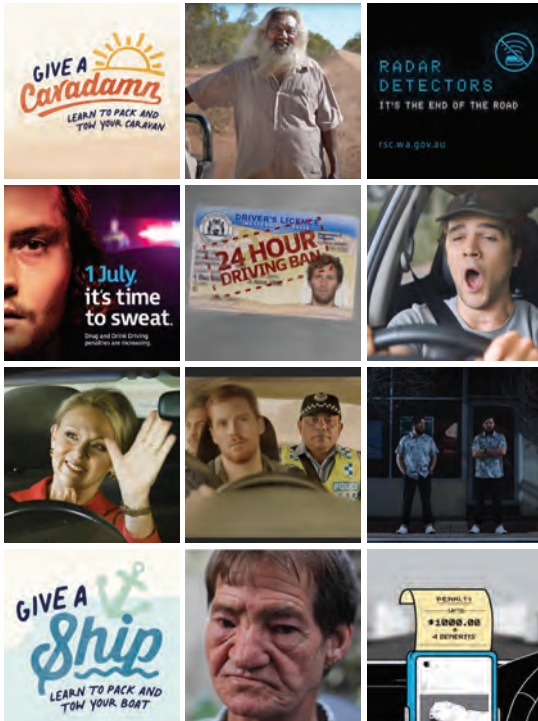
Road Safety Commission Funding

Road Safety Commission	2020-21 \$ million
Community Education and Engagement	
Road Safety Advertising Campaigns	8.74
Community Grants & Partnerships	2.14
	10.87
Policy, Research and Governance	
Salaries & Administration	6.60
Research Partnerships	3.03
	9.62
Infringement Management Reform Program	3.10
Total	23.59

MAJOR ACHIEVEMENTS OF EACH BUSINESS AREA MEDIA CAMPAIGNS

The Road Safety Commissions' campaigns contribute to the reduction of illegal behaviours on our roads, improve community attitudes and behaviours towards sharing the roads with all road users, and tell us that changing certain road behaviours mean that zero deaths and serious injury is possible on our roads.

2020-21 Campaigns include:



Time to Sweat

This campaign provided information to the public on new legislation introduced. From 1 July 2021, tough new penalties apply for any driver or rider caught driving with both drugs in their system and over the legal alcohol limit. Existing penalties for drink or drug driving also increased.

Research undertaken by the Road Safety Commission shows that 92% of respondents believe that driving under the influence of drugs is a serious road safety issue.

Life Toll

The majority of serious crashes involve people of all ages making an error, momentarily lapsing in concentration or misjudging a situation. When these crashes result in serious and permanent injury, it leaves poignant messages that resonate with the wider community – it could happen to me.

The Life Toll gives a voice to road trauma survivors. Their collective powerful storytelling leads us all to take personal responsibility to make decisions that lead to safer driving.

Nah, not worth it

This campaign challenges the belief that feeling okay is an accurate measure of intoxication and raises the consequences.

An Aboriginal version was also produced to communicate the anti-drink driving message, in a culturally sensitive and acceptable format.

The Science of Sleep

This campaign targets drivers under the age of 40 and highlights the dangers of drowsy driving caused by fatigue.

As a driver, fatigue can cause you several problems including slowing your reactions and decisions, decreasing your tolerance for other road users, poor lane tracking and maintenance of speed, and decreasing your alertness.

Give a Caradamn

With more first-time caravan and boat towers on our roads, a series of information messages and interactive models have been developed and promoted, demonstrating how to tow your caravan and boat safely, which have gone viral and have well over 1 million views to date.

Re:act

In 2021, the Road Safety Commission joined the National Re:act program which engages marketing students at a selected university in each capital city, as well as design students at TAFE to create and develop a road safety campaign aimed at their age group (18-25 year olds) using the topic of 'fatigue'.

COMMUNITY ENGAGEMENT

In April 2021, the Minister for Road Safety launched 'Community Connect', the Road Safety Commission's online community engagement platform. Community Connect's initial road safety engagement opportunities focused on e-ridable devices and the national motorcycle protective clothing program, 'MotoCAP'. During National Road Safety Week 2021, Community Connect supported the 'Take the Pledge' campaign, contributing to the national pledge total of 44,098.

The Commission's Road Safety Partnerships with the Country Women's Association, Clubs WA and Motorcycle Riders Association of WA enhanced road safety presence and raised awareness across the State, particularly in regional Western Australia through engaging and supporting the community.

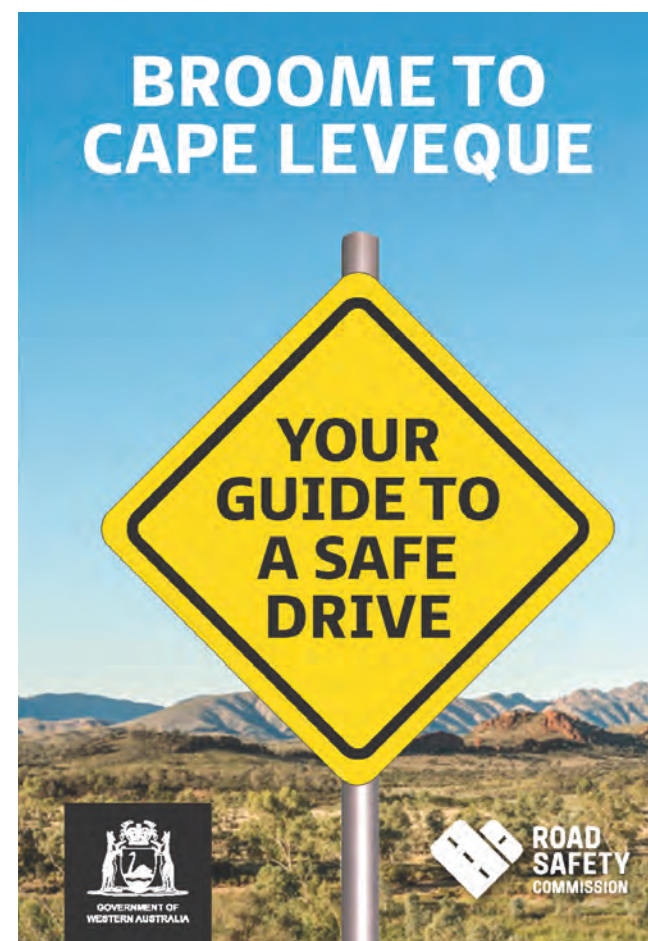


New partnerships commenced with Constable Care to enhance child road safety education and Clontarf Foundation to support Year 10-12 Clontarf students gaining learner's and provisional driving licences, and to deliver road safety education to Clontarf Academies across Western Australia.

In 2020-21, as a result of the COVID-19 pandemic and the delay of road safety events and projects, increased funding support was provided to the Western Australia community. The Minister for Road Safety approved over \$500,000 in Road Safety Community Grants from the Road Trauma Trust Account.

The Narembeen Community Resource Centre's initiative Save Our Country Kids (SOCK) Week program – which is supported by Shire of Narembeen – received a Road Safety Community Grant to provide additional communities within the Wheatbelt Region with road safety awareness messaging and contribute towards safer road user behaviours among young people.

The Commission continued to support both the Dampier Peninsula Cape Leveque Visitor and Community Safety Projects. Resources included five road safety campaigns featuring local Aboriginal talent and a Broome to Cape Leveque pocket guide to promote regional road safety. Child Car Restraint education and support was provided to four Aboriginal Communities on the Dampier Peninsula.



POLICY AND LEGISLATION

In November 2020, *Driving Change: Road Safety Strategy for Western Australia 2020-2030* was released. It sets an ambitious target to reduce the number of people severely injured and fatalities by 50 to 70 percent by 2030. A series of rolling two-year Action Plans will be released and updated annually following each State budget process setting out the specific deliverables and initiatives across government against the Driving Change priorities and focus areas.

The Commission also worked with the Commonwealth and other jurisdictions in the preparation of the new National Road Safety Strategy.

New laws addressing impaired driving were implemented progressively throughout the year. The laws introduced 24-hour bans for people caught driving with illegal drugs in their system, improved police powers, increased penalties for drug and alcohol offences, and introduced new offences targeting people who have both drugs and alcohol in their system.

Tougher new penalties came into effect in September 2020 for Western Australia drivers using their mobile phones illegally.

Legislation banning the use of radar detectors came into effect in October 2020, bringing Western Australia into line with the rest of Australia.

Legislative changes came into effect in March 2021 to permit motorcycle lane filtering in certain circumstances and where it is safe to do so.

Community consultation and planning occurred for proposed new rules relating to the use of e-scooters and other e-ridable devices. The new rules are expected to be implemented in 2021-22.



ANALYTICS AND INSIGHTS

The Analytics and Insight area was established, bringing together data analytics, research and evaluation functions.

To support the new Driving Change strategy, a Data Maturity Plan for improving road safety data has been developed and a high-level outcomes framework has been created.

The 2020 crash statistics book, which focusses on fatalities in Western Australian has been released on the Road Safety Commission website. This shows Western Australia fatality statistics which are commonly used by researchers, interested parties, national stakeholders, road safety professionals and others.

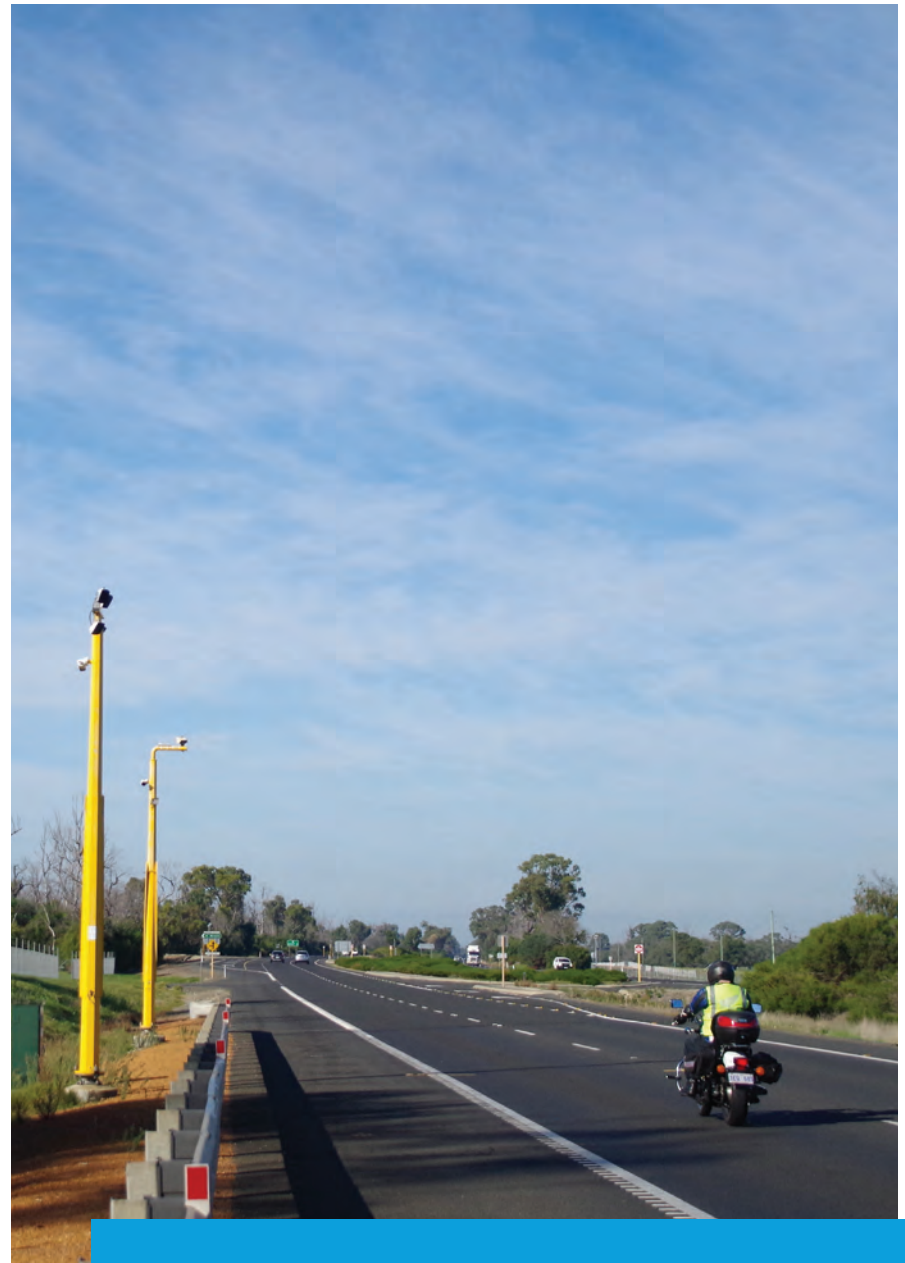
Through the contract awarded in December 2019, the Western Australian Centre for Road Safety Research at the University of Western Australia has been undertaking a number of pieces of work for the Commission over 2020-21.

INFRINGEMENT MANAGEMENT REFORM PROJECT

The Infringement Management Reform Program has been established to replace an out-of-date and inefficient processing system for traffic infringements and provide for improved customer services including part payment options and online services. The Program is also progressing a trial of new camera technology including mobile point to point deployments, to support a modern safety camera strategy for Western Australia.

In 2020-21, in collaboration with the WA Police Force, the Department of Transport and the Department of Finance, a Request for Tender was developed for the new infringement processing solution, and released in July 2021.

A Request for Tender for a Safety Camera Trial has also been developed and will be issued to the market in 2021-22.





ISSUES IMPACTING THE COMMISSION

More people are choosing other transport options alongside private car use, including walking, cycling, public transport and on-demand transport. There has been an increase in the use of e-rideable devices such as e-scooters, which has highlighted the need to modernise our current regulatory framework.

There is a growing number of vehicles being used as a workplace, including heavy vehicles, which is creating new road safety risks. More jobs require workers to be on or near the road, a factor which must be considered when developing road safety strategies. 'Vehicles being used in road traffic' is the most significant contributor to work-related traumatic injury. Consideration must be given to how this can be improved.

More comprehensive and integrated road safety data and information is needed to unlock new insights that can save lives. Working across government to build a solid foundation of complete, reliable, and accurate data, is critical to achieving the ambitious 70 percent target in the Driving Change strategy. This will drive evidence-based decision making, support ongoing evaluation of road safety initiatives and help identify opportunities for innovative solutions.

Regional areas remain overrepresented in crash statistics. Around 25 percent of the Western Australian population lives regionally, yet 64 percent of fatalities and 34 percent of serious injuries occur on regional roads. Three in four serious crashes on regional Western Australian roads involve a local driver. Increased regional tourist travel and extensive roadworks may exacerbate existing risks and change the mix of roads users.

The Regional Road Safety Program currently being rolled out across Western Australia will result in significantly safer regional roads.



REPORT ON OPERATIONS **SUMMARIES**

REPORT ON OPERATIONS - SUMMARIES

SUMMARY OF RESULTS AGAINST FINANCIAL TARGETS

Actual Results Versus Performance Agreement Targets - Financial Targets

	2020-21 Target \$'000	2020-21 Actual \$'000	Variation \$'000	%
ASSETS				
Total cost of services	1,628,953	1,679,108	50,155	3.1%
The variance presents a 3.1% increase in total cost of service target. The variance is primarily due to an increase in the leave liability, the impact of COVID-19 pandemic (including salaries, cleaning, G2G application and other operational and consumable costs) and medical benefit actuarial adjustment.				
Net cost of services	1,482,674	1,525,098	42,424	2.9%
The variance presents a 2.9% increase in net cost of service target. The variance largely relates to the COVID-19 pandemic.				
Total equity	1,570,977	1,582,820	11,843	0.8%
The variance presents a 0.8% increase in the total equity target. The variation is mainly due to asset re-evaluation and lower than expected deficit in operations, offset by reduction in government contributed equity.				
Agreed salary expense level	977,724	1,006,238	28,514	2.9%
The variance presents a 2.9% increase in the agreed salary expense target. The variance is mainly due to an increase in the leave liability and the impact of COVID-19 pandemic.				

Actual Results Versus Performance Agreement Targets - Financial Targets

	Agreed Limit \$'000	Target ^(a) /Actual ^(b) \$'000	Variation \$'000	%
Agreed Working Cash Limit (at Budget)	77,661	77,661	0	
Agreed Working Cash Limit (at Actuals)	77,661	21,958	-55,703	-71.7%

The agency working cash actual remains within the working cash limit.

Notes:

- (a) Target to reflect the agency's anticipated working cash for the relevant financial year
- (b) Actual to reflect the actual working cash at the close of the financial year
- (c) Explanations are required for any variation where the actual working cash held at the close of the financial year exceeds the agreed limit

SUMMARY OF RESULTS AGAINST PERFORMANCE TARGETS

Requirement under Treasurer's instruction 808s4

	2020-21 Target ^(b)	2020-21 Actual	Variation ^(c)
Key Effectiveness Indicators ^(a)			
Outcome 1: Contribute to community safety and security			
Rate of offences against the person (excluding family violence-related offences) per 100,000 people	810	847.5	37.5
Rate of offences against property (excluding family violence-related offences) per 100,000 people	6,200	3,880.4	(2,319.6)
Percentage of sworn police officer hours available for frontline policing duties	75%	72.7%	(2.3 percentage points)
Percentage of priority 1 and 2 incidents in the metropolitan area responded to within 12 minutes	80%	76.4%	(3.6 percentage points)
Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes	80%	79.0%	(1.0 percentage point)
Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days	75%	73.7%	(1.3 percentage points)
Percentage of offences against the person investigations finalised within 60 days	85%	87.7%	2.7 percentage points
Percentage of offences against property investigations finalised within 30 days	90%	89.4%	(0.6 percentage points)
Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences ^(d)	90%	98.3%	8.3 percentage points
Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police	82%	84.6%	2.6 percentage points
Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police	85%	82.3%	(2.7 percentage points)
Outcome 2: Improve coordination and community awareness of road safety in Western Australia			
Effectiveness of road safety awareness campaigns	70%	77%	7.0 percentage points

Notes:

- (a) This table is a summary of the 2020-21 WA Police Force Key Performance Indicators. For more detailed information see the Key Performance Indicators section of this report.
- (b) Targets as specified in the 2020-21 Budget Statements.
- (c) Variations shown in brackets represent the amount that the actual figure is lower compared with the target. Depending on the Key Performance Indicator, a lower actual figure does not necessarily mean that the target has not been achieved. A variation between percentages should be interpreted as a percentage point change.
- (d) 'Category A' offences include: driving under the influence of alcohol/drugs, careless/dangerous/reckless driving, non-speed camera speeding offences, no authority to drive/unlicensed vehicle, use of mobile phones whilst driving and non-wearing of seatbelts/restraints/helmets.

REPORT ON OPERATIONS - SUMMARIES

SUMMARY OF RESULTS AGAINST PERFORMANCE TARGETS

Requirement under Treasurer's instruction 808s4

	2020-21 Target ^(b)	2020-21 Actual	Variation ^(c)
Key Efficiency Indicators ^(a)			
Outcome 1: Contribute to community safety and security			
Service 1: Metropolitan policing services			
Average cost of metropolitan policing services per person in the Perth metropolitan area	\$271	\$263	(\$8)
Service 2: Regional and remote policing services			
Average cost of regional and remote policing services per person in regional WA	\$811	\$809	(\$2)
Service 3: Specialist policing services			
Average cost of specialist policing services per person in WA	\$203	\$226	\$23
Outcome 2: Improve coordination and community awareness of road safety in Western Australia			
Service 4: Road Safety Commission			
Percentage of Road Safety Commission projects completed on time	90%	86%	(4.0 percentage points)
Percentage of Road Safety Commission projects completed on budget	95%	86%	(9.0 percentage points)

Notes:

- (a) This table is a summary of the 2020-21 WA Police Force Key Performance Indicators. For more detailed information see the Key Performance Indicators section of this report.
- (b) Targets as specified in the 2020-21 Budget Statements.
- (c) Variations shown in brackets represent the amount that the actual figure is lower compared with the target. Depending on the Key Performance Indicator, a lower actual figure does not necessarily mean that the target has not been achieved. A variation between percentages should be interpreted as a percentage point change.

SUMMARY OF VARIATION AGAINST PERFORMANCE TARGETS

Key Effectiveness Indicators

The rate of offences against property (excluding family violence-related offences) per 100,000 people in 2020-21 was 37.4 percent lower than the target of 6,200. A decrease in burglary and stealing offences contributed most to the decrease in offences against property. This decrease can be attributed in part to the direct and indirect effects of restrictions associated with the COVID-19 pandemic. However, operations and innovations targeting high-harm offenders and crime hot spots, including the state-wide Operation Heat Shield 2, have also contributed to the decrease.

The targets for the following Key Effectiveness Indicators were not achieved:

- Rate of offences against the person (excluding family violence-related offences) per 100,000 people. The 2020-21 result was 4.6 percent higher than the target of 810. The increase in the rate of offences was mainly attributable to an increase in assault (non-family). Between April and June 2020, Phase 2 and Phase 3 COVID-19 restrictions were applied to entertainment venues affecting opening hours and capacity limits. With easing COVID-19 restrictions, community interaction and access to alcohol through licensed venues increased which has been a contributing factor to an increase in assault (non-family) offences.
- Percentage of sworn police officer hours available for frontline policing duties. The 2020-21 result was 2.3 percentage points lower than the target of 75 percent. While the hours available for frontline duties as a percentage of the baseline hours (total police hours less annual and long service leave) was lower than the target, there was actually a 2.7 percent increase in the number of hours available for frontline duties (compared with 2019-20). However, this increase was offset by a larger increase in baseline hours in 2020-21.
- Percentage of priority 1 and 2 incidents in the metropolitan area responded to within 12 minutes. The 2020-21 result was 3.6 percentage points lower than the target of 80 percent. In 2019-20, there was a 32.3 percent increase in priority 1 and 2 incidents attended. In 2020-21, the number of incidents attended has increased by 3.0 percent compared with 2019-20. In addition to this increase in priority 1 and 2 incidents, the WA Police Force was required to conduct COVID-19 quarantine/isolation checks. These factors have resulted in additional demands being placed on available resources impacting the percentage of priority 1 and 2 incidents in the metropolitan area that were responded to within 12 minutes.
- Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes. The 2020-21 result was 1.0 percentage point lower than the target of 80 percent. However, the 2020-21 result was higher than 2019-20 (76.8 percent). This was attributable to a 17.1 percent decrease in priority 3 incidents attended in 2020-21 compared with 2019-20. The requirement to conduct quarantine/isolation checks have resulted in additional demands being placed on available resources which may have affected the percentage of priority 3 incidents in the metropolitan area that were responded to within 60 minutes.
- Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days. The 2020-21 result was 1.3 percentage points lower than the target of 75 percent. In 2020-21, there was a 10.9 percent increase in family violence-related offences against the person compared with 2019-20. This increase placed additional demands on available resources to process offenders within 7 days.
- Percentage of offences against property investigations finalised within 30 days. The 2020-21 result was 0.6 percentage points lower than the target of 90 percent.
- Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police. The 2020-21 result was 2.7 percentage points lower than the target of 85 percent. The community's level of confidence in police reflects communication between the police and the public, police effectiveness and service delivery, professionalism, honesty, and treating people fairly and equally.

REPORT ON OPERATIONS - SUMMARIES

Key Efficiency Indicators

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

The targets for the following Key Efficiency Indicators were not achieved:

- Average cost of specialist policing services per person in Western Australia. The 2020-21 result was \$23 higher than the target of \$203 as a consequence of a larger than anticipated increase in expenses due to the State of Emergency declared for COVID-19.
- The percentage of Road Safety Commission projects completed on time in 2020-21 was four percentage points lower than the target of 90 percent. This was due to the impact of COVID-19 that affected the continuation of campaigns and participation by the community in events and partnerships. This resulted in four of the key 29 projects not being completed within the planned time frames.
- The percentage of Road Safety Commission projects completed on budget in 2020-21 was nine percentage points lower than the target of 95 percent. This was due to the impact of COVID-19 that resulted in additional costs due to delays in the commencement of campaigns and the additional running of campaigns to support the community during the COVID-19 pandemic that affected travel behaviours.





SIGNIFICANT ISSUES
IMPACTING THE AGENCY

SIGNIFICANT ISSUES IMPACTING THE AGENCY

COVID-19 pandemic response

The Commissioner of Police continues to provide leadership as the State Emergency Coordinator, in managing the State's response to the COVID-19 pandemic. The WA Police Force continues to provide support to the Department of Health, the Hazard Management Agency, through the implementation of emergency management plans. In addition to providing policing services, the WA Police Force is performing duties associated with border security, quarantine arrangements, track and trace services and compliance measures.

950 Growth Program

To meet the State Government's commitment of an additional 950 police officers over a four-year period, the WA Police Force is progressively recruiting and deploying officers across Western Australia. The recruitment program provides greater opportunities to build workforce diversity. The safety, health and welfare of the workforce remains a priority, and work continues to deliver additional support to officers with work-related injuries or illness and their families.

Drugs including legislative reform tackling serious and organised crime

Acknowledging the significant impact that illicit drugs have on the community, the WA Police Force continues to target the illicit drug trade, including the implementation of the State Government's Methamphetamine Action Plan, to reduce drug-related harm in the community. Delivering this objective includes increasing collaboration with law enforcement agencies in Australia and overseas, focussing on organised criminal networks to disrupt the supply of illicit drugs into Western Australia, and supporting the progression of targeted legislative reforms which aim to enhance police powers and seek to drive organised crime out of Western Australia by disrupting organised crime activities and crime supply chains. The WA Police Force also continues to strengthen engagement within government and the community to minimise drug related harm and to support a reduction in demand for drugs.

Family violence

Increased reporting of family violence and the need to provide victims with continued support and to keep perpetrators accountable remains a priority for the WA Police Force, which continues to evolve risk identification and collaboration with state and national partner agencies. Further technological improvements are being explored to integrate systems with partner agencies and to strengthen a multi-agency response.



Aboriginal wellbeing

The WA Police Force remains dedicated to contributing to the wellbeing of Aboriginal people through increased engagement to improve relationships and understanding of the issues facing Aboriginal people, to inform strategies to reduce over-representation in the justice system. To improve the capability to engage, the Western Australia Police Force continues to explore strategies to attract, develop and retain Aboriginal officers and employees, particularly in regional and remote areas, and to utilise technology.

Youth

The WA Police Force continues to build positive relationships with young people in the community. This work includes contributing to better outcomes for youth and the community by leveraging opportunities with partner agencies, including the Police and Community Youth Centres, to provide early intervention, diversion, and prevention strategies for at risk young people.

Emergency management

As the Hazard Management Agency for a number of prescribed hazards, the WA Police Force provides substantial support in a range of emergencies. These emergencies present complex challenges, particularly in regional and remote areas, and require an ongoing program of training and exercising to develop and maintain essential capabilities.

Counter terrorism

The National Terrorism Threat for Australia remains at 'probable'. The WA Police Force continues to maintain its capacity to prevent and respond to terrorism threats and incidents through a broad range of capabilities and collaborative relationships with partner agencies and community stakeholders.

Technology

Technological innovation presents an opportunity to enhance the capabilities of police officers on the frontline, including access to information for better decision-making. Early adoption of technologies provides an opportunity for the agency to deliver a more agile, mobile and responsive service to the community, and enables the WA Police Force to manage increased community expectations in responding to emerging crime types. The increasing reliance upon information holdings places greater demand upon the WA Police Force to protect its systems against emerging cyber security threats, while maintaining resilience and recovery capabilities.

Mental health

The prevalence of mental health issues in the community, as well as the number of vulnerable people and persons at risk, has impacted demand for services from the WA Police Force, which is committed to continuing the development of partnerships in order to identify and address these issues, including engaging with the community and developing inter-agency and other partnerships at all levels.

Road traffic

To reduce the road toll, the WA Police Force continues to target the enforcement of Category A offences, including in regional Western Australia.

Please refer to the Road Safety Commission Report on Operations for significant issues impacting the Commission.



A scenic photograph of a beach at sunset or sunrise. A helicopter is parked on the sand in the middle ground. The background features rolling hills and mountains under a dramatic, cloudy sky. The foreground is filled with footprints in the sand. A red and white checkered pattern is visible in the bottom right corner.

DISCLOSURES AND **LEGAL COMPLIANCE**



Auditor General

INDEPENDENT AUDITOR'S OPINION

2021

Police Service

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Police Service which comprise:

- the Statement of Financial Position at 30 June 2021, and the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows, Schedule of Income and Expenses by Service, Schedule of Assets and Liabilities by Service, and Summary of Consolidated Account Appropriations for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information, including administered transactions and balances.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Police Service for the year ended 30 June 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Page 1 of 6

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I am independent of the Police Service in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code.

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

Responsibilities of the Commissioner for the financial statements

The Commissioner is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as the Commissioner determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Police Service.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Police Service. The controls exercised by the Police Service are those policies and procedures established by the Commissioner to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

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

In my opinion, in all material respects, the controls exercised by the Police Service are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2021.

The Commissioner's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Police Service for the year ended 30 June 2021. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Police Service are relevant and appropriate to assist users to assess the Police Service's performance and fairly represent indicated performance for the year ended 30 June 2021.

The Commissioner's responsibilities for the key performance indicators

The Commissioner is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal control as the Commissioner determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

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

Auditor General's responsibilities

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

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

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

My independence and quality control relating to the reports on controls and key performance indicators

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

Other information

The Commissioner is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements, controls and key performance indicators of the Police Service for the year ended 30 June 2021 included on the Police Service's website. The Police Service's management is responsible for the integrity of the Police Service's website. This audit does not provide assurance on the integrity of the Police Service's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements, controls or key performance indicators. If users of the financial statements, controls and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version of the financial statements, controls and key performance indicators.



Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
3 September 2021



FINANCIAL STATEMENTS

CERTIFICATION OF FINANCIAL STATEMENTS

FOR THE YEAR ENDED
30 JUNE 2021

The accompanying financial statements of the Police Service have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ending 30 June 2021 and the financial position as at 30 June 2021.

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



CHRIS DAWSON APM
COMMISSIONER OF POLICE



SANTA CARDENIA
CHIEF FINANCE OFFICER

27 August 2021

Statement of Comprehensive Income

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
COST OF SERVICES			
Expenses			
Employee expenses	3.1	1,177,717	1,127,981
Supplies and services	3.3	259,514	233,435
Depreciation & amortisation expense	5.1.1, 5.3.1	99,766	95,860
Finance costs	7.2	1,903	1,609
Accommodation expenses	3.4	61,038	61,252
Grant expense	3.5	74,147	71,578
Loss on disposal of non-current assets	3.7	76	216
Other expenses	3.6	4,947	3,146
Total cost of services		1,679,108	1,595,077
Income			
Regulatory fines	4.6	100,314	96,681
User charges and fees	4.7	32,766	28,907
Commonwealth grants	4.8	4,789	2,838
Contributions, sponsorships and donations	4.9	11,925	12,482
Interest revenue	4.10	219	720
Other revenue	4.11	3,907	4,039
Total income		153,920	145,667
Gains			
Gain on disposal of non-current assets	3.7	90	77
Total Gains		90	77
Total Income other than Income from State Government		154,010	145,744
NET COST OF SERVICES		1,525,098	1,449,333

Statement of Comprehensive Income

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income from State Government			
Service appropriation	4.1	1,471,778	1,408,552
Income from other public sector entities	4.2	7,804	4,656
Assets transferred	4.3	-	(1)
Services received free-of-charge	4.4	5,771	3,403
Royalties for Regions Fund	4.5	17,553	15,559
Total Income from State Government		1,502,906	1,432,169
SURPLUS/(DEFICIT) FOR THE PERIOD		(22,192)	(17,164)
OTHER COMPREHENSIVE INCOME			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation surplus	9.8	19,537	5,710
Total other comprehensive income		19,537	5,710
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(2,655)	(11,454)

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

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

FINANCIAL STATEMENTS

Statement of Financial Position

As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	7.3	53,911	48,088
Restricted cash and cash equivalents	7.4	55,527	69,233
Receivables	6.1	12,728	13,482
Amounts receivable for services	6.2	18,693	12,600
Non-current assets classified as held for sale	6.3	2,098	702
Inventories	6.4	691	681
Other current assets	6.5	5,831	3,767
Total Current Assets		149,479	148,553
Non-Current Assets			
Restricted cash and cash equivalents	7.4	21,015	16,812
Amounts receivable for services	6.2	704,904	624,617
Property, plant and equipment	5.1	1,007,600	961,862
Right-of-use assets	5.2	77,369	64,667
Intangible assets	5.3	51,839	51,490
Total Non-Current Assets		1,862,727	1,719,448
TOTAL ASSETS		2,012,206	1,868,001

Statement of Financial Position

As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
LIABILITIES			
Current Liabilities			
Employee related provisions	3.2	205,484	191,544
Payables	6.6	46,236	52,106
Contract liabilities	6.7	464	409
Lease liabilities	7.1	31,600	28,299
Grant liabilities	6.9	2,155	2,381
Total Current Liabilities		285,939	274,739
Non-Current Liabilities			
Employee related provisions	3.2	96,386	83,704
Other provisions	6.8	1,106	977
Contract liabilities	6.7	251	277
Lease liabilities	7.1	44,753	34,434
Other liabilities	6.10	951	-
Total Non-Current Liabilities		143,447	119,392
TOTAL LIABILITIES		429,386	394,131
NET ASSETS		1,582,820	1,473,870
EQUITY			
Contributed equity	9.8	1,010,393	898,788
Reserves		339,652	320,515
Accumulated surplus		232,775	254,567
TOTAL EQUITY		1,582,820	1,473,870

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

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

FINANCIAL STATEMENTS

Statement of Changes in Equity

For the year ended 30 June 2021

	Note	Contributed equity \$'000	Reserves \$'000	Accumulated surplus/(deficit) \$'000	Total equity \$'000
Balance at 1 July 2019		812,492	315,405	275,070	1,402,967
Initial application of AASB15/1058		-	-	(3,939)	(3,939)
Restated balance at 1 July 2019		812,492	315,405	271,131	1,399,028
Total comprehensive income for the period	9.8 (b) & (c)	-	5,710	(17,164)	(11,454)
Transfer to accumulated surplus/(deficit) of assets disposed	9.8 (b) & (c)	-	(600)	600	-
Transactions with owners in their capacity as owners:	9.8 (a)				
Capital appropriations		62,876	-	-	62,876
Other contributions by owners		24,404	-	-	24,404
Distributions to owners		(984)	-	-	(984)
Total		86,296	-	-	86,296
Balance at 30 June 2020		898,788	320,515	254,567	1,473,870
Balance at 1 July 2020		898,788	320,515	254,567	1,473,870
Total comprehensive income for the period	9.8 (b) & (c)	-	19,537	(22,192)	(2,655)
Transfer to accumulated surplus/(deficit) of assets disposed	9.8 (b) & (c)	-	(400)	400	-
Transactions with owners in their capacity as owners:	9.8 (a)				
Capital appropriations		111,551	-	-	111,551
Other contributions by owners		593	-	-	593
Distributions to owners		(539)	-	-	(539)
Total		111,605	-	-	111,605
Balance at 30 June 2021		1,010,393	339,652	232,775	1,582,820

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

Statement of Cash Flows

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		1,375,798	1,313,066
Capital appropriations		111,551	62,876
Holding account drawdowns		9,600	21,466
Consolidated Account - Equity injection		-	10,000
Funds from other public sector entities		7,804	4,720
Royalties for Regions Fund		18,146	29,813
Capital contributions - transfer to Consolidated Account		(15)	-
Net cash provided by State Government		1,522,884	1,441,941
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee payments		(1,145,783)	(1,103,098)
Supplies and services		(262,391)	(228,786)
Finance costs		(1,903)	(1,972)
Accommodation payments		(61,589)	(59,732)
Grant payments		(76,043)	(70,237)
GST payments on purchases		(51,191)	(44,525)
Other payments		(4,359)	(4,198)
		(1,603,259)	(1,512,548)

FINANCIAL STATEMENTS

Statement of Cash Flows

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Receipts			
Regulatory fines		100,314	96,681
User charges and fees		32,448	28,756
Commonwealth grants		3,868	1,675
Contributions, sponsorships and donations		10,734	10,144
Interest received		274	954
GST receipts on sales		2,778	2,677
GST receipts from taxation authority		48,994	40,523
Other receipts		4,482	5,220
		203,892	186,630
Net cash provided by/(used in) operating activities	7.6	(1,399,367)	(1,325,918)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		(89,508)	(62,124)
Receipts			
Proceeds from sale of non-current physical assets		380	444
		(89,128)	(61,680)
Net cash provided by/(used in) investing activities			
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(38,069)	(36,104)
		(38,069)	(36,104)
Net cash provided by/(used in) financing activities			
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		(3,680)	18,239
Cash and cash equivalents at the beginning of period		134,133	115,894
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	7.5	130,453	134,133

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

Summary of Consolidated Account Appropriations

For the year ended 30 June 2021

	2021 Budget \$'000	2021 Supplementary Funding \$'000	2021 Revised Budget \$'000	2021 Actual \$'000	2021 Variation \$'000
DELIVERY OF SERVICES					
Item 63 Net amount appropriated to deliver services	1,417,591	49,565	1,467,156	1,467,156	-
Amounts Authorised by Other Statutes					
<i>Salaries and Allowances Act 1975</i>	4,622	-	4,622	4,622	-
Total appropriations provided to deliver services	1,422,213	49,565	1,471,778	1,471,778	-
CAPITAL					
Item 128 Capital Appropriation	122,122	-	122,122	111,551	(10,571)
GRAND TOTAL	1,544,335	49,565	1,593,900	1,583,329	(10,571)

Supplementary Funding

Delivery of Services

The increase in service appropriation of \$49.6 million was primarily for additional expenditure relating to the COVID-19 pandemic, Cyclone Seroja, work related medical expenses, building leases and crime and safety operations.

FINANCIAL STATEMENTS

Schedule of Income and Expenses by Service

For the year ended 30 June 2021

	Metropolitan Policing Services		Regional and Remote Policing Services		Specialist Policing Services		Road Safety Commission		TOTAL	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
COST OF SERVICES										
Expenses										
Employee expenses	444,800	450,588	313,702	312,503	413,456	360,846	5,759	4,044	1,177,717	1,127,981
Supplies and services	70,918	69,812	51,813	50,635	126,150	105,310	10,633	7,678	259,514	233,435
Depreciation & amortisation expense	21,444	22,131	50,667	48,440	27,633	25,268	22	21	99,766	95,860
Finance costs	422	258	1,138	1,151	341	199	2	1	1,903	1,609
Accommodation expenses	20,224	20,552	17,248	18,429	23,202	21,921	364	350	61,038	61,252
Grant expense	461	1,734	(3)	764	8,100	7,825	65,589	61,255	74,147	71,578
Loss on disposal of non-current assets	-	33	-	32	76	151	-	-	76	216
Other expenses	881	644	451	377	3,174	1,577	441	548	4,947	3,146
Total cost of services	559,150	565,752	435,016	432,331	602,132	523,097	82,810	73,897	1,679,108	1,595,077
Income										
Regulatory fines	-	-	-	-	-	-	100,314	96,681	100,314	96,681
User charges and fees	4,873	8,338	9,109	4,052	18,784	16,509	-	8	32,766	28,907
Commonwealth grants	1,209	449	648	240	2,932	2,149	-	-	4,789	2,838
Contributions, sponsorships and donations	656	1,434	9,320	9,163	1,939	1,881	10	4	11,925	12,482
Interest revenue	8	-	4	-	6	-	201	720	219	720
Other revenue	1,090	1,155	1,142	666	1,110	1,786	565	432	3,907	4,039
Total income	7,836	11,376	20,223	14,121	24,771	22,325	101,090	97,845	153,920	145,667

Schedule of Income and Expenses by Service

For the year ended 30 June 2021

	Metropolitan Policing Services		Regional and Remote Policing Services		Specialist Policing Services		Road Safety Commission		TOTAL	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Gains										
Gain on disposal of non-current assets	14	17	5	10	71	50	-	-	90	77
Total Gains	14	17	5	10	71	50	-	-	90	77
Total Income other than Income from State Government	7,850	11,393	20,228	14,131	24,842	22,375	101,090	97,845	154,010	145,744
NET COST OF SERVICES	551,300	554,359	414,788	418,200	577,290	500,722	(18,280)	(23,948)	1,525,098	1,449,333
Income from State Government										
Service appropriation	527,816	536,525	398,572	403,820	545,390	468,117	-	90	1,471,778	1,408,552
Income from other public sector entities	137	240	75	1,763	7,592	2,653	-	-	7,804	4,656
Assets transferred	-	(1)	-	-	-	-	-	-	-	(1)
Services received free-of-charge	1,404	1,351	763	841	3,512	1,122	92	89	5,771	3,403
Royalties for Regions Fund	-	-	13,262	11,444	4,291	4,115	-	-	17,553	15,559
Total Income from State Government	529,357	538,115	412,672	417,868	560,785	476,007	92	179	1,502,906	1,432,169
SURPLUS/(DEFICIT) FOR THE PERIOD	(21,943)	(16,244)	(2,116)	(332)	(16,505)	(24,715)	18,372	24,127	(22,192)	(17,164)

FINANCIAL STATEMENTS

Schedule of Assets and Liabilities by Service

As at 30 June 2021

	Metropolitan Policing Services		Regional and Remote Policing Services		Specialist Policing Services		Road Safety Commission		Not reliably attributable to services		TOTAL	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
ASSETS												
Current assets	-	-	-	-	-	-	42,720	54,279	106,759	94,274	149,479	148,553
Non-current assets	252,286	240,666	582,935	516,725	322,249	272,490	353	282	704,904	689,285	1,862,727	1,719,448
Total Assets	252,286	240,666	582,935	516,725	322,249	272,490	43,073	54,561	811,663	783,559	2,012,206	1,868,001
LIABILITIES												
Current liabilities	90,715	87,816	75,237	70,674	86,762	72,553	1,093	736	32,132	42,960	285,939	274,739
Non-current liabilities	46,023	41,387	48,402	40,590	46,234	35,854	481	308	2,307	1,253	143,447	119,392
Total Liabilities	136,738	129,203	123,639	111,264	132,996	108,407	1,574	1,044	34,439	44,213	429,386	394,131
NET ASSETS	115,548	111,463	459,296	405,461	189,254	164,083	41,499	53,517	777,224	739,346	1,582,820	1,473,870

Notes to the Financial Statements

For the year ended 30 June 2021

1. BASIS OF PREPARATION

The Police Service is referred to as the WA Police Force throughout these financial statements. The WA Police Force is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The WA Police Force is a not-for-profit entity (as profit is not its principal objective).

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

These annual financial statements were authorised for issue by the Commissioner of Police on 27 August 2021.

Statement of compliance

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

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

The *Financial Management Act 2006* and the Treasurer's Instructions (the Instructions) take precedence over AAS. Several AAS are modified by the Instructions to vary application, disclosure, format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Reporting entity

The reporting entity comprises the WA Police Force.

Comparative figures

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

Judgements and estimates

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

Significant judgements and estimates have been made to meet the requirements of the new standards AASB 16, AASB 15 and AASB 1058.

AASB 16: Leases

Key judgements to be made for AASB 16 include identifying leases within contracts, determination of whether there is reasonable certainty around exercising extension and termination options, identifying whether payments are variable or fixed in substance and determining the stand-alone selling prices for lease and non-lease components.

Estimation uncertainty that may arise is the estimation of the lease term, determination of the appropriate discount rate to discount the lease payments and assessing whether the right-to-use asset needs to be impaired.

AASB 15: Revenue from Contracts with Customers

Key judgements include determining the timing of revenue from contracts with customers in terms of the timing of satisfaction of performance obligations and determining the transaction price and the amounts allocated to performance obligations.

Estimation uncertainty include determining transaction prices (estimating variable consideration, adjusting the consideration for the time value of money and measuring non-cash considerations), allocating the transaction price, including estimating stand-alone selling prices and allocating discounts and variable consideration.

AASB 1058: Income of Not-for-Profit Entities

Key judgements include determining the timing of the satisfaction of obligations and judgements used in determining whether funds are restricted.

Contributed equity

AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions in the financial statements. Capital appropriations have been designated as contributions by owners by TI 955 'Contributions by Owners made to Wholly Owned Public Sector Entities' and have been credited directly to Contributed Equity.

Notes to the Financial Statements

For the year ended 30 June 2021

2. WA POLICE FORCE OUTPUTS

How the WA Police Force operates

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

2.1 WA Police Force objectives

Mission

The WA Police Force mission is 'to provide trusted and valued policing for Western Australia'. The WA Police Force is predominately funded by Parliamentary appropriations supplemented by fees charged on a cost-recovery basis including police clearance certificates, firearms licensing, security services, private prosecution reports, freedom of information reports, conviction records and crash information.

Services

The WA Police Force provides the following services:

Service 1: Metropolitan policing services

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

Service 2: Regional and remote policing services

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

Service 3: Specialist policing services

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

Service 4: Road Safety Commission

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

For further information on services, refer to the Schedule of Income and Expenses by Service and the Schedule of Assets and Liabilities by Service.

Administered transactions

WA Police Force administers assets, liabilities, income and expenses on behalf of Government which are not controlled by, nor integral to the function of the WA Police Force. These administered balances and transactions are not recognised in the principal financial statements of the WA Police Force but schedules are prepared using the same basis as the financial statements and are presented in Note 9.12 'Administered Disclosures'.

3. USE OF OUR FUNDING

Expenses incurred in the delivery of services

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

Notes to the Financial Statements

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Employee expenses	3.1	1,177,717	1,127,981
Employee related provisions	3.2	301,870	275,248
Supplies and services	3.3	259,514	233,435
Accommodation expenses	3.4	61,038	61,252
Grant expense	3.5	74,147	71,578
Other expenses	3.6	4,947	3,146
Net loss on disposal of non-current assets	3.7	76	216

3.1 Employee expenses

Employee benefits expense			
Salaries and wages		1,009,440	976,364
Termination benefits		961	252
Superannuation - defined contribution plans (a)		97,020	94,422
Employee housing		20,489	20,597
Relocation and relieving expenses		7,258	7,062
Fringe benefits tax		4,142	4,870
Uniforms and protective clothing		5,402	6,430
Medical expenses (b)		24,430	10,106
Other employee benefits expense		2,612	2,515
Total employee benefits expense		1,171,754	1,122,618
Other employee expenses			
Training expenses		2,318	3,272
Workers' compensation premiums (c)		2,765	1,980
Other employee expenses including on-costs (c)		880	111
Total other employee expenses		5,963	5,363
Total employee expenses		1,177,717	1,127,981

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

b) Medical expenses includes post-separation medical benefits.

c) Employment on-costs, including workers' compensation insurance and claims handling expenses, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other employee expenses' and are not included as part of the WA Police Force's 'Employee benefits expense'.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Total employee benefits expense	1,171,754	1,122,618
Add: AASB 16 Non-monetary benefits	21,472	21,156
Less: Employee contributions	(9,249)	(9,297)
Net employee benefits	1,183,977	1,134,477

Salaries and wages:

Includes costs related to the employment of staff including salaries and wages and leave entitlements.

Termination benefits

Payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for termination of employment. Termination benefits are recognised when the WA Police Force is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value. At 30 June 2021, there were no benefits falling due more than 12 months after the end of the reporting period.

Superannuation:

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

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

The WA Police Force does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Liabilities for the unfunded Pension Scheme and the unfunded GSS Scheme transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS obligations are funded by concurrent contributions made by the WA Police Force to the GESB.

The GESB and other fund providers administer the public sector superannuation arrangements in Western Australia in accordance with legislative requirements. Eligibility criteria for membership in particular schemes for public sector employees varies according to commencement and implementation dates.

AASB 16 Non-monetary benefits

Employee benefits in the form of non-monetary benefits, such as the provision of motor vehicles or housing, are measured at cost.

Employee contributions

Contributions made by employees to the WA Police Force towards employee benefits provided by the WA Police Force. This includes both AASB 16 and non-AASB 16 employee contributions.

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
3.2 Employee related provisions		
Provision is made for benefits accruing to employees in respect of annual leave, long service leave, other leave and medical benefits for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.		
Provisions comprise the following items:		
(i) Current liabilities		
a) Employee benefits provision	204,876	191,177
b) Other provisions	608	367
Total current liabilities	205,484	191,544
(ii) Non-current liabilities		
a) Employee benefits provision	94,327	82,284
b) Other provisions	2,059	1,420
Total non-current liabilities	96,386	83,704
Total employee related provisions	301,870	275,248
(a) Employee benefits provisions have been recognised in the financial statements as follows:		
- Current liabilities (i)	204,876	191,177
- Non-current liabilities (ii)	94,327	82,284
	299,203	273,461

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
(i) CURRENT LIABILITIES		
- Annual leave	59,686	57,146
- Long service leave	131,154	123,818
- 38-hour leave	245	180
- Special paid leave	82	96
- Time off in lieu	1,232	1,143
- Purchased leave	2,680	3,071
- Deferred salary scheme	2,638	2,462
- Post-separation medical benefits	1,738	1,463
- In-service medical benefits	5,421	1,798
Total current liabilities	204,876	191,177
(ii) NON-CURRENT LIABILITIES		
- Long service leave	64,663	63,187
- 38-hour leave	782	917
- Post-separation medical benefits	21,766	17,875
- In-service medical benefits	7,116	305
Total non-current liabilities	94,327	82,284
Annual leave		
Annual leave liabilities including leave loading have been classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:		
- Within 12 months of the end of the reporting period	46,519	46,347
- More than 12 months after the end of the reporting period	13,167	10,799
	59,686	57,146

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Annual leave is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.		
For Police Officers, Police Auxiliary Officers and Public Service employees, the annual leave loading is reported as an accrued expense as payment is made annually irrespective of whether leave is taken.		
Long service leave		
Unconditional long service leave provisions are classified as current liabilities as the WA Police Force does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the WA Police Force has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:		
- Within 12 months of the end of the reporting period	24,920	21,803
- More than 12 months after the end of the reporting period	170,897	165,202
	195,817	187,005

The components of the long service leave liabilities are calculated at present value as the WA Police Force does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement, discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Deferred salary scheme		
Deferred salary scheme liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:		
- Within 12 months of the end of the reporting period	1,043	1,057
- More than 12 months after the end of the reporting period	1,595	1,405
	2,638	2,462

The provision for deferred leave relates to employees who have entered into an agreement to self-fund an additional twelve months leave in the fifth year of the agreement. The provision recognises the value of salary set aside for employees to be used in the fifth year. This liability is measured on the same basis as annual leave. Deferred leave is reported as a current provision as employees can leave the scheme at their discretion at any time.

Purchased leave

The provision for purchased leave relates to employees who have entered into an agreement to self-fund up to an additional ten weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the nominal amounts expected to be paid when the liabilities are settled. This liability is measured on the same basis as annual leave.

38-hour leave liability

The provision for 38-hour leave liability represents a commitment by Cabinet in 1986 to honour an agreement to accrue additional hours worked between 1 January and 30 September 1986. This was after the Government of the day granted a 38-hour week to Police Officers, back-dated to 1 January 1986. The hours accrued are generally payable on retirement, resignation or termination. This liability is measured on the same basis as long service leave.

Special paid leave

The provision for special paid leave represents the negotiated leave entitlement to police officers who previously accrued long service leave on a ten-year basis prior to the accrual period changing to seven years. This liability is measured on the same basis as annual leave.

Notes to the Financial Statements

For the year ended 30 June 2021

Time off in lieu

This liability represents accumulated days off (time off in lieu) expected to be paid out within two months of the reporting date and is measured on the same basis as annual leave.

Post-separation medical benefits

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

An actuarial assessment of the amounts expected to be settled was performed at 30 June 2021.

In-service medical benefits

The provision for in-service medical benefits relates to the cost of providing medical benefits to Police Officers. The WA Police Force pays reasonable expenses for work related and non-work related medical expenses, less the amounts of any benefits paid. Medical benefits expected to be settled within 12 months after the reporting date are recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Medical benefits expected to be settled more than 12 months after reporting date are measured at the present value of amounts expected to be paid when the liabilities are settled.

An actuarial assessment of the amounts expected to be settled was performed at 30 June 2021.

(b) Other provisions:

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

Employment on-costs, including workers' compensation insurance and claims handling expenses, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other employee expenses', Note 3.1 and are not included as part of the WA Police Force's 'Employee benefits expense'. The related liability is included in 'Other Provisions'.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Movement in Other provisions		
Carrying amount at start of period	1,787	1,676
Additional/(reversals of) provision recognised	1,838	1,097
Payments/other sacrifices of economic benefits	(958)	(986)
Carrying amount at end of period	2,667	1,787

Key sources of estimation uncertainty - long service leave and medical benefits

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

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

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

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

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

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
3.3 Supplies and services		
Repairs and maintenance	21,165	21,111
Rental, leases and hire	4,177	2,184
Insurances and licences	29,330	21,686
Travel expenses	8,738	7,723
Communication expenses	14,263	10,029
Services and contracts	141,813	129,684
Equipment acquisitions	21,668	20,123
Fuels and oils	7,153	8,129
Consumables	10,518	11,776
Other supplies and services	689	990
Total supplies and services	259,514	233,435

Rentals, leases and hire includes short-term leases with a lease term of 12 months or less, low-value leases with an underlying value of \$5,000 or less, and variable lease payments, recognised in the period in which the event or condition that triggers those payments occurs. Supplies and services are recognised as an expense in the reporting period in which they are incurred.

3.4 Accommodation expenses

Lease rentals	16,163	22,622
Repairs and maintenance	22,733	22,016
Energy, water and rates	12,262	12,103
Cleaning	9,880	4,511
Total accommodation expenses	61,038	61,252

Lease rentals includes short-term leases with a lease term of 12 months or less, low-value leases with an underlying value of \$5,000 or less, and variable lease payments, recognised in the period in which the event or condition that triggers those payments occurs. Repairs, maintenance, energy, water and cleaning are recognised as expenses as incurred.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
3.5 Grant expense		
Recurrent		
Road Trauma Trust Account (a)	17,525	15,952
State crime prevention grants	1,405	1,322
Constable care child safety foundation	1,312	1,270
PCYC grants	3,000	4,000
Other grants	1,106	695
Capital		
Road Trauma Trust Account (a)	48,064	45,303
PCYC grants	1,280	2,789
CCTV grants	455	247
Total grant expense	74,147	71,578
a) Road Trauma Trust Account grants		
Total Road Trauma Trust Account grants for the reporting period	94,630	92,617
Less grants allocated to the WA Police Force	29,041	31,362
	65,589	61,255

Transactions in which the WA Police Force provides funds to another party without receiving approximately equal value in return are categorised as 'Grant expense'. Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

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

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
3.6 Other expenses		
Expected credit losses expense (a)	36	41
Loss on forward foreign exchange contracts	925	-
Refund of State grants received	12	30
Other assets written off (b)	1,666	936
Other expenses from ordinary activities	2,308	2,139
Total other expenses	4,947	3,146
a) Expected credit losses expense is an allowance of trade receivables, measured at the lifetime expected credit losses at each reporting date. In determining the lifetime expected credit loss, the WA Police Force has considered the historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Refer also to Note 6.1 Movement in allowance for impairment of trade receivables.		
b) Other assets written off include surplus assets and those write-offs in accordance with the <i>Financial Management Act 2006</i> located within Note 9.9 Supplementary Financial Information.		
3.7 Net gain/loss on disposal of non-current assets		
Net proceeds from disposal of non-current assets		
Property, plant and equipment	380	444
Right-of-use assets	-	-
Carrying amount of non-currents assets disposed		
Property, plant and equipment	366	532
Right-of-use assets	-	51
Net gain/(loss)	14	(139)
Net gain on disposal of non-current assets	90	77
Net loss on disposal of non-current assets	(76)	(216)
Net gain/(loss) on disposal of non-current assets	14	(139)
Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in the profit or loss in the statement of comprehensive income.		

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

4. OUR FUNDING SOURCES

How we obtain our funding

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

	Note	2021 \$'000	2020 \$'000
Income from State Government			
- Service appropriation	4.1	1,471,778	1,408,552
- Income from other public sector entities	4.2	7,804	4,656
- Assets transferred	4.3	-	(1)
- Services received free-of-charge	4.4	5,771	3,403
- Royalties for Regions Fund	4.5	17,553	15,559
Regulatory fines	4.6	100,314	96,681
User charges and fees	4.7	32,766	28,907
Commonwealth grants	4.8	4,789	2,838
Contributions, sponsorships and donations	4.9	11,925	12,482
Interest revenue	4.10	219	720
Other revenue	4.11	3,907	4,039
Gains on disposal of non-current assets	3.7	90	77
Net appropriation determination	4.12		

4.1 Service appropriation

Appropriations received during the year:

Service appropriation	1,467,156	1,403,840
<i>Salaries and Allowances Act 1975</i>	4,622	4,712

Total service appropriation

1,471,778	1,408,552
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Service Appropriations are recognised as income at fair value of consideration received in the period in which the WA Police Force gains control of the appropriated funds. The WA Police Force gains control of appropriated funds at the time those funds are deposited into the WA Police Force's bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

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

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
4.2 Income from other public sector entities		
Department of Justice (a)	2,576	1,550
Department of Transport - Special Series Plates (b)	3,838	1,629
Department of Transport (c)	1,126	1,122
Department of Primary Industry and Regional Development (d)	164	215
Department of Communities (e)	100	-
Main Roads Western Australia (f)	-	90
Department of Fire and Emergency Services (g)	-	50
	7,804	4,656

- a) Funds collected under the Criminal Property Confiscation Account are allocated to the WA Police Force to combat organised crime in Western Australia.
- b) Funds received from the Department of Transport being a 50% share of the net revenue raised from the sale of special series registration plates for community policing initiatives relating to juvenile offenders.
- c) Other funds received from the Department of Transport include: (i) contribution towards the provision of an integrated marine operations centre; (ii) contribution towards the cost of support and maintenance of policing software; (iii) contribution towards the cost of Leavers South West.
- d) Contribution received from the Department of Primary Industry and Regional Development for traveller applications on the G2G app.
- e) Contribution received from the Department of Communities for volunteer police clearances.
- f) Contribution from Main Roads Western Australia for a drone and related expenditure.
- g) Contribution received from the Department of Fire and Emergency Services towards the cost of support and maintenance of policing software.

Grants from other State Government agencies received to support the objectives of the WA Police Force will generally be recognised as income under AASB 1058, as they do not constitute a contract with a customer, are not clearly enforceable and not sufficiently specific about the performance obligations of the WA Police Force.

Grant income is recognised at the fair value of consideration received when the WA Police Force obtains control over the assets comprising the contributions which is usually when the grants are receivable. The exception is when the contribution requires the WA Police Force to acquire or construct a non-financial asset. In such cases, income is recognised as the asset is acquired or constructed.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
4.3 Assets transferred		
Assets transferred from/to other State Government agencies	-	(1)
	-	(1)

Assets transferred from other State Government agencies are recognised as income at fair value when the assets are transferred.

4.4 Services received free-of-charge

Services received free-of-charge is determined by the following estimates provided by agencies:

- Legal services provided by the State Solicitor's Office	2,940	2,433
- Lease management services provided by the Department of Finance	471	485
- Title searches and valuation services provided by the Western Australian Land Information Authority (Landgate)	788	224
- Search and rescue missions provided by the Department of Fire and Emergency Services.	-	134
- Medical support to Leavers provided by the Department of Health	139	127
- Office accommodation provided by the Department of Communities	1,433	-
Total services received free-of-charge	5,771	3,403

Where assets or services have been received free-of-charge or for nominal cost, the WA Police Force recognises revenues equivalent to the fair value of the assets and/or the fair value of those services that can be reliably measured and which would have been purchased if not donated, and those fair values shall be recognised as assets or expenses, as applicable. Where the contribution of assets or services are in the nature of contributions by owners, the WA Police Force makes an adjustment directly to equity.

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
4.5 Royalties for Regions Fund		
Regional Community Services Account	17,553	15,559
Total Royalties for Regions Fund	17,553	15,559
<p>The Regional Infrastructure and Headworks Account and the Regional Community Services Account are sub-funds within the over-arching 'Royalties for Regions Fund'. The recurrent funds are committed to projects and programs in WA regional areas and are recognised as income when the WA Police Force receives the funds. The WA Police Force has assessed Royalties for Regions agreements and concludes that they are not within the scope of AASB 15 as they do not meet the 'sufficiently specific' criterion.</p>		
4.6 Regulatory fines		
Regulatory fines	100,314	96,681
Total regulatory fines	100,314	96,681
<p>This represents all moneys received from photographic based vehicle infringement notices collected via the Department of Transport and the Department of Justice. The collections were credited to the Road Trauma Trust Account which was administered by the Commission in accordance with the <i>Road Safety Council Act 2002</i>.</p> <p>Revenue is recognised under AASB 1058 as the fines are collected.</p>		

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
4.7 User charges and fees		
Regulated fees (a)		
- Firearms	7,701	7,110
- Security and related activities	2,798	3,435
- Pawnbrokers and second-hand dealers	514	145
- Clearance certificates	6,458	5,190
- Major events	1,102	1,405
- Crash information	92	79
- Other regulated fees	1,034	854
	19,699	18,218
Recoups of services provided (b)	732	807
Towage and storage recoups (c)	10,123	8,616
Other recoups (d)	2,212	1,266
Total user charges and fees	32,766	28,907

Notes to the Financial Statements

For the year ended 30 June 2021

(a) Regulated fees

Firearms, Security and related activities, Pawnbrokers and second-hand dealers, Clearance certificates, Crash information and other regulated fees

Regulated fees are derived from the issuance and transfer of certain certificates or licenses to third parties and constitute a contract with a customer. Regulated fee revenue is recognised in accordance with AASB 15 at the point in time during the accounting period to when the relevant applications for certificates and licenses or certificates have been reviewed and the certificate or licence is either granted or refused. Amounts relating to unprocessed applications at balance date are deferred to the following financial year.

Major events

The WA Police Force are engaged to provide policing services and resources to major sporting and entertainment events in Western Australia. In these circumstances, WA Police Force have been provided the legislative authority to recover costs for providing policing services at those events.

Revenue is recognised in accordance with AASB 15 over the period that the underlying service has been performed.

(b) Recoups of services provided

The WA Police Force from time to time is requested to perform services to other third parties which under these arrangements, can recover the costs incurred.

Under AASB 15, the WA Police Force satisfies its performance obligation over time as it provides the related service and revenue is recognised as the underlying costs are incurred.

(c) Towage and storage recoups

Income from fines or penalties are recognised when the WA Police Force has an enforceable legal claim to the asset (cash) to be received or has collected the amounts due from the impoundment.

In accordance with AASB 1058, income is recognised based on the initial fair value of that receivable which incorporates an estimate for the likelihood of the amount being collected.

(d) Other recoups

The WA Police Force from time to time will receive reimbursement for costs incurred. Where the recoups and related expenditure occur within the same financial year, where possible the recoup is offset against the original expense otherwise the recoup is recognised as income.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
4.8 Commonwealth grants		
Recurrent grants		
National Anti-Gang Squad (a)	1,673	1,775
Australia New Zealand Counter-Terrorism Committee (b)	60	44
Living Safe Together Program (c)	133	-
Capital grants		
Department of the Prime Minister and Cabinet - Indigenous Grants (d)	266	1,019
National Criminal Intelligence System (e)	2,697	-
Total Commonwealth grants	4,789	2,838

- a) Funds received from the Australian Federal Police are utilised as part of a co-ordinated approach to detect, deter and disrupt gang-related crime.
- b) Funds received from the Attorney-General's Department are utilised for drill style counter-terrorism exercises.
- c) Funds received from the Department of Home Affairs are utilised for countering violent extremism activities.
- d) Funds received from the Department of the Prime Minister and Cabinet are utilised for capital works projects including child friendly interview rooms, officer accommodation and office space in remote Western Australia.
- e) Funds received from the Australian Criminal Intelligence Commission are utilised for the development of a national criminal intelligence system to support efforts by law enforcement, national security and regulatory agencies.

Grants from Commonwealth Government agencies received to support the objectives of the WA Police Force will generally be recognised as income under AASB 1058 as they do not constitute a contract with a customer, are not clearly enforceable and are not sufficiently specific about the performance obligations of the WA Police Force.

Where Commonwealth specific purpose funding is received, grant income is recognised at fair value when the WA Police Force obtains control over the assets comprising the contributions which is usually when the grants are receivable. The exception is when the contribution requires the WA Police Force to acquire or construct a non-financial asset, in such cases, income is recognised as the asset is acquired or constructed.

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
4.9 Contributions, sponsorships and donations		
Contributions		
- Employee rental contributions	8,974	9,040
- Executive vehicle contributions	275	257
- Other contributions	2,149	2,543
Total contributions	11,398	11,840
Sponsorships and Donations		
- Sponsorships	7	9
- Non-cash donations	520	633
Total sponsorships and donations	527	642
Total contributions, sponsorships and donations	11,925	12,482

Employee rental and vehicle contributions are recognised in accordance with AASB 15 over the period that the underlying costs are incurred.

For other contributions, sponsorships and donations, income is recognised at fair value when the WA Police Force obtains control over the assets which is usually when cash is received. Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

4.10 Interest revenue

Road Trauma Trust Account

Total interest revenue

Interest revenue is recognised as interest accrues and is calculated by applying the effective interest rate to the gross carrying amount of the financial asset.

219	720
219	720

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
4.11 Other revenue			
Other revenues from ordinary activities		3,907	4,039
Total other revenue		3,907	4,039
Other revenue is recognised under AASB 1058 as the revenue is collected.			
4.12 Net appropriation determination			
The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the WA Police Force. In accordance with the most recent determination, the WA Police Force retained the following receipts:			
<ul style="list-style-type: none"> - Proceeds from user charges and fees - Recoups of services provided - Commonwealth specific purpose grants - Contributions - Sponsorships and donations - Proceeds from the sale of motor vehicles - One off gains with a value less than \$15,000 from the sale of property other than real property 			
5. KEY ASSETS			
Assets the WA Police Force utilises for economic benefit or service potential			
This section provides additional information regarding key assets the WA Police Force utilises to gain economic benefits or service potential. This section sets out both the key accounting policies and financial information about the performance of these assets:			
Property, plant and equipment	5.1	1,007,600	961,862
Right-of-use assets	5.2	77,369	64,667
Intangible assets	5.3	51,839	51,490

Notes to the Financial Statements

For the year ended 30 June 2021

5.1 Property, plant and equipment

	Land	Buildings	Works in progress	Plant, equipment and vehicles	Computing and communication equipment	Artwork	Leasehold improvements	Total
Year ended 30 June 2020	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2019								
Gross carrying amount	190,886	579,796	63,527	136,054	157,392	609	44,545	1,172,809
Accumulated depreciation	-	(20,776)	-	(75,371)	(86,349)	-	(35,587)	(218,083)
Carrying amount at start of period	190,886	559,020	63,527	60,683	71,043	609	8,958	954,726
Additions	150	-	48,123	6,686	2,123	101	-	57,183
Retirements	(590)	(263)	(1,141)	(979)	(194)	-	-	(3,167)
Transfers between classes	-	20,929	(39,282)	2,138	9,509	-	836	(5,870)
Transfer to/from assets held for sale	(225)	(477)	-	-	-	-	-	(702)
Revaluation increments/(decrements)	(256)	5,966	-	-	-	-	-	5,710
Depreciation	-	(20,500)	-	(8,724)	(13,584)	-	(3,210)	(46,018)
Carrying amount at end of period	189,965	564,675	71,227	59,804	68,897	710	6,584	961,862
Gross carrying amount	189,965	586,797	71,227	138,379	163,577	710	45,381	1,196,036
Accumulated depreciation	-	(22,122)	-	(78,575)	(94,680)	-	(38,797)	(234,174)
Year ended 30 June 2021								
Balance at 1 July 2020								
Gross carrying amount	189,965	586,797	71,227	138,379	163,577	710	45,381	1,196,036
Accumulated depreciation	-	(22,122)	-	(78,575)	(94,680)	-	(38,797)	(234,174)
Carrying amount at start of period	189,965	564,675	71,227	59,804	68,897	710	6,584	961,862
Additions	-	-	70,663	5,549	2,148	15	-	78,375
Retirements	-	-	(646)	(1,114)	(217)	-	(50)	(2,027)
Transfers between classes	-	19,408	(58,491)	21,676	15,924	-	2,179	696
Transfer to/from assets held for sale	(1,688)	(233)	-	-	-	-	-	(1,921)
Revaluation increments/(decrements)	11,969	7,568	-	-	-	-	-	19,537
Depreciation	-	(21,924)	-	(10,053)	(12,484)	-	(4,461)	(48,922)
Carrying amount at end of period	200,246	569,494	82,753	75,862	74,268	725	4,252	1,007,600
Gross carrying amount	200,246	596,185	82,753	158,171	176,896	725	36,202	1,248,178
Accumulated depreciation	-	(23,691)	-	(82,309)	(102,628)	-	(31,950)	(240,578)

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

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

Initial recognition

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

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

The cost of leasehold improvements is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

Subsequent measurement

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

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

In the absence of market-based evidence, the fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Fair value for restricted use land is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land). When buildings are revalued, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuations and Property Analytics) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Land and buildings were revalued as at 1 July 2020 by the Western Australian Land Information Authority (Valuations and Property Analytics) and recognised at 1 July 2020. In undertaking the revaluation, fair value was determined by reference to market values for land: \$49,147,000 (2020: \$49,041,000) and buildings: \$24,745,000 (2020: \$24,421,000). For the remaining balance, fair value of buildings was determined on the basis of depreciated replacement cost and fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land).

Derecognition

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

Significant assumptions and judgements

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

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
5.1.1 Depreciation and impairment		
Depreciation		
- Buildings	21,924	20,500
- Plant, equipment and vehicles	10,053	8,724
- Computing and communication equipment	12,484	13,584
- Leasehold improvements	4,461	3,210
- Right-of-use assets	38,887	37,453
Total depreciation expense	87,809	83,471

As at 30 June 2021 there were no indications of impairment to property, plant and equipment.

All surplus assets at 30 June 2021 have either been classified as assets held for sale or have been written off.

Please refer to note 5.3 for guidance in relation to the impairment assessment that has been performed for intangible assets.

FINANCIAL STATEMENTS

Notes to the Financial Statement

For the year ended 30 June 2021

Finite useful lives

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include land and assets held for sale.

Depreciation is provided for on either a straight-line basis net of residual values as is the case for vehicle, aircraft and vessels or on a straight-line basis for all other property, plant and equipment.

Depreciation rates are reviewed annually and the useful lives for each class of depreciable asset are:

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

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

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

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

Notes to the Financial Statements

For the year ended 30 June 2021

Impairment

Property, plant and equipment, and intangible assets are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is written down to the recoverable amount and an impairment loss is recognised. Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised in profit or loss. Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement in other comprehensive income. As the WA Police Force is a not for profit entity, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of an asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

FINANCIAL STATEMENTS

Notes to the Financial Statement

For the year ended 30 June 2021

5.2 Right-of-use assets

	Buildings \$'000	Accommodation \$'000	Vehicles \$'000	Computing and communication equipment \$'000	Total \$'000
Year ended 30 June 2020					
Balance at 30 June 2019					
Opening net carrying amount	-	-	-	-	-
Recognition of right-of-use assets on initial application of AASB 16	2,207	27,423	20,312	21,352	71,294
Restated carrying amount at the start of the period	2,207	27,423	20,312	21,352	71,294
Balance at 1 July 2019					
Gross carrying amount	2,207	27,423	20,312	21,352	71,294
Accumulated depreciation	-	-	-	-	-
Carrying amount at the start of the period	2,207	27,423	20,312	21,352	71,294
Additions	-	6,605	8,373	450	15,428
Price Changes/Term Extensions	5	14,256	803	992	16,056
Retirements	-	(26)	(631)	-	(657)
Depreciation	(1,187)	(19,916)	(11,621)	(4,730)	(37,454)
Carrying amount at end of period	1,025	28,342	17,236	18,064	64,667
Gross carrying amount	2,212	47,331	27,467	22,768	99,778
Accumulated depreciation	(1,187)	(18,989)	(10,231)	(4,707)	(35,111)

Notes to the Financial Statements

For the year ended 30 June 2021

Year ended 30 June 2021	Buildings \$'000	Accommodation \$'000	Vehicles \$'000	Computing and communication equipment \$'000	Total \$'000
Balance at 1 July 2020					
Gross carrying amount	2,212	47,331	27,467	22,768	99,778
Accumulated depreciation	(1,187)	(18,989)	(10,231)	(4,704)	(35,111)
Carrying amount at the start of the period	1,025	28,342	17,236	18,064	64,667
Additions	-	8,444	9,969	13,639	32,052
Price Changes/Term Extensions	1,384	16,586	(225)	1,792	19,537
Retirements (a)	-	-	-	-	-
Depreciation	(1,149)	(20,593)	(10,724)	(6,421)	(38,887)
Carrying amount at end of period	1,260	32,779	16,256	27,074	77,369
Gross carrying amount	3,596	71,291	32,711	38,199	145,797
Accumulated depreciation	(2,336)	(38,512)	(16,455)	(11,125)	(68,428)

(a) When a leased asset is retired, the value being retired is the same as the negative amount from Accumulated depreciation, resulting in a nil impact.

Initial recognition

Right-of-use assets are measured at cost including the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs, including dismantling and removing the underlying asset.

The WA Police Force has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to the WA Police Force at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in note 5.1.1.

The following amounts relating to leases have been recognised in the Statement of Comprehensive Income:

	2021 \$'000	2020 \$'000
Depreciation expense of right-of-use assets	38,887	37,453
Lease interest expense	1,903	1,609
Expenses relating to variable lease payments not included in lease liabilities	1,440	1,184
Total amount recognised in the Statement of Comprehensive Income	42,230	40,246

The total cash outflow for leases was:

39,972 38,076

The WA Police Force has leases for vehicles, office and residential accommodation and communication equipment.

The WA Police Force has also entered into a Memoranda of Understanding Agreements (MOU) with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

The WA Police Force recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position. The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 7.1.

Notes to the Financial Statements

For the year ended 30 June 2021

5.3 Intangible assets

	Computing software \$'000	Software development in progress \$'000	Total \$'000
Year ended 30 June 2020			
Balance at 1 July 2019			
Gross carrying amount	224,430	6,487	230,917
Accumulated depreciation	(178,941)	-	(178,941)
Carrying amount at start of period	45,489	6,487	51,976
Additions	649	5,386	6,035
Retirements	-	-	-
Transfers between classes	9,043	(3,175)	5,868
Amortisation	(12,389)	-	(12,389)
Carrying amount at end of period	42,792	8,698	51,490
Gross carrying amount	233,971	8,698	242,669
Accumulated depreciation	(191,179)	-	(191,179)
	Computing software \$'000	Software development in progress \$'000	Total \$'000
Year ended 30 June 2021			
Balance at 1 July 2020			
Gross carrying amount	233,971	8,698	242,669
Accumulated depreciation	(191,179)	-	(191,179)
Carrying amount at start of period	42,792	8,698	51,490
Additions	1,600	11,838	13,438
Retirements	(16)	-	(16)
Transfers between classes	7,906	(9,022)	(1,116)
Amortisation	(11,957)	-	(11,957)
Carrying amount at end of period	40,325	11,514	51,839
Gross carrying amount	239,309	11,514	250,823
Accumulated depreciation	(198,984)	-	(198,984)

Notes to the Financial Statements

For the year ended 30 June 2021

Initial recognition

Acquisitions of intangible assets (being software licences) costing \$5,000 or more and other internally developed intangible assets costing \$100,000 or more are capitalised. The costs of utilising the assets is expensed (amortised) over their useful life. Costs incurred below these thresholds are expensed directly to the Statement of Comprehensive Income.

All acquired and internally developed intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is their fair value at the date of acquisition.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, all of the following are demonstrated:

- (a) The technical feasibility of completing the intangible asset so that it will be available for use or sale;
- (b) An intention to complete the intangible asset, and use it or sell it;
- (c) The ability to use or sell the intangible asset;
- (d) The intangible asset will generate probable future economic benefit;
- (e) The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- (f) The ability to measure reliably the expenditure attributable to the intangible asset during its development.

System developments

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

Computer software

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

Licences

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

Subsequent measurement

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

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
5.3.1 Amortisation and impairment		
Amortisation		
- Software and software developments	11,957	12,389
Total amortisation expense	11,957	12,389

As at 30 June 2021 there were no indications of impairment to intangible assets.

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

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

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

Class of Asset	Useful life: years
Licences	6
Software and related system developments	8 to 10

Impairment of intangible assets

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

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

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
6. OTHER ASSETS AND LIABILITIES			
This section sets out those assets and liabilities that arose from the WA Police Force's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:			
Receivables	6.1	12,728	13,482
Amounts receivable for services	6.2	723,597	637,217
Non-current assets classified as held for sale	6.3	2,098	702
Inventories	6.4	691	681
Other current assets	6.5	5,831	3,767
Payables	6.6	46,236	52,106
Contract liabilities	6.7	715	686
Other provisions	6.8	1,106	977
Grant liabilities	6.9	2,155	2,381
Other liabilities	6.10	951	-
6.1 Receivables			
Current			
Receivables		4,111	3,448
Allowance for impairment of receivables		(347)	(355)
GST-receivables		7,707	9,420
Accrued interest		49	103
Accrued income		1,208	866
Total current receivables		12,728	13,482

Notes to the Financial Statements

For the year ended 30 June 2021

Receivables are recognised at original invoice amount less an allowance for uncollectable amounts (i.e. impairment). The carrying amount of receivables is equivalent to fair value as it is due for settlement within 30 days.

Reconciliation of changes in the allowance for impairment of receivables:

Balance at start of period
Remeasurement under AASB 1058 (a)

Restated balance at start of period

Expected credit losses expense
Amounts written off during the period
Amounts recovered during the year

Balance at end of period

a) The allowance for impairment of receivables has been remeasured on the date of adoption of AASB 1058 to reflect that the WA Police Force will only recognise income when it is probable it will be recovered.

The maximum exposure to credit risk at the end of the reporting period for receivables is the carrying amount of the asset inclusive of any allowance for impairment as shown in the table at Note 8.1 (c) Financial instruments disclosures.

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

	2021 \$'000	2020 \$'000
	355	15,146
	-	(14,757)
	355	389
	36	41
	(5)	(2)
	(39)	(73)
	347	355

6.2 Amounts receivable for services (Holding Account)

Current asset
Non-current asset

Total amounts receivable for services

This asset represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are not considered to be impaired (ie: there is no expected credit loss of the holding account).

	18,693	12,600
	704,904	624,617
	723,597	637,217

6.3 Non-current assets classified as held for sale

Land
Buildings

Total non-current assets classified as held for sale

	1,865	225
	233	477
	2,098	702

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

This is reconciled as follows:

Year ended 30 June 2020

Opening Balance	
Add net assets reclassified as held for sale	
Less net assets transferred back to property, plant and equipment	
Total assets held for sale	
Less assets sold	

Closing Balance

Year ended 30 June 2021

Opening Balance	
Add net assets reclassified as held for sale	
Less net assets transferred back to property, plant and equipment	
Total assets held for sale	
Less assets sold	

Closing Balance

Land \$'000	Buildings \$'000	Total \$'000
-	-	-
225	477	702
-	-	-
225	477	702
-	-	-
225	477	702
225	477	702
1,860	233	2,093
(173)	-	(173)
1,912	710	2,622
(47)	(477)	(524)
1,865	233	2,098

Non current assets (or disposal groups) held for sale are recognised at the lower of carrying amount and fair value less costs to sell and are presented separately from other assets in the Statement of Financial Position. These assets are not depreciated or amortised while they are classified as held for sale.

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
6.4 Inventories		
Inventories held for distribution	691	681
Total inventories	691	681
Opening Balance	681	714
Purchases	1,016	1,620
Distribution for use	(1,006)	(1,653)
Closing Balance	691	681

Inventories include those items held for distribution and are measured at the lower of cost and net realisable value. The values have been confirmed through an annual stocktake. In both years, there was no write-off or reversal of write-off of inventories.

6.5 Other current assets

Prepayments	5,831	3,767
Total other current assets	5,831	3,767

Prepayments represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
6.6 Payables		
Current		
Payables	2,936	8,316
Accrued expenses	18,554	24,104
Other accruals		
- Accrued salaries	15,199	10,860
- Accrued superannuation	1,525	1,075
- Staff leave loading expense	6,956	6,547
- Fringe benefit tax liability	1,066	1,204
Total current payables	46,236	52,106

Payables

Payables, including accruals not yet billed, are recognised when the WA Police Force becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as they are generally settled within 30 days.

Accrued salaries

Accrued salaries represent the amount due to staff but unpaid at the end of the financial year, as the pay date for the last pay period for that financial year does not coincide with the end of the financial year. Accrued salaries are settled within a fortnight of the financial year-end. The WA Police Force considers the carrying amount of accrued salaries to be equivalent to the net fair value.

The accrued salaries suspense account (refer Note 7.4 'Restricted cash and cash equivalents') consists of amounts paid annually, from agency appropriations for salaries expense, into a Treasury suspense account to meet additional cash outflow for employee salary payments in reporting with 27 pay days instead of the normal 26. No interest is received on this account.

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
6.7 Contract liabilities		
Current	464	409
Non-current	251	277
Total contract liabilities	715	686

The WA Police Force contract liabilities primarily relate to communication leases, licences and accommodation expenses when the WA Police Force has received consideration in advance of satisfying the performance obligation.

6.7.1 Movement in contract liabilities

Reconciliation of changes in contract liabilities

Opening balance	686	492
Initial adoption under AASB 15 at 1 July 2019 (a)	-	540
Additions	438	383
Revenue recognised in the reporting period	(409)	(729)
Balance at end of period	715	686

6.7.2 Expected satisfaction of contract liabilities

Income recognition

1 year	464	409
1 to 5 years	112	109
Over 5 years	139	168
Balance at end of period	715	686

- a) Represents the initial take up at the date of adoption of AASB 15 of firearms and security agents licence fees received at 30 June 2019 where the relevant applications remained unprocessed at the reporting date.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
6.8 Other provisions		
Non-current	1,106	977
Total other provisions	1,106	977
6.8.1. Make-good provisions		
<p>Some leased assets are required to be restored to their original condition at the end of their respective lease terms. A provision needs to be recognised for the present value of the estimated expenditure required to remove any leasehold improvements. These costs are capitalised as part of the cost of right-of-use assets and are amortised over the shorter of the lease term and the useful life of the assets. Under the lease agreements, the WA Police Force has an obligation to remove the leasehold improvement and restore the site.</p> <p>A make-good provision is recognised when:</p> <ul style="list-style-type: none"> - There is a present obligation as a result activities undertaken; - It is probable that an outflow of economic benefits will be required to settle the obligation; and - The amount of the provision can be reliably measured. <p>The estimated future obligations include costs of removing equipment and restoring the affected areas.</p> <p>The make-good provision is the best estimate of the present value of the expenditure required to settle the restoration obligation at the reporting date. Future restoration costs are reviewed annually and any changes in the estimate are reflected in the present value of the restoration provision at each reporting date.</p> <p>Movement in Make-good provisions</p>		
Carrying amount at start of period	977	-
Additional/(reversals of) provision recognised	129	977
Carrying amount at end of period	1,106	977

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
6.9 Grant liabilities		
Current	2,155	2,381
Total grant liabilities	2,155	2,381

The WA Police Force grant liabilities relate to capital works projects including child friendly interview rooms, officer accommodation and office space in remote Western Australia. Income is recognised under AASB 1058 as the assets are constructed.

6.9.1 Movement in grant liabilities

Reconciliation of changes in grant liabilities

Opening balance	2,381	-
Initial adoption under AASB 1058 at 1 July 2019 (a)	-	3,400
Revenue recognised in the reporting period	(226)	(1,019)
Balance at end of period	2,155	2,381

(a) Represents the initial take up at the date of adoption of AASB 1058 of capital grants received at 30 June 2019 where the relevant projects remain incomplete at the reporting date.

The WA Police Force expects to satisfy the performance obligations unsatisfied at the end of the reporting period within the next 12 months.

6.10 Other liabilities

Non-current	951	-
Total other liabilities	951	-

Other liabilities represents the negative change in forward foreign exchange contracts that are not designated in hedge relationships, but are, nevertheless, intended to reduce the level of foreign currency risk for expected purchases.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
7. FINANCING			
This section sets out the material balances and disclosures associated with financing and cashflows of the WA Police Force.			
Lease liabilities	7.1	76,353	62,733
Finance costs	7.2	1,903	1,609
Cash and cash equivalents	7.3	53,911	48,088
Restricted cash and cash equivalents	7.4	76,542	86,045
Reconciliation of cash	7.5		
Reconciliation of operating activities	7.6		
Capital commitments	7.7	169,705	113,248
Assets pledged as security	7.8	77,369	64,667
7.1 Lease liabilities			
Current		31,600	28,299
Non-current		44,753	34,434
Total lease liabilities		76,353	62,733

Notes to the Financial Statements

For the year ended 30 June 2021

The WA Police Force measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the WA Police Force uses incremental borrowing rate provided by the Western Australia Treasury Corporation.

Lease payments included by the WA Police Force as part of the present value calculation of the lease liability include:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable by the lessee under the residual values guarantees;
- The exercise price of purchase options (where these are reasonably certain to be exercised);
- Payments for penalties for terminating a lease, where the lease term reflects the WA Police Force exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

Variable lease payments, included in the measurement of lease liability, that are dependant on sales are recognised in profit or loss in the period in which the condition that triggers those payments occur.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

This section should be read in conjunction with note 5.2

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
7.2 Finance costs		
Lease interest expense	1,903	1,609
	1,903	1,609
7.3 Cash and cash equivalents		
Operating Account		
Amounts appropriated and any revenues subject to net appropriation determinations are deposited into this account, from which all payments are made.	51,940	46,114
Advances		
Advances include permanent and temporary advances allocated to areas within the WA Police Force.	1,971	1,974
Total cash and cash equivalents	53,911	48,088
7.4 Restricted cash and cash equivalents		
Restricted cash assets are those cash assets, the uses of which are restricted, wholly or partly, by regulations or an externally imposed requirement.		
- Current assets (a)	55,527	69,233
- Non-current assets (b)	21,015	16,812
Total restricted cash and cash equivalents	76,542	86,045

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2021 \$'000
(a) Current assets		
Road Trauma Trust Account		
In accordance with section 12 of the <i>Road Safety Council Act 2002</i> , to receive and hold funds from parliamentary appropriations and all moneys from photographic based vehicle infringement (via Department of Transport and Department of the Attorney General) and any money lawfully received for the purposes of the Act.	42,720	54,279
Royalties for Regions Fund		
To hold monies committed for projects and programs in WA regional areas.	5,505	10,941
Police Recruit Traineeship Fund		
To hold recruit incentive payments received under the auspices of the Commonwealth Government's New Apprenticeship and Traineeship Incentives program.	72	91
National Drug Strategy		
To hold grant monies received from the Drug and Alcohol Office for the funding of law-enforcement programs relating to alcohol and drug use.	280	324
Regional Capital Projects		
To hold monies received from the Commonwealth for capital works projects including child friendly interview rooms, officer accommodation and office space in remote Western Australia.	2,154	2,381
Organised Crime Investigation Fund		
To hold monies received from the Confiscation Proceeds Account for the purpose of combating organised crime in Western Australia.	690	176
Drug and Alcohol Office		
To monies received from the Drug and Alcohol Office for the purchase and operation of a drug detection dog in the Goldfields Police District.	-	12
Parental Leave		
To hold monies received from the Commonwealth for the payment of paid parental leave to eligible employees.	88	69
Special Plate Funds		
To hold monies received from the Department of Transport being a 50% share of the net revenue raised from the sale of special series registration plates for community policing initiatives relating to juvenile offenders.	3,869	960
Living Safe Together Intervention Program		
To hold monies received from the Commonwealth for the planning and administering of countering violent extremism intervention activities and to contribute to the response to the risk posed by individuals radicalising to violent extremism.	149	-
	55,527	69,233
(b) Non-current assets		
Accrued Salaries Account		
Amount held in the suspense account is only to be used for the purpose of meeting the 27th pay in a financial year, next occurring in 2027-28.	21,015	16,812
	21,015	16,812

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
7.5 Reconciliation of cash		
Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Cash and cash equivalents	53,911	48,088
Restricted cash and cash equivalents	76,542	86,045
Balance at end of period	130,453	134,133

For the purpose of the Statement of Cash Flows, cash and cash equivalents (and restricted cash and cash equivalents) include cash on hand and short-term deposits with original maturities of 3 months or less that are readily convertible to a known amount of cash and are subject to insignificant risk of changes in value.

7.6 Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities

Net cost of services	(1,525,098)	(1,449,333)
Non-cash items:		
Depreciation, amortisation and impairment expense	99,766	95,860
Services received free-of-charge	5,771	3,403
Donated assets and equipment	(520)	(633)
Expected credit losses expense	36	41
Net loss/(gain) on sale of non-current assets	(14)	139
Net loss/(gain) on foreign currency transactions	925	-
Adjustment for AASB 15 & AASB 1058 take-up	-	(3,939)
Adjustment for other non-cash items	391	(2,132)
(Increase)/decrease in assets:		
Receivables (c)	(949)	364
Prepayments	(2,064)	400
Inventories	(10)	32

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Increase/(decrease) in liabilities:		
Payables (c)	(10,930)	(5,292)
Sundry accruals	5,061	8,062
Employee related provisions	26,623	26,402
Other provisions	129	977
Contract liabilities	29	194
Grant liabilities	(226)	2,381
Net GST receipts/(payments)		
Net GST receipts/(payments) (a)	581	(1,325)
Change in GST (receivables)/payables (b)	1,132	(1,519)
	125,731	123,415
Net cash provided by/(used in) operating activities	1,399,367	(1,325,918)

a) This is the net GST paid/received, i.e. cash transactions.

b) This reverses out the GST in receivables and payables.

c) The Australian Taxation Office (ATO) receivables/payables in respect of GST and the receivables/payables in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

Non-cash financing and investing activities

During the financial year, the WA Police Force received donated assets from external parties totalling \$452,515 in 2020-21 compared to \$613,322 in 2019-20.

During the year, there was \$523,564 of assets transferred to Department of Planning, Lands and Heritage in 2020-21 compared to \$752,154 in 2019-20. In addition, there were no assets transferred to Pathwest in 2020-21 compared to \$232,069 in 2019-20.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
7.7 Capital commitments		
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements are payable as follows:		
Within one year	94,046	74,566
Later than one year and not later than five years	64,817	38,682
Total capital commitments	158,863	113,248

Capital expenditure commitments are all inclusive of GST.

7.8 Assets pledged as security

The carrying amount on non-current asset pledged as security are:

Right-of-use asset - vehicles	16,256	17,236
Right-of-use asset - accommodation	32,779	28,342
Right-of-use asset - computing	27,074	18,064
Right-of-use asset - building	1,260	1,025
Total assets pledged as security	77,369	64,667

The WA Police Force has secured the right-of-use assets against the lease liabilities. In the event of default, the rights to the leased assets will revert to the lessor.

Notes to the Financial Statements

For the year ended 30 June 2021

8. RISKS AND CONTINGENCIES

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

	Note
Financial risk management	8.1
Contingent assets and liabilities	8.2
Fair value measurement	8.3

8.1 Financial risk management

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

(a) Summary of risks and risk management

Credit risk

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

Credit risk associated with the WA Police Force's financial assets is minimal because the main receivable is the amounts receivable for services (Holding Account). For receivables other than from Government, the WA Police Force recovers costs associated with providing services and has policies in place to ensure that receivable balances are monitored on an ongoing basis to mitigate exposure to bad debt. Debt will be written off against the allowance account when it is probable or uneconomical to recover the debt. Overall, there are no significant concentrations of credit risk.

Liquidity risk

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

The WA Police Force has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk

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

(b) Categories of financial instruments

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

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Financial assets		
Cash and cash equivalents	53,911	48,088
Restricted cash and cash equivalents	76,542	86,045
Financial assets measured at amortised cost (i)	728,618	641,279
Total financial assets	859,071	775,412
Financial liabilities		
Financial liabilities measured at amortised cost	123,540	114,839
Total financial liabilities	123,540	114,839

(i) The amount of Receivables/Financial assets measured at amortised cost excludes GST recoverable from ATO (statutory receivable).

(c) Financial instrument disclosures

Fair Values

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

Notes to the Financial Statements

For the year ended 30 June 2021

Credit risk exposure

The following table details the credit risk exposure on WA Police Force's trade receivables.

		Days past due				
	Total \$'000	Current \$'000	< 30 days \$'000	30 to 60 days \$'000	60 to 90 days \$'000	> 91 days \$'000
2020-21						
Expected credit loss rate						9%
Estimated total gross carrying amount at default	4,111	259	67	24	3	3,758
Expected credit losses	(347)	-	-	-	-	(347)
	3,764	259	67	24	3	3,411
2019-20						
Expected credit loss rate						11%
Estimated total gross carrying amount at default	3,448	94	41	92	22	3,199
Expected credit losses	(355)	-	-	-	-	(355)
	3,093	94	41	92	22	2,844

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

(d) Liquidity Risk and Interest Rate Exposure

The following table discloses the WA Police Force's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

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

	Weighted average effective interest rate %	Carrying Amount \$'000	Interest Rate Exposure				Maturity Dates				
			Fixed interest rate \$'000	Variable interest rate \$'000	Non- interest bearing \$'000	Nominal amount \$'000	Up to 1 month \$'000	1 to 3 months \$'000	3 months to 1 year \$'000	1 to 5 years \$'000	More than 5 year \$'000
2020-21											
Financial Assets											
Cash and cash equivalents	0.32%	53,911	-	-	53,911	53,911	53,911	-	-	-	-
Restricted cash and cash equivalents		76,542	-	42,720	33,822	76,542	76,542	-	-	-	-
Financial assets measured at amortised cost											
- Receivables (ii)		5,021	-	-	5,021	5,021	5,021	-	-	-	-
- Amounts receivable for services		723,597	-	-	723,597	723,597	111	185	18,397	46,769	658,135
		859,071	-	42,720	816,351	859,071	135,585	185	18,397	46,769	658,135
Financial Liabilities											
Payables/Accrued expenses	3.11%	21,490	-	-	21,490	21,490	21,490	-	-	-	-
Other accruals		24,746	-	-	24,746	24,746	24,476	-	-	-	-
Lease liabilities (iii)		76,353	76,353	-	-	80,408	2,926	6,551	23,606	40,816	6,509
Other liabilities		951	-	-	951	951	-	-	-	951	-
		123,540	76,353	-	47,187	127,595	49,162	6,551	23,606	41,767	6,509
Net Financial Assets (Liabilities)											
		735,531	(76,353)	42,720	769,164	731,476	86,423	(6,366)	(5,209)	5,002	651,626

Notes to the Financial Statements

For the year ended 30 June 2021

(d) Liquidity Risk and Interest Rate Exposure

Interest Rate Exposure and Maturity Analysis of Financial Assets and Financial Liabilities (continued)

			Interest Rate Exposure				Maturity Dates				
	Weighted average effective interest rate	Carrying Amount	Fixed interest rate	Variable interest rate	Non-interest bearing	Nominal amount	Up to 1 month	1 to 3 months	3 months to 1 year	1 to 5 years	More than 5 year
2019-20	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets											
Cash and cash equivalents		48,088	-	-	48,088	48,088	48,088	-	-	-	-
Restricted cash and cash equivalents	0.92%	86,045	-	54,279	31,766	86,045	86,045	-	-	-	-
Financial assets measured at amortised cost											
- Receivables (ii)		4,062	-	-	4,062	4,062	4,062	-	-	-	-
- Amounts receivable for services		637,217	-	-	637,217	637,217	-	-	12,600	55,721	568,896
		775,412	-	54,279	721,133	775,412	138,195	-	12,600	55,721	568,896
Financial Liabilities											
Payables/Accrued expenses		32,420	-	-	32,420	32,420	32,420	-	-	-	-
Other accruals		19,686	-	-	19,686	19,686	19,686	-	-	-	-
Lease liabilities (iii)	3.01%	62,733	62,733	-	-	66,340	2,915	5,722	20,761	30,501	6,441
Other liabilities		-	-	-	-	-	-	-	-	-	-
		114,839	62,733	-	52,106	118,446	55,021	5,722	20,761	30,501	6,441
Net Financial Assets (Liabilities)											
		660,573	(62,733)	54,279	669,027	656,966	83,174	(5,722)	(8,161)	25,220	562,455

(ii) The amount of Receivables/Financial assets measured at amortised cost excludes GST recoverable from the ATO (statutory receivable).

(iii) The amount of lease liabilities includes \$32,902 (2020: \$28,295) for employee accommodation; \$26,031 (2020: \$16,468) for computing and communication; \$16,151 (2020: \$16,970) for vehicles; and \$1,268 (2020: \$1,000) for leased buildings.

FINANCIAL STATEMENTS

Notes to the Financial Statement

For the year ended 30 June 2021

Interest Rate Sensitivity Analysis

The following table represents a summary of the interest rate sensitivity of the WA Police Force's financial assets and liabilities at the end of the reporting period on the surplus for the period and equity for a 1.00% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

		-100 basis points		+100 basis points	
	Carrying amount \$'000	Surplus \$'000	Equity \$'000	Surplus \$'000	Equity \$'000
2020-21					
Financial Assets					
Restricted cash and cash equivalents	42,720	(427)	(427)	427	427
Financial Liabilities					
Lease liabilities	76,353	(764)	(764)	764	764
	(33,633)	337	337	(337)	(337)

		-100 basis points		+100 basis points	
	Carrying amount \$'000	Surplus \$'000	Equity \$'000	Surplus \$'000	Equity \$'000
2019-20					
Financial Assets					
Restricted cash and cash equivalents	54,279	(543)	(543)	543	543
Financial Liabilities					
Lease liabilities	62,733	(627)	(627)	627	627
	(8,454)	84	84	(84)	(84)

Notes to the Financial Statement

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
8.2 Contingent assets and liabilities		
Contingent assets and contingent liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate inclusive of GST.		
8.2.1 Contingent assets		
Litigation in progress		
The value reported represents the maximum obligation potentially payable for the claims on hand at 30 June 2021.	837	-
8.2.2 Contingent liabilities		
Litigation in progress		
The value reported represents the maximum obligation potentially payable for the claims on hand at 30 June 2021.	170	237
Contaminated sites		
Under the <i>Contaminated Sites Act 2003</i> , the WA Police Force is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the Act, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as 'contaminated - remediation required' or 'possibly contaminated - investigation required', the WA Police Force may have a liability in respect of investigation or remediation expenses.		
The WA Police Force has reported 6 suspected contaminated sites to DWER. Three of these sites have been 'remediated for restricted use' and the remaining 3 sites are classified 'possibly contaminated - investigation required'. The WA Police Force is unable to assess the likely outcome of the investigation process, and accordingly, it is not practicable to estimate the potential financial effect or to identify the uncertainties relating to the amount or timing of any outflows. Whilst there is no possibility of reimbursement of any future expenses that may be incurred in the remediation of these sites, the WA Police Force may apply for funding from the Contaminated Sites Management Account to undertake further investigative work or to meet remediation costs that may be required.		

FINANCIAL STATEMENTS

Notes to the Financial Statement

For the year ended 30 June 2021

8.3 Fair value measurements

Assets measured at fair value:

	Level 1	Level 2	Level 3	Fair Value at end of period
	\$'000	\$'000	\$'000	\$'000
2021				
Non-current assets classified as held for sale - Note 6.3	-	2,098	-	2,098
Land - Note 5.1	-	49,147	151,099	200,246
Buildings - Note 5.1	-	24,745	544,749	569,494
	-	75,990	695,848	771,838
2020				
Non-current assets classified as held for sale - Note 6.3	-	702	-	702
Land - Note 5.1	-	49,041	140,924	189,965
Buildings - Note 5.1	-	24,421	540,254	564,675
	-	74,164	681,178	755,342

There were no transfers between Levels 1, 2 or 3 during the current and previous periods.

Valuation techniques to derive Level 2 fair values

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

Non-current assets held for sale have been written down to fair value less costs to sell. Fair value has been determined by reference to market evidence of sales prices of comparable assets.

Notes to the Financial Statements

For the year ended 30 June 2021

Fair value measurements using significant unobservable inputs (Level 3)

	Land \$'000	Buildings \$'000
2021		
Fair value at start of period	140,924	540,254
Additions	-	-
Revaluation increments/decrements recognised in Other Comprehensive Income	11,862	4,849
Transfers to/from Level 2	-	-
Transfers between asset classes	(1,687)	18,317
Disposals	-	-
Depreciation expense	-	(18,671)
Fair value at end of period	151,099	544,749
2020		
Fair value at start of period	141,845	535,297
Additions	150	-
Revaluation increments/decrements recognised in Other Comprehensive Income	(256)	3,458
Transfers to/from Level 2	-	-
Transfers between asset classes	(225)	19,476
Disposals	(590)	(263)
Depreciation expense	-	(17,714)
Fair value at end of period	140,924	540,254

Notes to the Financial Statement

For the year ended 30 June 2021

Valuation processes

There were no changes in valuation techniques during the period.

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

Land (Level 3 fair values)

Fair value for restricted use land is based on market value using market evidence of sales of comparable land that is unrestricted less restoration costs to return the site to a vacant and marketable condition (low restricted use land). The estimate of restoration cost as provided by the Western Australian Land Information Authority (Valuations and Property Analytics) represents a significant Level 3 input, with higher restoration costs correlating with lower estimated fair values of land.

Buildings (Level 3 fair values)

Fair value for existing use specialised building assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, ie: current replacement cost. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

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

Basis of Valuation

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

Notes to the Financial Statements

For the year ended 30 June 2021

9. OTHER DISCLOSURES

Note

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

Events occurring after the end of the reporting period	9.1
Initial application of an Australian Accounting Standard	9.2
Future impact of Australian Accounting Standards not yet operative	9.3
Key management personnel	9.4
Related parties	9.5
Affiliated bodies	9.6
Remuneration of auditors	9.7
Equity	9.8
Supplementary financial information	9.9
Services provided free of charge	9.10
Explanatory statement	9.11
Administered disclosures	9.12
Special purpose accounts	9.13

9.1 Events occurring after the end of the reporting period

A State of Emergency has been declared in Western Australia to respond to the COVID-19 pandemic. For the duration of the State of Emergency, the Commissioner of Police fulfils the additional role of the State Emergency Co-ordinator. Additional costs incurred by the WA Police Force have been driven by activities to co-ordinate the State's response, and to monitor and enforce intra and inter-state border restrictions and tracking and tracing activities. Ongoing COVID-19 response expenditures are contingent on the spread of the virus within Western Australia, the rest of Australia and the world, as well as incoming traveller numbers and the restrictions in force across Western Australia. The WA Police Force remains prepared to support the ongoing public health response but there are too many variables to reliably estimate future expenditure. The WA Police Force remains in close liaison with the WA Department of Treasury on expenditure trends for the COVID-19 response and its impact on the WA Police Force budget estimates.

9.2 Initial application of an Australian Accounting Standard

AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 Service Concession Arrangements: Grantors applies to annual reporting periods commencing on or after 1 January 2020. This Standard addresses the accounting for a service concession arrangement (a type of public private partnership) by a grantor that is a public sector agency by prescribing the accounting for the arrangement from the grantor's perspective. Timing and measurement for the recognition of a specific asset class occurs on commencement of the arrangement and the accounting for associated liabilities is determined by whether the grantee is paid by the grantor or users of the public service provided.

The WA Police Force does not manage any public private partnership that is within the scope of the Standard.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

9.3 Future impact of Australian Accounting Standards not yet operative

The WA Police Force cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and other pronouncements' or by an exemption from TI 1101. Where applicable, the WA Police Force plans to apply the following Australian Accounting Standards from their application date.

		Operative for reporting periods beginning on/after
		1 January 2023
AASB 17	Insurance Contracts	
This Standard establishes principles for the recognition, measurement, presentation and disclosure of insurance contracts. The WA Police Force has not yet assessed the impact of this Standard.		
AASB 1060	General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for Profit Tier 2 Entities	1 July 2021
This Standard sets out a new, separate disclosure standard to be applied by all entities that are reporting under Tier 2 of the Differential Reporting Framework in AASB 1053. There is no financial impact.		
AASB 2020-1	Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current	1 January 2023
This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the Statement of Financial Position as current or non-current. There is no financial impact.		
AASB2020-3	Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments	1 January 2022
This Standard amends: (a) AASB 1 to simplify the application of AASB 1; (b) AASB 3 to update a reference to the Conceptual Framework for Financial Reporting; (c) AASB 9 to clarify the fees an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability; (d) AASB 116 to require an entity to recognise the sales proceeds from selling items produced while preparing property, plant and equipment for its intended use and the related cost in the profit and loss, instead of deducting the amounts received from the cost of the asset; (e) AASB 137 to specify the costs that an entity includes when assessing whether a contract will be loss making; and (f) AASB 141 to remove the requirement to exclude cash flows from taxation when measuring fair value. There is no financial impact.		
AASB 2020-5	Amendments to Australian Accounting Standards - Insurance Contracts	1 January 2021
This Standard amends AASB 17 to reduce the costs of applying AASB 17 by simplifying some of its requirements. The WA Police Force has not yet assessed the impact of this Standard.		

Notes to the Financial Statements

For the year ended 30 June 2021

		Operative for reporting periods beginning on/after
AASB 2020-6	Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current -Deferral of Effective Date This Standard amends AASB 101 to defer requirements for the presentation of liabilities in the Statement of Financial Position as current or non-current that were added to AASB 101 in AASB 2020-1. There is no financial impact.	1 January 2022
AASB 2020-7	Amendments to Australian Accounting Standards - Covid 19 - Related Rent Concessions: Tier 2 Disclosures This Standard adds new disclosure requirements to AASB 1060. There is no financial impact.	1 July 2021
AASB 2021-1	Amendments to Australian Accounting Standards - Transition to Tier 2: Simplified Disclosures for Not-for-Profit Entities This Standard amends AASB 1060 to provide not-for-profit entities with optional relief from presenting comparative information in the notes to the financial statements where the entity did not disclose the comparative information in its most recent previous general purpose financial statements. There is no financial impact.	1 July 2021
AASB 2021-2	Amendments to Australian Accounting Standards - Disclosure of Accounting Policies and Definition of Accounting Estimates This Standard amends: (a) AASB 7 to clarify that information about measurement bases for financial instruments is expected to be material to an entity's financial statements; (b) AASB 101 to require entities to disclose their material accounting policy information rather than their significant accounting policies; (c) AASB 108 to clarify how entities should distinguish changes in accounting policies and changes in accounting estimates; (d) AASB 134 to identify material accounting policy information as a component of a complete set of financial statements; and (e) AASB Practice Statement 2 to provide guidance on how to apply the concept of materiality to accounting policy disclosures. There is no financial impact.	1 January 2023
AASB 2021-3	Amendments to Australian Accounting Standards - Covid 19 - Related Rent Concessions beyond 30 June 2021 This Standard amends AASB 16 to extend by one year the application period of the practical expedient added to AASB 16 by AASB 2020-4. There is no financial impact.	1 April 2021

Notes to the Financial Statements

For the year ended 30 June 2021

9.4 Key management personnel

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

Senior officers of the WA Police Force comprise the Corporate Board including the Commissioner of Police, the 2 Deputy Commissioners and the Executive Director.

Total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the WA Police Force for the reporting period are presented in the following bands:

\$	2021	2020
320,001 - 330,000	1	-
330,001 - 340,000	-	1
350,001 - 360,000	-	1
360,001 - 370,000	2	-
380,001 - 390,000	-	1
540,001 - 550,000	-	1
550,001 - 560,000	1	-
	4	4

	2021 \$'000	2020 \$'000
Short-term employee benefits	1,289	1,291
Post-employment benefits	147	162
Other long-term benefits	165	165
Total compensation of senior officers	1,601	1,618

- a) No senior officers are members of the Pension Scheme.
- b) Total compensation includes the superannuation expense incurred by the WA Police Force in respect of senior officers.

Notes to the Financial Statements

For the year ended 30 June 2021

9.5 Related parties

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

Related parties of the WA Police Force include:

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

Significant transactions with Government-related entities

In conducting our activities, the WA Police Force is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies. Significant transactions include:

- Service appropriation (Note 4.1)
- Capital appropriation (Note 9.8)
- Royalties for Regions Funds (Notes 4.5 and 9.8)
- Department of Transport - Regulatory Fines (2021 - \$83.3 million; 2020 - \$78.6 million)
- Department of Justice - Regulatory Fines (2021 - \$17 million; 2020 - \$18 million)
- Department of Justice - Criminal Property Confiscation Account (Note 4.2)
- Department of Transport - Special Series Plate Funds; Marine Operations Centre; Leavers South West and support and maintenance of policing software (Note 4.2)
- Services received free of charge from the Department of Justice - State Solicitors Office, Department of Finance, Landgate, Department of Fire and Emergency Services, Department of Communities and the Department of Health. (Note 4.4)
- Regional employee housing payments to the Department of Communities (2021 - \$40.3 million; 2020 - \$40 million)
- Insurance premium payments to Riskcover (2021 - \$6.5 million; 2020 - \$5.5 million)
- Post separation and other medical benefit payments to the Insurance Commission (2021 - \$1.3 million; 2020 - \$1.4 million)
- Vehicle lease payments, building lease payments, and building construction and maintenance payments to the Department of Finance (2021 - \$108.6 million; 2020 - \$78.4 million)
- Chemical analysis payments to the Chemistry Centre (2021 - \$7.9 million; 2020 - \$7.9 million)
- Forensic biology testing payments to Pathwest and the Department of Health (2021 - \$18.2 million; 2020 - \$17.9 million)
- Electricity payments to Western Power, Synergy and Horizon Power (2021 - \$4.8 million; 2020 - \$6.5 million)
- Water payments to the Water Corporation (2021 - \$1.5 million; 2020 - \$1.4 million)
- Audit fees to the Office of the Auditor General (2021 - \$0.29 million; 2020 - \$0.25 million)
- Grant payments to Main Roads WA (2021 - \$50.8 million; 2020 - \$47.4 million), Department of Transport (2021 - \$4.9 million; 2020 - \$5 million), Department of Fire and Emergency Services (2021 - \$4.6 million; 2020 - \$4.6 million), Department of Education (2021 - \$1.6 million; 2020 - \$2.1 million) and the Department of Health (2021 - \$0.3 million; 2020 - \$0.2 million).

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

Material transactions with other related parties

Other than superannuation payments to GESB (2021 - \$90.1 million; 2020 - \$88.3 million) and general citizen transactions, the WA Police Force had no other related party transactions with key management personnel or their close family members or their controlled or jointly controlled entities.

2021 \$'000	2020 \$'000
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9.6 Affiliated bodies

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

- Constable Care Child Safety Foundation Inc (grant provided)	1,465	1,278
- The Western Australian Police Historical Society Inc (grant provided)	-	40
- Road Safety Council (administrative support)	4	25
	1,469	1,343

9.7 Remuneration of auditors

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

- Auditing the accounts, controls, financial statements and key performance indicators	223	238
- Auditing Royalties for Regions	29	31
- Other audits	22	22
	274	291

9.8 Equity

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

Contributed equity (a)	1,010,393	898,788
Asset revaluation surplus (b)	339,652	320,515
Accumulated surplus	232,775	254,567
Total equity	1,582,820	1,473,870

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
(a) Contributed equity		
Balance at start of period	898,788	812,492
Contributions by Owners		
Capital appropriations (i)	111,551	62,876
Royalties for Regions Fund - Regional Infrastructure and Headworks Account	593	14,254
Consolidated Account - Equity injection	-	10,000
Transfer of net assets from other agencies (ii)		
- Land and buildings transferred from the Department of Planning, Lands and Heritage	-	150
Total contributions by owners	112,144	87,280
Distributions to owners		
Transfer of net assets to other agencies (ii)		
- Land and buildings transferred to the Department of Planning, Lands and Heritage	(524)	(752)
- Transfer to Pathwest	-	(232)
Net assets transferred to Government (iii)		
- Other transfers to the Consolidated Account	(15)	-
Total distributions to owners	(539)	(984)
Balance at end of period	1,010,393	898,788
<p>(i) Under TI 955 'Contributions by Owners Made to Wholly Owned Public Sector Entities' Capital appropriations have been designated as contributions by owners in accordance with AASB Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'.</p> <p>(ii) Under TI 955, non-discretionary (non-reciprocal) transfers of net assets between State government agencies have been designated as contributions by owners in accordance with AASB Interpretation 1038, where the transferee agency accounts for a non-discretionary (non-reciprocal) transfer of net assets as a contribution by owners and the transferor agency accounts for the transfer as a distribution to owners.</p> <p>(iii) TI 955 requires non-reciprocal transfers of net assets to Government to be accounted for as distribution to owners in accordance with AASB Interpretation 1038.</p>		

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
(b) Asset revaluation surplus		
Balance at start of period	320,515	315,405
Net revaluation increments/(decrements):		
- Land	11,969	(256)
- Buildings	7,568	5,966
	19,537	5,710
Transfer to accumulated surplus/(deficit) on sale of previously revalued assets	(400)	(600)
Balance at end of period	339,652	320,515
(c) Accumulated Surplus/(Deficit)		
Balance at start of period	254,567	275,070
Initial application of AASB 15/1058	-	(3,939)
Restated balance at start of the year	254,567	271,131
Result for the period	(22,192)	(17,164)
Transfer of revalued amounts of assets sold	400	600
Balance at end of period	232,775	254,567

9.9 Supplementary financial information

(a) Write Offs

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

- Bad debts *	-	4,103
- Assets written off from the asset register *	204	74
- Other public property **	44	44
	248	4,221

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

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

Notes to the Financial Statements

For the year ended 30 June 2021

Public and other property, revenue and debts due to the State were written-off in accordance with section 48 of the *Financial Management Act 2006* under the authority of:

	2021 \$'000	2020 \$'000
(i) Bad Debts		
The Accountable Authority	-	4,103
	-	4,103
(ii) Assets		
The Accountable Authority	204	74
	204	74
(iii) Other Public Property		
The Accountable Authority	44	44
	44	44
(b) Gifts of Public Property		
Gifts of public property provided by the WA Police Force	258	185

9.10 Services provided free of charge

During the period services were provided free of charge to other agencies:

Court Security and Custodial Services

- Department of Justice

Radio Communication and Network Services

- Department of Justice

- Department of Biodiversity, Conservation and Attractions

Road Safety Data Analysis and Mapping

- Main Roads Western Australia

Seconded Staff

- Corruption and Crime Commission

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

9.11 Explanatory statement

All variances between estimates (original budget) and actual results for 2021, and between actual results for 2021 and 2020 are shown below. Narratives are provided for major variances which are greater than 10% and 1% of Total Cost of Services (\$15.951 million) for the Statement of Comprehensive Income and Statement of Cashflows, are greater than 10% and 1% of Total Assets (\$18.680 million) for the Statement of Financial Position, and are greater than 10% and 1% of Total Administered Income (\$0.01 million) for the Administered transactions.

	Variance Notes	Original Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between budget and 2021 actual \$'000	Variance between 2021 and 2020 actual results \$'000
STATEMENT OF COMPREHENSIVE INCOME						
Expenses						
Employee expenses		1,155,843	1,177,717	1,127,981	21,874	49,736
Supplies and services	1, A	229,841	259,514	233,435	29,673	26,079
Depreciation & amortisation expense		95,980	99,766	95,860	3,786	3,906
Finance costs		2,731	1,903	1,609	(828)	294
Accommodation expenses		55,622	61,038	61,252	5,416	(214)
Grant expenses		82,220	74,147	71,578	(8,073)	2,569
Loss on disposal of non-current assets		-	76	216	76	(140)
Other expenses		6,716	4,947	3,146	(1,769)	1,801
Total cost of services		1,628,953	1,679,108	1,595,077	50,155	84,031
Income						
Regulatory fines		93,592	100,314	96,681	6,722	3,633
User charges and fees		34,613	32,766	28,907	(1,847)	3,859
Commonwealth grants		3,660	4,789	2,838	1,129	1,951
Contributions, sponsorships and donations		13,636	11,925	12,482	(1,711)	(557)
Interest revenue		-	219	720	219	(501)
Other revenue		778	3,907	4,039	3,129	(132)
Total income		146,279	153,920	145,667	7,641	8,253

Notes to the Financial Statements

For the year ended 30 June 2021

Variance Notes	Original Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between budget and 2021 actual \$'000	Variance between 2021 and 2020 actual results \$'000
Gains					
Gain on disposal of non-current assets	-	90	77	90	13
Total Gains	-	90	77	90	13
Total Income other than Income from State Government	146,279	154,010	145,744	7,731	8,266
NET COST OF SERVICES	1,482,674	1,525,098	1,449,333	42,424	75,765
Income from State Government					
Service appropriation	1,422,213	1,471,778	1,408,552	49,565	63,226
Income from other public sector entities	4,978	7,804	4,656	2,826	3,148
Assets transferred	-	-	(1)	-	1
Services received free-of-charge	4,264	5,771	3,403	1,507	2,368
Royalties for Regions Fund	18,972	17,553	15,559	(1,419)	1,994
Total Income from State Government	1,450,427	1,502,906	1,432,169	52,479	70,737
SURPLUS/(DEFICIT) FOR THE PERIOD	(32,247)	(22,192)	(17,164)	10,055	(5,028)
OTHER COMPREHENSIVE INCOME					
Items not reclassified subsequently to profit or loss					
Changes in asset revaluation surplus	-	19,537	5,710	19,537	13,827
Total other comprehensive income	-	19,537	5,710	19,537	13,827
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	(32,247)	(2,655)	(11,454)	29,592	8,799

FINANCIAL STATEMENTS

Notes to the Financial Statement

For the year ended 30 June 2021

	Variance Notes	Original Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between budget and 2021 actual \$'000	Variance between 2021 and 2020 actual results \$'000
STATEMENT OF FINANCIAL POSITION						
ASSETS						
Current Assets						
Cash and cash equivalents		18,946	53,911	48,088	34,965	5,823
Restricted cash and cash equivalents		29,982	55,527	69,233	25,545	(13,706)
Receivables		13,381	12,728	13,482	(653)	(754)
Amounts receivable for services		17,970	18,693	12,600	723	6,093
Non-current assets classified as held for sale		702	2,098	702	1,396	1,396
Inventories		681	691	681	10	10
Other current assets		3,870	5,831	3,767	1,961	2,064
Total Current Assets		85,532	149,479	148,553	63,947	926
Non-Current Assets						
Restricted cash and cash equivalents		20,142	21,015	16,812	873	4,203
Amounts receivable for services	B	705,627	704,904	624,617	(723)	80,287
Property, plant and equipment		1,047,295	1,007,600	961,862	(39,695)	45,738
Right-of-use assets		74,692	77,369	64,667	2,677	12,702
Intangible assets		46,538	51,839	51,490	5,301	349
Total Non-Current Assets		1,894,294	1,862,727	1,719,448	(31,567)	143,279
TOTAL ASSETS		1,979,826	2,012,206	1,868,001	32,380	144,205

Notes to the Financial Statement

For the year ended 30 June 2021

	Variance Notes	Original Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between budget and 2021 actual \$'000	Variance between 2021 and 2020 actual results \$'000
LIABILITIES						
Current Liabilities						
Employee related provisions		191,544	205,484	191,544	13,940	13,940
Payables		56,310	46,236	52,106	(10,074)	(5,870)
Contract liabilities		409	464	409	55	55
Lease liabilities		28,750	31,600	28,299	2,850	3,301
Grant liabilities		2,381	2,155	2,381	(226)	(226)
Total Current Liabilities		279,394	285,939	274,739	6,545	11,200
Non-Current Liabilities						
Employee related provisions		83,703	96,386	83,704	12,683	12,682
Other provisions		977	1,106	977	129	129
Contract liabilities		277	251	277	(26)	(26)
Lease liabilities		44,498	44,753	34,434	255	10,319
Other liabilities		-	951	-	951	951
Total Non-Current Liabilities		129,455	143,447	119,392	13,992	24,055
TOTAL LIABILITIES		408,849	429,386	394,131	20,537	35,255
NET ASSETS		1,570,977	1,582,820	1,473,870	11,843	108,950
EQUITY						
Contributed equity		1,028,143	1,010,393	898,788	(17,750)	111,605
Reserves		320,515	339,652	320,515	19,137	19,137
Accumulated surplus		222,319	232,775	254,567	10,456	(21,792)
TOTAL EQUITY		1,570,977	1,582,820	1,473,870	11,843	108,950

FINANCIAL STATEMENTS

Notes to the Financial Statement

For the year ended 30 June 2021

	Variance Notes	Original Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between budget and 2021 actual \$'000	Variance between 2021 and 2020 actual results \$'000
STATEMENT OF CASH FLOWS						
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation		1,326,233	1,375,798	1,313,066	49,565	62,732
Capital appropriations	C	122,122	111,551	62,876	(10,571)	48,675
Holding account drawdowns		9,600	9,600	21,466	-	(11,866)
Consolidated Account - Equity injection		-	-	10,000	-	(10,000)
Funds from other public sector agencies		5,828	7,804	4,720	1,976	3,084
Royalties for Regions Fund		26,204	18,146	29,813	(8,058)	(11,667)
Capital contributions - transfer to Consolidated Account		-	(15)	-	(15)	(15)
Net cash provided by State Government		1,489,987	1,522,884	1,441,941	32,897	80,943
Utilised as follows:						
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee payments		(1,146,346)	(1,145,783)	(1,103,098)	563	(42,685)
Supplies and services	1, A	(229,634)	(262,391)	(228,786)	(32,757)	(33,605)
Finance costs		(2,731)	(1,903)	(1,972)	828	69
Accommodation payments		(53,517)	(61,589)	(59,732)	(8,072)	(1,857)
Grant payments		(82,220)	(76,043)	(70,237)	6,177	(5,806)
GST payments on purchases	2	(32,911)	(51,191)	(44,525)	(18,280)	(6,666)
Other payments		(3,556)	(4,359)	(4,198)	(803)	(161)
		(1,550,915)	(1,603,259)	(1,512,548)	(52,344)	(90,711)

Notes to the Financial Statement

For the year ended 30 June 2021

	Variance Notes	Original Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between budget and 2021 actual \$'000	Variance between 2021 and 2020 actual results \$'000
Receipts						
Regulatory fines		93,592	100,314	96,681	6,722	3,633
User charges and fees		27,751	32,448	28,756	4,697	3,692
Commonwealth grants		2,160	3,868	1,675	1,708	2,193
Contributions, sponsorships and donations		1,436	10,734	10,144	9,298	590
Interest received		400	274	954	(126)	(680)
GST receipts on sales		5,388	2,778	2,677	(2,610)	101
GST receipts from taxation authority	3	27,523	48,994	40,523	21,471	8,471
Other receipts		13,588	4,482	5,220	(9,106)	(738)
		171,838	203,892	186,630	32,054	17,262
Net cash provided by/(used in) operating activities		(1,379,077)	(1,399,367)	(1,325,918)	(20,290)	(73,449)
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current physical assets	4, D	(140,779)	(89,508)	(62,124)	51,271	(27,384)
Receipts						
Proceeds from sale of non-current physical assets		30	380	444	350	(64)
Net cash provided by/(used in) investing activities		(140,749)	(89,128)	(61,680)	51,621	(27,448)
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Principal lease payments		(35,222)	(38,069)	(36,104)	(2,847)	(1,965)
Net cash provided by/(used in) investing activities		(35,222)	(38,069)	(36,104)	(2,847)	(1,965)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		(65,061)	(3,680)	18,239	61,381	(21,919)
Cash and cash equivalents at the beginning of period		134,131	134,133	115,894	2	18,239
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD		69,070	130,453	134,133	61,383	(3,680)

FINANCIAL STATEMENTS

Notes to the Financial Statement

For the year ended 30 June 2021

	Variance Notes	Original Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Variance between budget and 2021 actual \$'000	Variance between 2021 and 2020 actual results \$'000
ADMINISTERED TRANSACTIONS						
INCOME						
State Appropriation	E	-	-	16,174	-	(16,174)
Sale of lost, stolen and forfeited property	5, F	600	932	831	332	101
Fines and infringements	6, G	810	1,137	525	327	612
TOTAL INCOME		1,410	2,069	17,530	659	(15,461)
EXPENSES						
Police Redress Scheme	H	-	1	16,173	1	(16,172)
Transfer to Consolidated Fund	7, I	1,160	1,599	911	439	688
Transfer to Department of Justice	8, J	-	353	301	353	52
Commission expenses	9, K	250	116	145	(134)	(29)
TOTAL EXPENSES		1,410	2,069	17,530	659	(15,461)

Notes to the Financial Statement

For the year ended 30 June 2021

Explanation of Major Variances

Variance between budget and 2021 actual

- 1 The variation in supply and services expense is mainly due to additional COVID-19 related costs (including cleaning, G2G application and other operational and consumable costs), and the actual expenditure for Body Armour project included in the supply and services expense, compared to employee related expense in the original budget.
- 2 The higher than expected GST payments is primarily due to an overall increase in spending since the budget was last adjusted.
- 3 The higher than expected GST receipts from taxation authority is primarily due to an overall increase in spending since the budget was last adjusted.
- 4 The lower than estimated expenditure of non-current physical assets is mainly due to impacts of COVID-19 pandemic and consequent market conditions. Most projects have been impacted, with the largest sums attributable to Armadale Courthouse and Police Complex, Refurbishment of Police Station project, Asset Equipment Management Program and Fremantle Police Complex project.
- 5 The increase is mainly due to a higher than expected number of items being sent to auction as determined by court outcomes.
- 6 The variance is mainly due to increase in COVID-19 related infringements.
- 7 The increase in transfer payments to the Consolidated Fund is proportional to the number of infringements issued and collected.
- 8 The increase in transfer payments to the Department of Justice is proportional to the number of items being sent to auction as determined by the courts.
- 9 The commission expense relates to auctioneer costs associated with the sale of lost, stolen and forfeited property. This expense is proportional to the income received from the sale of lost, stolen and forfeited property.

Notes to the Financial Statement

For the year ended 30 June 2021

Variance between 2021 and 2020 actual results

- A The variation mainly relates to additional supply and services expense for COVID-19 response (including cleaning services) in 2020-21 and the implementation of the Additional Police Officer Program (including increase in computer licences and software maintenance and increased advertising costs) commencing from 2020-21.
- B This represents the non-cash component of service appropriations. The increase in the amounts receivable for services represents the budgeted depreciation expense for the year offset by the amounts to be drawdown for capital works projects in 2021-22
- C The increase of \$48 million in 2020-21 is mainly due to new capital funding for Refurbishment of Police Stations as part of the COVID-19 Recovery Plan, Fremantle Police Complex and Fremantle Water Police Jetty replacement, and project delays in 2019-20 due to impacts of COVID-19 where funding was carried over to 2020-21.
- D The increase of \$27 million in 2020-21 mainly relates to new funding for Refurbishment of Police Stations as part of the COVID-19 Recovery Plan, Fremantle Police Complex and Fremantle Water Police Jetty replacement.
- E The variance of \$16.2 million relates to the one-off funding in 2019-20 for the recognition and support of former police officers who were medically retired due to a work-related illness or injury.
- F The increase is due to a higher than expected number of items being sent to auction as determined by court outcomes.
- G The variance is due to lower than expected Criminal Code related infringements in 2019-20.
- H The variance of \$16.2 million relates to the one-off funding in 2019-20 for the recognition and support of former police officers who were medically retired due to a work-related illness or injury.
- I The increase in transfer payments to the Consolidated Fund is proportional to the number of infringements issued and collected.
- J The increase in transfer payments to the Department of Justice is proportional to the number of items being sent to auction as determined by the courts.
- K The commission expense relates to auctioneer costs associated with the sale of lost, stolen and forfeited property. This expense is proportional to the income received from the sale of lost, stolen and forfeited property.

Notes to the Financial Statement

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
9.12 Administered Disclosures		
ADMINISTERED EXPENSES AND INCOME		
EXPENSES		
Police Redress Scheme (a)	1	16,173
Transfer to Consolidated Fund	1,599	911
Transfer to Department of Justice	353	301
Commission expenses	116	145
Total administered expenses	2,069	17,530
INCOME		
State Appropriation	-	16,174
Sale of lost, stolen and forfeited property	932	831
Fines and infringements	1,137	525
Total administered income	2,069	17,530

There were no administered assets or liabilities for the period.

Administered income, expenses, assets and liabilities are not reported by service because they cannot be reliably attributed to the services provided by the WA Police Force.

- a) The Western Australian Government set up the medically retired Police Redress scheme for former police officers who were medically retired under Section 8 of the *Police Act 1892* for a work-related illness or injury.

Notes to the Financial Statement

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
9.13 Special Purpose Accounts		
ROAD TRAUMA TRUST ACCOUNT (i)		
Opening Balance 1 July 2020	54,279	60,496
Receipts	101,522	97,704
Payments	113,081	103,921
Closing Balance at 30 June 2021	42,720	54,279
Purpose		
In accordance with section 12 of the <i>Road Safety Council Act 2002</i> , to receive and hold funds from parliamentary appropriations, all moneys from photographic based vehicle infringement (via Department of Transport and Department of Justice) and any money lawfully received for the purposes of the Act.		
Special purpose accounts also includes receipts of moneys, for which the WA Police Force only performs a custodial role. As the moneys collected cannot be used for the achievement of the agency's objectives, they are not brought to account in the Statement of Financial Position. These include:		
(a) FOUND MONEY TRUST (ii)		
Opening Balance 1 July 2020	140	363
Receipts	252	231
Payments	236	454
Closing Balance at 30 June 2021	156	140
Purpose		
To hold moneys which have been found and surrendered to the WA Police Force and for which the lawful owner has not been ascertained within seven days of receipt of the moneys by the receiving officer.		

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
(b) STOLEN MONEYS TRUST (ii)		
Opening Balance 1 July 2020	260	212
Receipts	406	884
Payments	432	836
Closing Balance at 30 June 2021	234	260

Purpose

To hold moneys seized by the Police Service believed to be stolen monies pending prosecution.

Moneys seized by police officers and believed to be stolen are held pending identification of the rightful owner. In the event that the funds remain unclaimed, they are dealt with in accordance with the application of the *Unclaimed Money Act 1990*.

(c) SEIZED MONEYS TRUST (ii)		
Opening Balance 1 July 2020	50,844	50,136
Receipts	70,471	19,417
Payments	14,822	18,709
Closing Balance at 30 June 2021	106,493	50,844

Purpose

To hold moneys seized by officers of the WA Police Force in the exercise of relevant statutory powers.

FINANCIAL STATEMENTS

Notes to the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
(d) DECEASED ESTATE MONEY (ii)		
Opening Balance 1 July 2020	286	52
Receipts	358	333
Payments	384	99
Closing Balance at 30 June 2021	260	286

Purpose

To hold moneys found on deceased persons by officers of the WA Police Force in the exercise of relevant statutory powers.

- (i) Established under section 16(1)(b) of FMA
- (ii) Established under section 16(1)(c) of FMA



KEY PERFORMANCE **INDICATORS**

CERTIFICATION OF KEY PERFORMANCE INDICATORS

FOR THE YEAR ENDED
30 JUNE 2021

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 2021.



CHRIS DAWSON APM
COMMISSIONER OF POLICE

27 August 2021

Introduction

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

Key Performance Indicators (KPIs) form part of the Western Australian Government's performance management framework, referred to as outcome-based management (OBM). OBM is the formal mechanism that ensures agencies are:

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

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

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

Outcome Based Management Framework

The table below summarises the WA Police Force outcomes and services that contribute to meeting the high-level government goal.

 GOVERNMENT GOAL	 OUTCOMES (WHAT WE SOUGHT TO ACHIEVE)	 SERVICE PROVIDED
STRONG COMMUNITIES: Safe communities and supported families	OUTCOME 1: Contribute to community safety and security	SERVICE 1: Metropolitan policing services SERVICE 2: Regional and remote policing services SERVICE 3: Specialist policing services
	OUTCOME 2: Improve coordination and community awareness of road safety in Western Australia	SERVICE 4: Road Safety Commission

The performance of the WA Police Force is measured through KPIs comprised of effectiveness and efficiency indicators. Effectiveness indicators provide information about the extent to which the agency is achieving its outcomes, while efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Outcome 1 is assessed through 11 key effectiveness indicators and three key efficiency indicators. The indicators for Outcome 1 align with national police performance indicators published in the Report on Government Services, and the balanced scorecard concept that considers performance based on community demand, organisational capacity, internal process, customer satisfaction and confidence, and financial perspectives.

Outcome 2 is assessed through one key effectiveness indicator and two key efficiency indicators.

KEY PERFORMANCE INDICATORS

Key Effectiveness Indicators

Outcome 1: Contribute to community safety and security



COMMUNITY DEMAND

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

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



ORGANISATIONAL CAPACITY

KPI 3: Percentage of sworn police officer hours available for frontline policing duties



INTERNAL PROCESS

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

KPI 5: Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes

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

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

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

KPI 9: Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences^(a)



CUSTOMER SATISFACTION AND CONFIDENCE

KPI 10: Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police

KPI 11: Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police

Outcome 2: Improve coordination and community awareness of road safety in Western Australia



ROAD SAFETY

KPI 12: Effectiveness of road safety awareness campaigns

Note:

(a) 'Category A' offences include: driving under the influence of alcohol/drugs, careless/dangerous/reckless driving, non-speed camera speeding offences, no authority to drive/unlicensed vehicle, use of mobile phones whilst driving and not wearing seatbelts/restraints/helmets.

Key Efficiency Indicators

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

Outcome 1: Contribute to community safety and security



SERVICE 1: METROPOLITAN POLICING SERVICES

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



SERVICE 2: REGIONAL AND REMOTE POLICING SERVICES

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



SERVICE 3: SPECIALIST POLICING SERVICES

Average cost of specialist policing services per person in WA

Outcome 2: Improve coordination and community awareness of road safety in Western Australia



SERVICE 4: ROAD SAFETY COMMISSION

Percentage of Road Safety Commission projects completed on time

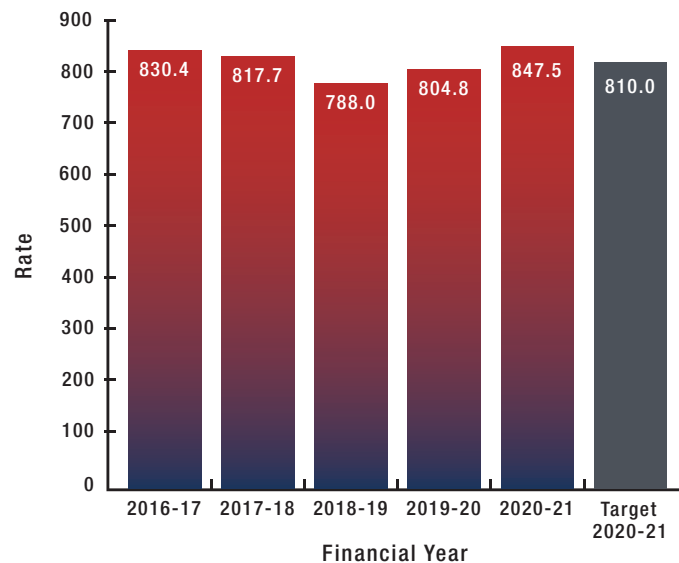
Percentage of Road Safety Commission projects completed on budget



COMMUNITY DEMAND

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 1: Rate of offences against the person (excluding family violence-related offences) per 100,000 people, 2016-17 to 2020-21 ^{(a)(b)(c)(d)(e)}



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

The WA Police Force undertakes a range of policing activities that combat the incidence and prevalence of crime thereby contributing to community safety and security. These activities include: crime prevention, intelligence analysis, responding to and investigating offences, apprehending offenders and supporting the judicial process.

The WA Police Force also collaborates with other agencies to disrupt criminal activities and address causal factors that influence crime.

'Offences against the person' is a major offence reporting category that includes: homicide, assault, sexual offences, threatening behaviour, deprivation of liberty and robbery.

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

HOW is this indicator derived?

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

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

A low or decreasing rate of offences below the target is desirable.

WHAT does this indicator show?

The WA Police Force did not achieve the 2020-21 target as the rate of offences against the person (excluding family violence-related offences) exceeded 810.

The rate increased by 5.3 percent to 847.5 in 2020-21, compared with 804.8 in 2019-20. The 2020-21 rate was 4.6 percent higher than the target.

The increase in the rate of offences was mainly attributable to an increase in assault (non-family).

Between April and June 2020, Phase 2 and Phase 3 COVID-19 restrictions were applied to entertainment venues including clubs, pubs, restaurants and the casino. This affected opening hours and capacity limits. When restrictions were subsequently eased, community interaction and access to alcohol through licensed venues increased which has been a contributing factor to an increase in assault (non-family) offences.

Notes:

- (a) This indicator is based on selected recorded offences reported to or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). It excludes a number of other offences against statute laws of this State and the Commonwealth. The number of reported offences is not within the direct control of the police.
- (b) Recorded offences are offences reported to or becoming known to police within the relevant time period that have not been recorded with an offence outcome of: 'No Criminal Offence', 'Offence Substituted', 'False Report', 'Mistakenly Reported', or 'Entered in Error'. That is: statistics exclude offences that have been determined to be non-substantiated or that have been substituted for another offence.
- (c) Counting Rules have been applied which exclude facilitation and duplication offences in specific circumstances. These rules are applied to certain reporting categories (typically those known to have been prone to over-recording of offences historically) in order to provide a more accurate picture of crime volumes and trends. Counting Rules are applied historically to ensure comparability.
- (d) Changes to recording practices implemented between May and November 2017 affect this indicator. Due to these changes, comparison should be made with caution where it is either of data from before and after the period of recording and reporting changes, or involves data from a period overlapping May-November 2017.
- (e) The number of recorded offences for the financial year comprises all offences reported to or becoming known to police during that period, and may include recorded offences committed during earlier periods.

Sources:

WA Police Force, Frontline Incident Management System.

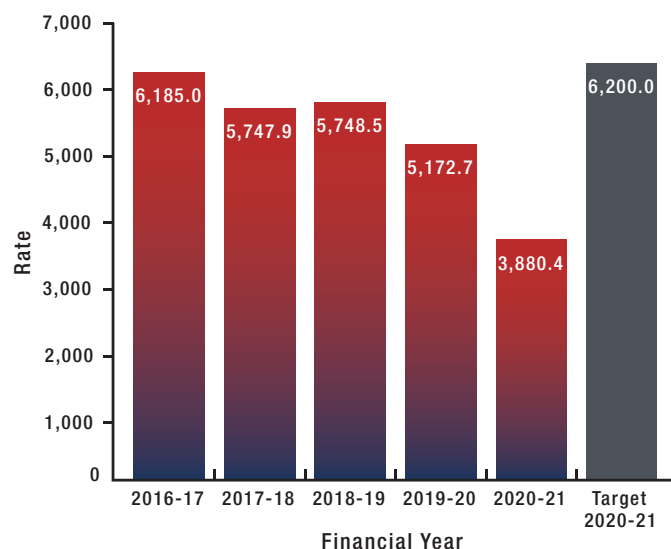
Australian Bureau of Statistics, National, state and territory population, December Quarter 2020 (Cat. No. 3101).



COMMUNITY DEMAND

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 2: Rate of offences against property (excluding family violence-related offences) per 100,000 people, 2016-17 to 2020-21 ^{(a)(b)(c)(d)(e)}



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

The WA Police Force undertakes a range of policing activities that combat the incidence and prevalence of crime thereby contributing to community safety and security. These activities include crime prevention, intelligence analysis, responding to and investigating offences, apprehending offenders and supporting the judicial process.

The WA Police Force also collaborates with other agencies to disrupt criminal activities and address causal factors that influence crime.

'Offences against property' is a major offence reporting category that includes: burglary, stealing of motor vehicle, stealing, arson and property damage.

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

HOW is this indicator derived?

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

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

A low or decreasing rate of offences below the target is desirable.

WHAT does this indicator show?

Contributing to community safety and security by keeping the rate of offences against property (excluding family violence-related offences) below 6,200, the WA Police Force achieved the 2020-21 target.

The rate decreased by 25.0 percent to 3,880.4 in 2020-21, compared with 5,172.7 in 2019-20. The rate has also decreased by 37.3 percent to its lowest level since 2016-17. The 2020-21 rate was 37.4 percent lower than the target.

A decrease in burglary and stealing offences contributed most to the decrease in offences against property. This decrease can be attributed in part to the direct and indirect effects of restrictions associated with the COVID-19 pandemic. However, operations and innovations targeting high-harm offenders and crime hot spots, including the state-wide Operation Heat Shield 2, have also contributed to the decrease.

Notes:

- (a) This indicator is based on selected recorded offences reported to or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). It excludes a number of other offences against statute laws of this State and the Commonwealth. The number of reported offences is not within the direct control of the police.
- (b) Recorded offences are offences reported to or becoming known to police within the relevant time period that have not been recorded with an offence outcome of: 'No Criminal Offence', 'Offence Substituted', 'False Report', 'Mistakenly Reported', or 'Entered in Error'. That is: statistics exclude offences that have been determined to be non-substantiated or that have been substituted for another offence.
- (c) Counting Rules have been applied which exclude facilitation and duplication offences in specific circumstances. These rules are applied to certain reporting categories (typically those known to have been prone to over-recording of offences historically) in order to provide a more accurate picture of crime volumes and trends. Counting Rules are applied historically to ensure comparability.
- (d) Changes to recording practices implemented between May and November 2017 affect this indicator. Due to these changes, comparison should be made with caution where it is either of data from before and after the period of recording and reporting changes, or involves data from a period overlapping May-November 2017.
- (e) The number of recorded offences for the financial year comprises all offences reported to or becoming known to police during that period, and may include recorded offences committed during earlier periods.

Sources:

WA Police Force, Frontline Incident Management System.

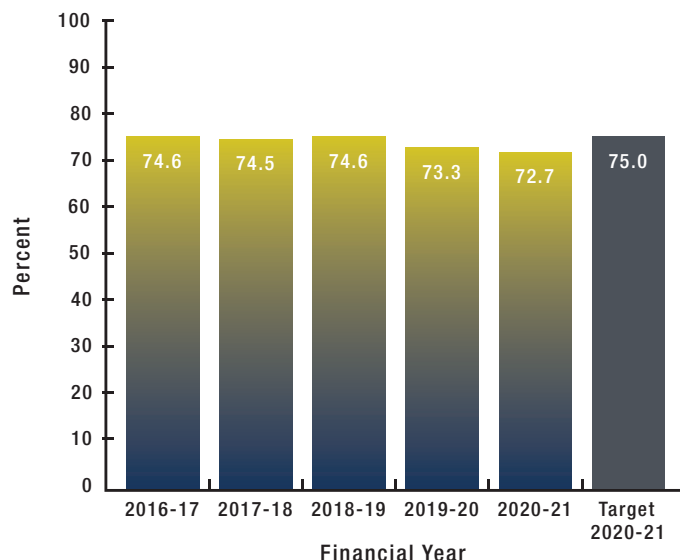
Australian Bureau of Statistics, National, state and territory population, December Quarter 2020 (Cat. No. 3101).



ORGANISATION CAPACITY

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 3: Percentage of sworn police officer hours available for frontline policing duties, 2016-17 to 2020-21 ^{(a)(b)(c)}



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

Approximately 71 percent of WA Police Force expenditure relates to employee expenses. The percentage of sworn police officer hours available for frontline policing duties, directly contributing to community safety and security, can therefore be used as a measure of the effectiveness of the agency in achieving its outcome.

HOW is this indicator derived?

The indicator is calculated by expressing the actual number of sworn police officer hours used for frontline policing duties as a percentage of the number of baseline hours. Baseline hours are the total number of sworn police officer hours less annual and long service leave hours taken.

A high or increasing percentage above the target is desirable.

The number of sworn police officer hours available for frontline policing duties excludes Police Auxiliary Officers, senior police officer hours (Superintendents and above), non-operational unit police officer hours, permanently or temporarily non-operational police officers^(b), and variable frontline police officer personal leave (sick leave, carers leave, etc.) hours. Overtime hours worked by frontline police officers are included in the number of hours available for frontline policing duties.

Frontline policing duties are conducted by police officers attached to organisational units that have been deemed to be 'frontline'. For the purpose of this indicator, an organisational unit is classified as 'frontline' if it satisfies the following criteria:

1. The unit is comprised of operational police officers who are:
 - physically able (i.e. not temporarily or permanently injured);
 - required to be critical skills trained;
 - actively visible as a police officer;
 - able to exercise police powers; and
 - expected to exercise such powers on a daily basis if required.

2. The unit is delivering a police or police-related service, including:
 - keeping the peace;
 - preventing crime;
 - detecting crime;
 - enforcing the law;
 - apprehending offenders; or
 - emergency management.
3. The police or police-related service is delivered directly to members of the public, predominantly face-to-face or via an electronic communication device.

Some examples of the types of frontline organisational units include: police stations and multi-functional police facilities, district detective offices, district family violence teams, district forensic investigation, district traffic, Traffic Enforcement Group, Breath and Drug Operations, Homicide Squad, Organised Crime Squad, Liquor Enforcement Unit, Emergency Operations Unit, Canine Section, Mounted Section, Tactical Response Group, and Water Police.

WHAT does this indicator show?

The WA Police Force did not meet the 2020-21 target of 75 percent.

The percentage decreased by 0.6 percentage points in 2020-21 to 72.7 percent, compared with 73.3 percent in 2019-20. The 2020-21 result has also decreased to its lowest level since 2016-17.

Whilst the hours available for frontline duties as a percentage of the baseline hours (total police officer hours less annual and long service leave) was lower than in 2019-20, there was actually a 2.7 percent increase in the number of hours available for frontline duties (compared with 2019-20) due to an increase in frontline police officer hours and overtime hours during the State of Emergency declared for COVID-19. However, this increase was offset by a larger increase in baseline hours in 2020-21 due to an increase in total police officer hours.

Notes:

- (a) Sworn police officers include Aboriginal Police Liaison Officers.
- (b) Sworn police officer hours available for frontline policing duties exclude: Police Auxiliary Officers, sworn police officers of the rank of Superintendent and above, sworn police officers who are permanently or temporarily non-operational, and sworn police officers working in non-operational/non-frontline areas e.g. Professional Standards, Asset Management, Finance and Business Services, Strategy and Legal, Business Information Systems, Custodial and Mental Health, Prosecuting Services (including district prosecuting), Intelligence (including District Intelligence Units and Traffic Intelligence), Human Resources, Professional Development (including district training officers), Media and Corporate Communications, and Office of Commissioner.
- (c) This indicator does not currently take into account the impact of training on the hours available for frontline policing duties.

Source:

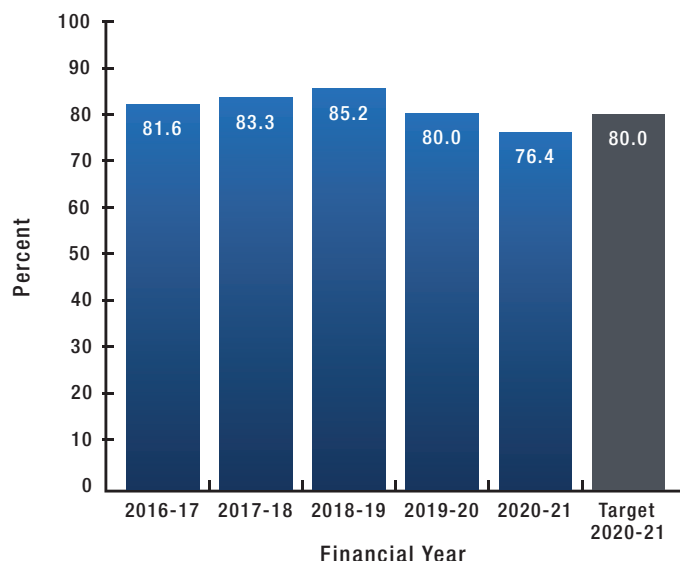
WA Police Force Resource Management Information System (RMIS), payroll data.



INTERNAL PROCESS

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 4: Percentage of priority 1 and 2 incidents in the metropolitan area responded to within 12 minutes, 2016-17 to 2020-21^{(a)(b)(c)}



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

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

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

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

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

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

HOW is this indicator derived?

The indicator is calculated by expressing the number of priority 1 and 2 incidents that are responded to within 12 minutes as a percentage of the total number of valid priority 1 and 2 incidents in the Perth metropolitan area.^{(a)(b)(c)}

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

The WA Police Force did not achieve the 2020-21 target of 80 percent of priority 1 and 2 incidents in the metropolitan area being responded to within 12 minutes.

The percentage decreased by 3.6 percentage points in 2020-21 to 76.4 percent, compared with 80.0 percent in 2019-20. The 2020-21 result has also decreased to its lowest level since 2016-17.

In 2019-20, there was a 32.3% (8,577) increase in priority 1 and 2 incidents attended. In 2020-21, the number of incidents attended has increased by 3.0 percent (1,059) compared with 2019-20. In addition to this increase in priority 1 and 2 incidents, the WA Police Force was required to conduct COVID-19 quarantine/isolation checks. In 2020-21, this was the second most common incident type after welfare check in the Metropolitan Region (69,401 incidents with an average incident duration of 2.4 hours). Some 93 percent of these incidents were allocated as a priority 8 (initial or pending incident – course of action to be determined).

These factors have resulted in additional demands being placed on available resources therefore impacting the percentage of priority 1 and 2 incidents in the metropolitan area that were responded to within 12 minutes.

Notes:

- (a) To provide an accurate indication of response times, the following incident types have been excluded from calculations, as they do not contribute to measuring service delivery and/or have the potential to skew results:
 - Scheduled Events, which are incidents created for attendance at a later time or date, e.g. curfew checks and Royal Flying Doctor Service escorts;
 - Field Initiated Incidents, which are deemed 'arrived' at the time of initiating the Computer Aided Dispatch system (CAD) incident, e.g. pursuits or any incident created directly by a unit from their electronic device;
 - Change of Incident Response Priority, where incidents are subject to a priority upgrade, e.g. priority 3 to priority 2, the applicable response target time becomes that of the new priority group, however the target response time for that priority may already have expired;
 - Incidents with no recorded 'At Scene' time, which may occur due to a number of circumstances; and
 - Incidents where there is no police attendance – matter dealt with other than by police attending the location.
- (b) The response time has been calculated from the time the incident was submitted in the CAD system by the Call Agent to the time of arrival of the first resource at the scene. The response time does not include the time taken by the Call Agent to obtain critical information from the caller such as the attend location in order to submit the incident. The response times of other resources that may also attend the same incident are excluded.
- (c) Population growth and the development of new housing estates in outlying suburbs of the Perth metropolitan area may have an impact on response times. While police conduct patrols of these suburbs, an operational unit may not necessarily be in the area when a priority 1 or 2 incident arises. As a consequence, responding to priority 1 or 2 incidents in these outlying metropolitan areas may experience delays beyond the target response time.

Sources:

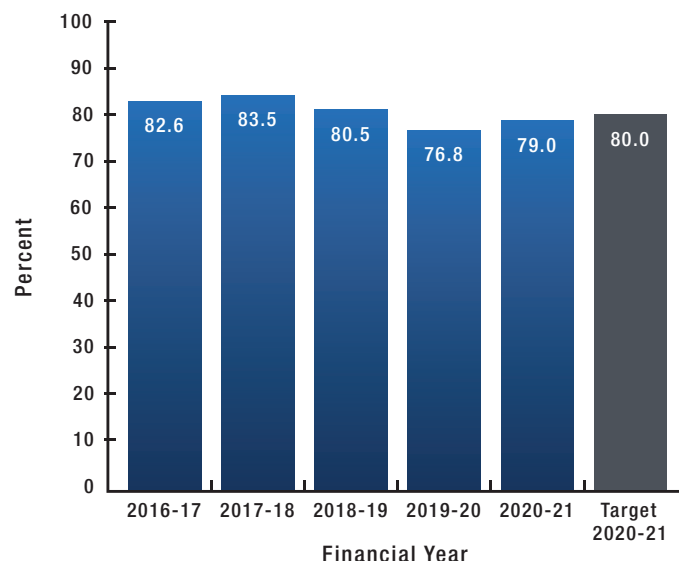
WA Police Force, Computer Aided Dispatch (CAD) system and CAD Premier One system (from October 2016).



INTERNAL PROCESS

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 5: Percentage of priority 3 incidents in the metropolitan area responded to within 60 minutes, 2016-17 to 2020-21^{(a)(b)(c)}



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

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

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

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

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

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

HOW is this indicator derived?

The indicator is calculated by expressing the number of priority 3 incidents that are responded to within 60 minutes as a percentage of the total number of valid priority 3 incidents in the Perth metropolitan area.^{(a)(b)(c)}

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

The WA Police Force did not achieve the 2020-21 target of 80 percent of priority 3 incidents in the metropolitan area being responded to within 60 minutes. However, the percentage increased by 2.2 percentage points to 79.0 percent in 2020-21, compared with 76.8 percent in 2019-20. This was attributable to a 17.1 percent (22,233) decrease in priority 3 incidents attended in 2020-21 compared with 2019-20.

While the number of priority 3 incidents decreased, the WA Police Force was also required to conduct COVID-19 quarantine/isolation checks. In 2020-21, this was the second most common incident type after welfare checks in the Metropolitan Region (69,401 incidents with an average incident duration of 2.4 hours). Some 93 percent of these incidents were allocated as a priority 8 (initial or pending incident – course of action to be determined).

These COVID-19 quarantine/isolation check incidents have resulted in additional demands being placed on available resources and therefore may have affected the percentage of priority 3 incidents in the metropolitan area that were responded to within 60 minutes.

Notes:

- (a) To provide an accurate indication of response times, the following incident types have been excluded from calculations, as they do not contribute to measuring service delivery and/or have the potential to skew results:
 - Scheduled Events, which are incidents created for attendance at a later time or date, e.g. curfew checks and Royal Flying Doctor Service escorts;
 - Field Initiated Incidents, which are deemed 'arrived' at the time of initiating the Computer Aided Dispatch system (CAD) incident, e.g. pursuits or any incident created directly by a unit from their electronic device;
 - Change of Incident Response Priority, where incidents are subject to a priority upgrade, e.g. priority 3 to priority 2, the applicable response target time becomes that of the new priority group, however the target response time for that priority may already have expired;
 - Incidents with no recorded 'At Scene' time, which may occur due to a number of circumstances; and
 - Incidents where there is no police attendance – matter dealt with other than by police attending the location.
- (b) The response time has been calculated from the time the incident was submitted in the CAD system by the Call Agent to the time of arrival of the first resource at the scene. The response time does not include the time taken by the Call Agent to obtain critical information from the caller such as the attend location in order to submit the incident. The response times of other resources that may also attend the same incident are excluded.
- (c) Population growth and the development of new housing estates in outlying suburbs of the Perth metropolitan area may have an impact on response times. While police conduct patrols of these suburbs, an operational unit may not necessarily be in the area when a priority 3 incident arises. As a consequence, responding to priority 3 incidents in these outlying metropolitan areas may experience delays beyond the target response time.

Sources:

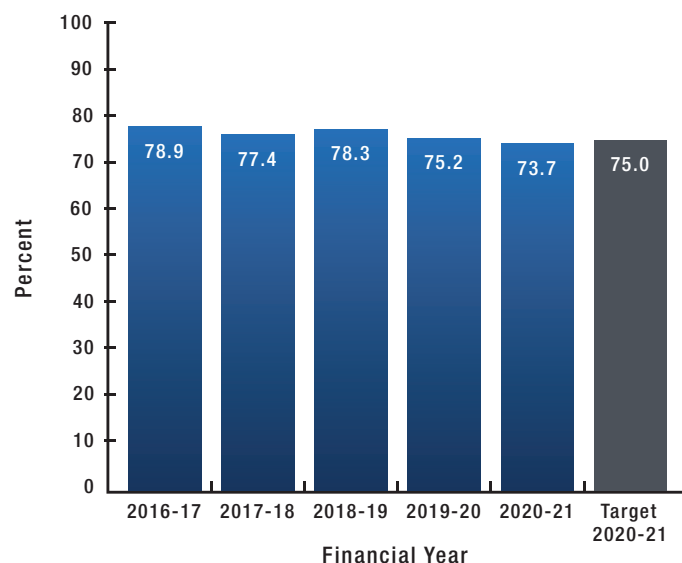
WA Police Force, Computer Aided Dispatch (CAD) system and CAD Premier One system (from October 2016).



INTERNAL PROCESS

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 6: Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within 7 days, 2016-17 to 2020-21 ^{(a)(b)(c)(d)(e)(f)(g)(h)}



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

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

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

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

HOW is this indicator derived?

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

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

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

The WA Police Force did not achieve the 2020-21 target of 75 percent of family and domestic-related incidents having an offender processed for an offence against the person within 7 days.

The percentage decreased by 1.5 percentage points to 73.7 percent in 2020-21 compared with 75.2 percent in 2019-20. The 2020-21 result has also decreased to its lowest level since 2016-17.

In 2020-21, there was a 10.9 percent increase in family violence-related offences against the person compared with 2019-20. This increase placed additional demands on available resources to process offenders within 7 days.

Notes:

- (a) This indicator is based on selected recorded offences reported to or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). It excludes a number of other offences against statute laws of this State and the Commonwealth. The number of reported offences is not within the direct control of the police.
- (b) Recorded offences are offences reported to or becoming known to police within the relevant time period that have not been recorded with an offence outcome of: 'No Criminal Offence', 'Offence Substituted', 'False Report', 'Mistakenly Reported', or 'Entered in Error'. That is: statistics exclude offences that have been determined to be non-substantiated or that have been substituted for another offence.
- (c) Counting Rules have been applied which exclude facilitation and duplication offences in specific circumstances. These rules are applied to certain reporting categories (typically those known to have been prone to over-recording of offences historically) in order to provide a more accurate picture of crime volumes and trends. Counting Rules are applied historically to ensure comparability.
- (d) Changes to recording practices implemented between May and November 2017 affect this indicator. Due to these changes, comparison should be made with caution where it is either of data from before and after the period of recording and reporting changes, or involves data from a period overlapping May-November 2017.
- (e) The number of recorded offences for the financial year comprises all offences reported to or becoming known to police during that period, and may include recorded offences committed during earlier periods.
- (f) 'Offences against the person' include: homicide, assault, sexual offences, threatening behaviour, deprivation of liberty, and robbery.
- (g) Family Violence is defined in s.5A of the *Restraining Orders Act 1997* as:
 - (a) violence, or a threat of violence, by a person towards a family member of the person; or
 - (b) any other behaviour by the person that coerces or controls the family member or causes the member to be fearful.
- (h) From July 2017, a family relationship is defined for the purpose of recording incidents by the WA Police Force as immediate family, and involves:
 - Partner/ex-partner
 - Parents
 - Guardians of children
 - Children who reside or regularly stay with involved parties.

Prior to July 2017, the definition included extended family such as in-laws and grandparents.

Sources:

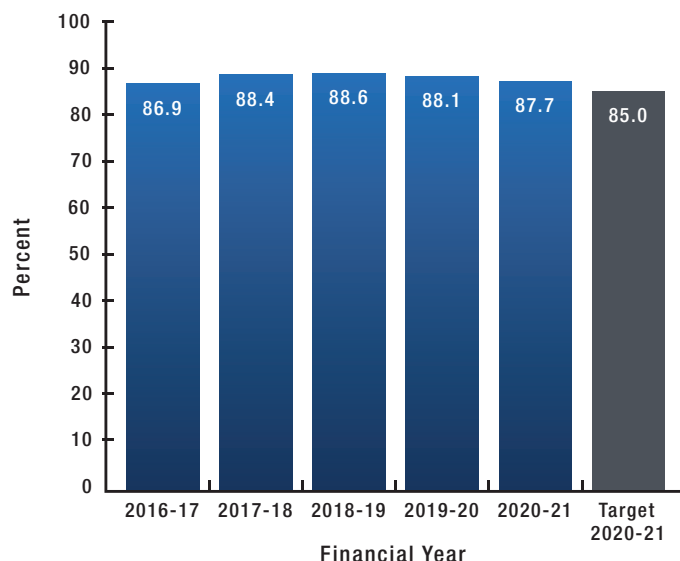
WA Police Force, Frontline Incident Management System.



INTERNAL PROCESS

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 7: Percentage of offences against the person investigations finalised within 60 days, 2016-17 to 2020-21 ^{(a)(b)(c)(d)(e)}



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

‘Offences against the person’ is a major offence reporting category that includes: homicide, assault, sexual offences, threatening behaviour, deprivation of liberty and robbery.

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

The percentage of offences against the person investigated that are finalised within 60 days is a key indicator of investigative effectiveness, as it reflects better practices and adherence to procedures, investigation standards, case management and attention to getting the investigation done.

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

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

HOW is this indicator derived?

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

- Offender processed e.g. arrested, summonsed, cautioned, referred to a Juvenile Justice Team, issued a Cannabis Intervention Requirement, issued a Criminal Code Infringement Notice or issued another infringement.
- Complaint withdrawn – where the victim indicates they no longer support an investigation or charging of the offender.

- Insufficient evidence – evidence is not sufficient to proceed by way of charge against a suspect for an offence.
- Unable to proceed/charge – unable to proceed or charge based on:
 - statute of limitations, immature age or other legal impediment;
 - death of victim, suspect or key witness;
 - jurisdictional impediment;
 - diplomatic immunity; and
 - public interest – Office of the Director of Public Prosecutions direction.
- Uncleared – offence remains unresolved. Applied when it has been determined no further lines of inquiry exist or a management decision has been made not to investigate further.

Please note that the WA Police Force can re-open investigations into unsolved crimes if new information or new evidence comes to light.

The number of offences against the person investigations finalised within 60 days of being reported is expressed as a percentage of the total number of offences against the person where investigations have been finalised during the reporting period.

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

The WA Police Force achieved the 2020-21 target of 85 percent of offences against the person investigations finalised within 60 days.

In 2020-21, of the 87.7 percent of offences against the person investigations finalised within 60 days, the percentage finalised by investigation outcome was as follows:

Investigation Outcome Type

Insufficient evidence	50.8%
Offender processed	30.7%
Complaint withdrawn	8.7%
Uncleared	7.7%
Unable to proceed/charge	2.1%

Notes:

- This indicator is based on selected recorded offences reported to or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). It excludes a number of other offences against statute laws of this State and the Commonwealth. The number of reported offences is not within the direct control of the police.
- Recorded offences are offences reported to or becoming known to police within the relevant time period that have not been recorded with an offence outcome of: 'No Criminal Offence', 'Offence Substituted', 'False Report', 'Mistakenly Reported', or 'Entered in Error'. That is: statistics exclude offences that have been determined to be non-substantiated or that have been substituted for another offence.
- Counting Rules have been applied which exclude facilitation and duplication offences in specific circumstances. These rules are applied to certain reporting categories (typically those known to have been prone to over-recording of offences historically) in order to provide a more accurate picture of crime volumes and trends. Counting Rules are applied historically to ensure comparability.
- Changes to recording practices implemented between May and November 2017 affect this indicator. Due to these changes, comparison should be made with caution where it is either of data from before and after the period of recording and reporting changes, or involves data from a period overlapping May-November 2017.
- The number of recorded offences for the financial year comprises all offences reported to or becoming known to police during that period, and may include recorded offences committed during earlier periods.

Sources:

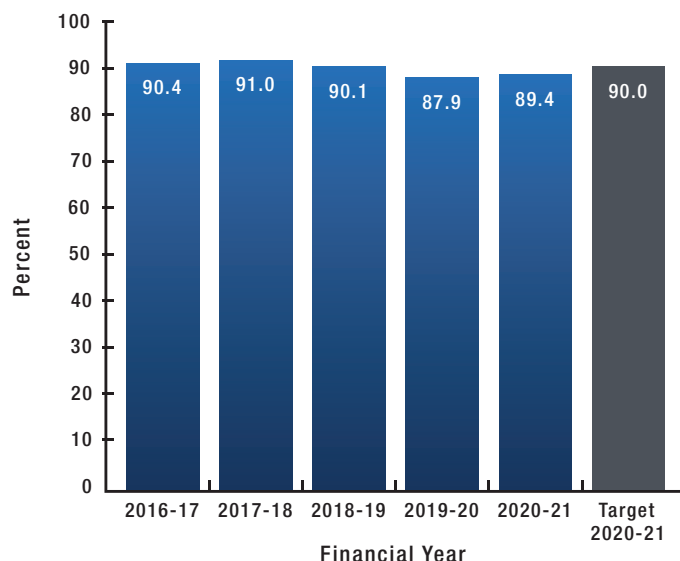
WA Police Force, Frontline Incident Management System.



INTERNAL PROCESS

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 8: Percentage of offences against property investigations finalised within 30 days, 2016-17 to 2020-21 ^{(a)(b)(c)(d)(e)}



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

‘Offences against property’ is a major offence reporting category that includes: burglary, stealing of motor vehicle, stealing, arson and property damage.

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

The percentage of offences against property investigated that are finalised within 30 days is a key indicator of investigative effectiveness, as it reflects better practices and adherence to procedures, investigation standards, case management and attention to getting the investigation done.

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

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

HOW is this indicator derived?

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

- Offender processed e.g. arrested, summonsed, cautioned, referred to a Juvenile Justice Team, issued a Cannabis Intervention Requirement, issued a Criminal Code Infringement Notice or issued another infringement.
- Complaint withdrawn – where the victim indicates they no longer support an investigation or charging of the offender.

- Insufficient evidence – evidence is not sufficient to proceed by way of charge against a suspect for an offence.
- Unable to proceed/charge – unable to proceed or charge based on:
 - statute of limitations, immature age or other legal impediment;
 - death of victim, suspect or key witness;
 - jurisdictional impediment;
 - diplomatic immunity; and
 - public interest – Office of the Director of Public Prosecutions direction.
- Uncleared – offence remains unresolved. Applied when it has been determined no further lines of inquiry exist or a management decision has been made not to investigate further.

Please note that the WA Police Force can re-open investigations into unsolved crimes if new information or new evidence comes to light.

The number of offences against property investigations finalised within 30 days of being reported is expressed as a percentage of the total number of offences against property where investigations have been finalised during the reporting period.

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

The WA Police Force did not achieve the 2020-21 target of 90 percent of offences against property investigations finalised within 30 days.

However, the percentage increased by 1.5 percentage points to 89.4 percent in 2020-21, compared with 87.9 percent in 2019-20.

In 2020-21, of the 89.4 percent of offences against property investigations finalised within 30 days, the percentage finalised by investigation outcome was as follows:

Investigation Outcome Type

Uncleared	71.8%
Offender processed	16.3%
Insufficient evidence	6.8%
Complaint withdrawn	4.6%
Unable to proceed/charge	0.5%

Notes:

- This indicator is based on selected recorded offences reported to or becoming known to police, and resulting in the submission of an incident report in the Frontline Incident Management System (IMS). It excludes a number of other offences against statute laws of this State and the Commonwealth. The number of reported offences is not within the direct control of the police.
- Recorded offences are offences reported to or becoming known to police within the relevant time period that have not been recorded with an offence outcome of: 'No Criminal Offence', 'Offence Substituted', 'False Report', 'Mistakenly Reported', or 'Entered in Error'. That is: statistics exclude offences that have been determined to be non-substantiated or that have been substituted for another offence.
- Counting Rules have been applied which exclude facilitation and duplication offences in specific circumstances. These rules are applied to certain reporting categories (typically those known to have been prone to over-recording of offences historically) in order to provide a more accurate picture of crime volumes and trends. Counting Rules are applied historically to ensure comparability.
- Changes to recording practices implemented between May and November 2017 affect this indicator. Due to these changes, comparison should be made with caution where it is either of data from before and after the period of recording and reporting changes, or involves data from a period overlapping May-November 2017.
- The number of recorded offences for the financial year comprises all offences reported to or becoming known to police during that period, and may include recorded offences committed during earlier periods.

Sources:

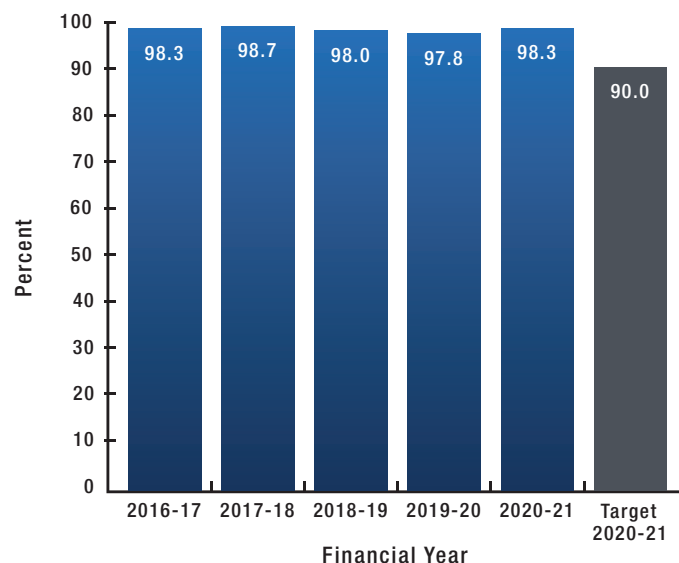
WA Police Force, Frontline Incident Management System.



INTERNAL PROCESS

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 9: Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences, 2016-17 to 2020-21^{(a)(b)}



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

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

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

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

HOW is this indicator derived?

'Category A' offences include: driving under the influence of alcohol/drugs, careless/dangerous/reckless driving, non-speed camera speeding offences, no authority to drive, use of mobile phones whilst driving and not wearing seatbelts/restraints/helmets.

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

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

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

The WA Police Force achieved the 2020-21 target of 90 percent of traffic law enforcement contacts made by police officers targeting 'Category A' offences.

Performance has remained at over 97.0 percent since 2016-17 as a reflection of WA Police Force focus on targeting 'Category A' offences to contribute to the outcome of community safety.

Notes:

- (a) Excludes withdrawn or cancelled infringements and deleted briefs.
- (b) In 2020-21, there was a change in the methodology for calculating this KPI. This had an insignificant impact on current and prior year results and therefore the results of prior years have not been revised. The methodology was amended to exclude infringements arising from breath tests which had inadvertently not been previously excluded in accordance with the specifications for this KPI.

Sources:

WA Police Force, Prosecution system.

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

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

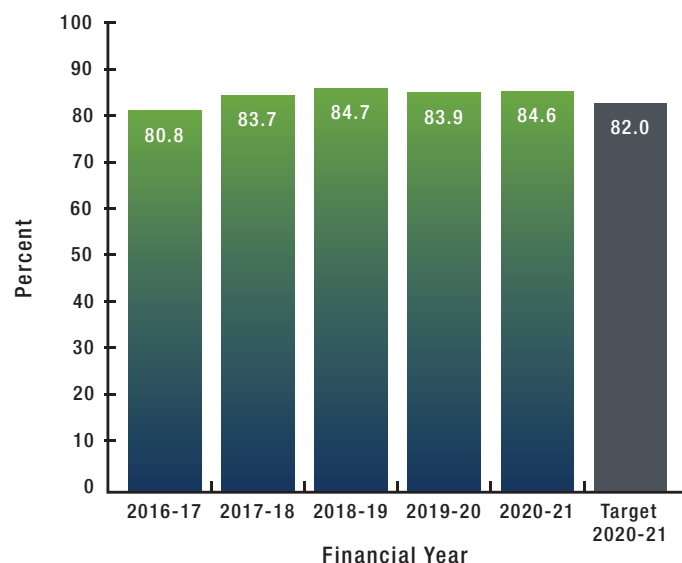




COMMUNITY SATISFACTION AND CONFIDENCE

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 10: Percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police, 2016-17 to 2020-21^{(a)(b)}



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

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

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

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

HOW is this indicator derived?

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

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

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

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

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

The WA Police Force achieved the 2020-21 target of 82 percent of the WA community satisfied with the services received during their most recent contact with police.

The percentage increased to 84.6 percent in 2020-21 compared with 83.9 percent in 2019-20.

Of the 7.0 percent who were 'dissatisfied' or 'very dissatisfied' with the service received during their most recent contact with police, the main reasons given for their dissatisfaction were that police 'didn't do enough/took no action' (24.0 percent), 'kept waiting/slow to arrive' (11.9 percent), and 'unhelpful' (11.7 percent).

In 2020-21, 57.7 percent of the WA community had contact with police in the last 12 months. The most common reasons for the most recent contact with police were a random breath/drug test and to report a crime or other incident.

Notes:

- (a) This indicator is derived from the National Survey of Community Satisfaction with Policing, which commenced in July 2001. The survey is conducted by telephone using the service provider's Computer Assisted Telephone Interviewing facilities. Interviewing is conducted each month. Eligible respondents are required to be aged 18 years or over. Respondents are chosen from each contacted household by the next birthday method. People who work for the police, or who live in a household with someone who works for the police, are excluded from the survey. A random sample of listed landline telephone and mobile phone numbers is generated for each police district within WA using the Random Digit Dialling (RDD) method. The random sampling method used allows both listed and unlisted numbers in all active telephone exchanges to be included in the sample. The overall sample is stratified by police district to ensure a sufficient sample is collected for each police district each quarter. Each police district has a monthly quota of interviews to ensure interviewing is spread evenly across the full year. In 2020-21, 27,964 people aged 18 years and over were surveyed nationally, of which 3,002 were surveyed in WA. The response rate for WA (defined as interviews as a proportion of interviews and refusals) was 39.9 percent.
- (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 percent or less are considered reliable for most purposes. Estimates with an RSE of between 25 percent and 50 percent should be used with caution while estimates with an RSE greater than 50 percent should not be used. The RSE associated with the estimate for 2020-21 was 1.9 percent.

Sources:

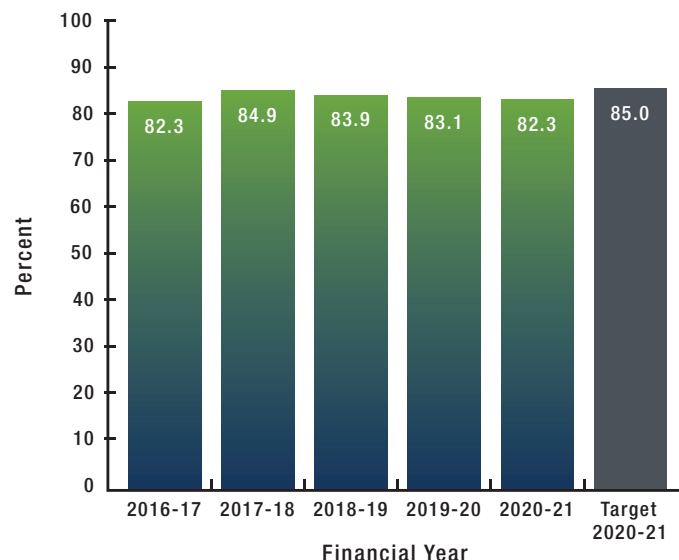
National Survey of Community Satisfaction with Policing (unpublished data).



COMMUNITY SATISFACTION AND CONFIDENCE

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

KPI 11: Percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police, 2016-17 to 2020-21^{(a)(b)}



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

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

HOW is this indicator derived?

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

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

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

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

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

The WA Police Force did not achieve the 2020-21 target of 85 percent of the community who 'agreed' or 'strongly agreed' that they have confidence in police.

The percentage decreased by 0.8 percentage points to 82.3 percent in 2020-21, compared with 83.1 percent in 2019-20.

Notes:

- (a) This indicator is derived from the National Survey of Community Satisfaction with Policing, which commenced in July 2001. The survey is conducted by telephone using the service provider's Computer Assisted Telephone Interviewing facilities. Interviewing is conducted each month. Eligible respondents are required to be aged 18 years or over. Respondents are chosen from each contacted household by the next birthday method. People who work for the police, or who live in a household with someone who works for the police, are excluded from the survey. A random sample of listed landline telephone and mobile phone numbers is generated for each police district within WA using the Random Digit Dialling (RDD) method. The random sampling method used allows both listed and unlisted numbers in all active telephone exchanges to be included in the sample. The overall sample is stratified by police district to ensure a sufficient sample is collected for each police district each quarter. Each police district has a monthly quota of interviews to ensure interviewing is spread evenly across the full year. In 2020-21, 27,964 people aged 18 years and over were surveyed nationally of which 3,002 were surveyed in WA. The response rate for WA (defined as interviews as a proportion of interviews and refusals) was 39.9 percent.
- (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 percent or less are considered reliable for most purposes. Estimates with an RSE of between 25 percent and 50 percent should be used with caution while estimates with an RSE greater than 50 percent should not be used. The RSE associated with the estimate for 2020-21 was 1.4 percent.

Sources:

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

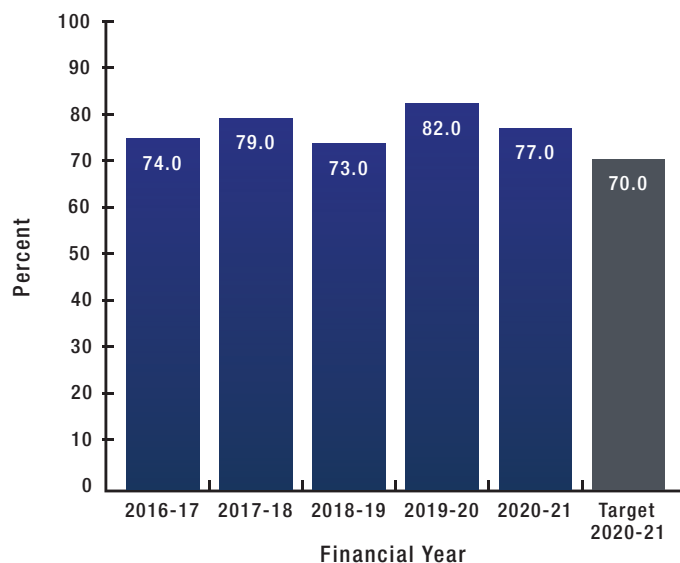




ROAD SAFETY

OUTCOME 2: IMPROVE COORDINATION AND COMMUNITY AWARENESS OF ROAD SAFETY IN WA

KPI 12: Effectiveness of road safety awareness campaigns, 2016-17 to 2020-21^{(a)(b)(c)}



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

The Road Safety Commission uses community education campaigns to raise awareness of the risks associated with unsafe road behaviours and to encourage safe behaviours.

Marketing best practice recommends that research evaluation in the form of quantitative campaign tracking is essential for the evaluation of campaigns. In line with this, evaluations were undertaken, specifically measuring prompted awareness, comprehension of campaign key messages by the target audience and impact on intentions of drivers.

HOW is this indicator derived?

This indicator represents the proportion of WA drivers who remember seeing Commission community education campaigns. From 1 July 2018 the Commission moved to a continuous weekly tracking of evaluations collected over a number of weeks with the indicator calculated as the peak awareness during the campaign duration. Until the end of the 2017-18 financial year, evaluations were undertaken post-campaign at a single point in time.

This indicator is based on the results of evaluation surveys, conducted independently through market research professionals on each major campaign. A major campaign was defined as having television as the main media component and a total spend of at least \$500,000 in media scheduling.

Evaluation was undertaken via quantitative online surveys^{(b)(c)}. The measure was based on prompted campaign recognition (percentage of people who remembered seeing any of the core materials for a given campaign). The population segment researched was WA drivers aged 17 and over, with a random sample of at least 400 accumulated over the period of the weekly evaluations conducted over the duration of the campaign. Data was weighted to reflect actual population distribution obtained from the Australian Bureau of Statistics.

Weightings were applied individually based on age, gender and geographic location to ensure the data represented the WA population. These base numbers provide the Commission with a statistically valid sample size with a 95 percent confidence level.

This indicator is calculated as the average peak percentage of prompted community awareness (recall/recognition) for major campaigns.

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

During the 2020-21 financial year, three community education campaigns were undertaken that met the requirements to be a major campaign. These were a drink driving campaign, “Nah, not worth it” which ran from November 2020 to February 2021, Mobile phone legislation which ran from July to September 2020 and “Kindness Travels” which ran from May to December 2020.

The result for these campaigns were 73, 76 and 81 percent respectively, which achieved the 2020-21 target of 70 percent.

Notes:

- (a) From 2018-19, the Commission moved to a continuous weekly tracking of evaluations collected over a number of weeks with the indicator calculated as the peak awareness during the campaign duration. Prior year comparatives continue to be reported using the previous methodology.
- (b) A representative sample of Western Australian drivers aged 17+ was sourced via an established panel provider. Hard quotas on region (metro/regional/remote) and soft quotas on age and gender were applied to ensure the sample was representative of the total population. Surveys are all completed online.
- (c) With all sample surveys there are errors that occur by chance because the data were obtained from a sample, rather than the entire population. For all road safety campaign evaluations, a minimum sample size of n=50 per week is targeted. The weekly results are cumulated over time, with a sample size of at least n=400 with an established confidence level of 95 percent.

Sources:

Campaign Tracker Survey for Road Safety Commission campaigns.

KEY PERFORMANCE INDICATORS

Key Efficiency Indicators

Key efficiency indicators provide information about the relationship between the service delivered and the resources used to produce the service. The efficiency with which the WA Police Force delivers Services 1-3 is measured in terms of the average cost of the service per person.

It is important to note that the nature of policing is highly reactive and with demand for services changing each year, the average cost per person of providing policing services can vary significantly. Policing activities include keeping the peace, enforcing the law, preventing and detecting

crime, apprehending offenders and emergency management. The average cost per person can be affected by such factors as employee pay rate movements and other cost increases, changes in work practices or streamlining of processes, in addition to population growth.

If the cost of services is kept constant, an increase in population will result in a lower cost per person, which represents an improvement in efficiency; i.e. police are expending the same amount of resources to service a larger population, with potentially more crime and other incidents. The

level of efficiency can be maintained if the cost of services does not exceed the rate of population growth. A cost of service that exceeds the rate of population growth may indicate inefficiency.

The efficiency of Service 4: Road Safety Commission is measured in terms of the percentage of Road Safety Commission projects completed on time and on budget.

The key efficiency indicators for each service are presented in the following charts and show comparative performance over the period 2016-17 to 2020-21 and the target for 2020-21.



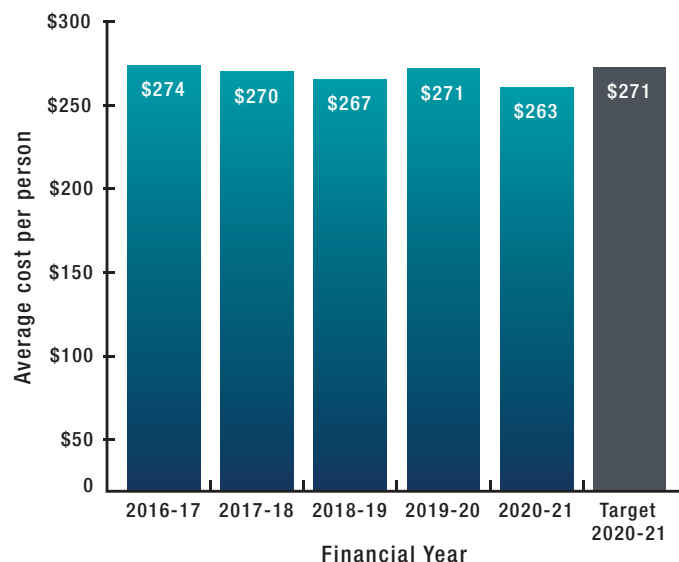


METROPOLITAN POLICING SERVICES

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

SERVICE 1: General policing services provided by districts within the Metropolitan Region including: crime prevention, maintaining public order and responding to and investigating criminal and general incidents.

Average cost of metropolitan policing services per person in the Perth metropolitan area, 2016-17 to 2020-21.



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

The Metropolitan Region is one of two policing regions in WA. In 2020-21, the total cost of providing metropolitan policing services was \$559.1 million. This represented 35.0 percent of the total cost of services (excluding the Road Safety Commission). These policing services are provided to the community of the Perth metropolitan area. By showing the relationship between the cost of services and the population receiving these services, the cost efficiency of delivering these services can be measured.

HOW is this indicator derived?

The total cost of metropolitan policing services is based on the Metropolitan Police Region (including 'specialist services' within districts such as detectives, crime intelligence, forensics, traffic and prosecuting, and Prosecuting Services and Custodial Services within Operations Support, which directly relate to metropolitan policing), plus the apportionment of corporate services and support overhead costs.

The total cost of metropolitan policing services is divided by the Estimated Resident Population (ERP) of the Metropolitan Police Region as at the beginning of the financial year; i.e. the ERP as at 30 June 2020 is used for the 2020-21 financial year.

A low or decreasing cost per person below the target is desirable.

WHAT does this indicator show?

The average cost of metropolitan policing services per person in the Perth metropolitan area for 2020-21 was \$263.

The average cost per person was lower than 2019-20 and the 2020-21 target.

Sources:

WA Police Force Total Cost of Service, from Schedule of Income and Expenses by Services for the year ended 30 June 2021.
ERP for Metropolitan Police Region, Australian Bureau of Statistics, June 2020 (customised report).

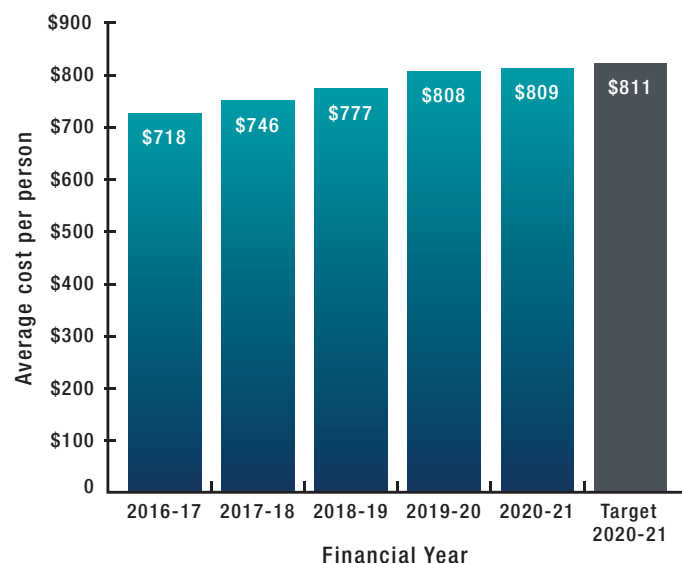


REGIONAL AND REMOTE POLICING SERVICES

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

SERVICE 2: General policing services provided by districts within the Regional WA Region including: crime prevention, maintaining public order and responding to and investigating criminal and general incidents.

Average cost of regional and remote policing services per person in regional WA, 2016-17 to 2020-21.



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

The Regional WA Region is one of two policing regions in WA. In 2020-21, the total cost of providing regional and remote policing services was \$435.0 million. This represented 27.3 percent of the total cost of services (excluding the Road Safety Commission). These policing services are provided to the community of regional WA. By showing the relationship between the cost of services and the population receiving these services, the cost efficiency of delivering these services can be measured.

HOW is this indicator derived?

The total cost of regional and remote policing services is based on the Regional WA Police Region (including 'specialist services' within districts such as detectives, crime intelligence, forensics, traffic and prosecuting, which directly relate to regional WA policing), plus the apportionment of corporate services and support overhead costs.

The total cost of regional and remote policing services is divided by the Estimated Resident Population (ERP) of the Regional WA Police Region as at the beginning of the financial year; i.e. the ERP as at 30 June 2020 is used for the 2020-21 financial year.

A low or decreasing cost per person below the target is desirable.

WHAT does this indicator show?

The average cost of regional and remote policing services per person in regional WA for 2020-21 was \$809.

The average cost per person was higher than 2019-20 but lower than the 2020-21 target.

Sources:

WA Police Force Total Cost of Service from Schedule of Income and Expenses by Services for the year ended 30 June 2021.
ERP for Regional WA Police Region, Australian Bureau of Statistics, June 2020 (customised report).

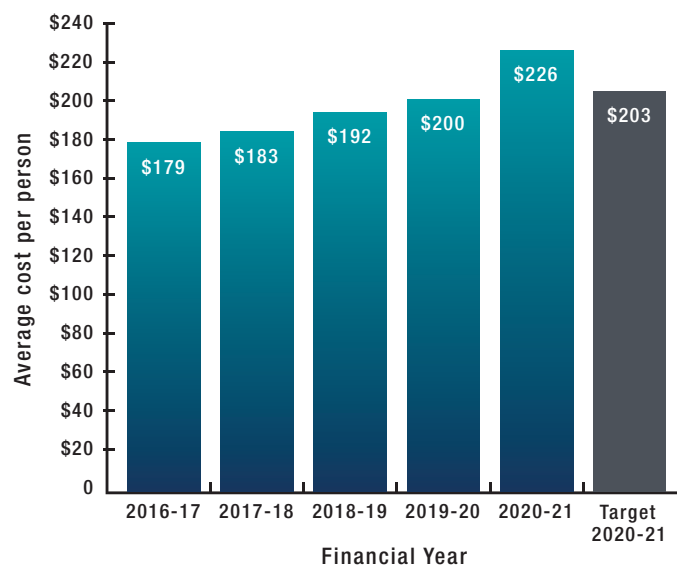


SPECIALIST POLICING SERVICES

OUTCOME 1: CONTRIBUTE TO COMMUNITY SAFETY AND SECURITY

SERVICE 3: Specialist policing services include: major crime, serious and organised crime, sex crime, commercial crime, licensing enforcement, forensic, intelligence, traffic enforcement, counter terrorism and emergency response.

Average cost of specialist policing services per person in WA, 2016-17 to 2020-21



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

Specialist policing services provide support to the police regions. In 2020-21, the total cost of providing specialist policing services was \$602.1 million. This represented 37.7 percent of the total cost of services (excluding the Road Safety Commission). These policing services are provided to the community of WA. By showing the relationship between the cost of services and the population receiving these services, the cost efficiency of delivering these services can be measured.

HOW is this indicator derived?

The total cost of specialist policing services is based on the specialist portfolios including State Crime, State Intelligence and Command, Operations Support, Specialist and Support Services and Operation TIDE (management of the State of Emergency) plus the apportionment of corporate services and support overhead costs.

The total cost of specialist policing services is divided by the Estimated Resident Population (ERP) of WA (as these services are provided across the state) as at the beginning of the financial year; i.e. the ERP as at 30 June 2020 is used for the 2020-21 financial year.

A low or decreasing cost per person below the target is desirable.

WHAT does this indicator show?

The average cost of specialist policing services per person in WA for 2020-21 was \$226.

In 2020-21, there was a larger than anticipated increase in expenses due to the State of Emergency declared for COVID-19.

This factor contributed to an increase in the average cost per person compared with 2019-20 and the 2020-21 target.

Sources:

WA Police Force Total Cost of Service, from Schedule of Income and Expenses by Services for the year ended 30 June 2021.
ERP for Western Australia, Australian Bureau of Statistics, June 2020 (customised report).

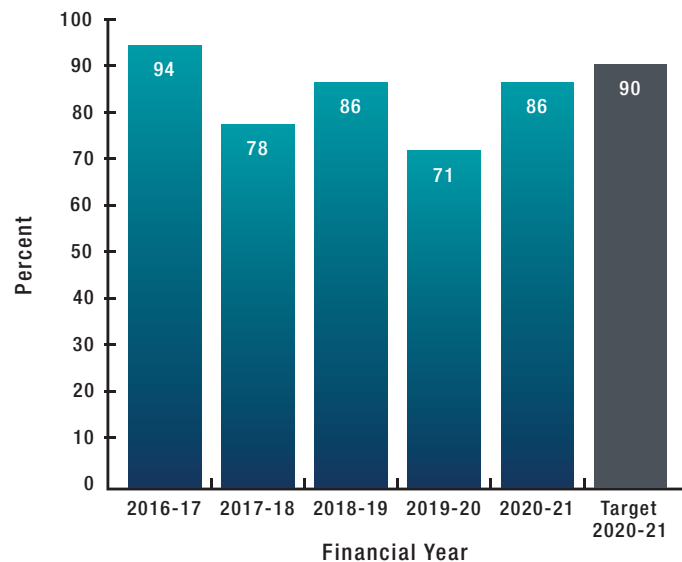


ROAD SAFETY COMMISSION

OUTCOME 2: IMPROVE COORDINATION AND COMMUNITY AWARENESS OF ROAD SAFETY IN WA

SERVICE 4: The objective of this program is to improve coordination and community awareness of road safety in Western Australia.

Percentage of Road Safety Commission projects completed on time, 2016-17 to 2020-21^(a)



WHY is this a key indicator of Road Safety Commission performance?

The Commission runs several road safety projects such as events and campaigns, and also funds external bodies via the provision of grants, to contribute to road safety outcomes.

The Commission also provides policy support to the Road Safety Minister, secretarial and strategic support to the Road Safety Council, research and data management to inform road safety initiatives, administration of the Road Trauma Trust Account (RTTA) and monitoring of programs funded from the RTTA.

This indicator measures projects that are delivered directly by the Commission and excludes grant-funded external projects. In 2018-19 it was decided to also exclude research projects that were managed by the Road Safety Commission but undertaken by an independent provider.

Completing projects on time is an indicator of the efficiency of the service.

HOW is this indicator derived?

This indicator identifies the percentage of Commission projects that were planned for the financial year, that achieve delivery by 30 June and is measured on the status of projects as at 30 June 2021. Achievement of project delivery is measured based on events held and campaigns successfully commenced.

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

Overall, 86 percent of projects were completed within the desired timeframe, which was lower than the 2020-21 target of 90 percent. This was due to the impact of COVID-19 that affected the continuation of campaigns and participation by the community in events and partnerships. This resulted in four of the key 29 projects not being completed within the planned timeframes.

The Road Safety Partnership Program enables engagement with key stakeholders to implement and deliver road safety education at a regional, remote, local and community level through partnerships and alliances. These programs deliver appropriate and evidence-based road safety messages through these partner companies and groups in an appropriate tone and relevant to their networks. Four of the six programs were delivered within the planned timeframes, namely Community Connect — an online engagement platform, the Motorcycle Riders Association of Western Australia York Festival, the Western Australian Indigenous Tourism Operators Council tourist maps and the Multilingual Guides to Driving on WA roads in 11 languages.

The Commission delivered eight of ten key planned events including Motorcycle Safety Week/ Forum, National Road Safety Week and Caravan and Camping Show.

Thirteen road safety campaigns were run and completed as planned in 2020-21. These included “Science of sleep” (fatigue), “Nah, not worth it” (drink driving), “Some things never date” (road safe message) and “Might be a mate” (cyclist safety awareness).

A safety campaign was developed and produced in collaboration with the communities and Goolarri Media Services in the Kimberley regarding the completion of the sealing of the Dampier Peninsular Road. This was to provide road safety information for locals and tourists to the area.

Two road safety campaigns that continued from 2019-20 were “Distance of Distraction” and “Kindness Travels” (cohesion on our roads).

Notes:

(a) From 2018-19, research projects that were managed by the Commission but undertaken by an independent provider have been excluded from the calculation of the KPI. Prior year comparatives continue to be reported using the previous methodology.

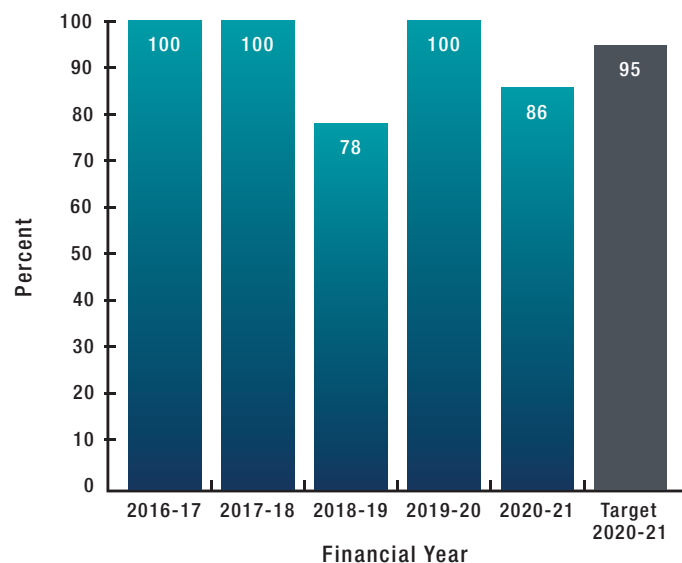




ROAD SAFETY COMMISSION

OUTCOME 2: IMPROVE COORDINATION AND COMMUNITY AWARENESS OF ROAD SAFETY IN WA

Percentage of Road Safety Commission projects completed on budget, 2016-17 to 2020-21^(a)



WHY is this a key indicator of Road Safety Commission performance?

Each year the Minister for Road Safety approves the Road Trauma Trust Account budget which is made up of individual road safety projects to be delivered by road safety stakeholders, including the Commission. Each project is submitted for approval with agreed deliverables and budget. This indicator is based on Commission delivered projects only.

Completing projects on budget is an indicator of the efficiency of the service.

HOW is this indicator derived?

This indicator identifies the percentage of Commission projects that achieve delivery within one percent of the annual target budget. Prior to 2018-19, the tolerance limit was set at 10 percent of the annual targeted budget. The tolerance limit has been changed to more accurately measure the Commission's efficiency in delivering its projects. Achievement of project delivery is measured based on events held and campaigns successfully commenced by 30 June each financial year.

A high or increasing percentage above the target is desirable.

WHAT does this indicator show?

Overall 86 percent of projects were delivered within the tolerance level of one percent of the original approved budget which was lower than the 2020-21 target of 95%.

This was due to the impact of COVID-19 that resulted in additional costs due to delays in the commencement of campaigns and the additional running of campaigns to support the community during the COVID-19 pandemic that affected travel behaviours.

This resulted in four of the key 29 projects not being completed within their assigned original budgets.

Note:

(a) From 2018-19, the KPI has been calculated based on a tolerance limit of one percent of the annual target budget. Prior year comparatives continue to be reported based on the previous tolerance limit of 10 percent of the annual targeted budget.



OTHER STATUTORY
INFORMATION



Ministerial directives

Requirement under Treasurer's Instruction 903(12)

No ministerial directives were received during the 2020-21 financial year.

Pricing policies of services

Requirement under Treasurer's Instruction 903(13)(i) and Public Sector Commission annual report guidelines 2020-21

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

The list of fees and charges that applied from 1 July 2020 for services provided during 2020-21 was published in the Government Gazette on 19 June 2020 for Firearms, Pawnbrokers and Second-hand Dealers, Police Fees and Security and Related Activities.

Major capital works

Requirement under Treasurer's Instruction 903(13)(ii) and Public Sector Commission annual report guidelines 2020-21

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

Project	Proposed Year of Completion	ETC June 2020 \$'000	Revised ETC June 2021 \$'000	Variation \$'000	Variation %	Reason for Variation
Completed Works						
Fleet and Equipment Purchases - New and Replacement - Asset Equipment Management Program 2018-2021	2020-21	32,619	32,619			
Information Technology (IT) Infrastructure - ICT Optimisation Program	2020-21	59,800	63,713	3,913	7%	\$0.66M transfer from the Department of Fire and Emergency Services for shared services. \$3.25M for enhancement of ICT systems to handle requirements of new legislation redirected from projects that were discontinued.
Police Facilities - Custodial Facilities Upgrade Program 2018-2021	2020-21	13,200	13,200	-		
- Police Station Upgrade Program 2018-2021	2020-21	16,828	16,828	-		
Works in Progress						
Fleet and Equipment Purchases - New and Replacement - Helicopter Replacement	2021-22	26,900	26,900	-		
- Speed Camera Replacement Program	2020-21	18,015	18,015	-		

OTHER STATUTORY INFORMATION

Project	Proposed Year of Completion	ETC June 2020 \$'000	Revised ETC June 2021 \$'000	Variation \$'000	Variation %	Reason for Variation
Information Technology (IT) Infrastructure						
- Digital Policing - Mobility Platform	2021-22	10,699	10,699	-		
- Community Safety Network: Regional Radio Network Replacement Program	2020-21	72,837	72,837	-		
- Expansion of Enhanced Automated Traffic Enforcement Network (EATEN)	2020-21	11,856	11,856	-		
- Police Radio Network: Commonwealth Legislated Radio Frequency Change	2020-21	12,804	12,804	-		
Police Facilities						
- Armadale Courthouse and Police Complex	2024-25	78,813	78,813	-		
- Multifunctional Policing Facilities HVAC Replacement	2020-21	12,950	12,950	-		
- Refurbishments and Expansions of Police Stations - COVID-19 Recovery Plan	2020-21	-	23,271	23,271	100%	WA Recovery Plan funding.
- Fremantle Police Complex - COVID-19 Recovery Plan	2023-24	-	52,586	52,586	100%	Construction of a new fit-for-purpose Fremantle District Police Complex.
New Works						
Fleet and Equipment Purchases - New and Replacement						
- Asset Equipment Management Program 2022-2024	2023-24	35,315	35,315	-		
- Asset Equipment Management Program 2024-2028	2024-25	-	12,300	12,300	100%	Budget population for 2024-2025.
Information Technology (IT) Infrastructure						
- ICT Optimisation Program 2022-2024	2023-24	15,200	16,219	1,019	7%	Enhancement of ICT systems to handle requirements of new legislation redirected from projects that were discontinued.
Police Facilities						
- Police Station Upgrade Program 2022-2024	2023-24	13,200	13,200	-		
- Custodial Facilities Upgrade Program 2022-2024	2023-24	13,200	13,200	-		

Summary of employees by category in comparison with the immediately preceding financial year

Requirement under Treasurer's Instruction 903(13)(iii), Public Sector Commission annual report guidelines 2020-21

Staff profile

Gender profile of Police Officers (Headcount) ^(b)

As at 30 June

Senior Police ^(a)

- Male
- Female

TOTALS

Police Officers

- Male
- Female

TOTALS

Police Auxiliary Officers

- Male
- Female

TOTALS

Aboriginal Police Liaison Officers

- Male
- Female

TOTALS

Total Males

Total Females

TOTALS

	2017	2018	2019	2020	2021
	9	9	9	9	9
	2	2	2	3	3
TOTALS	11	11	11	12	12
	4,970	4,983	4,954	5,075	5,248
	1,460	1,475	1,492	1,562	1,679
TOTALS	6,430	6,458	6,446	6,637	6,927
	198	192	174	216	191
	146	143	133	143	139
TOTALS	344	335	307	359	330
	6	2	2	2	2
	2	2	2	2	1
TOTALS	8	4	4	4	3
Total Males	5,183	5,186	5,139	5,302	5,450
Total Females	1,610	1,622	1,629	1,710	1,822
TOTALS	6,793	6,808	6,768	7,012	7,272

OTHER STATUTORY INFORMATION

Staff profile (continued)

Profile of Police Staff by gender and classification (Headcount) ^(b)

Level	As at 30 June 2019			As at 30 June 2020			As at 30 June 2021		
	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
SDNCEO3	1	0	1	1	0	1	1	0	1
Class 2	0	0	0	1	0	1	0	0	0
Class 1	2	0	2	2	1	3	2	2	4
Level 9	1	2	3	0	3	3	0	2	2
Specified Calling 8	0	0	0	0	0	0	0	1	1
Level 8	21	10	31	26	9	35	24	10	34
Solicitor 4	4	1	5	4	2	6	2	3	5
Specified Calling 4	2	2	4	2	3	5	2	2	4
Level 7	50	34	84	49	44	93	46	43	89
Specified Calling 3	0	6	6	0	6	6	1	6	7
Solicitor 3	1	0	1	1	0	1	1	0	1
Level 6	78	72	150	84	91	175	85	92	177
Specified Calling 2	2	5	7	2	4	6	2	5	7
Solicitor 2	0	1	1	0	0	0	0	0	0
Level 5	93	123	216	98	139	237	94	148	242
Specified Calling 1	0	0	0	0	0	0	0	1	1
Level 4	109	126	235	116	123	239	109	122	231
Level 3 (includes Band Officers)	109	188	297	108	216	324	98	208	306
Level 2/4	0	0	0	0	1	1	0	1	1
Level 2	210	605	815	214	624	838	206	648	854
Level 1	35	147	182	33	143	176	37	149	186
School Base Trainee	0	0	0	1	0	1	1	0	1
Chaplain	3	0	3	3	0	3	3	0	3
Individual Workplace Agreements	8	0	8	9	0	9	11	0	11
Wages	29	85	114	39	93	132	36	87	123
TOTALS	758	1,407	2,165	793	1,502	2,295	761	1,530	2,291
Children's Crossing Guards employed by the WA Police ^(c)			690			695			700

Notes:

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

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

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

Source:

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

Staff profile (continued)

Profile of Aboriginal Employees by Gender and Category ^(a)

As at 30 June 2021	Male	Female	Total
Police Officers	126	51	177
Police Auxiliary Officer - Community Liaison Officer	5	3	8
Police Auxiliary Officer - Custody	4	6	10
Police Auxiliary Officer - Property Management	0	4	4
Police Auxiliary Officer - Cadet	12	19	31
Aboriginal Police Liaison Officers	2	1	3
Police Staff	3	18	21
Wages Staff	1	4	5
TOTALS	153	106	259

Note:

(a) Workforce data for diversity is collected by employee self-identification through the WA Police Force HR System.

Source:

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



Staffing policies including recruitment and staff development

Requirement under Treasurer's Instruction 903(13)(iii)(b)

In addition to recruit and critical skills training, the agency delivers a range of both compulsory and optional training courses through face-to-face and its online training delivery platform. In 2020-2021, due to the impacts of COVID-19, many face-to-face courses were not delivered. The use of the online training delivery platform and available technology, created an environment where some training was able to be delivered. Further, a number of advances and development has been undertaken within the Police Academy with a view to the further development of our people.

Police Academy initiatives undertaken during 202-2021 include:

- State-wide mandatory Effective Communications training for all police officers which includes a bi-annual requalification requirement.
- The Academic Development Unit re-vitalising the WA Police Academy engagement with the Joondalup Learning Precinct (JLP) with a long term view of developing a Professional Pathway for police officers to provide a pathway to develop academically.

- All promotional assessments for police officers being revitalised to meet contemporary policing requirements
- The development of mandatory New to Rank courses at Sergeant, Senior Sergeant, Inspector and Superintendent levels.
- The formalisation of the District Training Coordination Unit to provide centralised leadership and direction to all Metropolitan and Regional WA District Training Officers to complement the Commissioner's consistent approach to training across the state.
- Police Recruiting continue to progress efficiencies in the recruitment and selection process to enable continuity of service delivery and facilitating the recruitment of the additional 950 police officers announced by Government.
- Online and remote recruitment assessment processes have been successful in delivering 350 police officers against the 950 program up to 30 June 2021.

Workers Compensation Claims (Police Staff)

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

	2019-20	2020-21
Number of Claims	66	57

Other Legal Disclosures

Act of Grace Payments / Redress Scheme

Requirement under Treasurer's Instruction 319(3)

One Act of Grace payment was made totalling \$240,000.

During the 2020-21 financial year, eight payments totalling \$123,400 were made under the Western Australia Medically Retired Police Redress Scheme using Ex Gratia principles.

Unauthorised use of credit cards

Requirement under Treasurer's Instruction 321 and Treasurer's Instruction 903

During the year there were 82,799 purchasing card transactions.

	2020-21
The number of reported instances of using the WA Police purchasing card for personal use expenditure	515
The aggregate amount of personal use expenditure	\$17,301.88
The aggregate amount of identified personal use expenditure settled within 5 working days	\$12,583.50
The aggregate amount of identified personal use expenditure settled after 5 working days	\$2,497.15
The aggregate amount of personal use expenditure outstanding at 30 June 2021	\$2,221.23
The number of referrals for disciplinary action instigated by the notifiable authority	0

Disability Access and Inclusion Plan outcomes

Requirement under Treasurer's Instruction 903(15)(iii), Public Sector Commission annual report guidelines 2020-21, *Disability Services Act 1993* section 29, *Disability Services Regulations 2004* Schedule 3

The Western Australia Police Force service (WA Police Force) delivery standards are aligned with legislative requirements to protect and support people with disability. The WA Police Force ensures that equal opportunity is demonstrated through accessibility to services, events and the buildings and facilities for community members. The WA Police Force regularly reviews policies and processes to ensure standards are achieved. The Disability Access and Inclusion Plan 2018-22 (DAIP), published in December 2018, and its continued implementation, reflects this commitment. In this final year, the WA Police Force has consolidated DAIP initiatives into business as usual practices. The WA Police Force has incorporated these considerations into new and upgrade refurbishment of infrastructure.

The continued COVID-19 challenges and policing response has further amplified the need for the WA Police Force to be sensitive to the unique barriers or challenges when engaging with people with disability to ensure, and improve, their access to policing services.



Some specific accomplishments against the (DAIP) for the year are as follows:

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

The WA Police Force continues to ensure opportunity exists for people with disability to access the services of the Western Australia Police Force. Services are available and promoted to ensure that people who are deaf or hard of hearing have access to AUSLAN interpreters when accessing police stations. Selection of event venues and the coordination of events also considers accessibility needs.

In July 2020, a Broadcast was issued to inform of the National Disability Insurance Agency (NDIA) After Hours Crisis Referral Line for Exceptionally Complex Support Needs Program and NDIS COVID-19 update. All WA Police Force officers were approved to refer relevant cases/matter regarding National Disability Insurance Scheme (NDIS) crisis disability supports, for NDIS participants aged 18 and over, to this service.

The After-Hours Crisis Referral Line is designed to aid NDIS participants when their disability-specific supports have become ineffective or inadequate and are experiencing an immediate crisis that cannot be addressed during typical business hours. Police officers or staff who are concerned about exposure to COVID-19 when interacting with an NDIS participant, or require further information, were directed to the Department of Health Coronavirus Hotline.

Through the Law Enforcement Torch Run WA (LETR), the WA Police Force are supporting people with an intellectual disability to participate in sports and achieve their personal goals. The LETR is a global movement involving over 110,000 officers worldwide who raise awareness and funds for people with intellectual disability, through local sporting programs delivered by Special Olympics.

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

A number of initiatives have been undertaken to improve accessibility for staff and visitors at police facilities including lift installations and amenities upgrades. Upgrades include disabled access at the front counter (wheelchair height) and ramps for access. The opportunity for employee self-disclosure through human resource systems and occupational safety and health policy provides for discrete and respectful pathways for employees and managers to address specific needs.

All upgrades to existing infrastructure and new builds comply with legislative requirements ensuring the needs of people with disability are considered and addressed. New police station facilities have accessible amenities signage in Braille, and audio supports for the deaf or hard of hearing, in addition to the physical accessibility features such as ramps and access to rooms/spaces.

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

The WA Police Force continues to provide information in forms that enable people with disability to access it from a range of mediums, technology and software. The agency's website is widely accessible and meets required government standards.

Engagement with the community is a significant part of the role of the organisation and its employees. The WA Police Force continues to build partnerships and engage with federal, state, local government and community groups with a focus on disability; and promote diversity initiatives on an ongoing basis.



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

Training and awareness to support improved understanding of the challenges for people with disabilities, continues to be an important aspect of WA Police Force Professional Development portfolio. The 'Vulnerable Persons' and 'Effective Communications' training packages introduced in 2020 include engagement with people with disabilities and aims to improve police awareness and response. Police recruits also receive training for reducing youth offending which educates them about contributing factors such as Foetal Alcohol Syndrome Disorder (FASD), Autism and language disorders which can impact on how a person behaves and responds to police officers. The training increases awareness and equips officers to communicate more effectively with anyone who may have a social, cognitive or development factor. EEO Training is also undertaken by all employees and refreshed every three years.

Partnership with the Department of Communities (Communities) Office of Disability, Disability Justice Prevention and Diversion has resulted in a Disability Alerts Information poster and Disability Alert Cards and posters developed for WA Police Force, provided to cadets, recruits and in-service employees.

The WA Police Force has collaborated with the Autism Association of Western Australia over the last few years to support the launch of a state-wide 'Autism Alert Card'. The launch coincided with the United Nations sanctioned International Day for People with Disability, which is celebrated globally every 3 December, and the launch of the WA Government's State Disability Strategy. Training Design and Standards, in partnership with Autism Australia, developed a training course on dealing with Vulnerable People and Effective Communications.

The dual-purpose Autism Alert Card alerts officers that the person they are dealing with, or who they may have had to detain, is Autistic and vulnerable. They may need additional care and, where appropriate, be considered for diversion from the justice system into the care of a family member or carer. Most importantly, the card provides greater community and individual confidence and trust in the WA Police Force, demonstrating that officers are acting in the interest of the needs of others, particularly the vulnerable.

The Mental Health Co-Response (MHCR) continues its successful implementation, having been developed in partnership with the Department of Health, ensuring a person focused service is delivered in cases of mental health crisis.

Use of technology will form a part of developments going forward, working to ensure efficiencies and effectiveness to improve service delivery and outcomes for people with disability in contact with WA Police as witnesses, perpetrators or victims.

The Family and Domestic Family Violence Response Teams which includes members from WA Police, are part of Multi Agency Case Management Meetings where serious FV incidents/ recidivist FV families are managed and an action plan is discussed. These meetings can include people with disabilities.

Usual service delivery considerations for people with disabilities, in that if dealing with them as a victim or a perpetrator Police seek a support person nominated by them or from a partner agency. This might include NDIS, Advocare, Anglicare, Deaf Interpreter Services and others, to provide both short term and long-term support.

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

There are a number of ways in which people can make complaints about the service delivery or conduct of the police officers and police staff. Information is made available on the WA Police Force Internet page for anyone with a disability, including the use of AUSLAN interpreters, reporting a crime and how to report abuse to the National Disability Abuse and Neglect Hotline. This is utilised when people do want to report directly to the police through fear of their disability being used against them, retribution, not being believed, going to court and being cross examined or lack of confidence in the justice system.

There has been a significant focus toward designing a comprehensive system, that has involved thorough review and enhancements. Identifying new and inclusive opportunities to assist communications is a significant focus for the WA Police Force.

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

We continue to consult with and seek advice from disability advocates, organisations, individuals and groups in consultation as required. With the conclusion of the 2018 to 2022 DAIP approaching, comprehensive consultation will be an important feature in the development of the WA Police Force's new DAIP and future initiatives focused on the improvement of agency policy, processes and practices pertaining to people with disability.

During COVID-19, marketing campaigns via social media and mainstream media to promote reporting online to all the community, and could be considered advantageous to people with disabilities who struggle with transport / mobility. These means of reporting are applicable during lockdowns and continuing to be available beyond COVID-19 and may prove advantageous to people with disabilities who struggle with transport/mobility.

Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment at the WA Police Force.

The WA Police Force remains committed to being an equal opportunity employer and delivering on outcomes to support the employment of people with disability and ensure that strategies and initiatives focus on equity, diversity and inclusion in line with legislative requirements. Employment strategies are monitored to ensure alignment and delivery through policies, guidelines and procedures.

Contracts have been awarded across the agency to employ disability enterprises delivering services to the WA Police Force for some years. These include cleaning, painting, gardening, document distribution and creation, in addition to the catering and café services offered through the in-house café 'The Blue Bean' at Police Headquarters.

Our recruitment practices have been designed to be equitable and inclusive, considering the whole person, understanding the need to be holistic and ensure proper process.

The WA Police Force continues to support the management of health and welfare issues for all employees through Illness and Injury Management policies and initiatives targeting improvement. The Psychology Unit specialises in the provision of psychological advice/support services for all employees. Access to and delivery of the services of the Unit, can be made flexible in order to suit the needs of the individual i.e. to better meet accessibility needs, consideration of any individual challenges or impairment.

Fire wardens are trained in evacuation procedures for people with disability, across all police owned and leased facilities and in 2021 all employees were advised to ensure Personal Emergency Evacuation Plans (PEEP) were in place for people with disability. Employees with a disability are known to management and able to complete a PEEP to include any specialised assistance required to enable them to leave a building safely in the case of an emergency. Fire Wardens are also made aware of any PEEPs to enable them to enact plans with Fire and Emergency Services and provide physical evacuation support, where required.

OTHER STATUTORY INFORMATION

Advertising, market research, polling and direct mail

Requirement under Treasurer's Instruction 903(15)(iii); *Electoral Act 1907* section 175ZE;
Public Sector Commission annual report guidelines 2020-21

Organisation	Purpose	Amount
Advertising, Marketing and Creative Media Provider		
Initiative	Human Resources – Recruitment	\$48,919.50
	Vehicle Impoundment / Disposals	\$73,126.27
The Brand Agency	Step Forward Campaign	\$38,625.00
	Let's Join Forces	\$855,340.71
Discus	Road Safety Commission	\$295.00
Gatecrasher Advertising	Road Safety Commission	\$350,486.74
Impact Communications Pty Ltd	Road Safety Commission	\$2,340.56
Longreach Consulting Pty Ltd	Road Safety Commission	\$460,980.67
Mixed Ink	Road Safety Commission	\$1,965.00
Re:act Social Impact Pty Ltd	Road Safety Commission	\$15,000.00
The Brand Agency	Road Safety Commission	\$373,438.50
The Horse And Hound Agency Pty Ltd	Road Safety Commission	\$245,744.59
Media Services Suppliers		
Carat	Step Forward Campaign	\$85,602.98
	Let's Join Forces Campaign	\$823,011.93
Facebook (direct via WAPOL accounts)	Step Forward Campaign	\$22,276.69
	Let's Join Forces	\$36,472.69
	Aboriginal Cadet Program	\$454.56
	Police Auxiliary Officer - Geraldton	\$181.80
	Various business units	\$481.82
Google (direct via WAPOL account)	Step Forward Campaign	\$5,910.56
	Let's Join Forces Campaign	\$33,832.41
LinkedIn (direct via WAPOL account)	Step Forward Campaign	\$16,346.53
	Let's Join Forces Campaign	\$18,206.40
Kellerberrin Community Resource Centre	Open Day Advert	\$20.91
Initiative Media Australia Pty Ltd	Road Safety Commission	\$5,330,549.16
Market Research		
Kantar Public Australia Pty Ltd	Road Safety Commission	\$301,350.00
Painted Dog Research Pty Ltd	Road Safety Commission	\$216,606.87
TOTAL		\$9,357,567.85



Recordkeeping Plans

Requirement under Treasurer's Instruction 903(15)(iii), Public Sector Commission annual report guidelines 2020-21, *State Records Act 2000* section 61, State Records Commission Standard 2, Principle 6

Evaluation of recordkeeping systems

The State Records Commission approved the WA Police Force amended Recordkeeping Plan in December 2018.

The WA Police Force has consolidated its recordkeeping policy and procedures with contemporary recordkeeping practices to ensure compliance with State Records Commission principles and standards governing recordkeeping by State Government agencies.

The agency continues to evaluate the Recordkeeping Plan to streamline and enhance recordkeeping processes and activities. Presently, the Agency is exploring opportunities to utilise collaborative systems such as Microsoft 365 to support its Electronic Document and Records Management System (EDRMS) in the digitalising of paper-based business processes and reducing the duplication of documents.

Record keeping training program

The WA Police Force maintains an informal records awareness training through policies and various procedural guides. Effort is currently focused on delivering targeted training, specialised for business areas with unique records management requirements.

EDRMS training is provided to every EDRMS user before access is granted. This training combines recordkeeping awareness with essential records management activities and EDRMS functionality.

Evaluation of the recordkeeping training program

As technology continues to provide new opportunities to improve recordkeeping practices, the WA Police Force operates an ongoing evaluation of our training strategies.

Recordkeeping induction program

Our induction program provides reference to records management policy and procedures outlining employee roles and responsibilities in compliance with the agency's Recordkeeping Plan.



OTHER STATUTORY INFORMATION

Compliance with public sector standards and ethical codes

Requirement under *Public Sector Management Act 1994* section 31(1)

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

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

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

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

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

Breach of standard applications 2020-2021

Number lodged	8
Number of breaches found	0
Number still under review	0

Complaints regarding compliance with the code of ethics and agency code of conduct 2020-2021

Number lodged	63
Number of breaches found	2
Number still under review	22



CHRIS DAWSON APM

COMMISSIONER OF POLICE

6 SEPTEMBER 2021

Pawnbrokers and Second-Hand Dealers

Requirement under Treasurer's Instruction 903(15)(iii), *Pawnbrokers and Second-hand Dealers Act 1994* section 92

It is noted that 65 audits were conducted on licensed second-hand dealers and pawnbrokers. The level of audit tasking in the year was adversely affected by COVID-19.

No matters required State Administrative Tribunal determination this Financial Year.

There were 33 breaches of licence requirements from 23 premises identified by the audits.

Twenty three were of a minor nature, resulting in cautions recorded against the licence.

Ten were of a more serious nature and received infringements on NTIMS.

The current number of licensed pawnbrokers and second-hand dealers in WA is 159 covering 177 approved trading premises including 69 scrap metal dealers. These numbers have increased due to the introduction of regulations controlling the purchase and sale of copper and other alloys which has required additional businesses to obtain a licence to trade.

All compliance audit targets are now identified through a Risk Analysis protocol. Arbitrary target numbers are no longer in use by Licensing Services Division.

Board and committee remuneration

Requirement under Treasurer's Instruction 903(16), Premier's Circular 2019/07 and Public Sector Commission annual report guidelines 2020-21

Position	Member Name	Type of remuneration	Period of membership	Term of Appointment / Tenure	Base Salary / Sitting Fees	Gross / actual remuneration for the financial year
Chair Audit and Risk Assurance Committee	Mr R McDonald	Hourly rate	01-07-2020 to 30-06-2021	17-12-2019 to 16-12-2022 (3 years)	\$396.69 (including GST)	\$26,905.04
Member Audit and Risk Assurance Committee	Ms J Cutler	Sitting fees/ Daily rate	01-07-2020 to 30-06-2021	10-05-2021 to 09-05-2022	\$1,677.04	\$1,677.04
Corporate Board Representative for Aboriginal Policing	Prof. C Hayward AM	Hourly rate	01-07-2020 to 30-06-2021	14-12-2020 to 26-05-2021	\$3,255.44	\$3,255.44

TOTAL \$31,837.52 (including GST)

Health, safety and injury management performance

Requirement under Treasurer's Instruction 903(16), Public Sector Commission annual report guidelines 2020-21, Department of Mines, Industry Regulation and Safety policy

There is continual improvement of the Safety Management System through ongoing review of training, policies, procedures and the department's Intranet site. In addition, the allocation of resources and decisions about safety practices, processes and equipment is informed by issue, hazards and injury/illness trends analysis.

The following has been undertaken:

- Improvements to the Incident/Hazard Reporting System are ongoing with substantial planning taking place in preparation for the introduction of the new *Work Health and Safety Act 2020*
- More than 2,450 vaccinations were received as part of the corporate seasonal influenza vaccination program which includes subsidised vaccinations for immediate family members of police officers
- On the 22 June 2021, WA Police Force received a WorkSafe Improvement Notice in respect to the use of the Tyre Deflation System. A request has been submitted to the WorkSafe Commissioner to review the Notice
- The Agency has implemented all recommendations that arose from an investigation from the death of an officer in December 2017 during a training incident. The inquest into the incident by the Coroner's Court, received January 2021, made no additional recommendations.

A review of the Safety Branch was completed in early 2021. This review highlighted the need to enhance the maturity and effectiveness of the WA Police Force approach to safety management. Actions that have resulted include:

- Education sessions about the requirement for due diligence to ensure compliance with the obligations of the new *Work Health and Safety Act 2020*
- Commencement of discussions to provide greater clarity and definition of safety in the context of the WA Police Force Strategic Direction

- An increased focus on the management of risk in the context of the safety critical systems
- Improved investigative capacity
- Corporate health resourcing, initiatives and programs alignment with the promotion of health and wellbeing within the context of safety.

The Vocational Rehabilitation Unit (VRU) undertakes quarterly independent process assurance audits. Audit performance has improved from 52 percent in June 2020 to 68 percent in March 2021. Following the review, VRU has implemented:

- The creation of an Injury Management Client Liaison Officer, which has resulted with further improvements in the triage and allocation of new referrals
- A central register for new referrals, which has improved tracking and allocation of referrals to appropriate service providers
- VRU has additionally strengthened partnerships with external rehabilitation providers across the state to supplement the capacity of our internal team. This has ensured timely delivery of vocational rehabilitation to support an additional 291 employees since July 2020.

The Vocational Rehabilitation Unit collaborated with Curtin University's Future Of Work Institute to develop an injured worker/manager customer feedback platform, which is due for release in the last half of 2021. This will provide individualised dashboards for employees to track their experience as well as relevant links to health and policy information to assist with their recovery and return to work.

Injury Coordination and Support Services Unit (ICSS) have coordinated the integration of:

- A Post Critical Incident Rest Period (PCIRP), which provides 72 hours relief from duty immediately after a critical incident. This time can be used to identify and act on any welfare needs of the officer or officers involved. There were 39 PCIRP events during the reporting period
- A pilot program to support employees who have a cancer diagnosis. As at the 30 June 2021, twelve people had participated in the program
- Development of corporate health promotions/campaigns which have had a strong focus on mental health awareness, education and featured regional promotional programs to engage our workforce in discussions around mental health and importance of early help seeking
- The state-wide Peer Support Program has been reinvigorated with a complete review of the refresher program to include contemporary content facilitated by clinical practitioners. Since 2018, 137 Peer Supporters have completed the 2-day refresher training program
- ICSS is also incorporating additional FTE equivalent to a further five full time police officers and have recently enhanced the number of Chaplains, increasing from two to four and supported by a network of eleven regional affiliate Chaplains.

The Psychology Unit has implemented the following mental health initiatives:

- On-site EAP support for staff and their families in key regional WA locations such as; Derby, Albany, Kalgoorlie and Kununurra
- Additional FTE, equivalent to three full-time psychologists approved
- Delivery of preventative wellbeing workshops across high-risk business area

- Expanded referral network of preferred providers and direct referral options which do not require a GP or alternative referral
- Developed relationships and processes with private hospitals to facilitate crisis admissions.

The Health, Welfare and Safety Division has additional FTE resources to assist with support for Operation TIDE (COVID-19 quarantine and border control), including:

- Additional psychological and vocational rehabilitation support services and availability
- Development and support provided for the Safety Representative Scheme
- Implementation of health promotion initiatives and activities to improve health and wellbeing outcomes, particularly for the Incident Management Team (IMT)
- Site visits to all Op Tide operations and facilities, including hotel management, and advising on set protocols, opportunities for improvement and provide overall asset support
- Assisting with risk and hazard registers and providing governance support.

OTHER STATUTORY INFORMATION

Report against performance targets

Requirement under Public Sector Commissioner's Circular 2018/03: Code of Practice

Measures	Results 2017-18 Base year ^(a)	Results 2019-20 Prior year	Results - Current reporting year 2020-21	Target	Comments ^(b)
Number of Fatalities	1	0	0	0	No fatalities for 2020-21FY.
Lost time injury and disease incidence rate	4.06	5.04 ¹	4.88 ¹	0 or 10% reduction in incidence rate	¹ This data is correct as at 1 July 2021. It does not reflect all LTI incidence rate for the 2020- 2021 period. Delays are due to the reporting of injuries and then confirmation of incidents as an LTI's and the day's sick leave accrued against the incidents.
Lost time injury and diseases severity rate	7.25	10.77 ¹	5.62 ¹	0 or 10% reduction in severity rate	¹ This data is correct as at 1 July 2021. It does not reflect all LTI severity rates for the 2020- 2021 period. Delays are due to the reporting of injuries and then confirmation of incidents as an LTI's and the day's sick leave accrued against the incidents.
Percentage of injured workers returned to work:					
(i) within 13 weeks	93.0%	94.3%	94.7%	Actual target to be stated	This data is in relation to employees on Workers Compensation.
(ii) within 26 weeks	94.4%	97.6%	94.7%	Greater than or equal to 80%	This data is in relation to employees on Workers Compensation.
Percentage of managers and supervisors trained in occupational safety, health and injury management responsibilities (including refresher training within 3 years)	74%	82.5% ³	75%	Greater than or equal to 80%	³ Statistics include all employees who hold the rank of sergeant and above, or level 6 and above irrespective if their position is that of a supervisor or OIC/manager. It also includes employees who (at any rank/level) hold a position of supervisor/ team leader at the time of compiling this report.

Notes:

(a) The performance reporting examines a three-year trend and, as such, the comparison base year is to be two years prior to the current reporting year.

(b) Comment on agency performance over the three-year period.

Multicultural Action Plan 2021 – 2023

Requirement under Treasurer's Instruction 903(16), Public Sector Commission annual report guidelines 2020-21

The Western Australian Government launched the Western Australian Multicultural Policy Framework (WAMPF) for the public sector in March 2020. The WAMPF was developed based on the principles outlined in the WA Charter of Multiculturalism (2004). As a public sector agency, the WA Police Force are required to create a Multicultural Action Plan by developing actions that meet the policy priorities of the WAMPF.

As a result, the WA Police Force recently developed the inaugural Multicultural Action Plan 2021-2023 (MAP) a three-year action plan aligned with the strategic objectives of the WAMPF. The MAP outlines strategies to ensure that WA Police Force operations, services and programs are inclusive and accessible to people from culturally and linguistically diverse (CaLD) backgrounds, including our CaLD employees.

The WA Police Force is committed to providing trusted and valued policing to our diverse multicultural community. We recognise that people from CaLD backgrounds are particularly vulnerable to experiencing disadvantage and poorer outcomes as a result of the barriers that can limit their ability to access police services. Through the implementation of the MAP, the WA Police Force will improve the representation and participation of people from CaLD backgrounds, across all aspects of our service delivery.

The actions and associated deliverables contained within the MAP were developed in consultation with each respective Portfolio Head and Director, and will be included in each Portfolio's individual business plan.

The MAP was endorsed by the WA Police Force Corporate Board on the 26 March 2021 and subsequently approved by the Minister for Police on the 29 May 2021 and recently was acknowledged by the Minister for Finance, Lands, Sport and Recreation, Citizenship and Multicultural Interests.

Implementation of the MAP will follow the launch of an agency wide communication strategy in July 2021. Delivery of the MAP strategies and actions will span across 2021 to 2023, and progress will be reported in future annual reports.



Substantive equality – implementation of policy framework

Requirement under Treasurer's Instruction 903(16), Public Sector Commissioner's Circular 2015-01

The WA Police Force remains committed to achieving equitable outcomes for all Western Australians by addressing all forms of systemic discrimination, and by actively addressing gaps and barriers to meet the different needs of the diverse Western Australian community.

In the agency's ongoing action in implementing the WA Government's Policy Framework for Substantive Equality, a range of diversity, equity and inclusion initiatives have been undertaken in 2020-2021.

Aboriginal and Torres Strait Islander people

Strategies focused on Aboriginal engagement and employment remain a priority throughout the WA Police Force. There has been an increased focus on attracting, developing and retaining Aboriginal employees, particularly in regional and remote areas by introducing strategies to support Aboriginal culture, and to showcase the achievements of our Aboriginal police officers and staff with the intent to contribute to meaningful change in police and Aboriginal relations.



Aboriginal Cultural Awareness Training

In July 2020, the WA Police Force rolled out a bespoke Aboriginal Cultural Awareness Training online program, designed specifically for employees of the WA Police Force. The training is mandatory for all current employees, is included in the WA Police Force induction package for all new employees and is another important step towards Aboriginal Cultural Security.

Aboriginal Flag

The Aboriginal Flag now flies above every police station in WA after a special ceremony was held on Wadjemup (Rottnest) Island in December 2020 to mark the completion of the flagpole project.

Aboriginal Cadet Program

Police Recruiting has been working closely with Regional WA, Aboriginal Affairs Division and the Media & Corporate Communications Branch, to continue to identify and encourage prospective Aboriginal Cadet applicants from across WA. The knowledge exchange between cadets and police officers is proving invaluable as cultural concepts of justice, punishment and family relationships are shared. A considerable number of candidates have gone on to fulfil the roles of police officer or police auxiliary officer.

NAIDOC Awards 2020

Three awards were presented by Commissioner Chris Dawson to an officer from the Homicide Squad, Coolgardie and the Perth Police Station in recognition for outstanding commitment to building trusting relationships through positive engagement with the Aboriginal Community.

WA Police Force Aboriginal Service Medal

The WA Police Force Aboriginal Service medal is a tangible acknowledgement of the dedication and service to police duty by Aboriginal officers and staff. It demonstrates how Aboriginal employees are valued for their service, and it conveys to the community of Western Australia that Aboriginal people have maintained an invaluable role in law enforcement and in keeping the community safe. The most recent presentations were made at the WA Police Academy for metropolitan recipients. Regional presentations have also taken place in the Kimberley, Pilbara, Mid-West Gascoyne and Great Southern Districts.

A number of initiatives have been implemented in Regional WA and some key achievements include:

- Warakurna continues as the first all Indigenous-run police station in Western Australia. This station, in a remote corner of the outback, has proven that culturally-inclusive policing enhances trust, respect and genuine engagement with the local community and has led to a more harmonious relationship between police and Aboriginal people.
- The Mount Barker Aboriginal Community Centre was in a state of disrepair until OIC Sergeant David Johnson developed a joint initiative with the Pardelup Prison Farm and the local Aboriginal community, coordinating work crews to fully renovate the structure inside and out. The transformation has now created a welcoming place for local Aboriginal people. Many friends and family of the local Aboriginal community attended the opening in November 2020, some who travelled from as far as the Wheatbelt.
- Wheatbelt Police have engaged with the Aboriginal community and have implemented culturally appropriate initiatives such as playgroup Rhyme Time, smoking ceremonies, morning teas with Aboriginal Elders and youth, showcasing the Cadet program to students and the unveiling of a plaque with the hand prints of Aboriginal community members and serving police officers.
- A men's and women's basketball team consisting of Aboriginal and CaLD Cadets competed in a NAIDOC basketball carnival in Waroona in late November. The carnival ran over two days with teams travelling from Kununurra, Derby, Geraldton, Bunbury and a number from the Perth metropolitan area to compete and doubled as an opportunity for the community interact with police out of uniform.
- Mount Magnet Police developed plans for a Reconciliation Wall and Garden in consultation with the Badimia People. The intent was to provide a tangible symbol for everyone living in, or visiting Mt Magnet, that the past has been acknowledged and police are walking alongside them towards a brighter future. The Mount Magnet Police Reconciliation Wall has been named as the winner of the 2020 Tidy Town's Sustainable Community - Heritage and Culture Award.
- Working with Aboriginal Affairs Division, Police Air Wing (PAW) is working to obtain cultural authority to land aircraft at a range of sites, particularly in Regional WA.
- The COVID-19 pandemic has resulted in a significant number of Indigenous community members returning to 'Country' - relocating from larger regional centres to remote communities. An absence of a police presence within these communities meant there was a significant gap in information. Operation Extrusive was conducted over the months of July – September 2020 with the aim of re-establishing and strengthening relationships between police, communities and pastoral leases throughout the Wyndham subdistrict of the Kimberley. The operation involved all officers from the station and the employment of Isolated Community Patrols to travel to and engage with communities and stations.

OTHER STATUTORY INFORMATION

Youth

The WA Police Force fully funded opportunities for young Aboriginal and Torres Strait Islander employees to participate in the Emerging Aboriginal Leaders Program. The objectives of the Western Australian Aboriginal Leadership Institute Emerging Aboriginal Leaders Program are to develop leadership capacity for Aboriginal people.

The Common Goal and associated Developing Community Leaders Initiative are police-funded, diverse youth engagement programs. The programs are powerful initiatives which empower future leaders, effectively fostering cultural change and trust in the WA Police Force.

Common Goal soccer engages youth at the grassroots level, building community harmony and creating an opportunity for initial involvement with police. Individuals from this program are then selected to take part in the Developing Community Leaders Initiative mentorship/leadership initiative, where they are developed to become community champions and anti-crime advocates.

Budding leaders are provided peer-to-peer education (alongside police officers) learning various protective behaviours and communications skills, assisting them to educate their own communities in the process. This in turn strengthens partnerships and the promotion of community safety, with advocates conveying police messaging to a diverse range of community groups.

The program has had involvement from some outstanding young leaders, such as Ayor Chuot being elected to the Legislative Council, Viola Abi appointed to Crime Stoppers WA Board and Brenda Amito and Derek Nannup Jnr winning the Young Person of the Year award in consecutive years.

Diverse Sexuality

The WA Police Force continues to evolve into a more contemporary, diverse and inclusive organisation where everyone can bring all of themselves to work regardless of their sexual orientation, gender identity or intersex status.

During International Pride Month (held in June) the agency's Gay and Lesbian Police Employee Network (GALPEN) was renamed 'WA Police Pride.' Existing members are keen to build momentum following the name change, increasing awareness and promoting membership, while continuing to work closely with both Community Engagement Division and Employee Relations Division to further assist all employees to enjoy a safe, inclusive workplace.

WA Police Pride has become a network of LGBTIQ+ staff and allies to:

- Support LGBTIQ+ employees and all other employees collectively;
- Consult with senior management on LGBTIQ+ community issues;
- Educate police officers and police employee's on managing issues in diverse communities; and
- Engage with the community to celebrate collective achievements.

In early 2020, the WA Police Force became a member of Pride in Diversity, a nationally focused not for profit employer support program targeting equality in the workplace. Pride in Diversity publishes the Australian Workplace Equity Index (AWEI), the definitive national benchmark on LGBTQI workplace inclusion and comprises the largest and only national employee survey designed to gauge the over impact of inclusion initiatives on organizational culture in the context of diverse sexuality and /or gender. The WA Police Force participated in the AWEI survey 2021 for the second year enabling all employees, on an optional basis, to be able to safely share their views and opinions regarding sexuality and gender diversity within the workplace. The results of this survey will provide the opportunity to continue to develop more inclusive strategies, informed by key input from WA Police Pride.

Women

Women at all ranks and levels play an essential role within the WA Police Force and the agency continues to see a growing diverse cohort of highly skilled women in leadership roles.

A number of areas across the WA Police Force hosted events to celebrate International Women's Day on 8 March 2021, with the theme Women in Leadership: Achieving an equal future in a COVID-19 world. Many events raised funds with all proceeds donated to Women's Refuges and to provide new household items, children's school supplies and monetary donations to the Women's Council for Domestic and Family Violence Services WA for distribution to Metropolitan Refuges which help support women and children escaping family violence and setting up new homes.

In a first for the WA Police Force, a female Senior Constable completed the required training for a specialised role, Rotary Wing (helicopter) Tactical Flight Officer, at Police Air Wing. This officer is also the first female to become a fully qualified winch operator which required the completion of an additional 205 hours of rigorous training, on the ground and in the air, and in a simulator.

Whilst not only experienced by women, prevention of workplace sexual harassment is a significant focus for the WA Police Force. During 2020/21 a number of innovative learning events about sexual harassment in the workplace were presented by actors and a legal facilitator.

They were held in metropolitan and regional locations, providing participants with information on how to recognise sexual harassment in the workplace, strategies on how to effectively respond to it, and advice on how behaviour can be addressed early. It also focused on legal definitions, liabilities duty of care; making clear the expectation that all employees have a critical role in preventing sexual harassment, and anyone who observes inappropriate behaviour should disrupt it, report it and support the victim.

This followed several key awareness strategies including:

- Commissioner's Broadcast to all staff;
- Letter from a Deputy Commissioner to all line managers about their responsibilities to respond to reports of sexual harassment;
- A series of 'From the Line' articles;
- A 'Stop Sexual Harassment' screensaver; and
- District information sessions held, attended by Assistant Commissioners, presented jointly by Professional Standards and Human Resources.

Cultural and Linguistically Diverse (CaLD)

In response to the COVID-19 situation, Community Engagement Division worked with other government agencies to ensure members from CaLD communities received support and access to important information using language services to translate safety and restriction information in multiple languages.

Strategies focused on CaLD group employment are evidenced by outcomes such as the Graduation Parade for Recruit Course 6/2020 (Green Squad), with 11 graduates born overseas in countries such as Argentina, Scotland, Singapore, South Africa and the Philippines, while the remaining officers were born in Australia. Five of these officers can speak a second language and three officers derive from CaLD communities.

In January 2021, State Intelligence invited all officers from culturally diverse backgrounds who can speak languages other than English, to register their interest in assisting with confidential intelligence operations. Developing a register of officers with diverse language capabilities builds operational, organisational and cultural capacity and allows the agency to deploy this talent readily.

OTHER STATUTORY INFORMATION

Small Grants Program election commitments

Requirement under Department of Premier and Cabinet protocols received 9 June 2021

As part of the 2021 State Government Election, a commitment was made to fund a wide range of small grants throughout the state to support local community driven projects. WA Police Force was allocated six grants for management to the value of \$436,000, as follows.

Project Name	Description	Amount	Progress
CCTV Cameras - Metropolitan Region	Purchase of equipment to contribute to the management of general crime and traffic related hotspots.	\$200,000	Work is in progress to administer these funds.
Bunbury PCYC - Bus	Purchase of a second-hand bus for the Bunbury Police and Community Youth Centre.	\$115,000	Work is in progress for the purchase of the equipment.
Collie PCYC - Kitchen refurbishment	Update the kitchen and install air-conditioning at the Collie Police and Community Youth Centre.	\$60,000	Work is in progress to administer these funds.
Constable Care Child Safety Foundation - Model house	Build a driveway and footpath as a learning and safety experience at the Maylands Safety School.	\$30,000	Commenced - expected completion date October 2021.
Gosnells Police Station - Aboriginal artwork mural	Mural to be painted at the Gosnells Police Station by the Langford Aboriginal Centre.	\$20,000	Completed. The mural was unveiled in July 2021.
Gosnells PCYC - Equipment and electrical upgrade	Supply and install 3 Phase electricity to the Gosnells Police and Community Youth Centre workshop.	\$11,000	Work is in progress to administer these funds.

Due to the timing of funding allocation the agency was not able to allocate all the funding in the 2020-21. Therefore, an amount of \$416,000 has been carried over from 2020-21 to 2021-22.

Governance disclosures

Requirement under Treasurer's Instruction 903(14) and Public Sector Commission annual report guidelines 2020-21

WA Police Force does not have any shares that can be held, nor does it have subsidiaries with shares that can be held. Therefore, Treasurer's Instruction 903 (14) (i) and (ii) are not applicable.

Schedule 1 of the *Statutory Corporations (Liability of Directors) Act 1996* indicates that WA Police Force and the Road Safety Commission are not statutory corporations and do not have 'directors'. Therefore, Treasurers Instruction 903 (14) (iv) is not applicable.



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