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ANNUAL REPORT

NEW SOUTH WALES POLICE SERVICE



SYDNEY 1993

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The Hon Terry Griffiths, MP,
Minister for Police and Emergency Services,
Level 20, Police Headquarters,
Avery Building
14-24 College Street,
Darlinghurst, NSW. 2010.

Dear Minister,

I have pleasure in presenting for your information and presentation to Parliament the Annual Report of the NSW Police Service for the year ended 30 June 1993.

The report was prepared in accordance with the Provisions of the Annual Reports (Departments) Act, 1985, and the Public Finance and Audit Act, 1983, as amended, and complies with the standardised reporting formats for financial statements approved by the Treasurer.

Yours sincerely,



A R Lauer
Commissioner.



*The Hon Terry Griffiths, MP
Minister for Police and
Emergency Services*

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The granting of the Olympics to Sydney in the Year 2000 is a magnificent tribute to the dedication, commitment and faith of the entire NSW community.

No doubt, the euphoria of victory will have a positive effect on the public's mood and spirit. It will also have major ramifications for the profession of policing. But, moreover, the Olympics coup reflects well on our efforts to date to ensure social peace; to showcase Sydney as a city of stability and strength.

Equally, it adds considerable impetus to our aim to provide the Safest Streets in Australia by the Year 2000.

In many ways, it's been a year of re-definition; a time of organisational reflection, contemplation and re-invigoration.

Significant senior management reforms were instituted, the value of accountability, leadership and personal responsibility continued to be stressed while - on the street, where it counts - crime rates were steady in most areas and, in some cases, surveys have shown it to be falling.

This is a fine reflection of the effort being made by police and the community particularly considering the bewildering social landscape of which we are a part.

Despite the jubilation we all now feel for the Olympics, community focus in 1993 really took on a somewhat more sombre perspective.

It centred on the strains on families, the social cost of unemployment and, for some people, a feeling of vulnerability. Legitimate public debate also highlighted concern for the status of women, the plight of victims, the extent of domestic violence and the uncertainty faced by some young people in today's fast-paced world.

Yet again, we have tried to come to grips with these concerns in terms of planning, changing, and being effective in improving community safety. This has included improving police responses to domestic violence, child abuse and alcohol-related crime.

Service initiatives have contributed significantly to dramatically reducing fatal motor vehicle accidents, while police were also involved in educating inexperienced drivers and school children about road safety.

In developing new ideas, the Service has established Demonstration Patrols as testing grounds for better policing methods and is ahead of schedule with the introduction of a groundbreaking computer system to revolutionise data retrieval.

Addressing the policing needs of all groups in society has also been pursued with vigour through the development of appropriate policy statements and the further development of customer service initiatives.

However, while the results are pleasing, I can never be fully satisfied with our social and organisational achievements.

We can always do more. We must do more. We must always push ahead. The Police Service can never be content: there still continues to be crime, fear of crime and a community perception of crime that is out of kilter with the reality.

We must counter these beliefs and conditions with purpose and vigour. We must show our capacity to tackle emerging problems with new ideas - rather than relying on so-called "tried and true" policing methods and practice.

**Olympics 2000 -
A greater
impetus, more
responsibility
for police and
the community
to work together
for Safer Streets**

When we reach what we consider to be a target, we must be looking to re-define the goal. It's an ongoing process where there are continually moving targets.

Such a philosophy of continual improvement is totally consistent with our vision of achieving for NSW the Safest Streets in Australia by the Year 2000.

But what does this vision really mean?

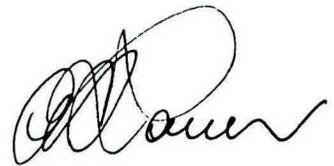
This is our challenge, my challenge; to try to convert this organisation's guiding notion of "Safest Streets- into a viable reality, so that for all members of the Police Service "Safest Streets" becomes a living concept. We need to develop a "picture" of community safety to which we can all aspire.

This Vision must achieve greater recognition and relevance; it must become something that is an integral part of all that we do; reflecting our own difficulties and concerns as police and, at the same time, promoting a feeling of safety and enhanced customer service.

Our success as a police service is directly linked to community safety.

There are many laudable police initiatives that have drawn on the theme of "Safest Streets" and increased community interaction. Our victory - and the long-term well-being of our streets - depends on us pushing the virtues of community-based policing.

In working towards our goal, I appreciate the support and strength of my policing colleagues, the Parliament and the community. I look forward to continued backing in the year ahead.



A.R. Lauer
Commissioner

COMMISSIONER'S HIGHLIGHTS

- Latest figures from the NSW Bureau of Crime Statistics and Research show no increase in most types of offences during the past three years.
- Significant falls were recorded in the levels of car theft and offensive behaviour during the same period.
- Independently conducted Community Satisfaction Surveys show 83 per cent of people having contact with police during the past six months were either satisfied or very satisfied with the service.
- Fatalities from motor vehicle accidents fell to their lowest level since 1948.
- Statewide strategies were adopted to boost police effectiveness in the areas of domestic violence and alcohol-related crime.
- New child abuse guidelines were introduced throughout the Service to improve procedures.
- Aboriginal Policy Statement and Ethnic Affairs Policy Statement were launched to improve service to those groups.
- Demonstration Patrols were established to test new policing procedures prior to statewide implementation.
- More than 200 officers were released for mainstream police work over 12 months following Department of Corrective Services taking responsibility for prisoner transport and court security.
- Major improvements were made to the handling of complaints against police.
- Customer Councils were established and Customer Service Manager appointed to ensure public expectations are being addressed by police.

- Computerised Operational Policing System (COPS) is ahead of schedule and will save \$42 million over current data search procedures.
- Police Safe Driving Policy was introduced to further reduce risks for the community and police during high-speed pursuits.
- Guidelines were introduced for more visible operation of speed cameras.
- Random Breath Testing target of one million for 1992-93 was exceeded by seventy percent.

FINANCIAL HIGHLIGHTS 1992-93

- After allowing for Treasury Protected Items, the Service achieved a saving of \$9.41 million against a 1992-93 budget of \$1.039 billion.
- Due to improved risk management practices, the Service received a refund cheque of \$944,000 from the GIO.
- The NSW Treasury confirmed that the financial performance of the Police Service had been outstanding.
- To provide a more accurate financial picture of Service assets and liabilities, accrual accounting was successfully introduced during 1992-93 in accordance with State Government requirements.
- In keeping with continued development of financial management, a further 85 sites were brought on-line with the Computerised Financial Management System. This brings to 151 the number of sites on-line as at 30 June.

**1992-93:
A time of
significant
achievement for
police and the
community**

*Police and the Community working
together towards safer streets*



Tony Lauer

PROFILES OF SENIOR OFFICERS

Strategic directions for the Police Service are determined by the State Executive Group (SEG), whose 16 members comprise senior police and civilian executives.

SEG, which meets monthly, was established in 1988 and represents the Commissioner's principal consultative body concerning overall policy development, planning, priority determination and performance. Since its formation, SEG has not had any female members.

Between SEG meetings, the focus on major issues is maintained by the Executive Team, which comprises the Commissioner, Deputy Commissioner, State Commander and Executive Director, Strategy and Review. The Team meets fortnightly to ensure appropriate management of operational policy, the implementation of Government policy and address matters referred to it by SEG.

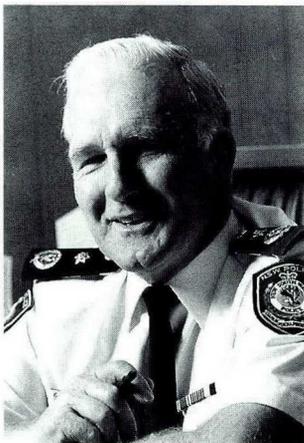
Two sub-groups also have input to SEG. They are:

State Commander's Action Team (SCAT): Comprises the State Commander, the Region Commanders, Assistant Commissioner for Operations Support, Assistant Commissioner for the Drug Enforcement Agency and the State Intelligence Group Commander. SCAT meets monthly to review operational performance and implement effective operational strategies in Regional context. SCAT also focuses on monthly assessments of corporate and operational performance indicators.

Strategic Planning Group (SPG): Comprises Senior Executive Officers, together with Executive Officers from corporate and operational areas. SPG meets monthly to ensure co-ordinated development of the Corporate Plan and the Executive Information System, together with corporate management information.



Neil Taylor



Bruce Gibson

TONY LAUER A.P.M., DIP.CRIM.
Commissioner of Police,
New South Wales

Commissioner Lauer was appointed to head the NSW Police Service in March 1991. During 38 years with the Service, he has held many senior appointments, including commands in the Criminal Investigation Branch, Internal Affairs, State Investigative Group and State Drug Group, Professional Responsibility and State Command.

He is a Member of the NSW Police Board, Operations Review Board - Independent Commission Against Corruption (ICAC) and the Management Committee - State Crime Commission. Mr Lauer is a Life Member and past President of the Police Association of NSW. He is also a Councillor of the Royal Humane Society of NSW.

NEIL TAYLOR A.P.M., DIP.CRIM.
Deputy Commissioner

During 31 years in the Service, Neil Taylor has held many high-ranking positions, including Senior Training and Development Officer and Principal of the Police Academy. Prior to appointment as Deputy Commissioner in April 1993, Mr Taylor was Assistant Commissioner, Education and Training - a role in which he oversaw a range of revolutionary police training courses, including the Police Recruit Education Program and the Executive Development Program.

BRUCE GIBSON A.P.M.
State Commander

Following city and country postings after joining the Police Service in 1954, Bruce Gibson moved to the Physical Evidence Section in 1961, where he spent nine years. Mr Gibson held command positions in the Physical Evidence Section, the Ballistics Unit, Anti-Theft Branch, State Intelligence Group and, prior to his present appointment in May 1993, South Region Commander.

NEIL BRIDGE B. SOC.SC.,
M.LITT.(POLICY STUDIES)
Executive Director, Strategy and Review

Following two years as Senior Policy Analyst in the Office of the Minister for Police and Emergency Services, Neil Bridge joined the Police Service in 1988. Prior to his filling his present position in June 1993, Mr Bridge was Chief-of-Staff (Administration) in the Commissioner's office.



JEFF JARRATT A.P.M., M.B.A., B.A.
Assistant Commissioner, Commander
Professional Responsibility.

Jeff Jarratt joined the Police Service as a cadet in 1965; he has worked in general duties, then later operational and administrative policy development. Before taking command of Professional Responsibility in April 1993, Mr Jarratt commanded the Office of Strategic Services.



KEN MORONEY A.P.M.,
A.DIP.J.A.
Assistant Commissioner, Executive
Director, Education and Training.

Half of Ken Moroney's 28 years in the Police Service was spent in various country locations in specialist and generalist positions. Prior to his current appointment in May 1993, Mr Moroney was the Commissioner's



Chief-of-Staff (Operations); he is now responsible for advising the Commissioner and Police Board on major Service education/training matters.

CLIVE MCLACHLAN
Assistant Commissioner, Drug
Enforcement Agency Commander

Following his appointment to the NSW Police Service in 1959, Clive McLachlan worked in a variety of duties, including highway patrol and detectives, in city and country locations. He was North-West Region Commander before being appointed to command the Drug Enforcement Agency in May 1993.



RAY DONALDSON
A.P.M.
DIP.CRIM., A.DIP.J.A.
Assistant Commissioner, Commander,
North Region.

Ray Donaldson was appointed North Region Commander in May 1993, following three years as Commander of the Drug Enforcement Agency. During 34 years in the Service, he has gained significant experience in a number of areas, including general duties, highway patrol and criminal investigation.



RUSS COOK A.P.M., DIP.CRIM.
Assistant Commissioner, Commander,
North West Region

After entering the Service in 1952, Russ Cook worked predominately on criminal investigation, including periods with the Organised Crime Squad and the National Crime Authority. Before appointment to his present position in May 1993, Mr Cook was North Region Commander.



ALF PEATE L.L.B., DIP.CRIM.
Assistant Commissioner, Commander,
South Region



Following admission to the Police Service in 1960, Alf Peate worked in criminal investigation at various command levels from 1961 to 1987. After serving as Executive Chief Superintendent in charge of Sydney District, he

was promoted to South West Region Commander before taking up his present position in May 1993.

NORM MARONEY A.P.M.,
DIP.CRIM.
Assistant Commissioner, Commander,
Operations Support



Upon joining the Police Service in 1956, Norm Maroney performed many duties but concentrated on criminal investigation, which ultimately led him to be appointed Deputy Director of the National Crime Authority. Until

his appointment as Operations Support Commander in 1991, Mr Maroney led the State Investigative Group.

COLIN BROWN B.A.(HONS.)
F.C.P.A.
Executive Director, Corporate Services

Mr Brown left the Police Service at the end of the reporting period and was succeeded by Ken Quince in July. Mr Quince, B. Bus., has spent 34 years in various Public Service positions, including Chief of Corporate Services for the NSW Department of Agriculture and Deputy General Manager for the Darling Harbour Authority.

DAVID GILL B.A., DIP.PUB.LAW
Executive Director, Human Resources



David Gill's extensive career in human resources management include positions as Personnel Manager of the Australian National University, NSW State Manager of

the Commonwealth Department of Veterans' Affairs and General Manager of the Royal Prince Alfred Hospital. Mr Gill took up his present position in 1991.

JOHN THOMS B.COM.(NSW)
DIP.TECH.(PUBLIC
ADMINISTRATION) F.C.P.A.
F.A.I.M.
Executive Director, Finance

Prior to joining the Police Service as Director Finance in 1989, John Thoms gained considerable experience in public



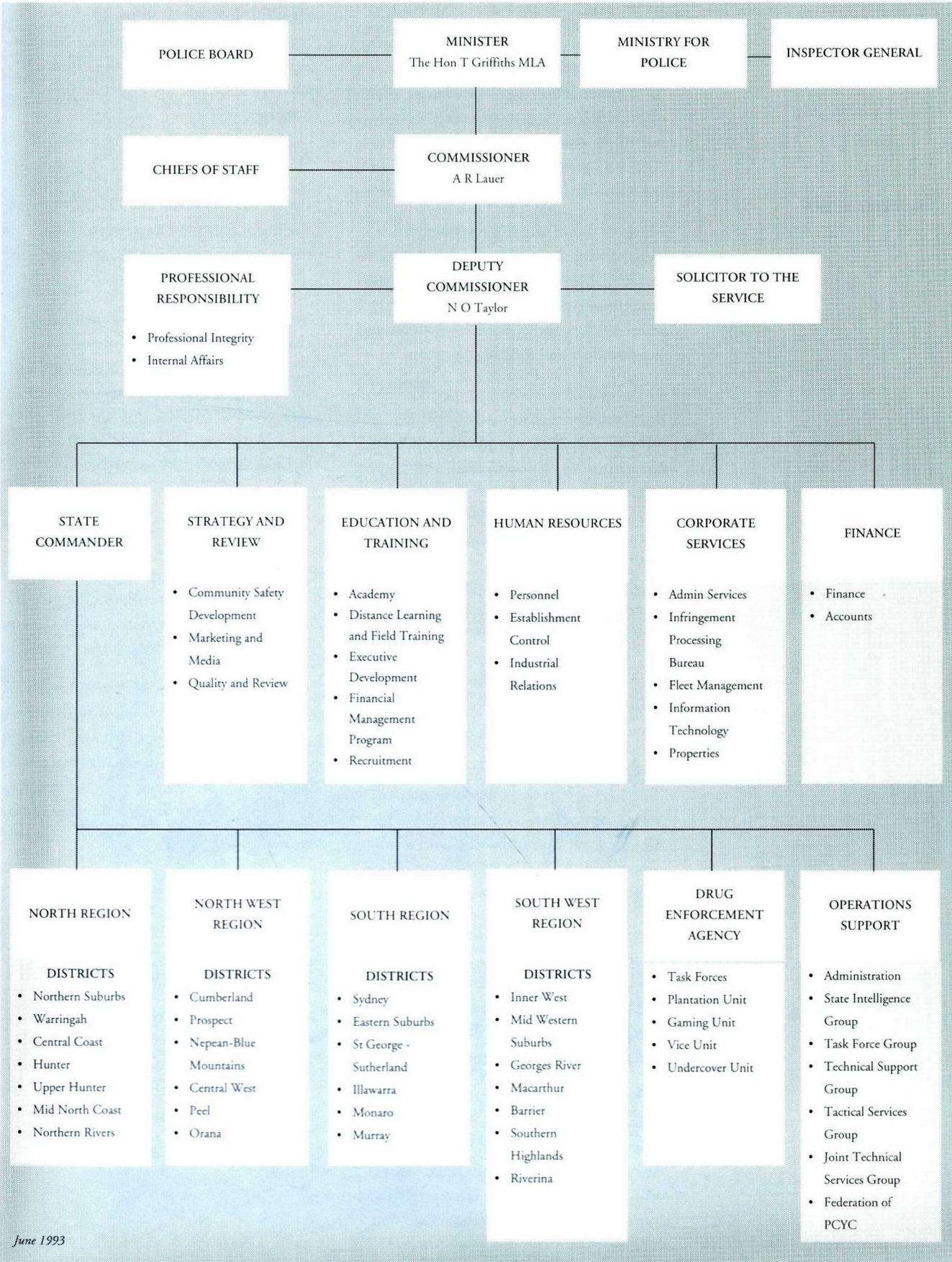
sector financial administration; this included positions with the Maritime Services Board, NSW Department of Agriculture and NSW Department of Health. He was

appointed to his present position in April 1993.

BILL GALVIN, A.P.M.
B.A.(SOC.SC.), GRAD.DIP.ADM.,
A.DIP.J.A.
Assistant Commissioner, Commander,
South West Region

Bill Galvin undertook a variety of duties in many areas of the State after joining the Police Service in 1963. This gave him broad operational experience and detailed understanding of critical issues facing the Service. Mr Galvin was serving as Sydney District Commander prior to his appointment as South West Region Commander in July 1993.

ORGANISATIONAL CHART



ORGANISATIONAL STRUCTURE

Significant change in the top level administration of the Police Service occurred with the establishment of the Ministry for Police and Emergency Services (1) under the Public Sector Management Act, 1988 on 23 September 1992.

The Ministry is responsible for providing high level advice and support to the Minister in achieving Government objectives for the portfolio. It also assists portfolio agencies achieve related corporate goals. The Director-General of the Ministry is Mr Tim Keady.

Many of the Ministry's responsibilities were previously undertaken by the Police Board of NSW (2), which retains its role in appointments and executive assessment, together with an involvement in education and training programs.

At the end of the reporting period, the Board comprised: Judge BR Thorley, AM (Chairman), Professor LM Birt AO CBE, Mr J Marsden, Commissioner AR Lauer APM. Other members of the Police Board who served during 1992-93 were Air Marshal Sir James Rowland AC KBE DFC AFC and Sir Harold Knight KBE DSC, whose terms expired on 20 June. Mr Marsden was appointed to the Board on 1 October.

Day-to-day operational command of the Police Service is the responsibility of the Commissioner.

In April, the previously combined functions of Deputy Commissioner and State Commander were separated. This provided the Commissioner with a full-time deputy and gave operational police a full-time commander.

The Assistant Commissioner in charge of Education and Training, Neil Taylor, was appointed Deputy Commissioner and the Assistant Commissioner in charge of South Region, Bruce Gibson, was appointed State Commander.

The overall functions of the Police Service can be broadly separated into Operational and Support commands. Although these commands have distinct responsibilities, they are inter-related and inter-dependent parts of the whole organisation.

Operational command (3) is responsible to the State Commander; it comprises four geographical regions, 26 districts and 167 patrols (local police areas). The Drug Enforcement Agency and Operations Support Group are also included in the command.

Support Command (4) comprises the areas of Professional Responsibility, Strategy and Review, Corporate Services, Finance, Human Resources, Education and Training, and the Office of the Solicitor.

A review of the Police Service organisational structure by the Office of Public Management in 1991-92 has seen the introduction of autonomous management units and global budgeting.

Operational policing has always been the Service's core business. However, since the reform process begun in the mid-1980s under former Commissioner John Avery, strong emphasis has been given to integrity and decentralised authority. Patrols are the centrepiece of service delivery to the community.

Corporate planning has given the Police Service the opportunity to effectively implement organisational change, order priorities and carefully manage resources.

DETERMINING THE CORPORATE PLAN

The introduction of Community-based policing to NSW in 1984 started a trend away from traditional methods of policing. Previously, emphasis had been on random patrols, rapid response to incidents and retrospective investigation.

Community-based policing, however, seeks to harness public support in the fight against crime. It attempts this in three ways:

- Police working with the community to identify local problems - using intelligence, surveys and consultation.
- Police working with the community to develop and apply solutions through community programs.
- Obtaining the right mix of public and private resources and applying them to the solution.

To fulfil its charter to the people of NSW, the Police Service is working towards its Vision of "the Safest Streets in Australia by the end of the decade".

As the basis for achieving this vision, an extensive, three-year Corporate Plan has been adopted. This plan is updated and refined annually to ensure it takes account of any changes relating to the policing environment of the state.

The Corporate Plan provides an overall picture of how the Police Service intends to meet the needs and expectations of its customers - the people of NSW. It acts as a charter to bring the Service and the community together to achieve the Vision.

The plan is updated by SEG in consultation with the Ministry, Police Board and the Minister commencing in October, in readiness for implementation in July of the next financial year.

This review takes into account the needs and expectations of our customers and determines the Police Service response to those needs and expectations. The review also examines the operating environment at all command levels.

The 1992-1995 Corporate Plan identified five key corporate strategies essential to achieving the Safest Streets Vision. These strategies have been developed as the Police Service Action Plan, which included a shift in emphasis to crime-prevention and problem-solving, improved human resources management, better professional practices, responsibility and accountability.

This has resulted in a high level (83%) of public satisfaction with police contact(5), no increase in most categories of crime during the past three years(6) and consistent long-term decline in community fear of crime(7).

MISSION

Police and the community working together to establish a safer environment by reducing violence, crime and fear.

VISION

"By the end of the decade NSW will have the safest streets in Australia."

The definition of streets is broad and includes improved personal safety in the home, at leisure, in the work environment and while travelling from place to place. It includes the issues of domestic violence, assault and property protection. Overall, it is about reducing the general level of fear of crime and disorder in our community.

STATEMENT OF VALUES

Each member of the Police Service is to act in a manner which :

- Places integrity above all
- Upholds the rule of law
- Preserves the rights and freedoms of individuals
- Seeks improved quality of life by community involvement in policing
- Strives for citizen and police personal satisfaction
- Capitalises on the wealth of human resources
- Makes efficient and economical use of public resources
- Ensures that authority is exercised responsibly

Significant progress has already occurred in focusing the Police Service on directing itself towards attaining the Safest Streets Vision.

CORPORATE OBJECTIVES

The Police Service has adopted the following corporate objectives to underpin its Mission:

- Make policing services more responsive to the needs and feelings of the community
- Encourage greater involvement of citizens in policing with a view to establishing a problem solving partnership
- Increase feelings of safety and security in the community by giving priority to order maintenance, crime prevention and detection programs
- Improve management of the organisation to optimise the productivity of its people and other resources
- Minimise corruption and strengthen accountability.

CORPORATE FOCUS 1992-95

The Safest Streets Vision will be achieved by improved operations management (focusing on increased use of crime prevention and problem-solving approaches to policing), development of our people, creation of models of best professional practice. Other important aspects in attaining the Vision are beat policing, increased co-operation with and responsiveness to the public in the form of a customer relationship.

In developing models of best professional practice Demonstration Patrols have been created to make all Patrols excellent.

KEY CORPORATE STRATEGIES

In line with its Vision, the Police Service has adopted following strategies to attain safest streets in Australia:

1. Improve operations by focusing on crime prevention and problem-solving
2. Maximise the abilities of our people through the development and implementation of integrated Human Resource and Education and Training Plans
3. Improve management by introducing models of best professional practice, promoting professional responsibility and

accountability and providing appropriate infrastructure

4. Increase responsiveness to customers and stakeholder expectations by improving communications with the community, our people and Government
5. Improve the Police Service strategic planning process to manage change effectively and steer the implementation of future directions.

STRATEGIC MANAGEMENT

To ensure the Police Service responds rapidly to changes in its operational environment, together with variations in community and Government expectations, corporate directions are reviewed annually.

New directions are developed by the Commissioner in consultation with the State Executive Group, the Ministry for Police and Emergency Services, the Police Board and the Minister for Police and Emergency Services. Ministerial and Executive planning workshops facilitate this process.

Strategic management is founded on a continuing cycle of inter-related activities, under the headings of program budgeting, corporate and strategic planning, performance review and evaluation. Each part of the cycle provides input and support for the other elements.

A planning calendar has been produced to track the strategic management cycle. The calendar emphasises the cyclic nature and inter-relationships between the main planning mechanisms, which are all linked to the "safest streets" vision.

Although the planning mechanisms affect the Police Service as a whole, they also relate to daily command management at Region, District and Patrol level.

However, as not all corporate priorities are relevant to every area and may differ with individual environments, every command and branch develops its own strategic plan using relevant aspects of the Corporate Plan to address local issues.

The links between corporate planning, finance and resource allocation strategies have been reviewed as part of the drive for better strategic management. As a

result, the Police Service's program budget is being restructured to improve operational focus on reactive policing, problem solving and crime prevention.

The new budget structure will promote greater consistency of resource allocation in line with the Corporate Plan's objectives and key operational strategies. The revised structure is due to be implemented in 1993-94.

Continual Improvement

Cycle of management



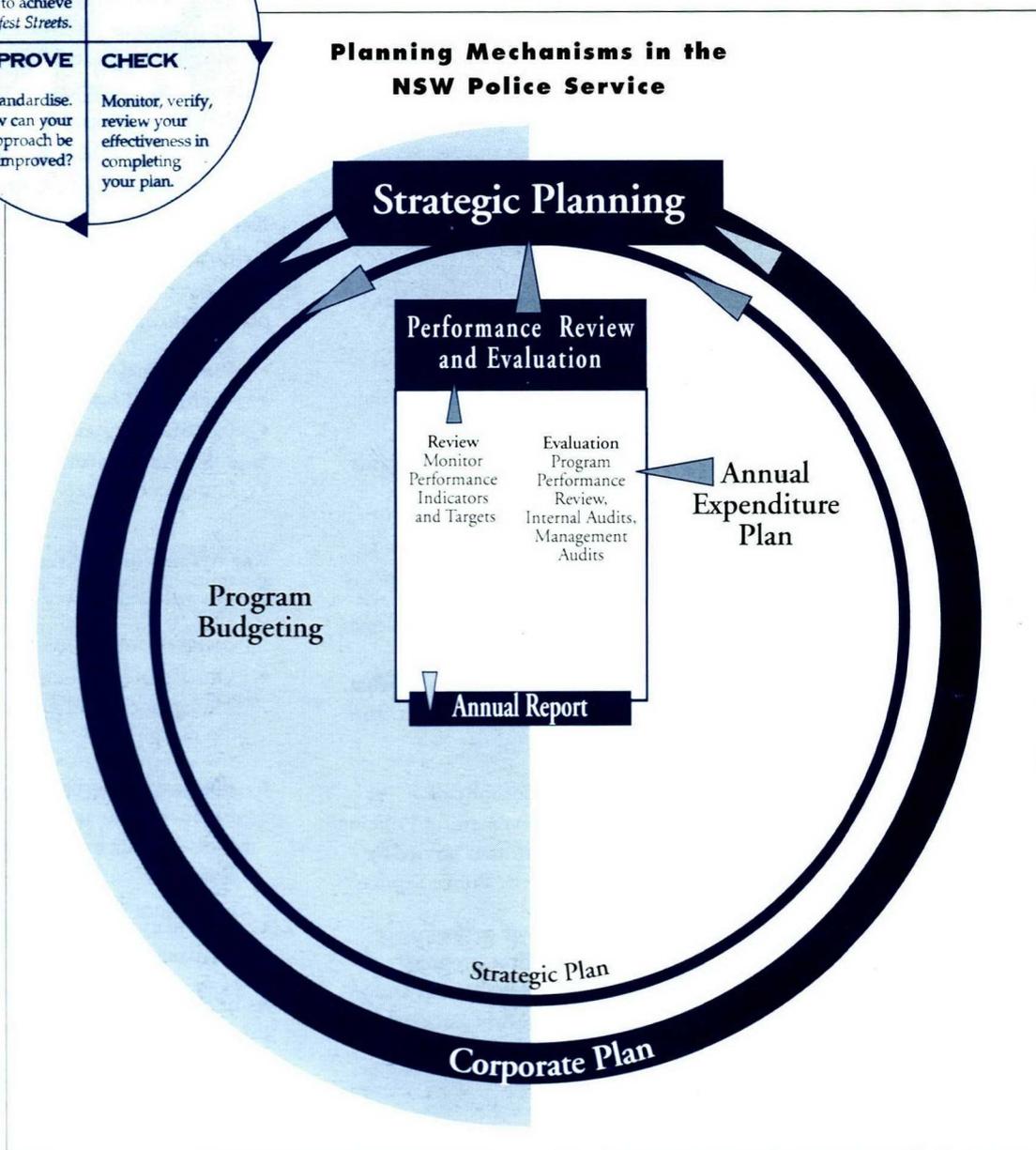
PROGRESS TOWARDS THE VISION

In pursuing the "safest streets in Australia by the end of the decade", the Police Service has established systems and processes directed towards this aim. The major elements are described below.

The Corporate Plan is updated each year to ensure it remains in line with the policing environment. The plan is then distributed to external participants in law enforcement activities and internally to commanders and managers throughout the Police Service.

Further, to ensure all staff were aware of the 1993-96 Corporate Plan's basic components and intent, a one-page summary of the plan was distributed to each of the Police Service's 16,000 staff - thereby providing them with a personal record of corporate direction.

Planning Mechanisms in the NSW Police Service



The strategic management framework promotes the effective implementation of the Corporate Plan and the attainment of the Vision.

Performance indicators have been designed to measure progress towards achieving the vision.

The computerised Executive Information System (EIS) has been structured to support the Corporate Plan by presenting performance indicators, crime statistics and other information in a decision-making format referred to as control charts. A monthly activity report supplements the EIS.

Structured monthly reports have been developed and incorporated into a Management Review Program, which requires SEG members to report regularly on progress in key areas of the Corporate Plan.

This has involved certain SEG members taking responsibility, or "sponsorship", of a particular area, such as property protection, road safety, etc., and developing strategies to address associated problems.

In addition to formal SEG reports, the State Commander meets Region Commanders monthly to review performance down to district and patrol levels.

Regions and other commands have developed strategic plans to ensure their activities are consistent with the Corporate Plan and contribute towards achieving the Safest Streets Vision.

Recent developments include:

- A "Commitment to Service" statement, which has been developed to explain in clear language what services the police provide and what the public has a right to expect from the Service
- Adopting the philosophy of "Continual Improvement in Policing" and improved customer service by every member of the Police Service
- The introduction of performance indicators to monitor progress towards achieving the Vision and to test the effectiveness of associated key strategies

- Program budget review to ensure resource allocations are relevant to modern policing requirements
- Performance Management Program extended below Senior Executive Service to patrol commanders.

CORPORATE PLAN EVOLUTION

A more highly developed version of the Police Action Plan was approved for inclusion in the Corporate Plan by SEG in January 1993.

The new plan refined the 1992-95 Corporate Plan's five strategies into Key Result Areas, Key Practice Areas and Key Management Areas. An overview of the 1993-96 Corporate Plan appears below.

Key Result Areas

The Service seeks to achieve results in the following key areas:

- Street Safety
- Road Safety
- Personal Safety
- Safety in Custody
- Property Safety
- Alcohol and Drug Related Crime.

Key Practice Areas

Results will be achieved when appropriate organisational practices have been put in place in the following areas:

- Professional Responsibility
- Continual Improvement
- Community-based Policing
- Effective Communication
- Customer Service.

Key Management Areas

Results will be achieved when these resources are properly managed:

- Our People - Human Resources Management and Education and Training
- Physical Resources - Computing, Financial Management., Properties, Fleet Management and Procurement Services
- Information Management and Transmission.

As in previous versions, the Corporate Plan's focus is on attaining the 'Safest Streets' Vision.

OPERATIONAL SERVICES

State Command

All operational activities of the Police Service are covered by this command, which comprises:

- The four regions: North, North West, South and South West
- The Drug Enforcement Agency
- Operations Support

As of June, the State Commander was made permanent Chairman of the State Rescue and Emergency Services Board. The Board is responsible for the effective control, co-ordination and training of Departmental and volunteer rescue agencies.

Operations Support

The major part of Operations Support are:

- Task Force Group - manages task force investigation of major crime. Areas of investigation include fraud, organised crime, and state licensing. Police from the Group are also seconded to the Independent Commission Against Corruption, the National Crime Authority and the State Crime Commission
- Tactical Services Group - Co-ordinates a broad range of services, including Traffic and Emergency Services, State Protection Group, Surveillance Air/Water Services, and Special Branch
- State Intelligence Group - responsible for Information Services, Intelligence Analysis, Special Projects, Telephone Interception, and Crime Stoppers
- Technical Support Group - controls Fingerprints, Physical Evidence, Communications Operations, Information and Services Sections
- Federation of Police Citizens Youth Clubs - delivers community-based policing programs to young people, particularly youth at risk
- Joint Technical Services - provides expertise and systems for a legal, ethical and technical surveillance

service in support of State and other Government agencies

Drug Enforcement Agency (DEA)

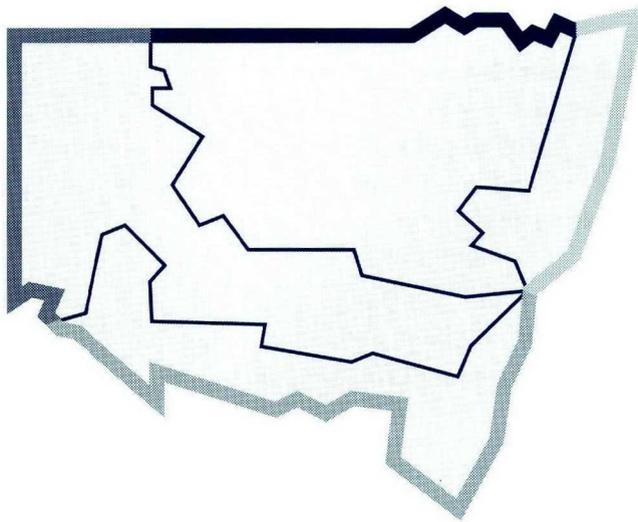
The DEA, which is commanded by an Assistant Commissioner, is responsible for the detection and suppression of illicit drug activities throughout the State. Approximately 270 people work for the DEA.

The Agency comprises the following units:

- Task Forces - their role is to identify and immobilise middle to upper level traffickers, with emphasis on covert operations
- Support Unit - assists the Task Forces, Plantation Unit and Regional Drug Squads, in addition to targeting middle-level dealers
- Plantation Unit - responsible for the investigation and eradication of major cannabis growers
- Undercover Units - infiltrate criminal organisations using covert means to identify traffickers
- Gaming Squad - enforces the Gaming and Betting Act, the Totalisator Act, and the Prevention of Cruelty to Animals Act (in relation to illegal betting and unlawful games concerning dog and cock fighting)
- Vice Squad - enforces provisions of the Summary Offences Act in relation to street prostitution, massage parlours/photographic studios. The Squad is also responsible for the Indecent Articles and Classified Publications Act, and the Film and Video Tape Classification Act

Police and the Community working together towards safer streets

REGIONS



South West Region

Area: 270,198 square kilometres

Population: 1.45 million

Authorised Strength: 2511 Police and 243 Administrative Officers

Police Stations: 100

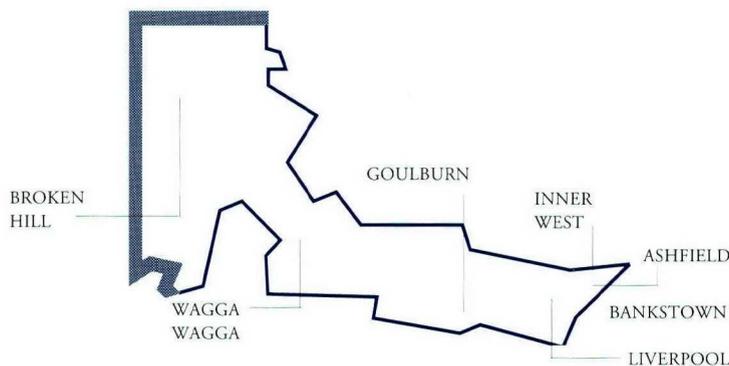
Patrols: 41

Districts:-Inner West, Mid-Western Suburbs, Georges River, Macarthur, Southern Highlands, Riverina and Barrier.

Other Commands:-Major Crime Squad, Dog Squad, Legal Services, Transit Police, Operations Support.

Significant features of the Region which have an impact on policing:

- Hume Highway - major interstate route
- vital infrastructure eg dams, gas pipe lines and power stations
- Australian Defence Forces, Correctional Centres are within the Region



- State Sports Centre Homebush - an area of massive development over the next five years
- seventy per cent of the Region's population resides in the four Sydney metropolitan districts
- the north-west of the Region suffers residual flooding risks as well as risk from bush fires
- Transit Police are attached to Lidcombe and Liverpool Patrols policing commuter travel over 130 kilometres between Glebe and Moss Vale
- significant Aboriginal and ethnic populations.

North Region

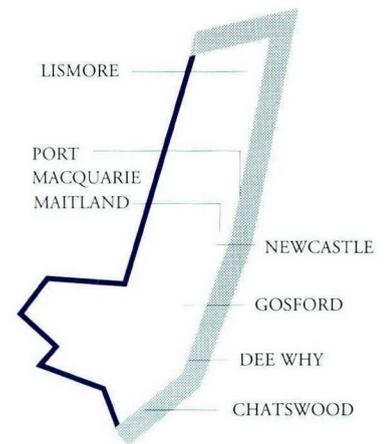
Area: 70,239 square kilometres

Population: 1.6 million

Authorised strength: 2840 Police and 321 Administrative Officers

Police Stations: 131

Patrols: 47



Districts:-Northern Suburbs, Warringah, Central Coast, Hunter, Upper Hunter, Mid-North Coast and Northern Rivers

Other Commands:-Operations Support, Major Crime Squad, Internal Affairs, Legal Services and Dog Squad.

Significant features of the Region which have an impact on policing:

- most urbanised Region
- highest tourist rate
- temperate climate
- transient life styles

- east coast is a major retirement area in the Region
- ageing population
- carries the major Sydney to Brisbane highway through large holiday resorts
- high incidence of fatal crashes on the Pacific Highway
- a major area for cannabis growing.

- major highways
- concentrations of Aboriginal and Ethnic populations
- major National Parks - fire, search and rescue

South Region

Area: 104,700 square kilometres

Population: 1.2 million

Authorised Strength:
3158 Police and 300 Administrative Officers

Police Stations: 102

Patrols: 39

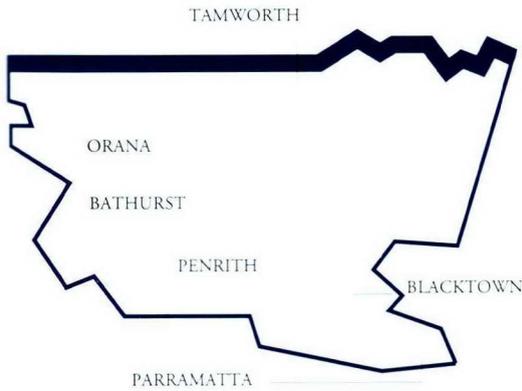
Districts:- Sydney, St George/ Sutherland, Murray, Eastern

Suburbs, Illawarra and Monaro.

Other Commands:- Major Crime Squad, Legal Services, Water Police, Internal Affairs, Mounted Police, Communications, Dog Squad.

Significant features of the Region which have an impact on policing:

- the entire Sydney Central Business District with a daily work force influx of 300,000 people
- major entertainment venues eg Darling Harbour, Entertainment Centre, Sydney Opera House
- sixty-six consular establishments, State Parliament and the official residence of the State Governor
- three international shipping ports - Sydney, Botany Bay and Port Kembla
- international and domestic airports (Kingsford-Smith)
- State's busiest railway stations and goods yards
- major industrial and high-risk centres eg Kurnell Oil Refinery, Port Kembla Steelworks
- correctional centres
- significant tourist area
- National Parks - fire, search and rescue



North-West Region

Area: 345,481 square kilometres

Population: 1.5 million

Authorised strength: 2623 Police and 284 Administrative Officers

Police Stations: 140

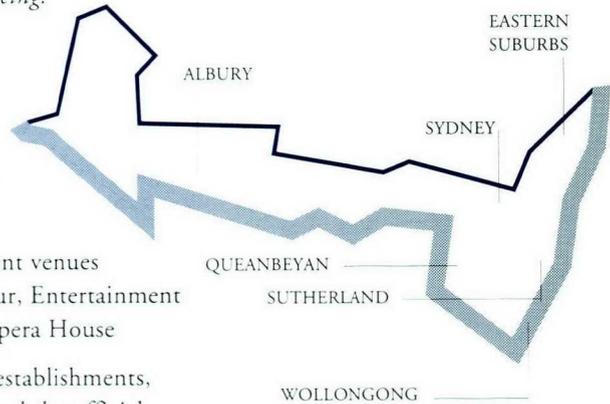
Patrols: 40

Districts:- Peel, Orana, Central West, Prospect, Cumberland, Nepean/Blue Mountains.

Other Commands:- Internal Affairs, Legal Services, Dog Squad, Transit Police, Operations Support.

Significant features of the Region which have an impact on policing:

- isolation
- communication difficulties
- demographics - large population increases, especially in Nepean/Blue Mountains and Prospect Districts
- major sporting venues eg Parramatta Football Stadium, Eastern Creek Raceway
- major river system with associated flooding
- correctional centres
- significant tourist areas eg Blue Mountains, Warrumbungle Ranges



SUPPORT SERVICES

Professional Responsibility

The Office of Professional Responsibility, which is commanded by an Assistant Commissioner, is responsible for ensuring that the Statement of Values is upheld by every member of the Police Service.

The Office's main focus is on the key corporate objectives of minimising corruption and strengthening accountability. It aims to create a culture which is self-disciplining and, where possible, based upon the problem solving approach to complaints through conciliation.

The structure of Professional Responsibility was altered in April when its Internal Affairs investigation function was regionalised and its associated arms of Office of the Solicitor and Comprehensive Audit Branch were moved to other commands.

This allowed Professional Responsibility to concentrate on major and complex investigations, in addition to overseeing regional internal affairs investigations. The Office will also focus on matters of corporate integrity.

Strategy and Review

Strategy and Review was formed in April after a restructuring of the former Office of Strategic Services. The office comprises the branches of Community Safety Development, Quality and Review, and Marketing and Media.

Strategy and Review is directly responsible to the Commissioner for providing high quality advice on corporate issues. The office is also responsible for strategic planning, policy analysis, program development, customer service development, statistical services and continuous improvement strategies.

Strategy and Review also has an important role in providing advice to the Minister and Police Board.

Corporate Services

The Corporate Services Command provides a range of technical and management services across the State. It comprises five branches and administers a total budget of \$34 million. Corporate Services is directly responsible to the Deputy Commissioner.

The Command's branches and their responsibilities are:

- Information Technology - plans, implements and manages information systems and facilities, including all computer and communications technology
- Properties - arranges the design and construction of accommodation to house and support operational and administrative personnel
- Administrative Services - manages uniform supply, provides general administrative support functions and administers the Firearms Registry
- Fleet Management - administers a motor vehicle fleet of approximately 3,000 vehicles
- Infringement Processing Bureau - manages the Self-Enforcing Infringement Notice Scheme (on-the-spot fines), including commercial activities with external clients.

Human Resources

The Human Resources Command is primarily responsible for the development of policies and strategies designed to improve the productivity, performance, placement, working environment and quality of working life of every NSW Police Service member.

The Directorates are:

- Personnel - responsible for Personnel Services and Statistical Information, Equal Employment Opportunity and Employee Assistance Services
- Establishment Control - develops resource policy, work force planning, organisational design, the monitoring of staffing levels and the administration of the police transfers and promotions systems
- Industrial Relations - develops policies and strategies to improve industrial relations within the Service and minimise industrial disputation.

Education and Training

The Education and Training Command supports the delivery of high quality policing services to the community by ensuring that the skills, knowledge and competencies of all personnel are well developed and up to date.

Consisting of 200 police and 145 administrative officers (including civilian academic staff), this command comprises the following branches:

- Goulburn Police Academy - in addition to recruit training, the 650-bed academy provides a wide range of specialist skills training, supervision and management development for all personnel
- Field Training Directorate - co-ordinates continuing education programs designed for probationary constables and on-the-job courses for all officers
- Executive Development - enhances the management performance of executives and potential executives through a range of professional development programs

- Financial Management Development - provides a range of financial training programs to line officers
- Recruitment Branch - in addition to identifying and selecting recruits, the branch is responsible for police careers marketing.

Finance

In recognition of the importance of prudent financial management, the Finance Branch was separated from Corporate Services and established as a distinct command in April.

The Command is responsible for the administration of the Police Service budget, which exceeded \$1.039 billion in 1992-93.

Finance reports directly to the Deputy Commissioner.

STRATEGY ONE: REDUCING CRIME AND FEAR

Objective - To improve operations by focusing on crime prevention and problem-solving.

By having as its Vision for NSW the "safest streets in Australia by the end of the decade", the Police Service has clearly identified its general strategic direction. The blueprint for achieving the Vision is the Corporate Plan.

The intent of the Corporate Plan, however, can only be fulfilled through appropriate operational actions. To this end, the Service has moved quickly to address a number of major areas that directly impinge on the Safest Streets Vision. These include domestic violence and alcohol-reacted crime.

The introduction of such strategies supports those areas where the Police Service has already had outstanding success, such as car theft and fatal motor vehicle crashes. In fact, the Police Service has already proved its overall effectiveness with no increase in most categories of reported crime during the past three years.

This has been achieved against Australia's worst economic downturn in 60 years - a situation when crime would normally increase. In a year of significant

operational achievements, Police Service effectiveness will continue to be enhanced as the Corporate Plan's objectives spread through all levels of the organisation.

Initiatives in Crime Prevention

Community registers 83 per cent satisfaction with police

The latest Community Satisfaction Survey (8) commissioned by the Service showed 83 per cent satisfaction among members of the public having contact with police.

This is amongst the highest levels recorded since the bi-annual surveys began in 1988. The result includes "stressful contact", such as the issue of infringement notices or Random Breath Testing.

The survey also revealed that approximately four in every 10 people have some type of contact with the police each six months.

Contact with Police and Public Satisfaction

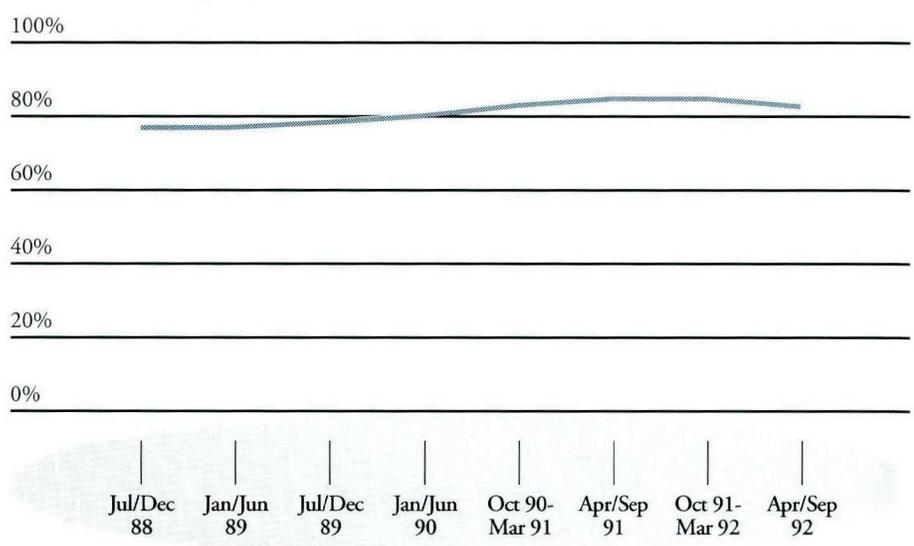
Every six months, around four in ten people have some type of contact with the NSW police.

Satisfaction with Police contact is high (even in stressful situations) with up to 85% of people having contact with NSW Police saying they were satisfied with the action taken.

This graph shows the trend in public satisfaction when contact with a NSW Police Officer has occurred.

Public Satisfaction with NSW Police

Base: The 40 per cent of the total survey that had contact with the Police Service in the previous six months



Fear of crime in the community falls in all categories

Community Satisfaction Surveys in NSW show there has been significant decline in public fear about being a victim of property crime, social disorder and serious crime during the past five years.

This consistent, long-term drop compares very favourably with other police services around the world. Despite this, existing fear levels remain significantly out of proportion to the likelihood of being a victim of crime.

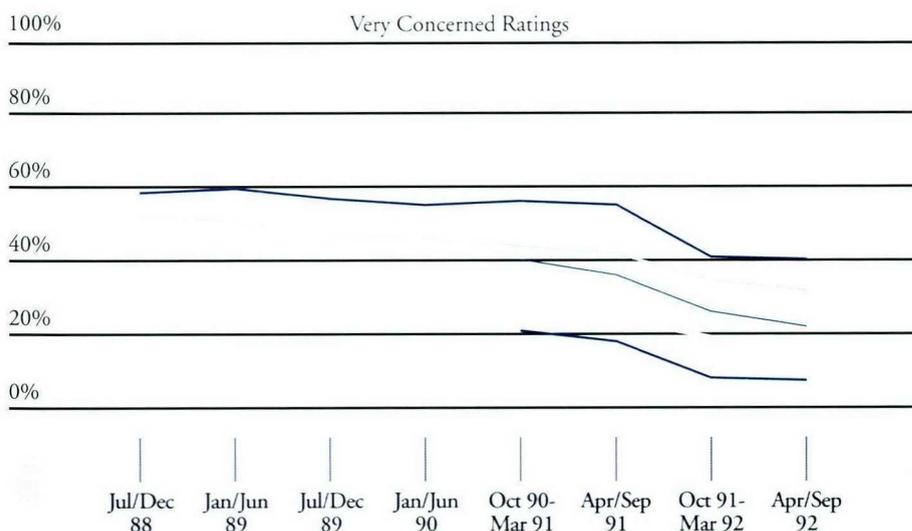
Survey reveals incidence of home break-ins, robbery, sexual assault and assault drop

A NSW Crime and Safety survey (9) to measure the actual level of some offences compared with the reported level is carried out by the Australian Bureau of Statistics for the Police Service each year.

Based on information collected from 17,300 households in April, 6.9 per cent reported being the victim of a break-ins or attempted break-ins during the past 12

Concern for Me and My Family - Property Crime

Base: Total Sample



Concern for Me and My Family-Property Crime

- Housebreaking/Burglary*
- Car Theft*
- Bagsnatching*
- Theft*
- Fraud*

Police rate highly for effectiveness

The latest Community Satisfaction Survey has also rated NSW police highly in many areas of crime prevention and public liaison. The most significant results are:

- 84 per cent of the survey endorsed greater community-police interaction
- 67 per cent rate local police favourably in assisting the community
- 67 per cent believe their local police are effective in solving problems, maintaining traffic safety and enforcing the law
- 80 per cent believe their local police are responsive, polite and helpful

months. This compared with 8.3 per cent in the previous year.

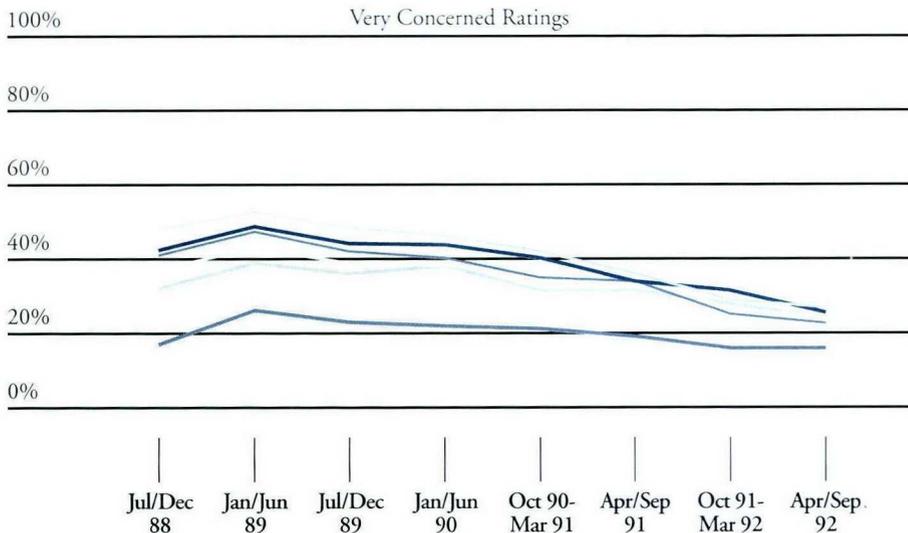
The percentage of respondents saying they had been the victims of robbery, assault or sexual assault also fell, from four per cent in 1991-92 to 3.2 per cent now.

Additionally, the survey revealed that 54.7 per cent believed there was "no perceived problem" with crime in their neighbourhood.

Police and the Community working together towards safer streets

Concern for Me and My Family -Violent Crime

Base: Total Sample



Concern for Me and My Family-Violent Crime

Sexual Assault

Street Assault

Child Abuse

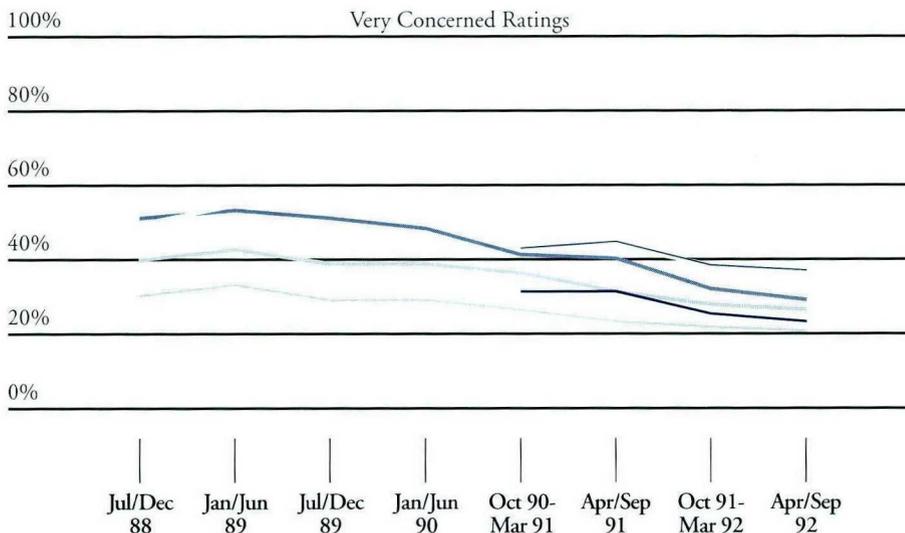
Murder

Armed Robbery

Domestic Violence

Concern for Me and My Family -Social Disorder

Base: Total Sample



Concern for Me and My Family-Social Disorder

Drugs

Drink Drivers

Speeding Drivers

Vandalism

Youth Gangs

Loutish Behaviour

Increasing personal and family safety

Domestic violence training raises police effectiveness

Changes to firearms laws gave police increased powers and responsibilities in relation to domestic violence offences, especially where firearms are accessible in the home.

An extensive training program was conducted throughout the state to provide police with knowledge on the new legislation and procedures. Part of this program included the video "Just Another Domestic", which stressed the need to improve police response to domestic violence victims.



An external review of the domestic violence training package by the Police Education Advisory Council praised the package, in particular the video, which, it said, had "a positive effect upon the Police Service in the way officers view domestic violence incidents. It has prompted considerable discussion and debate and reinforced police practices".

Other Australian police services, the New Zealand Police Force, support agencies and academics also praised the video and the accompanying training material.

A marketing program directed to alerting victims of violence and the wider community to the new laws was also launched. Statistics are being collected by the Service to monitor responses to the legislative changes.

New guidelines strengthen child abuse investigation

Improvements in training and on-going evaluation have ensured that police are

better able to respond to the needs of abused children.

The major achievement in this area was the statewide implementation of Guidelines for the Investigation and Management of Child Abuse, which was supplemented by an education package. A Child Protection Advisory Committee has been established to update the guidelines and advise the SEG on child protection matters.

In other initiatives, a specialist course in child abuse investigation has been implemented and evaluation is currently under way on a pilot program at

In addition to improving training for child abuse investigators, the Police Service again took part in Operation Paradox, a national annual public phone-in to report abuse against children. More than 470 calls were investigated by police after the 1992-93 phone-in.

The most effective weapon against Child Sexual Abuse





To provide further assistance to victims of crime, a number of Care Units have been trialled in Sydney. The units use experienced officers to assist people affected by crime and provide advice about support services.

Newcastle involving the electronic recording of abuse victim interviews.

Operation Paradox, a national phone-in reporting child abuse, was held in August 1992 and received 476 phone calls, all of which were investigated by police.

Taree Child Mistreatment Unit established to provide better service

To reduce response times to abuse investigations in the lower Mid-North Coast District, a Child Mistreatment Unit under the Major Crime Squad, North Region, was established at Taree in June

Previously, specialist police from Newcastle or Coffs Harbour dealt with these matters, but the new unit has boosted the level of service and reduced associated costs.

It has also improved Police Service liaison with other support agencies, such as the Department of Community Services, private and Church welfare groups.

Care Units support victims of crime

To further extend police assistance to victims of crime, five care units have been trialled in the Sydney area. These units are staffed by experienced officers who provide initial assistance, advise on local support services, offer follow-up in crisis situations, and advise on basic legal options.

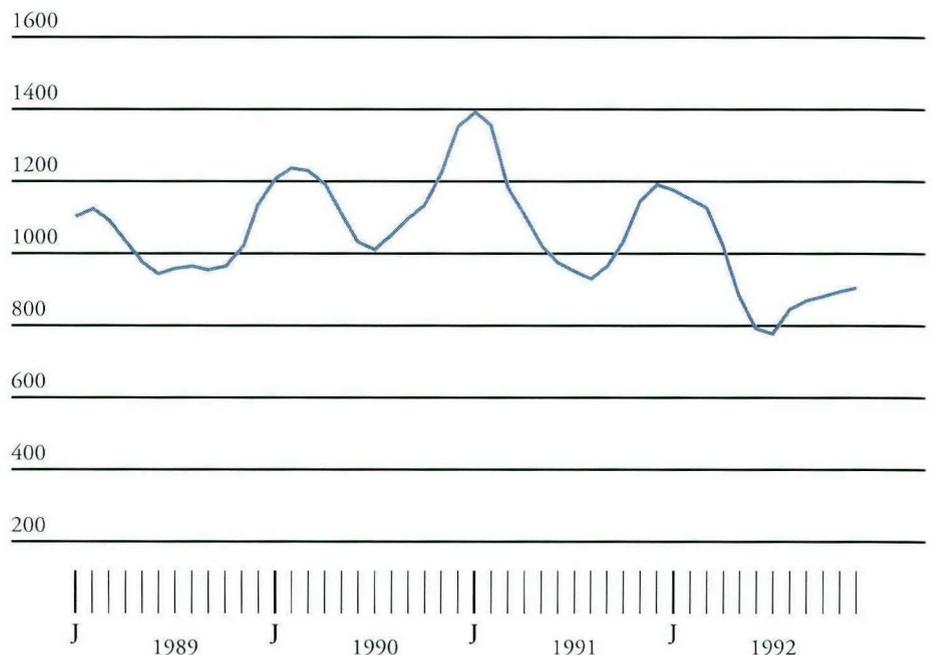
Additionally, the Commissioner established a Victims' Policy Working Party to develop a statement of intent to clearly focus police obligations and responsibilities towards victims.

Offensive Behaviour drops significantly

Offensive behaviour dropped 16.5 per cent during the past three years, according to statistics released by the NSW Bureau of Crime Statistics and Research in June.

Police throughout the state use intelligence gathering to identify troublespots and conduct operations against a variety of street offences as a result of that information.

**Monthly Average of Offensive Behaviour
Jan 1989-Dec 1992**



**Offensive Behaviour
Jan 1989-Dec 1992**

Latest figures from the NSW Bureau of Crime Statistics and Research show offensive behaviour reports have dropped more than 16 per cent during the past three years

Operations Clean Sweep and Clean Street, which were conducted by the Orange Patrol in December and January, are examples of such action. Police concentrated their attention during times and at places identified with problems; this resulted in the charging of 43 people with 63 offences, such as offensive behaviour, malicious damage and assault.

Beat police reduce fear and crime

Areas where beat police operate show significant reductions in overall crime and fear levels. Conversely, an increase in information and intelligence about criminal activities also occurs.

It is this information which dictates where and when beat patrols operate. Currently, 1,076 beat police (155 sergeants and 921 constables) have been deployed. This represents almost eight per cent of total Police Service operational personnel. A further 300 beat officer positions will be created by 1995.

Beat police also assist with the delivery of important community policing programs, such as Neighbourhood Watch, Safety Houses, Business Watch and Safety Advice for the Elderly.

Among areas to receive beat police during the year was Albury, which received five officers in June. A total of 146 new beat positions were created in 1992-93.

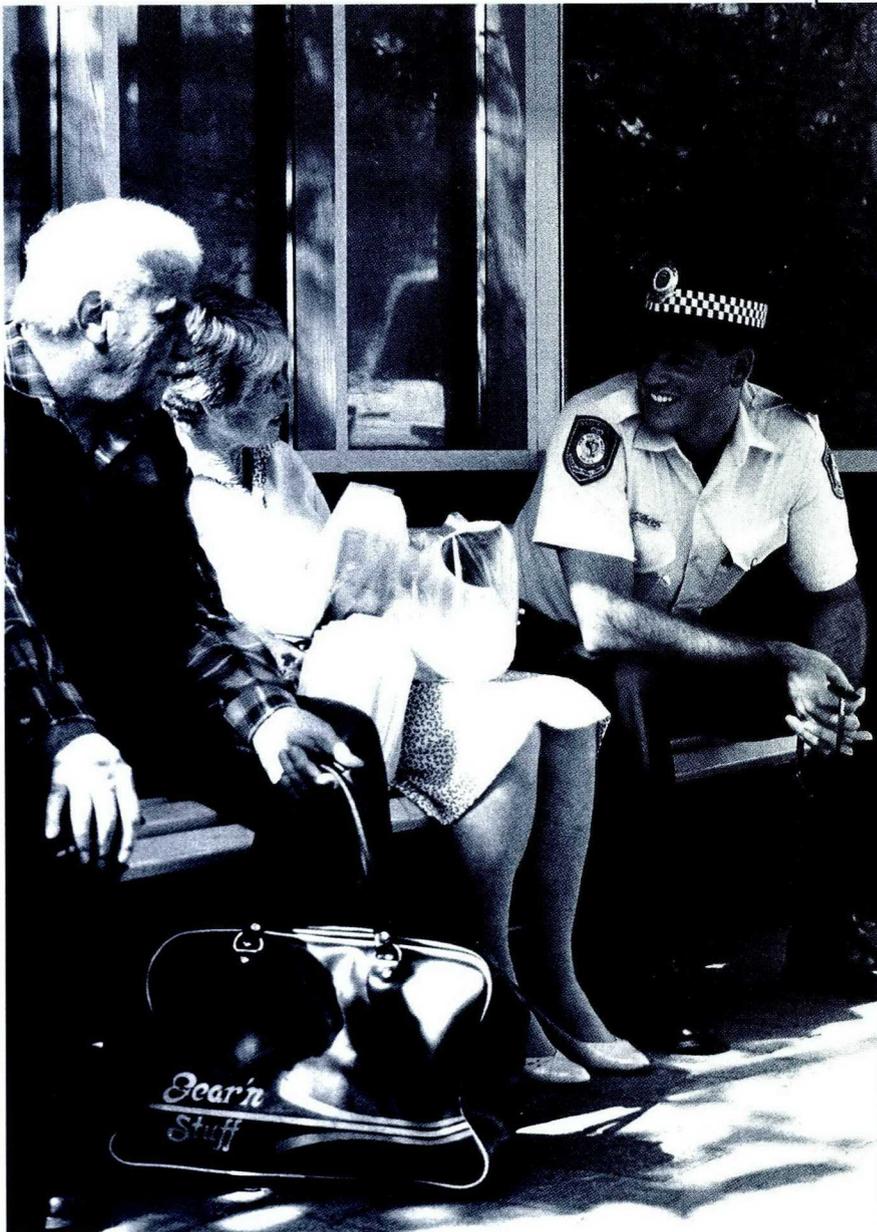
Property protection strategies aim to reduce community fear

Destruction and damage to property in and around public places is recognised as a major concern to citizens and a creator of fear in public places. To reduce such incidents, numerous initiatives have been undertaken statewide, including the focusing of local intelligence on problem areas and individuals.

Police have been made aware of their powers relating to street crime and underage drinking. This has led to increased patrolling of identified trouble spots.

Community/Police liaison has been stepped up to encourage the reporting of street crimes and to educate the community on the need for personal security measures in relation to street safety.

The continued expansion of the beat police program has seen a reduction in fear and increased crime intelligence in areas where the patrols operate. More than 1,000 beat police operate throughout the State.



The Graffiti Task Force has had considerable success, with 179 people arrested and 461 charges laid during 20 operations throughout the year. Meanwhile, significant concentration on street offences, such as handbag snatching, assault and robbery in Sydney's Mid-Western Suburbs District saw those crimes fall by 20 per cent (down from 228 to 184) on the same period last year. (10)



100,000 Crime Prevention booklets distributed

Approximately 100,000 crime prevention booklets were distributed by police to the communities around the State during 1992-93.

The 20-page booklet contained simple, cost effective information about what people can do to protect themselves, their

Many of these police will be allocated to beat duties in western Sydney and 30 will be allocated to a new Serious Fraud Task Force.

The removal of police from what are non-policing roles will ensure the community benefits fully from its investment in training officers for law enforcement duties.

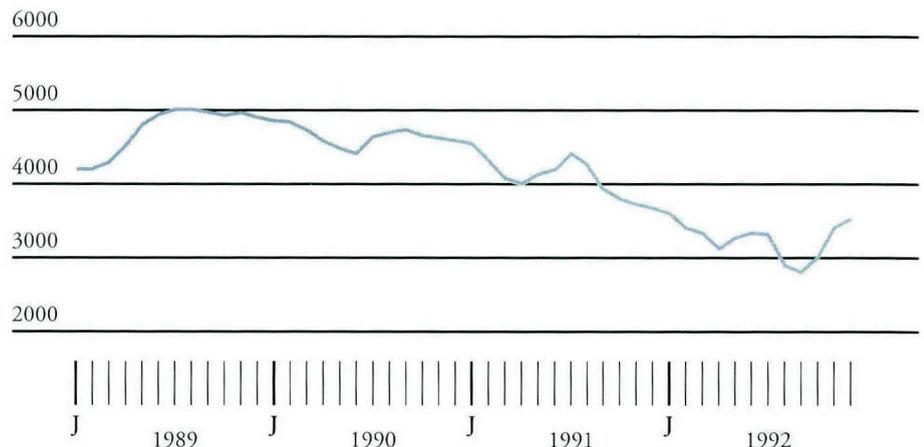
Central Coast District operations protect travellers' homes

An estimated 15,000 Central Coast residents travel to work in the Sydney Metropolitan area daily, thereby leaving homes unattended for long periods.

Motor Vehicle Theft Jan 1989-Dec 1992

Latest figures from the NSW Bureau of Crime Statistics and Research show a fall of almost 29 per cent in car theft during the past three years.

**Monthly Average of Motor Vehicle Theft
Jan 1989-Dec 1992**



family and property from being affected by crime.

By placing the emphasis on what individuals can do to reduce crime, the booklet also stressed the need for police and the community to work together for safer streets.

Court and prisoner duty swap puts more police on the beat

More than 200 police will be freed to concentrate on operational duties after being relieved of their court and prisoner security responsibilities starting in April. Department of Corrective Services officers are being phased into the positions over 12 months.

To reduce the incidence of home break-ins, Patrols in the District co-ordinate their intelligence information and conduct regular operations at locations identified as being at risk.

Such operations resulted in a drop of 13.8 (11) per cent for home break-ins (down from 1,719 to 1,482 offences) throughout the District during the past year.

Motor vehicle theft strategies result in big fall

A concerted police effort has reduced motor vehicle theft by almost 29 per cent during the past three years; figures from the NSW Bureau of Crime Statistics and Research confirm this (12). All patrols

where motor vehicle theft is an identified problem are now required to have an action plan to address the issue.

A significant side benefit to car owners has been the reduction in car insurance premiums.

A National Motor Vehicle Theft Forum, attended by law enforcement and relevant industry bodies, was sponsored by the NSW Police Service in July. The forum's main finding was that vehicle component labelling would be a major step in reducing motor vehicle theft across the country.

Some vehicle makers have now moved in this direction and have started making greater vehicle security an important selling feature.

Special operations slash District motor vehicle theft by 28 per cent

A series of special operations saw motor vehicle theft in Sydney's Inner-West District cut by 28.5 per cent (3,703 to 2,645) during the year (13).

The operations, which were a mix of Patrol and District Special Operations Group actions, conducted covert operations against known theft blackspots and targeted specific thieves.

Special attention was also paid to motor vehicle workshops, spare parts outlets and car dealers identified as being in receipt of stolen property.

Meanwhile, other commands to record significant falls in motor vehicle theft during the year were Prospect District, which dropped 11 percent (4,449 compared with 5,987), and Eastern Suburbs District, which dropped nine per cent (2,407 compared with 2,660). (14)

Shop-stealing prevention program to go Statewide

A school education package designed with police assistance in Albury to reduce the incidence of shop-stealing has been developed for distribution statewide.

The "Not Bought - You're Caught" program, which is supported by the Department of School Education and the Retail Traders' Association, features a video, classroom lesson material for Years Three to Nine students and on-the-job

training instructions for operational police.

The program aims to educate young people about the impact of shop-stealing on the individual, the family and the wider community. It also emphasises the values and benefits of positive citizenship in personal behaviour.

Community safety increased through Neighbourhood Watch funding

Changes to the Neighbourhood Watch scheme in 1992 allowed local communities to seek grants for community safety projects. Almost \$100,000 has been allocated to 100 projects, ranging from reflective house numbers to Neighbourhood Watch display trailers.

An innovative use of the grants has come from the Miranda Patrol, which ran a series of advertisements in the local cinema informing the community of police initiatives and seeking support to combat crime.

Neighbourhood Watch, which receives \$250,000 sponsorship a year from the NRMA, currently covers 1,500 areas across the state and represents 1.2 million homes.

Aligned with Neighbourhood Watch are Business Watch, which covers almost 3,466 premises, and Marine Watch, which monitors more than 8,800 vessels in 20 coastal areas. Marine Watch and Water Police collaboration in Sydney resulted in stolen property worth \$1.8 million being recovered during the year.

Tackling drug and alcohol related crimes

Statewide plan adopted to fight alcohol-related crime

As alcohol-related crime accounts for 80 per cent of all violent offences, (15) the Police Service has developed a statewide strategy to address this issue. The importance of this strategy is supported by research estimating the cost (health, economic and social) to the Australian community through the misuse of

Police and the Community working together towards safer streets

alcohol is estimated at \$6 billion a year. (16)

An officer training video, "Policing of Alcohol-Related Crime", represents the cornerstone of the plan. Its major points stress the use of intelligence to target areas suffering alcohol-related crime, the subsequent development of a Patrol action plan to combat these offences, and the direction of resources to other than licensed premises.

Community involvement in helping police address alcohol-related crime is also stressed in the strategy. As such, each Patrol Commander across the State will host an Alcohol-Related Crime Forum involving relevant Government agencies, licensed premises, their staff, neighbours and the general public to develop solutions to these offences.

Major push against amphetamine laboratories

Targeting increased amphetamine use in the community, the DEA developed a Taskforce in July to investigate the drug's manufacture and distribution.(17)

This has led to the detection of 18 illicit amphetamine laboratories and the seizure of almost 60 kilograms of the drug, worth a total of \$1.8 million. The Taskforce charged 62 people with 447 offences during 1992-93.

Meanwhile, changes to the Poisons Act, which required chemical companies to notify the commissioner's office of product sales (precursors) that can be used for amphetamine manufacture, have also helped police locate drug laboratories.

The companies have taken this initiative further by creating their own code of conduct and broadened the criteria for reporting the sale of amphetamine precursors.

Drug dealers' assets worth \$3 million seized

Police seized the property and cash of drug dealers worth \$3,123,528 under the Drug Trafficking (Civil Proceedings) Act during 1992-93. These assets were forfeited to the State.

A total of \$4,326,658 in assets and cash have been seized by police since the legislation came into force in 1990.

Asset confiscation is regarded by the Service as an important part of its approach to drug law enforcement, because it reduces the likelihood that dealers or those contemplating becoming involved in the trade will be able to keep their profits after detection.

The Police Air Wing assisted during the year in operations where cannabis worth \$158 million was seized and 210 arrests made. The Air Wing, which comprises 30 police and three Bell Jet Ranger helicopters, recorded 2,220 flying hours from its base at Sydney's Bankstown Airport during 1992-93.



The Drug Enforcement Agency's Taskforce against amphetamines led to 18 illicit laboratories being detected, 60 kilograms of the drug being seized and 62 arrests during the reporting period. Due to the potentially toxic nature of chemicals used in amphetamine production, police take special care entering laboratories, including the wearing of breathing apparatus.



North Region Districts seize cannabis worth \$51.8 million

Three North Region Districts, Upper Hunter and Northern Rivers, Mid-North Coast seized cannabis with a total street value of \$51.8 million during the year and arrested 213 people as a result.

Due to its temperate climate, North Region is subjected to more large-scale cannabis growing than other regions.

This being the case, cannabis eradication is part of North Region's ongoing strategic operational plan, with police raids occurring inline with the drug's peak growing time.

Air Wing involved in drug seizures worth \$158 million

The Police Air Wing, among other duties, assists the DEA by gathering information and performing surveillance in major drug operations.

During the year, the Air Wing was involved in operations where cannabis worth \$138 million was seized and 210 arrests made; it also played a role in the detection of hard drugs valued at \$20 million, which resulted in 60 arrests.

The Air Wing comprises 30 police, three Bell Jet Ranger helicopters and is based at Bankstown Airport, Sydney. Included in its 2,220 flying hours during 1992-93, the Air Wing was involved in directed aerial patrols, search and rescue operations, reporting on fires, floods and traffic.

Heroin worth \$120 million seized

In Australia's largest seizure of its type, high-grade heroin worth \$120 million was recovered by local detectives and members of the DEA Support Unit from a factory on Sydney's Northern Beaches in June.

The drug had been imported from South East Asia and was 75 per cent pure. Three men were charged in relation to the find, which also netted \$212,000 in cash

Meantime, local police, DEA officers and Major Crime Squad detectives charged 195 people with 386 charges during a four-month operation aimed at street level heroin distribution in Cabramatta.

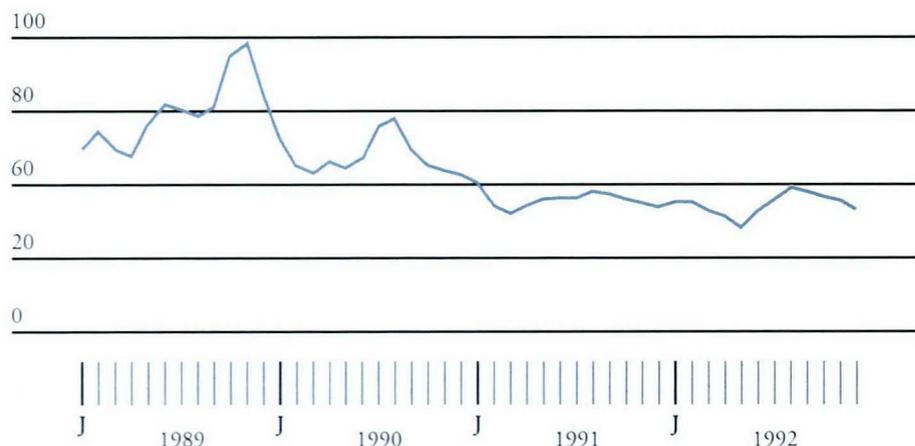
Making the roads safer

NSW road toll the lowest in 45 years

Fatal motor vehicle accidents in NSW have fallen to their lowest level since 1948. The total number of deaths on the State's roads for 1992-93 was 597. This compares with 651 for 1991-92.(18)

This reduction is a remarkable achievement, particularly when the number of registered motor vehicles in 1948, which stood at 374,257, is compared with the 3.76 million in the reporting year.

**Monthly Average of Fatal Crashes
Jan 1989-Dec 1992**



Fatal Crashes Jan 1989-Dec 1992

Latest figures from the NSW Roads and Traffic Authority show fatal collisions have dropped during the past three years despite an increase in car registration.

New operational guidelines for the use of speed cameras were introduced to highlight the technology's role in improving road safety. Locations where speed cameras are used show a 22 per cent reduction in serious motor

This camera



saves lives.

Red light cameras have reduced the number of serious right-angle crashes by 56 per cent at intersections where they have been installed.

Increased police activity in the area of road safety has contributed significantly to the lowest level of fatalities from motor vehicle accidents since 1948.

Although police enforcement and education in a variety of areas has been stepped up, the drop in fatalities is also related to better road construction at accident blackspots and the economic downturn, which has meant people driving less or not at all.

The social and economic cost of road crashes is immense. NSW Roads and Traffic Authority statistics show that in the past decade more than 9,700 people have died in accidents, with a further 87,000 people receiving hospital treatment for injuries.

Motor vehicle accidents have cost the community an estimated \$20 billion (19) during the 10 years, to 1990 with approximately one family in four having an immediate member affected by road trauma during that time. Riverina District recorded one of the biggest drops in road accident fatalities, with a 46 per cent fall 19 deaths compared with 35 during the reporting period.

New operational guidelines ensure traffic blackspot focus

In an effort to further reduce the road toll police continued to target accident blackspots. New guidelines for speed camera operations and increased red light camera numbers strengthened this push.



Since their introduction in March 1991, speed camera sites have recorded a 22 per cent reduction in serious casualty accidents. (20)

The new operational guidelines, which came into effect in June, ensured the high visibility of police as a deterrent during speed camera use. Plans are proceeding for the expansion of speed camera operations to areas outside Sydney, Newcastle and the Central Coast.

To facilitate public acceptance for the guidelines, a 008 phone number was installed to obtain customer feedback about the use of speed cameras. This was the first time the Service had used such a method to seek community response.

Additionally, red light cameras have reduced the number of serious right-angle crashes by 56 per cent at (21) intersections where they have been installed. As of June 1993, 10 new red light cameras were added to the 29 already rotating among 50 sites in Sydney, Newcastle and Wollongong.

A major public information campaign was carried out in the media to highlight the benefits of red light cameras in reducing accidents and warn of the extra cameras now operating.

Tenth anniversary of RBT represents a decade of changed attitudes

Random Breath Testing (RBT) by NSW police celebrated its tenth anniversary in December and also marked a significant shift in community attitude towards drink driving.

More than 14.3 million motorists were tested during last 10 years, resulting in the laying of 91,500 charges for drink driving.

Since the introduction of RBT, fatal motor vehicle accidents in NSW have halved (22) despite a large rise in the number of registered vehicles. Surveys of community attitudes towards RBT show strong public support for its role in reducing the number of drunk drivers on the State's roads.

Every Service vehicle, even police horses, carries RBT equipment.



Random Breath Testing exceeds one-million target by 70 per cent

Random Breath Testing has had a major impact on the numbers of drivers/riders killed with illegal blood-alcohol levels - down from 40 per cent in 1980-81 to 24 per cent in 1992-93.

Therefore, the Police Service sees RBT as an important way to reduce road trauma and has set itself an annual target of one-million stationary random tests. In 1992-93 1.7 million tests were carried out - 70 per cent higher than the original objective.

Although no target is set for mobile RBT, approximately 913,000 such tests were carried out in 1992-93. This gives a total of 2,613,000 random breath tests for the reporting year; these resulted in 15,648 alcohol affected drivers/riders being charged.

Police and RTA develop Joint Road Safety Action Plan

In a concerted effort to reduce motor vehicle accidents, Police and the Road and Traffic Authority (RTA) devised an

New guidelines for police pursuits and urgent duty driving, as contained in the video tape pictured above, have improved safety for officers and the community. The guidelines have already resulted in savings of \$350,000 for one police Region.

Police and the Community working together towards safer streets

Action Plan for 1993-94. The plan targets for joint action the four main risk factors for drivers: speeding, alcohol, fatigue and occupant restraint.

A calendar has been produced highlighting the periods when police and the RTA will combine their efforts to attack these factors. Such times centre around occasions when drivers are at increased risk, including Christmas, Easter and school holidays.

Police commands throughout the State have been briefed on the relevance of the Action Plan for their area and implementation has occurred.

Almost 2,700 heavy vehicles checked for defects in local operation

Police working with the Roads and Traffic Authority (RTA) in the Forbes area stopped and checked 2,685 heavy vehicles for defects during Operation Combined Effort from 22 to 29 March.

A total of 469 infringement notices were issued during the operation for such offences as overloading, speeding and drink driving. The Newell Highway, which carries about 1,200 heavy vehicles a day through Forbes, was the focus of the operation.

The 40 police involved included officers from general duties, highway patrol, special operations, motorcyclists and detectives. About 50 RTA staff also participated.

Road Whys Program educates young drivers

Due to inexperience, young drivers are more likely to become involved in serious motor vehicle accidents. To address this problem, police and the RTA have developed the Road Whys Program, which was implemented during the reporting year.

Aimed at students in Years 10, 11 and 12, Road Whys has police with RTA-supplied resource material visiting high schools to talk about strategies for safer driving.

More than 1,000 police officers in all patrols have been trained to use the program and 40,000 students benefited from the lectures in 1992-93.

Community and police benefit from Safe Driving Policy

To minimise the risks to police and the community during pursuits and urgent duty, the Safe Driving Policy was introduced in December.

The policy included production of a training video, "No Second Prizes", which highlighted the dangers associated with pursuits. A system of increased training and the accreditation of drivers with Gold, Silver and Bronze licences was also introduced.

Gold-licensed officers will be preferred as pursuit drivers, while bronze level officers will only drive during life-threatening situations and when no other driver is available.

Costs associated with pursuits have already been reduced as a result of the policy, with South West Region saving approximately \$350,000 in accident and related expenses.

Former police driving school used to teach children road safety

Transferral of the Police Driver Training School from St. Ives to the Goulburn Academy has allowed the planned development of a children's road safety program at the Sydney facility.

Implementation of the Children and Road Education Scheme (CARES) is scheduled to occur before the end of 1993 and is being done in association with the Department of School Education, the RTA and Ku-Ring-Gai Municipal Council.

CARES will involve police officers teaching up to 60 school children a day practical and theoretical aspects of road and bicycle safety.

Bus Safety Program protects school children

To improve the safety of students when using buses, Inverell Patrol in conjunction with the local Apex Club organised a school bus safety awareness week in March.

This involved police visiting all local schools and talking with the children and their parents about the correct way to

enter and leave the vehicle, as well as proper behaviour while on board.

Program was also supported by the local bus company, which donated the use of a bus for the week.

Breath testing moves to the waterways

In December, Water Police right along the NSW coast began breath testing boat operators suspected of being under the influence of alcohol or those who had been involved in a collision.

Equipment worth \$118,000 was installed at 51 locations to allow the testing, which limits blood-alcohol levels to .02 for commercial operators and those younger than 18, while the limit for recreational users is .05.

To the end of June, 169 operators had been tested and four charges laid for being in control of a boat while under the influence of alcohol.

Rescue Squad celebrates 50 years service

In October, the Police Rescue Squad celebrated 50 years of saving countless lives. More than 1,200 incidents were attended by the full-time unit at Zetland in Sydney during the year.

The Squad has an international reputation and has provided training to

emergency units in Papua New Guinea, Fiji, Malaya, Western Samoa and the Solomon Islands.

While the 22 rescue operators at Zetland mainly cover inner-Sydney and the Eastern Suburbs, part-time rescue units are located at Wollongong, Newcastle, the Blue Mountains, Goulburn, Cooma, Lismore and Bathurst. These units responded to 1,784 incidents in 1992-93.

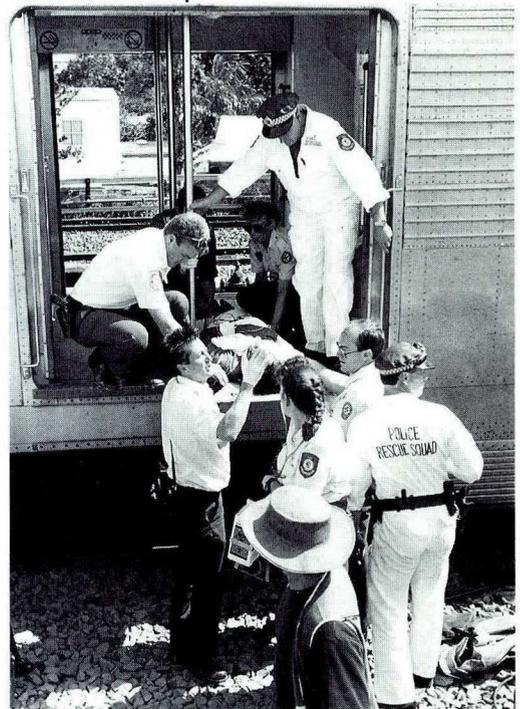
In addition to saving people in difficult and often dangerous circumstances, the Squad supports general police operations and advises private industry on the development of safety plans.

Police deal with anti-logging protesters

Hundreds of North Region police were involved in keeping the peace between timber workers and anti-logging protesters during three operations in State Forests between September and June.

On average, 20 to 30 officers a day provided a 24-hour presence in dealing with up to 200 protesters in the Wild Cattle Creek State Forest (near Dorrigo), Carrai State Forest (near

The Police Rescue Squad celebrated 50 years of service to the community in October. Apart from the 22 full-time rescue operators at Zetland in Sydney, part-time units operate at Wollongong, Newcastle, the Blue Mountains, Goulburn, Bathurst, Lismore and Cooma. The Squad attended 1,784 rescue incidents throughout the State during 1992-93.



Breath testing of boat operators suspected of being affected by alcohol has increased public safety on the waterways right along the NSW coast.

In addition to operating Rural Watch, police are committed to meeting the special needs of country people. One police District has its officers visiting property owners at least once a year to exchange information and collect data for a computer-based index of goods on each farm.

Kempsey) and Bulga State Forest (near Wingham).

Police were required to handle protesters who, among other measures to stop the commercial logging, chained themselves to heavy machinery, sat atop high tripods and ran among trees while felling occurred.

More than 100 people were charged with various offences as a result of the operations, which cost the Police Service a total of \$1.49 million.

Smarter policing: The Intelligence game

State of the art investigation undertaken by Joint Technical Services Group

In its first year of operation, the Joint Technical Services Group (JTSG) has become involved in 857 major investigations, which required state of the art technology to collect evidence or intelligence.

Most JTSG assistance involves Major Crime Squads, the DEA and Taskforces; investigations it has been involved in include murder, serious assaults and major drug trafficking.

JTSG has also assisted a number of outside agencies, including the State Crime Commission, and the National Crime Authority.

Analytical data enables police to predict crime hot spots

Analytical data supplied by the State Intelligence Group (SIG) is allowing Districts and Patrols to predict when and where offences are likely to occur.

The information is collected from the 32 Patrols which constitute 40 per cent of all recorded offences; this is then analysed by the SIG to predict where offences are likely to occur in relation to priorities under the Corporate Plan.

Patrols are asked to plan how they will address those problem areas and the effectiveness of that strategy is analysed on a monthly basis.

The aim of this data analysis is to address problems in those Patrols with high incidences of crime, thereby significantly reducing the overall number of offences.

Task Force Investigation Management System expanded

The Task Force Investigation Management System (TIMS) was expanded to the Regions as a computer-based information storage/data management system.

Approximately 400 operators around the State are now trained to use TIMS, which has the capacity to process and cross-reference large amounts of data involved in complex investigations.



Intelligence officer backups being installed

Some districts have supported their local Intelligence Officers, which exist in every Patrol, by training back-up officers, who assist with the gathering of information.

Intelligence Officers liaise with other Patrol members to obtain information about criminal activities; they then collate this to provide data which acts as a focus for operational initiatives and rostering

A program in the Queanbeyan Patrol saw intelligence officers expand their information network by undertaking rotational duties with their counterparts in the Australian Capital Territory. Detectives are now involved in the program as a result of its success.

Special investigators assist Task Force Oak

Task Force Oak, which targets Asian organised crime, was strengthened through the assistance of two investigators with experience in the Royal Hong Kong Police.

The Taskforce's size was also bolstered in June, with the addition of 12 officers, taking its total strength to 30.

Responsible for addressing such offences as extortion, armed robbery and kidnapping, Task Force Oak charged 114 people with 377 offences during the year.

NSW links with National Crime Authority in Australia-wide investigation

NSW Police formed Task Force Hercules in January to support a National Crime Authority investigation on the extent of Italian organised crime in Australia.

All State and Federal police services, together with other law enforcement agencies, are involved in the investigation, which is examining all areas of potential criminal involvement.

The investigations findings will be reported to the State and Federal Governments by July 1994.

Rotation of Major Crime Squad investigators increases experience

A rotation system for senior investigators (Senior Sergeant or Sergeant) to relieve in key positions was initiated by South West Region Major Crime Squad in October. This benefited Districts and Patrols with a lack of experienced senior personnel and maintained the rapport among operational policing levels in the Region.

Additionally, a rotation scheme for young investigators was introduced by the Squad. In addition to broadening the experience of these officers, the scheme gives valuable assistance to senior staff during major enquiries.

Rural Property Index adds to intelligence profile

The establishment of a Rural Property Index in Murray District has enabled associated Patrols to develop a database of valuable goods for easy identification in the case of theft.

Local police are required to visit country homesteads at least once a year to add to the database and make themselves known to the owner.

As this program developed during the year, some Patrols saw a rise in attendances at Neighbourhood Watch/Rural Watch meetings, along with more interest generally in obtaining information about criminal local activity.

Armed robbery intelligence sharing leads to greater petrol station security

The convening of a meeting between major South Region investigators, representatives of oil companies and petrol station operators in September led to the development of strategies to reduce armed robberies on the stations.

As a result of this initiative, a two-hour training program was developed to educate station staff about minimising the opportunity for a robbery, what to do if one occurs and how to report the crime.

These programs, which involved speakers from the Service Stations Association, Armed Hold-Up and Crime Prevention police, were organised in all South Region Districts and led to good attendances of petrol station staff.

Local initiative targets likely armed robbery victims

Using local crime intelligence, Sydney's Riverstone Patrol has identified business premises likely to be the victims of armed robbery and given them direct practical assistance to minimise the possibility of such an occurrence.

This has involved production of a pamphlet advising on proper security measures, the times of highest risk and matters that will assist police investigating any robbery.

In June, Riverstone police visited all "at risk" premises, such as late night convenience stores, petrol stations and restaurants, to talk with owners and staff to ensure they are taking steps to reduce their exposure.

Pawnbroker data base monitors trafficking in stolen goods

The development of a pawnbroker data base at the St. George/Sutherland District Office has enabled police to monitor the sale of stolen property.

All returns of transactions at local pawn shops are entered into a computer, which then records the types of goods being sold, who is doing the selling and areas recording high sales of particular goods.

This intelligence is relayed to detectives at Patrol level, who then apply it to their investigations of home or office break-ins.

Heavy Vehicle Intelligence Data Base assists with traffic enforcement

Due to an estimated 4,200 heavy vehicles passing thorough many of its Patrols along the Hume Highway each day, Murray District developed a Heavy Vehicle Intelligence Data Base during the year.

This has enabled police to identify problems being caused by heavy vehicles, where they occur and the types of vehicles involved. This intelligence has been used to launch operations against heavy vehicles breaking the law, thereby improving road safety.

Murray District has also formed a Road Transport Consultative Committee, which has established close liaison

between enforcement agencies and the heavy vehicle industry. Monthly meetings have been held with representatives from the RTA, Ambulance, Fire Brigade, Workcover Authority and Victorian Government agencies.

Statewide installation of electronic recording of interviews completed

Installation of 300 electronic recording systems for suspect interviews at 200 patrols and other centres throughout the State was completed during the year.

The video taping or audio recording of statements from suspects involved in serious offences protects the interests of defendants and reduces the likelihood of police being accused of fabricating what were previously typewritten interviews.

The reduced likelihood of a court challenge to an electronic interview also means trials are less protracted.

The cost of installing the tamperproof recording systems was \$3.8 approximately 10,000 interviews were recorded during the reporting year and 200 training officers have been placed throughout the State.

Crime scene examiners training boosted

Improvements to the training of crime scene examiners has occurred with the introduction of an Associate Diploma of Applied Science in Forensic Investigation.

Thirty police have enrolled in the course, and it is expected that 120 officers will complete the course during the next seven years.

Meanwhile, interaction between the Service, the National Institute of Forensic Science, and the Australian Committee for Training and Curriculum has resulted in the development of national training curricula for fingerprint, crime scene, ballistics and document examination

Surveillance Unit formation provides a regional asset

The formation of a Surveillance Unit at Chatswood by the Major Crime Squad, North Region, improved operations by increasing the focus on crime prevention and problem-solving.

The unit supports investigations initiated from the Major Crime Squad, Warringah or Northern Suburbs districts by obtaining corroborative evidence of criminal activity.

Since its creation in January, the Unit has been involved in 66 operations: 18 in the Northern Suburbs District, 22 in the Warringah District, six in the Central Coast District and 19 in other areas.

\$1.3 million upgrade of region communications

Radio communication networks in South West Region received a \$1.3 million upgrade during the year. Previous deficiencies in the networks had affected operational policing, particularly in country areas.

Money for the work came from an \$853,000 budget allocation, \$337,000 from self-funding and the balance transferred from identified savings.

Top British police officer addresses extortion and crisis management seminar

In a major problem-solving and information exchange exercise, 70 leaders of the airline, consumer goods and pharmaceutical industries met with senior South Region police in September to discuss extortion and crisis management.

Detective Chief Superintendent Patrick Flemming from New Scotland Yard was brought to Sydney by the organising committee as guest speaker to discuss his experience in investigating matters covered by the conference. He is regarded as the United Kingdom's most experienced operational police officer in the area of extortion.

The two-day conference, which was conducted on a user-pays basis, addressed the issues of risk assessment, effective control and police procedures.



STRATEGY TWO: HARNESSING THE PERSONNEL ASSET

Objective - Maximise the abilities of our people through the development and implementation of integrated Human Resource and Education and Training Plans. These plans are to provide clear direction and policies for improving the work environment, productivity, performance, placement and quality of working life for our people.

The Police Service recognises that its greatest resource is its staff. Therefore, maximising their potential not only increases the Service's effectiveness in striving for the Safest Streets Vision but provides staff with a more fulfilling work life.

Significant steps in the training of police and administrative officers were made during the past year through the introduction of new courses. The pursuit of better training has led the Service to forge links with many tertiary education

Improvements to the training of crime scene examiners has led to the development of an Associate Diploma of Advanced Science in Forensic Investigation. NSW police have also been involved in developing national training standards for crime scene investigators.

Police and the Community working together towards safer streets

institutions. The program of training police recruits at the Goulburn Academy continues to be refined and is acknowledged as among the best of its type in the world.

Discussion has begun between the Service and the major employee associations on reforming work practices in line with Government policy. Proposals in this area are aimed at providing a more responsive, better qualified and satisfied personnel.

Service mechanisms to help employees with medical or personal problems continued to be improved, with significant savings made both in terms of staff wellbeing and cost savings. Further steps have also been taken to ensure Police Service workplaces are free of sex-based harassment.

Progress will continue to be made in the Human Resources and Education-Training areas through innovative programs and the desire to see staff attain career potential to their personal benefit and that of the Service.

Developing our people

Better use of resources through reviewed transfer system

In working to develop a better means of allocating operational resources, the Police Service reached agreement with the NSW Police Association on a revised Tenure and Transfers Policy.

The new policy emphasises workforce planning and associated strategies to enhance mobility within the Service. This was in response to criticism that transfer schemes were often developed in an ad hoc and unco-ordinated manner.

Streamlined promotional system assists career progression

Consultation between the Service and police associations saw refinements to the modified promotional system, which was introduced in 1991-92. These changes cut the selection process time for some ranks by modifying the composition of selection committees to allow concurrent shortlists.

Additionally, changes to application forms saw an increase in the relevance of information provided, clearer

identification of commanders/supervisors and an end to the need for multiple applications within one particular Region.

Performance Management Scheme ensures Service aims are addressed

A Performance Management Scheme was trialled with 154 Service staff at 35 separate work locations during 1992-93.

The scheme was based on a negotiated agreement incorporating activities and goals to be achieved during the reporting year. Training programs, administrative guidelines and marketing strategies have been developed as part of the scheme..

The scheme, which will be implemented during 1993-94 in one Region at the levels of Superintendent to Senior Sergeant and Administrative Officer, Grade 12 to seven.

The scheme will then be applied progressively to other Regions and Commands. Performance Management will be extended to all Service employees by December 1994.

Progress towards a better workplace

Community benefits from innovative resource usage

Several industrial relations initiatives aimed at improving service to the community through the best use of resources occurred during the reporting period. These include the trial extension of single officer patrols and the Volunteers in Policing Program.

A six-month trial of single officer patrols started at four Sydney Patrols in February. To ensure officer safety, the types of incidents to which single patrols responded was strictly limited and adequate backup staff always available.

Results from the trial are being evaluated, but preliminary indication show good support from police and the community, with the prospect of expansion to other Patrols throughout the State.

The Volunteers in Policing Program utilises plain clothes community members to supplement the work done by police and administrative officers. A

special focus for volunteers is victim support and community liaison.

Volunteers attend basic training sessions at the Police Academy prior to further instruction at their local Patrol. Eight areas of the state - one Sydney metropolitan and one country in each Region - will trial the program for 18 months during 1993-94

Enterprise bargaining agreement a first

The Police Service entered its first enterprise bargaining agreement, which covers Parking Patrol Officers, in December. This is part of an organisation-wide evaluation of enterprise bargaining as a mechanism for workplace reform.

Following the issue of the State Government's guidelines for enterprise bargaining in the public sector, a seminar was conducted for all members of the Police Senior Executive Service as the first step to ensuring the process is properly understood and effectively applied.

Commissioner initiates negotiation on proposed work reforms

At the invitation of key Service employee associations, the Commissioner tabled a working document listing 15 proposals for industrial reform.

These proposals range from a basic review of rank/classification scales to the implementation of term employment and competency-based incremental progression.

This document is being used by the Service in preliminary negotiations with employee associations about an extensive range of employment issues.

Employee rehabilitation reduces workers' compensation

Active rehabilitation services provided by the Employee Assistance Branch have cut by 50 per cent the average cost of individual workers' compensation claims and produced savings of \$400,000 in hurt on duty costs.

To help staff cope with daily job pressures, the Branch contacted 5,000 individuals and their families during 1992-93 to offer assistance through a range of medical and counselling services.

The Peer Support Program was also strengthened, with the 131 support



officers throughout the State now able to distribute a new brochure about the Program. Peer Support aims to provide early assistance for any Service member under stress, either as a result of work or other influences.

Devolution of staff administrative functions provides better service

A program of devolving staff administration from the Personnel Branch to Region and District level started during 1992.

Devolution will provide a more responsive, personalised service to management and staff members.

The program, which will be complete by the end of 1993, has necessitated restructure of the Personnel Branch - it will now cater primarily to the needs of those commands outside the four Regions.

Sex Based Harassment Support Officers increase by 100(23)

To enforce the Police Service's Sex Based Harassment Policy, 100 more harassment support officers were trained during the

A program of community volunteers directly supporting police has been developed. The plainclothes volunteers, which will be identified by a smock and receive training at the Police Academy, will assist in such areas as victim support and community liaison.

Police and the Community working together towards safer streets

The Police Recruit Education Program continues to be refined, and its young graduates are now recognised as some of the best trained probationary constables in the world. The program acknowledges excellence through the presentation of a variety of awards, which are always keenly contested.

reporting year. There are now 160 officers located around the state in all commands to District level.

In addition to acting as referral points for victims, support officers also lecture at patrols about sexual harassment and act as advocates for sufferers. More courses will be run to train further officers and update the knowledge of others during 1993-94.

Additionally, the statewide education program on the Sex Based Harassment Policy was completed, with training programs held with patrol leaders or staff officers in all Districts. A video explaining the policy in practical terms started production during the reporting year.

The platform of professional policing - education and training

PREP labelled a world leader in police training

The Police Recruit Education Program (PREP) was identified recently as the "most advanced, best thought out and most sophisticated" course of its type in the world by Professor Barry MacDonald of the United Kingdom's East Anglia University(24)

PREP, which lasts 18 months, continues to be refined in order to ensure it retains its high standards and accommodates a changing policing environment.

Almost 850 recruits and probationary officers participated in PREP during 1992-93.

Constable Development Program channels promotion ambitions

The Constable Development Program (CDP) is the first substantial tertiary-based police professional training scheme in the world. Among officers seeking promotion to Constable First Class, it



provides for the attainment of high-level policing skills through a mix of operational and academic policing study units.

The program comprises six study units delivered via distance learning and reflects contemporary social issues, law, practice and procedure, corporate objectives and priorities. It involves the study of theoretical and practical aspects of policing which impact upon the delivery of police services.

The CDP will be fully aligned with a range of Bachelor of Policing degrees, which will also be professionally based. More than 500 officers studied under the CDP in 1992-93.

Executive Development Program strengthens top level management

Significant refinements to the Executive Development Program were introduced during 1992-93.

These improvements, which are now being implemented, are based around the introduction of a Graduate Diploma of Police Management as an occupation-specific, purpose-designed formal study component. Introduction of the Diploma is scheduled for 1994.

In other changes, program participants now undertake a number of structured tasks. These include attachment to external and internal positions, participation in workshops conducted through the program, attendance at the Australian Police Staff College and involvement in appropriate corporate policy teams.

All program participants are assessed rigorously, and at the end of two years they are encouraged to continue their professional development each year.

A total of 42 officers have graduated from the Program since it started in 1990, while 38 were enrolled at the end of 1992-93.

Command Development Program shapes future leaders

The introduction during 1992-93 of the Command Development Program (CDP), within the Management Education Program, began preparing Police Service members for promotion to command or middle management positions to the ranks of Inspector/Superintendent or equivalent Administrative Officer Grade.

The program has been created jointly with the University of Wollongong through the Police Academy's Centre for Professional Development.

Aspects of the Police Service computer training program have been acknowledged as being of international standard. Such education is regarded as essential to keep the NSW Police Service as a global leader in law enforcement.



Indicative of the enthusiasm for the CDP, more than 270 applications were received for the 100 positions available in the program during 1992-93.

Supervision Development Program boosts ground level administration

The Supervision Development Program (SDP) was introduced during the reporting year to meet the pre-promotional needs of service members seeking supervisory positions to the rank of Sergeant or equivalent Administrative Officer Grade.

More than 80 staff have entered the program since it began in May; it is estimated that 400 personnel will undertake the SDP annually.

Meanwhile, almost 1400 personnel undertook some form of supervisory training at the Police Academy during 1992-93.

Administrative Officer training is a high priority

To supplement the successful Administrative Officers Course (AOC), the Service has developed an Administrative Officers Advanced Course, which will be trialled at the the end of 1993.

During 1992-93, almost 90 personnel completed the AOC, which provides training in improving and standardising administrative policies, procedures and practices throughout the Service.

Fifty staff have also been trained to present short courses in the field on Effective Writing, Interpersonal Communication Skills and Assertive Communication. These courses will be conducted around the State.

Specialist Skills Program enhances operational policing

The Specialist Skills Program provides middle level and specific skills courses to enhance operational policing.

To ensure these courses continue to be correctly focused, the Service established the Specialist Skills Program Management Committee. The Committee is examining ways to restructure the program into modules and establish new schools.

Two specialist skill areas to have made significant achievements recently are Computer Training, which has developed a major education package for the ground-breaking Computerised Operational Policing System (COPS), and Investigations, which was praised as a good model of its kind in a report to the United Kingdom Royal Commission into Criminal Justice.(25)

Financial Management Development Program ensures budget responsibility

Significant expansion occurred in the area of financial training for personnel during 1992-93, with almost 1,000 police and administrative officers participating.

Specific skills workshops were developed in budgeting, cost monitoring and presentation of financial reports.

Other courses implemented under the program were a distance learning unit in Risk Management and an open learning unit on Accounting Procedures.

Research: Providing a sound basis for the future(26)

Internal police research focuses on quality policing and child abuse investigation

The NSW Police Service Research Program was established by the Minister in 1989 to enable those directly involved or concerned with the Service to undertake domestic or overseas research.

During 1992-93 grants were awarded to research "Quality Policing" in the Madison Police Department, Wisconsin, USA, and the "Management of Child Abuse Cases" by visiting overseas operations.

The research into child abuse case management examined investigative practices, interview technology, officer training and support agency interaction in New Zealand, Britain and the USA.

Recommendations from this research, which was funded by a \$16,138 grant, are being evaluated for implementation by SEG.

In research initiated by the Operations Support Command, the commander of the Organised Crime Section visited Japan to study Yakuza (organised crime gangs) under a government exchange program. The cost of this research was \$5,350.

Meantime, a \$5,000 study grant from the National Institute of Forensic Science was used to develop technology for the processing of latent fingerprints from plastic surfaces.

NSW invests \$200,000 in research of national police issues

The NSW Police Service may commission individuals or institutions to conduct research on a range of police issues through the National Police Research Unit (NPRU), which was established by the Australian Police Ministers' Council.

NPRU seeks to develop officer professionalism through researching projects associated with the delivery of police services in Australia. NSW contributed \$200,000 to the NPRU budget in 1992-93.

Major NPRU research projects during the year included firearms training, risk management and specialist versus generalist policing.

Police Service Research Advisory Council established

The establishment of a Police Service Research Advisory Council was approved by the Police Board in April 1992. It will report annually on major research undertaken by the Service.

The Council's charter is to develop a research agenda for the Service and to evaluate the methodologies and procedures for major projects.

Recommendations have already come from the Council in relation to research priorities and the establishment of a research register.

\$50,000 fellowship offered for research into criminal justice

The \$50,000 Sir Maurice Byers Fellowship for research into a particular aspect of the Australian criminal justice system will be offered by the Service before the end of 1993.

The Fellowship will be advertised Australia-wide to attract the best academics and researchers. The Research Advisory Council will evaluate all applications received.

The inaugural fellowship was awarded to Dr Janet Chan from the Social Science and Policy Department, University of NSW, in 1990. Dr Chan's report on Policing in a Multicultural Society has been distributed to all SEG members.

NSW initiates National Policing Strategy

Through the Commissioner, NSW has championed the development of an Australasian Policing Strategic Plan. This plan will provide a vision, a framework for co-operation and a basis for measuring strategic directions to the Year

2000 for police agencies in Australia and New Zealand.

A steering committee and working party were established, with NSW sponsoring progress of the plan.

After a number of meetings and a workshop, the plan will be put before the Australian Police Ministers' Council for consideration before the end of the year.

STRATEGY THREE: LIFTING OUR PERFORMANCE

Objective - Improve management by introducing models of best professional practice, promoting professional responsibility and accountability and providing appropriate infrastructure.

The Police Service commitment to continuous improvement has been vested in the highest levels of the organisation through an evolving Corporate Plan. Considerable attention, however, has also been directed at the Patrol level as the centre for the provision of all police services.

The most significant development in this regard is the establishment of Demonstration Patrols to trial new policing practices. The devolvement of responsibility for many aspects of policing from a central authority to Patrol Commanders has continued. This ensures that those officers with the best understanding of local conditions have the power to access all available resources to address issues in their environment.

Patrol Commanders must now adopt a problem-solving approach to develop an action plan that addresses the key strategies of the Corporate Plan within their area of responsibility. In formulating these plans, community and other relevant agencies must be consulted.

Information management is also a crucial part of ensuring best policing practices are adopted. This ranges from the Computerised Operational Policing System (COPS), which will revolutionise the way Patrols access vital data from a range of sources, through to the Executive Information System, which

Police and the Community working together towards safer streets

provides Senior Police with information about progress towards corporate goals.

The continued scrutiny of procedures used for handing complaints against police is important to maintaining public confidence in the Service's good standing. To that end, a number of improvements have occurred in the Professional Responsibility area during the year.

Working towards the best management of Patrols also includes the provision of proper corporate services, which includes financial, technological and accommodation support.

**Local Patrols:
The centrepiece of service
delivery**

Demonstration Patrols provide models for best policing practices

The launch of 10 Demonstration Patrols in July heralded a new era for officer education and training evaluation in the

Service. The patrols, Campbelltown, Burwood, North Sydney, Hornsby, Castle Hill, Wetherill Park, Sutherland, City of Sydney, Wollongong and Newcastle, were chosen because of their facilities, resources, and wide operational exposure.

Demonstration Patrols will determine future directions for the Service by becoming the testing ground for new police practices. After leaving the Police Academy, all probationary constables will spend at least three months in a Demonstration Patrol and nine months at an accredited Training Patrol.

It is also anticipated that experienced officers at the Demonstration Patrols will undergo training in communications, negotiations, mediation, public relations, telephone communication and written skills.

The appointment of a Patrol Education and Development Officer at each Demonstration Patrol, supported by Field Training Officers, has ensured that

The development of Demonstration Patrols will be important in trialing new policing practices prior to their adoption statewide. All probationary constables, like those pictured right at Sydney's Sutherland station, will start duty at a Demonstration Patrol before being assigned to Training Patrols.

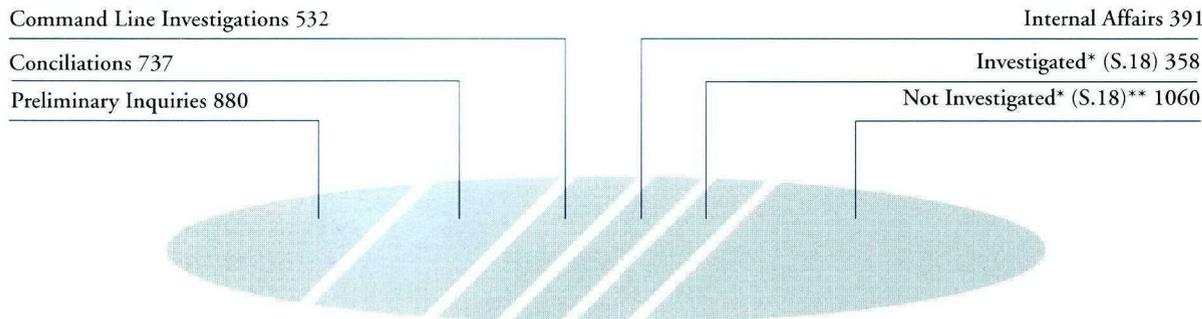


updated policing practices are being implemented properly.

Eventually, the valuable lessons learned at the Demonstration Patrols will be passed

decentralising Internal Affairs staff from the Professional Responsibility Command to the Regions.

Method of Dealing with the 3,958 complaints received during 1992



on throughout the State, resulting in an increase in the overall quality of service.

Improving professional responsibility and accountability

New Complaint Information System speeds resolution

The installation in April of a new \$350,000 Complaint Information System, with greatly improved information management and document tracking, has significantly cut response times to allegations of misconduct.

Regionalisation of this system has seen the previous complaint backlog reduced from up to six weeks to little more than 24 hours. This has resulted in prompt contact with the complainant, improved access to information and effective problem resolution and/or case management.

Online access has been provided to the Office of the Ombudsman, which will reduce the need for written requests for information from the Police Service.

Greater responsibility through regionalisation of Internal Affairs

Regional Commanders were given in April greater authority, responsibility and accountability for the actions of their officers through a new internal investigation system. This involved

Professional Responsibility has now focused its attention on major and complex investigations, including issues of corporate integrity. The Command will also oversee investigations carried out by regional Internal Affairs units.

The areas of Comprehensive Audit and the Office of the Solicitor, which were under Professional Responsibility Command, have now been attached respectively to the Office of Strategy and Review and the Deputy Commissioner.

Aggressive auditing tightens security on drug exhibits

Security for drug exhibits at police stations has been tightened through the introduction of "aggressive random auditing". This is conducted by the Service's specialist anti-corruption wing, the Professional Integrity Branch.

Introduced in May, aggressive audits were conducted on five police stations before the end of the reporting year. This required 100 per cent reconciliation of recorded drug exhibits with those on hand at the station.

Ultimately, all stations throughout the State where drug exhibits are kept will be audited in this way.

Operational Readiness Audits ensure police preparedness

To ensure the operational preparedness of patrols and specialist units, a system of

** Less serious complaints not warranting formal investigative action*

*** Section 18 from Police Regulation (Allegations of Misconduct)*

readiness audits have been introduced. These will be carried out by teams established initially by the Inspector-General of Police, Mr Don Wilson.

The teams will assess the overall competence and readiness of staff, together with the competency of commanders, knowledge of various operational procedures and deficiencies needing remedial action.

Audit reports will be sent to the Commissioner, who, together with SEG, will use them for a more sophisticated assessment of personnel and practices.

Commissioner's Taskforce examines complaints against police

A taskforce analysing the nature of complaints against police and seeking a base from which the Service can address the matter was established by the Commissioner in December.

Although the Taskforce found that the number of complaints had increased by 300 per cent during the past five years, those alleging corruption or serious misconduct had fallen by 50 per cent over the same period. Only 14 per cent of corruption allegations were substantiated.

An increasing number of complaints have come from within the Service, indicating a greater willingness to be self-critical and encourage improvement.

Greater emphasis on conciliation of complaints

As 85 per cent of complaints against police are "customer service" oriented, Patrol Commanders are being urged to conciliate these matters wherever possible. Formal mediation and conciliation represents about 25 per cent of all written complaints.

In matters where such resolution is not possible, all complaints are fully investigated and referred to the Ombudsman for final determination. Those alleging assault or corruption are investigated by Internal Affairs police or officers from the Professional Integrity Branch.

The complaints system is constantly being reviewed, and moves are currently underway to more clearly identify

customer service issues from general complaints.

As a means to review the reporting, recording and monitoring of complaints against police, the "Project Sigma" group was formed by the Professional Responsibility Command in May.

The group examined in detail the path of a complaint through the chain of command. It identified a number of areas where progress was slowed due to duplication.

Recommendations from Project Sigma to streamline the processing of complaints are currently being introduced, and these are expected to reduce significantly the time a complaint takes to reach the Ombudsman.

Continual review improves response in high risk situations

Continual review of the Service's use of force, authority and power resulted in a report recommending new strategies for the training, deployment and responsibilities of Patrol Support Elements (PSE).

PSE, representing 375 officers, have been established in 17 country Districts around the State to support the State Protection Group, which is charged with containing and negotiating high risk situations. Each Major Crime Squad also has a PSE component.

State Commander is currently considering the new strategies contained in the report, and changes are expected to be implemented in 1993-94.

Corporate Services: The Vital Backup

Computerised Operational Policing System among the best of its type

An Office of Public Management-initiated review of the Computerised Operational Policing System (COPS) Stage One found that the project's development strategy "in terms of the approach, methodology and documentation is excellent in comparison with other projects undertaken within the (information technology) industry".(27)

So successful has the COPS development been that the implementation date has been brought forward three months to April 1994.

COPS is the largest computer systems project ever undertaken by the Police Service and one of the largest by a NSW Government department. In addition to replacing manual effort worth \$42 million, it will bring widespread benefits, including greater integration and quicker access of policing data, enhanced intelligence, and management information geared to patrol commander needs.

All this information will be provided through a single access point, where previously several databases needed to be sourced.

Another Office of Public Management-initiated review (28) 10 months after the first reinforced the initial positive findings. Among other things, this review found that the COPS project has been well managed, it had high levels of support at all levels of the Service and that the business objectives were highly likely to be met.

Executive Information System upgrade assists staffing review

In addition to making the computerised Executive Information System available to almost all Districts in 1992-93, Corporate Services upgraded the quality of personnel data available. This made the EIS an effective tool for reviewing staff patterns.

Information from the new Complaints Information System was also integrated into the EIS, along with better road

safety and fleet management data and an on-line newsletter function.

Information management improved by expansion of corporate records

Development and expansion of the Records Management System (RMS) has improved the transmission and recording of correspondence within the Service.

The number of sites with RMS access has risen by 87 during the reporting year and now takes in all Districts. All 167 patrols in the State will have access to the RMS by December 1993.

Additionally, the number of staff trained to use the RMS has increased from 20 to 445 during 1992-93.

Small stations now computer connected

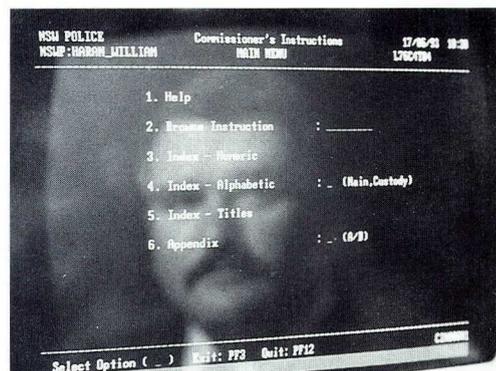
Previously, all stations with five or more officers had direct access to corporate computer facilities via the data network, but most smaller stations were not connected.

However, during the year, 14 high-priority smaller stations received microcomputers, printers and modems which allow them to access corporate computer facilities via the telephone.

Devolvement of Police Service stationery saves \$700,000

The devolvement of financial responsibility for stationery from central control to individual Patrols has resulted in a saving of \$700,000 over the last year.

Previously, Patrols simply requested stationery, which was supplied free from a central store without any accountability. Stationery must now be included in the overall Patrol budget, which has led to more responsible usage and, consequently, reduced costs overall.



The Computer Operational Policing System (COPS) is one of the largest computer projects ever undertaken by a NSW Government department or authority. Its introduction in early 1994 will save \$42 million in manual data recovery and speed the delivery of vital information to all command levels.

Police and the Community working together towards safer streets

Centralised telephone billing saves \$380,000 annually

Conversion to centralised electronic billing for telephone products (other than mobile phones and pagers) was completed in September. Consequently, the Service became eligible for discounts ranging from seven to 10 per cent. This will lead to a saving of \$380,000 annually.

Additionally, centralised billing has assisted physical auditing of phone bills. Audits of six Districts resulted in credits of \$296,961 and rental reductions of \$348,962 per year.

Further significant savings will be realised when the audit of all District phone bills is completed during the 1993-94 reporting year

Defined tendering process improves procurement, increases integrity

To ensure probity and uniformity in tendering practices, the Service has developed a comprehensive purchasing policy, which has been distributed to all Commanders, Managers and cost centre staff throughout the State.

The policy has resulted in more efficient purchasing and led to numerous requests to the Corporate Tender Section for assistance in preparing tender specifications.

Properties Branch: Building the Future

\$21.2 million in police stations under construction

Work on approximately \$21.2 million worth of new police stations and facilities was managed by the Police Service Properties Branch during the year.

Major projects included a new police station at Albury (total estimated cost \$7.1 million), a joint Tamworth police station/court house complex (\$8 million), and the Hurstville Joint Emergency Service Complex (\$19.5 million).

Joint projects were started with local councils at Gordon (\$3.5 million) and Mudgee (\$640,000) to provide new police stations, while a surplus Roads and Traffic Authority building at Lithgow

was purchased for conversion to a police station (\$1.6 million).

The Lithgow project was completed for \$2.7 million less than the cost of building a new station, while the Gordon project, which is being constructed in conjunction with a library, saved \$1 million on a solo development.

There were no significant cost overruns or cancellation of major works.

\$9 million minor works improve work environment

The working environment of 49 police facilities were improved with the spending of \$9.169 million on alterations and additions during the year.

These works included the establishment of North Region Headquarters at Gosford, disabled persons access ramp at Parramatta station, and extra accommodation at Lismore station.

Meanwhile, \$444,000 was spent on property work at Walgett and Goodooga under the Special Remote Locations Program. These projects consisted of single-officer accommodation at both towns and purchase of a residence at Walgett.

New standards for cell design improve occupant safety

The safety of occupants in police cells will increase after the adoption of new standards for cell construction and modifications developed by the Police Properties Branch and the Public Works Department following the Royal Commission into Aboriginal Deaths in Custody.

Cell upgrading work was completed at Deniliquin, Maitland, Nowra, Blacktown and Merimbula police stations, as well as the Sydney Police Centre during the year.

Improvements to cells also occurred when general refurbishment to police stations was carried out.

Modified police environment encourages community interaction

Police interaction with the community was enhanced with the outlay of several hundred thousands dollars worth of improvements to the external appearance

and reception areas of more than 30 facilities.

This work, which was designed to encourage access and reduce physical barriers between police and the public, included provision of waiting rooms, victim interview rooms and public toilets.

Improved customer service facilities were also incorporated in the general upgrading of police stations and all new constructions.

Asset realisation provides \$2.5 million for capital works

Real property asset sales realised \$6.216 million from the disposal of 56 surplus properties during the year.

The Service received \$3.107 million from the sales, with Treasury approving \$2.5 million for use on capital projects.

Planning initiative examines police station needs in growth areas

The Properties Branch commenced a review of long and short-term police accommodation needs in the growth areas of Sydney, the North and South coasts.

This review will provide further data for inclusion in restructured Capital Expenditure Strategic Plan, which shows the funding needed to upgrade most Service accommodation by 2001.

Additionally, a Heritage and Conservation Register listing all police facilities of historical importance has been established and lodged with the Department of Planning.

STRATEGY FOUR: STRENGTHENING THE POLICE/ COMMUNITY RELATIONSHIP

Objective - Increase responsiveness to the expectations of our customers and stakeholders by improving communications with the community, our people and the Government.

In adopting the Safest Streets Vision, the Police Service realises that it alone does not control the entire policing environment - the community is the other major player in the quest for

increased safety. As such, police are committed to working with the community to solve mutual problems.

To ensure community needs are met, the Service established the position of Customer Service Manager to determine what public expectations of police are and how they can be met. Additionally, a number of Customer Councils have been established in the Regions to oversee the issues brought before local Community Consultative Committees.

A number of crime reduction programs involving police/community co-operation were developed. Initiatives have been taken to provide greater victim support via direct police assistance or through trained members of the public.

The policing needs and expectations of Aboriginal, non-English speaking and other interest groups in the community have also received substantial attention during the past year. This has included the development of policy statements designed to meet their special needs.

Police initiatives requiring the dissemination of information both in the public arena and within the organisation benefited from many strategies developed by the Marketing and Media Branch. This included promotion of the Corporate Plan.

Working with the Community to make NSW a Safer Place

Customer Councils improve community service through consultation

In line with the Police Service focus on community-based policing and commitment to greater public consultation, eight Customer Councils were established across the State in 1992-93. Each of the four regions has one metropolitan-based and one country-based Council.

A highly respected community member chairs each council, while the other nine members are drawn from priority

*Police and the Community working
together towards safer streets*

To meet the policing needs of the Aboriginal community, the Police Service introduced a Policy Statement in December. The Statement commits police to working with Aborigines at a State and local level in seeking solutions to issues of mutual interest. Almost 40 Aboriginal Community Liaison Officers are employed by the Service in Patrols with significant populations of indigenous people.

customer groups determined by each region. All members serve voluntarily.

Customer Councils act only as advisory bodies but will significantly assist the Service to improve the quality and appropriateness of policing. The Councils will build upon the solid base of police/public liaison developed at patrol level through the operation of Community Consultative Committees. There are 160 Community Consultative Committees throughout the State.

Although Consultative Committees will remain the focus for local concerns, the councils will deal with issues of wider significance. These will be raised with the Region Commander for attention by the relevant council, while matters of statewide significance will be relayed to a statewide co-ordinating group for action.

Community Consultative Committees' review boosts effectiveness

For the first time since their inception in 1987, Community Consultative Committees were subjected to an operations review initiated by the Service.

The review confirmed the Committees' value as forums for local police/community interaction but suggested ways to maximise their effectiveness. As such, a booklet for Patrol Commanders outlining ways to get the most from Community Consultative Committees will be printed by the end of 1993.

The review, conducted by Corporate Impacts Pty. Ltd., (29) urged that the 160 committees "be retained and strengthened as a critical element in the strategy to improve the relationship between the NSW Police Service and the community it serves". It also stressed that "clear and effective leadership by the Patrol Commander was crucial" to the success of each committee, although this need not be from the chairperson's position.



Engadine Community Consultative Committee helps disadvantaged children

To help disadvantaged children, the Engadine Community Consultative Committee has been vital in establishing Camp Challenge during the year.

Under the supervision of police and responsible adults, children are taken into bushland for six days to learn team building, survival skills and bushcraft. Follow-up meetings are held with the children and their parents to discuss the benefits of the camps and determine if any other assistance is required.

So far, seven children have participated in the camps, which are generally funded by the parents, but assistance can be provided by the Consultative Committee in cases of hardship.

Customer Service Manager ensures community expectations are being met

To ensure the expectations of customers are being met, the Police Service employed a Customer Service Manager in July. Prior to this, there was no corporate focus for customer service.

In addition to researching current customer expectations, the Manager acts as an internal resource for all areas of the Service in the development of customer service strategies.

Changing attitudes within the Service to become more customer responsive is also a primary role of the Customer Service Manager.

Community Aid Panels (CAPs) give first offenders a chance

Uniform guidelines and reporting procedures have now been introduced to standardise operations of the 54 Community Aid Panels across NSW.

Each panel comprises a police officer, a solicitor and two local community members; its function is to examine the background of a first offender to see if any underlying problems have caused the law to be broken.

Offenders are referred to a panel by a Local Court or Children's Court magistrate; their matter is then adjourned for three months while the CAP seeks to

address any problems and determine what sort of restitution should be made.

When ultimately determining penalty, the magistrate considers what the offender has achieved by working with the panel.

Heeding the Call: Responding to the Wider Community

Aboriginal policy statement launched

To initiate future directions and define a commitment to service for Aboriginal people, a Policy Statement was launched by the Commissioner in December.

The Police Minister and the Federal Minister for Aboriginal Affairs, along with members from the Aboriginal and Torres Strait Islander Commission attended the launch, which was held at Parliament House in Sydney.

To improve relations between police and the Aboriginal community, the Statement commits the Service to develop educational/training packages for officers and implement programs outlining to Aboriginal people the responsibilities of police.

Consultation at all levels between the two groups is stressed as a way to secure progress, and, to ensure police are adhering to the Statement, a Strategic Plan will be developed.

To ensure issues are resolved at Patrol level between police and Aborigines, 37 Aboriginal Community Liaison Officers operate throughout the State.

Police-Aboriginal Council formed

A Police-Aboriginal Council was established to monitor the Policy Statement's implementation and provide advice to high-ranking officers.

The Council, which meets quarterly, is chaired by the Commissioner and consists of senior police and Aboriginal community members.

The Council will evaluate the Statement every 12 months and changes thought necessary to the document by Aboriginal people will also be considered by Council members.



The Police Service Ethnic Affairs Policy Statement, which was launched in January, has been praised for its comprehensive nature by the NSW Ethnic Affairs Commission. The Statement ensures the Service liaises with the 140 nationalities represented in NSW to address their policing needs.

To increase safety for senior citizens, the Police Service worked on and subsequently endorsed the recommendations of a Government taskforce investigating the abuse of older people in their homes. Meanwhile, police continue to provide special services to senior citizens, such as advice on personal safety and home security.



Meanwhile, an Aboriginal Co-ordinator was appointed to each Region in January to provide advice on resolving issues involving Aboriginal people and the Service.

The co-ordinators will work closely with Aboriginal Community Liaison Officers.

Innovative Adopt-a-Cop Program goes statewide

An innovative Aboriginal youth/police liaison program developed in Brewarrina during the year will be modified for statewide application in 1993-94.

The "Adopt-a-Cop" program was developed to address problems faced by Aboriginal young people in the town by involving them in police-sponsored activities. Difficulties faced by these young people, such as racial tension, lack of facilities and few job opportunities,

had led some of them to become involved in anti-social behaviour.

Activities run under the program, which was supported by all Brewarrina police, included social events to develop interpersonal skills, educational activities (crime prevention workshops, visits to police station, court house, etc., essay writing), sporting matches, and informal counselling for problems.

The success of Adopt-a-Cop in reducing the number of appearances by young people before the court and community savings through reduced crime have led the Service to support the program's implementation in appropriate areas statewide.

Ethnic Affairs Policy Statement praised

To enable the policing expectations of more than 140 nationalities in NSW to be met, the Police Service published an

Ethnic Affairs Policy Statement (EAPS) in January.

The Statement sets out a detailed three-year program aimed at making all ethnic groups aware of the police services available to them. It also sets out to ensure there is no racial discrimination in the Service and to provide services which are culturally sensitive and appropriate to customer needs.

Measures taken to confirm that the EAPS is being adopted include its inclusion in Senior Officer performance contracts where appropriate and Statement updates in the Corporate Plan.

When accepting the Police Service EAPS, the NSW Ethnic Affairs Commission complemented the document, saying "it is not only comprehensive in its coverage, but also noteworthy in that it is clearly linked to the overall Corporate Plan". (30)

Commissioner develops strategic plan to meet Cabramatta's special needs

To address the special needs of the Asian community in Cabramatta, the Commissioner announced in May the development of a strategic plan for the Patrol.

This includes the allocation of eight extra beat police and the doubling of the Patrol's Ethnic Community Liaison Officers to four. Further emphasis will be placed on victim support, community education and youth initiatives.

Meanwhile, to further meet the needs of the Asian community, a Chinese speaking Ethnic Liaison Officer was appointed to the City of Sydney Patrol, which covers the popular Chinatown area.

Police work with Gay/Lesbian groups to reduce violence

In order to reduce the level of anti-homosexual violence, senior police convened a forum with related community groups and Government organisations in April.

The forum obtained an ongoing commitment from senior operational police, a range of Government Departments, Local Government bodies

and gay/lesbian groups to a joint problem-solving approach to the issue of violence against the gay/lesbian community.

Additionally, to improve service delivery an on-the-job training package entitled "Professional Conduct - Police Relations with the Homosexual Community" was developed.

This resource will supplement the work being done by the 56 gay/lesbian liaison officers, who act as contacts on issues facing homosexual members of the community.

Strategies adopted to reduce the abuse of older people

To increase the safety of senior citizens, the Police Service endorsed in January the recommendations of an investigation into the abuse of older people in their homes.

A Taskforce convened jointly by the Service and the NSW Office on Ageing conducted the investigation, which examined the availability, or otherwise, of appropriate services and professionals.

Recommendations as they relate to police are being pursued by the Aged Services Project Officer.

Meanwhile, in order to properly care for the many aged people suffering Alzheimers Disease that police are called to deal with, an on-the-job training module has been developed.

New Safety House State Council formed to obtain community feedback

In seeking community feedback to further improve the already successful Safety House Program, a State Council was formed in November.

The Council, which meets quarterly, comprises the state co-ordinating police officer and eight community representatives (two from each Region). It ensures that public comments about the Program are brought to police attention via the representatives.

A Safety House Strategic Plan has been developed by the Council to improve the



Police and the Community working together towards safer streets

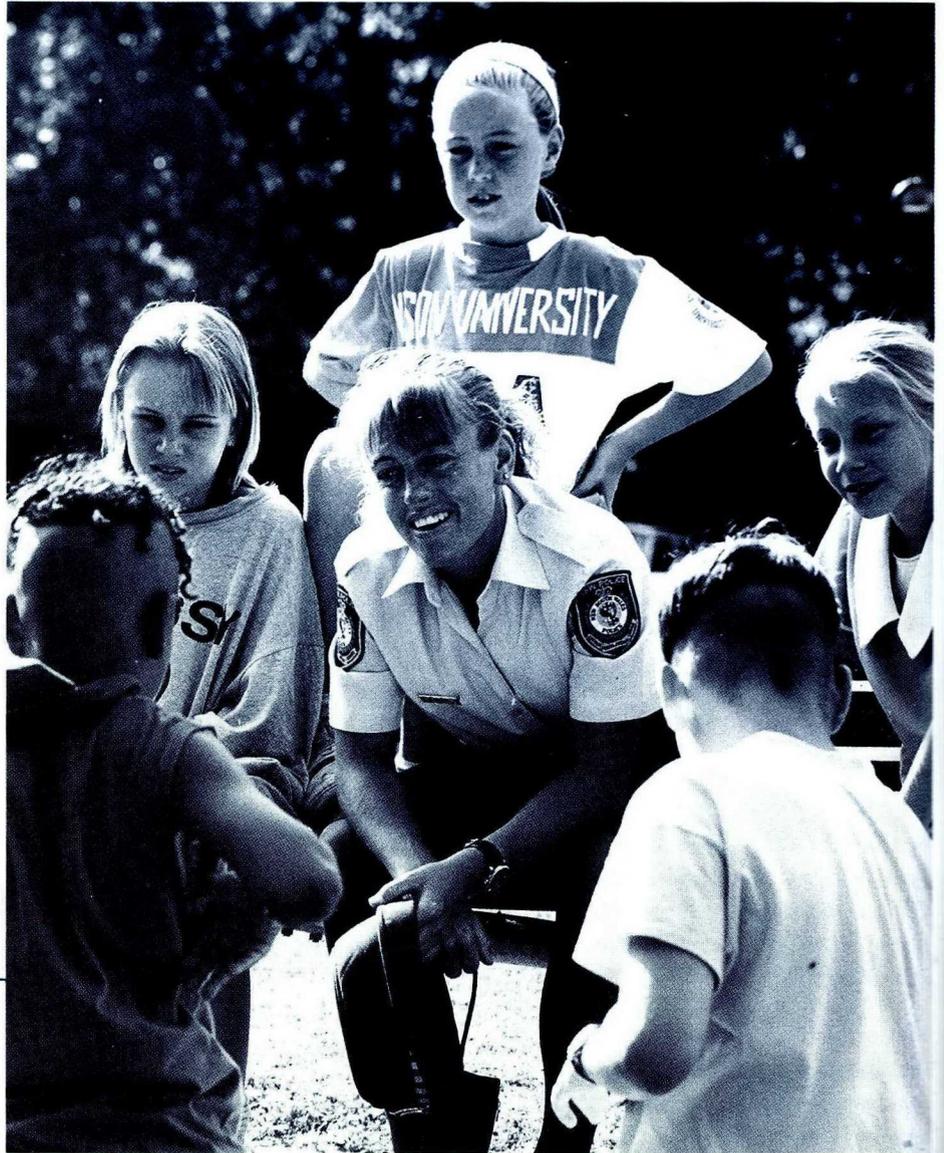
program's operation through effective communication, management and funding.

Approximately 24,000 accredited and police screened Safety Houses operated throughout NSW during 1992-93, providing a safe place for children to go if they are lost or feeling threatened.

Prevention Workshops and Youth Alcohol Initiative Programs.

PCYC membership stood at more than 63,300 young people during 1992-93; 106 police officers work full-time at the clubs.

More than 500 youth programs are run at 53 Police Citizens Youth Clubs throughout the State. In addition to improving the sporting ability, cultural awareness and social behaviour of young people, the clubs are important in forging positive relations between police and young people.



Police Citizens Youth Clubs fight juvenile crime

More than 500 programs aimed at addressing juvenile crime and anti-social behaviour by young people were conducted through the 53 Police Citizens Youth Clubs around the State.

The clubs also worked with the Department of School Education, Department of Health and the Office of Juvenile Justice in providing Young Offender Support Strategies, Crime

General Duties Youth Officers' Program helps young people at risk

The General Duties Youth Officers' Program has been introduced in many patrols across the State as the main contact between local police and young people.

Activities associated with this initiative vary according to community need but range from breakfasts and soup kitchens to crime prevention workshops and drug or alcohol programs.

Meanwhile, a comprehensive Police Youth Policy Paper is being prepared, which focuses on prevention or diversion, with detention as a last resort.

Inline with this approach, the Service has responded positively to the State Government's Juvenile Justice Green Paper, which sought public submissions on dealing with young offenders.

Police help children get into the swim

Children in Wilcannia can thank local police for the operation of the town swimming pool and the opportunity to learn to swim during the summer.

Wilcannia Patrol stepped in to form a management group for the pool after the local council's plea for community involvement failed. With the assistance of volunteers, council and the CES the facility was kept open for the public.

Officers from the Patrol regularly attended the pool, often in their own time, to supervise activities, including learn to swim programs.

Police play major part in Triple-O Spectacular

The Police Service played a major role in the emergency services Triple-O Spectacular, which was held at Darling Harbour in August.

More than 200,000 people attended the Spectacular, which involved displays by officers from Polair, the Rescue Squad, Dog Squad, and Water Police.

Meanwhile, a number of publicity campaigns were conducted by police during the year; these included Missing Persons Week, during which eight long-term missing people were located. A program of displaying missing persons posters in McDonalds Restaurants was also initiated by the Police Service.

New telephone system improves handling of infringement queries

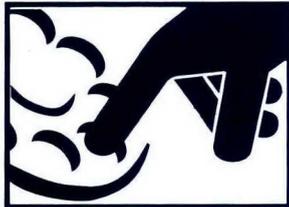
Installation of an Automatic Phonecall Distribution Telephone System by the Infringement Processing Bureau has significantly reduced delays experienced by callers seeking information about the payment of on-the-spot fines.

The \$800,000 system can handle 1,200 calls a day; the Bureau handled approximately 360,000 calls last year.

The poster for Missing Persons Week in August 1992 was designed by Ballina High School student Amanda McCallum, pictured below. Also with Amanda is Renee Walsh (left), a former missing person. Eight NSW long-term missing persons were located during the week.



CRIME STOPPERS 332 3555



(008) 251 009

Additionally, the Bureau investigated and responded to 157,029 written enquiries, representations and complaints concerning infringement notices during 1992-93.

Crimestoppers- Striking a Blow with Community Help

Crime Stoppers calls result in 302 arrests and \$4.8 million in drugs seized. Community support for police through phonecalls to the Crime Stoppers Unit saw 302 people arrested and \$4,818,338 worth of illegal drugs seized during 1992-93.

Crime Stoppers received almost 9,500 calls during the year, some of which led to the recovery of stolen property worth \$277,298. Since its commencement in 1989, Crime Stoppers has taken more than 28,000 calls.

Callers to Crime Stoppers can remain anonymous and apply for a cash reward of up to \$1,000 although 95 per cent do not seek any money for assisting police.

Crime Stoppers is financed by private enterprise, which has a sponsored fund controlled by NSW Crime Stoppers Limited which is, registered with the

National Companies and Securities Commission.

Crime Stoppers also received strong support from Sydney metro, suburban and rural media in seeking public information about offenders.

Crimestoppers acts as the focus for national television program

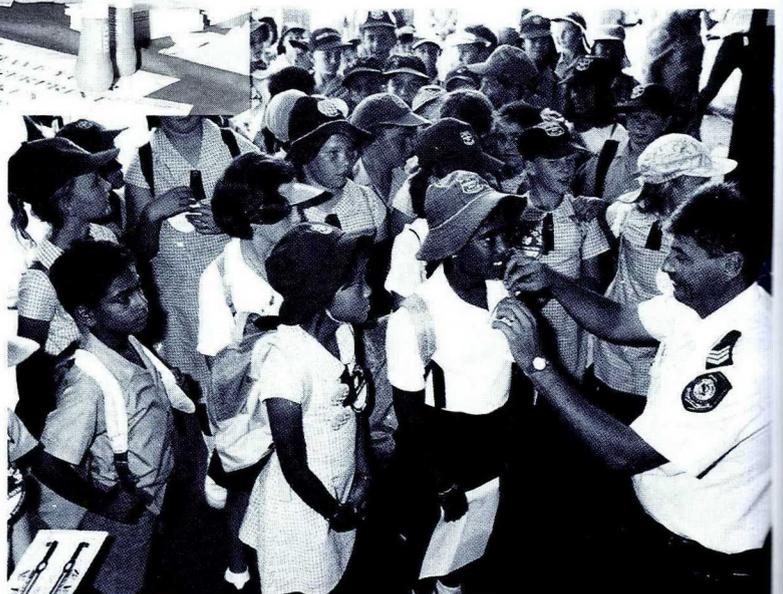
The Crimestoppers Unit combined with the Grundy Organisation to produce re-enactments of unsolved crime for the high rating television program "Australia's Most Wanted".

The Unit also handles calls from viewers across the state phoning in with information about NSW crimes featured on the program. This has resulted in an extra 150 calls a week.

Information provided via the program has led to the arrest of 30 people, some for serious crimes.

Boosting the Public Face - Marketing and Media

Professional advice to police about developing communication strategies or dealing with news organisations is provided by the Marketing and Media Branch. The Marketing Unit develops education or promotional campaigns for implementation either within the service or the community. The Media Unit, which comprises journalists and police, operates almost 24 hours a day, seven days a week and is responsible for all



More than 400,000 people, the majority being children, visited the Police Service display at the Royal Easter Show. The display, which included a number of interactive features directed at children, centred around the theme of Safer Streets.

news management, positive and negative, from local patrols to the senior executive officers.

Easter Show exhibition attracts 400,000 visitors

The Police exhibit at Sydney's Royal Easter Show is the Service's largest annual marketing event and this year attracted more than 400,000 visitors.

The Marketing Unit is responsible for arranging the design, construction and staffing of the \$150,000 exhibit, which on this occasion had the theme of Safer Streets.

A large quantity of promotional material covering a range of policing initiatives was provided to the community free of charge during the 12 days the exhibition was open.

Video productions improve police training

The effectiveness of police training was boosted by the production of training videos, which were co-ordinated by the Marketing Unit.

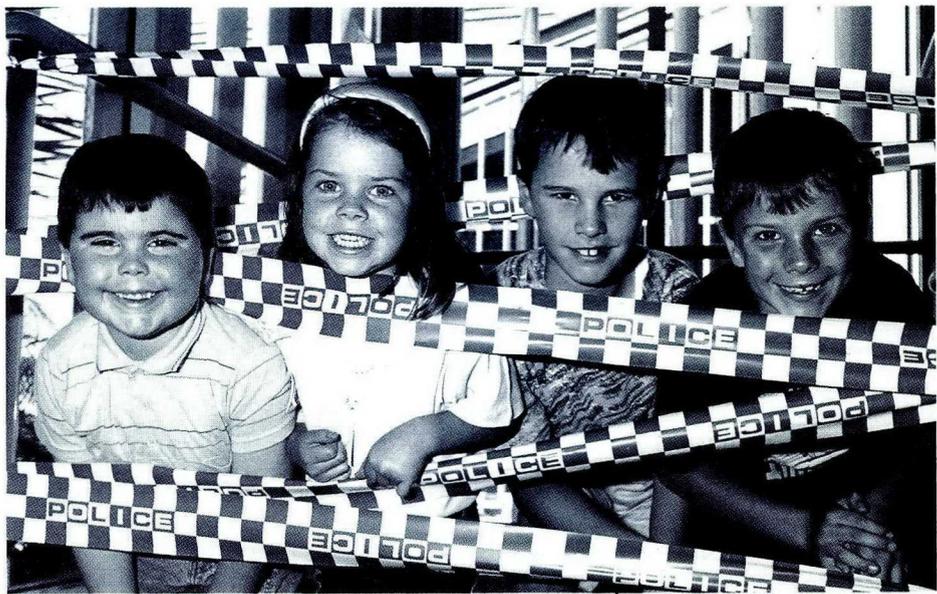
Topics covered by the videos during the year include domestic violence, high-speed pursuits, police/Aboriginal relationships, Computerised Operational Policing System (COPS) and the alcohol-crime connection.

Practical assistance and professional advice concerning police matters was also provided by the Unit to video and film makers on such productions as Police Rescue, A Country Practice, Home and Away and GP.

Police Open Day attracts 120,000 visitors to stations across the State

More than 120,000 people visited police stations around the State during the annual Open Day in November. The 1992 theme was "Towards Safer Streets - What Can You Do?"

The day, which was co-ordinated and promoted by the Marketing Unit, allowed community members to look through their local station, meet the officers, obtain information about crime prevention and discuss any problems.



Balloons, badges and stickers were also given away to the 72,000 children who attended the day.

Since its inception in 1990, the Open Day has also provided an opportunity for other emergency organisations and service clubs to join with the police and provide family entertainment for station visitors.

Police-Media Relations Working Party established

To improve professional relationships between police and news organisations, the Media Unit, at the direction of the Commissioner, established a joint working party in May.

Links with senior news staff, high-ranking police and Media Unit members were forged through the gathering, which discussed matters of mutual interest. The party will meet every six months.

Meantime, the Media Unit is developing a team to visit newsrooms to explain to journalists the unit's role, the Police Service Media Policy and restrictions on the type of information that can be made available to the news organisations.

Media training for police boosts communication skills

In addition to its primary role of dealing with news organisations around Australia on policing matters, the Media Unit conducted more than 50 training sessions

Of the 120,000 people who visited their local police station on Open Day, more than 72,000 were children. In addition to seeing how officers perform work, the children were able to take away balloons, stickers and badges as mementos of their visit.

Police and the Community working together towards safer streets

for police around the State during the year.

This training varied from Patrol-based workshops, which show how to deal with the media, handling interviews and publicising local police initiatives, through to major two-day programs at the Police Academy, dealing with media liaison in a disaster situation.

The Media Unit is also tailoring training workshops to meet the specific needs of specialist police units, such as detectives, Highway Patrol and Accident Investigation.

STRATEGY FIVE: MAINTAINING PROGRESS TOWARDS THE VISION

Objective - Improve the Police Service strategic planning process to manage effectively and steer the implementation of the future directions.

To ensure the directions of the Service remain relevant to the policing environment of NSW, the Corporate Plan is updated annually in consultation with the Police Board and the Minister. This review process filters through all command levels to make sure the Service is attuned with what is happening in the community and what the public expects from police.

Feeding from the Corporate Plan are strategic plans for the key areas of human resource management, industrial relations, training and education, internal and external communications, corporate services, information and technology, and financial services.

Without effective monitoring systems, planning may not be carried out effectively. To this end, the Service's strategic plans are linked to a three-year rolling program of evaluation. Corporate performance indicators have also been developed to report on progress towards the Safest Streets Vision.

Continuous Evaluations keep the focus sharp

Improved relationships the key to following the Corporate Plan

The Police Service has improved the relationships between its planning, budgeting and performance review mechanisms; it has also developed Region and other Command Strategic Plans each integrated with the other plans and the Corporate Plan.

New guidelines have been issued to Senior Executives to assist them in preparing their performance agreements, especially in relation to the Corporate Plan.

The Service has improved how it monitors the policing environment. This has been achieved by using focus groups to better assess changing needs and expectations. Culture surveys have also been used to better understand Service personnel and indicate where further improvement is needed.

For the first time, the Service has published a comprehensive set of Corporate Performance Indicators in the Corporate Plan 1992-95. The Service's Program of Evaluations is also linked to Corporate directions, thereby supporting these comprehensive performance measurements.

Control charts introduction ensures performance is measured

The Service monitors trends in reported crime for management purposes using control charts to summarise crime statistics. The charts originate from Total Quality Management; they are easy to use, statistically valid and allow visual presentation of trends.

Control charts have been incorporated into the computerised Executive Information System and a monthly activity report. The charts provide information trends about a wide variety of offences and relevant operational data, which are used as management tools by commanders and managers down to Patrol level.

Unlike other presentation styles, Control Charts provide information to immediately identify whether a change in

the performance indicator has occurred. This means it is possible to determine whether any police action has affected reported crime levels.

Evaluation program maintains Corporate Plan focus

A rolling three-year program of evaluations has been developed by the Police Service as part of its Corporate Planning process. This ensures key areas of the Corporate Plan are working effectively towards achieving the Vision. The following list details those areas subject to evaluation during 1992-93.

Improved Operations:

• Determine actual crime levels - Victim Crime Survey

The Australian Bureau of Statistics (ABS) conducts a Crime Victims and Safety Survey in April each year on behalf of the Police Service and the NSW Bureau of Crime Statistics and Research.

The objective of each survey is to obtain information regarding the "true" level of victimisation for certain crime types within the community and the proportion of victims who report to police.

The survey has been conducted for NSW in 1990, 1991 and 1992, and nationally in 1993. The 1992 survey revealed that approximately three per cent of people had been victims of assault or robbery in the previous 12 months.

Meanwhile, approximately seven per cent of households had been victims of break and enter or attempted break and enter in the previous 12 months. About 72 per cent of actual break and enter offences were reported to police, compared with 30 per cent of attempted offences.

The survey also revealed that approximately two per cent of households had been victims of motor vehicle theft, with 95 per cent of these offences reported to police.

The results of these surveys have been made public.

• Develop safety indexes for safer and safest streets

Crime statistics provide a basic indication of safe streets, but measures are required to determine whether streets are becoming safer over time.

The evaluation framework, based on the use of Control Charts, has been developed for indexes of "safer streets". The further development of indexes for "safest streets" depends on the availability of information concerning the relevant population (eg, number of people, number of registered motor vehicles, number of houses, etc). Work is proceeding.

• Implementation of the case management approach to detection and investigation

A computerised case management system has been trialed in a number of locations throughout the State. This has served to provide a good indication of the system which should be integrated into the Computerised Operational Policing System (COPS).

It is expected that this system will be incorporated into Phase Two of COPS, with focus groups being established for this purpose in late 1993.

Our People:

• Evaluate outputs and outcomes for Human Resources and Industrial Relations Plans.

The main Human Resources Plan is designed to maximise the abilities of our people, and is pivotal to the achieving of corporate initiatives.

The Human Resources Plan sets out to provide clear direction and policies for improving the working environment, educational integrity, productivity, performance, placement and quality of working life of our people.

Strategies include:

- Development of a comprehensive resources policy including an objective resource allocation formula, a transfer and tenure policy and a

Police and the Community working together towards safer streets

- mechanism to maintain an equitable distribution of experienced personnel
- Further refine merit-based promotion systems
- Improve recruitment and selection procedures to provide and develop high quality staff
- Develop and implement an appropriate Performance Management Scheme to monitor and rectify instances of poor performance
- Improve the environment and quality of working life of our people through the enhancement of the Employee Assistant Plan
- Develop and implement programs to assist staff in high risk duties, in the rehabilitation and return to duty of injured staff, in the monitoring and management of absenteeism. Included in these programs are associated prevention and education strategies
- Implement employment conditions and practices which support greater flexibility in work practice, improved productivity and industrial harmony
- Ensure fairness and equality of treatment for all staff to create a working environment free for harassment
- Implement mechanisms designed to support EEO target groups, child care services, part-time work, job rotation and placement opportunities
- Further devolve responsibility for decision making on personnel matters to Regions, Districts, Patrols and Branches. This devolution includes the re-allocation and training of support staff and the refinement of management information systems
- Increase representation of women in the Service, especially in supervisory and management positions
- Expand of employee assistance services particularly the Peer Support Program at Patrol level
- Update policy to manage sex based harassment
- Refine and devolve the computerised personnel system
- Refine the job evaluation scheme for administrative and police positions
- Increase consultation with union groups and employees
- Develop of enterprise agreements

- Evaluate the outputs and outcomes for the Training and Education Plan

The Education and Training and Human Resource Commands have developed a strategy to collectively address the area of Our People as outlined in the Police Service Corporate Plan 1992-95.

This strategy has been adopted by the State Executive Group and has provided the framework for a number of Education and Training initiatives during the reporting period.

The provision of an integrated education and training plan which focuses on improved operations, better management, increased customer service, and effective communications, has been achieved through the acceptance by the Police Board of a career progression model spanning from Recruit to Senior Executive.

This strategy has been supported by the publication of the Police Academy Handbook, which indicates the range of courses conducted by the Academy and allows individuals and commanders to plan training on education activities throughout the year.

Regular consultation with commanders/managers throughout the Police Service has resulted in the provision of training and education which meets the needs of both sworn and unsworn personnel.

Key parts of the career progression model have been implemented through the establishment of a Centre of Professional Development, which has been done in conjunction with Charles Sturt University. This will assist with the delivery of the Constable Development Program, which commenced in early 1993; a similar arrangement has been made with the University of Wollongong to develop and deliver the Command Development Program, which also started in 1993.

These initiatives have resulted in significant advances toward full professional status for Police Service members. They also satisfy another of the aims in the Human Resources and Education and Training strategy through the development of links with a range of tertiary educational institutions. This enhances the body of professional knowledge available for effective problem solving and decision making.

New South Wales has also been a major contributor to the discussions of national policing issues, particularly as they relate to education and training. Through regular exchange of ideas and information with other police services and high profile membership of the National Police Education Standards Council, New South Wales continues to influence the development of a national standard for police education.

Through the efforts of the Field Training Directorate, the Education and Training Command has continued to provide an enhanced distance learning and field training service to complement established academy-based programs.

During the reporting period, the Field Training Directorate published the first two editions of the Policing Issues and Practice Journal, which is issued quarterly to every sworn member of the Police Service.

The journal has been well received by operational police as a reference source for recent legislation and policy changes; field-based trainers have also used it as a resource for local training sessions. The journal seeks contributions from many sources and is designed to further the education of police in work-related subjects.

As part of their charter to provide a quality control function, the Field Training Directorate has conducted evaluations of the Rejoinee Program and the major (field training) component of the Police Recruit Education Program.

A constant liaison with field based trainers and commanders has also been maintained by conducting over 400 separate visits to operational areas to provide assistance with training and education issues.

Improve Management

- Evaluate the provision of management information

Senior Police Service executives requested access to more timely information concerning the operating environment in order to measure whether streets were becoming safer and if there had been progress towards the Safest Streets Vision.

A monthly activity report is produced, which brings together a range of performance indicators of operational

matters. An Executive Information System (EIS) has also been introduced to automate the provision of such information.

The EIS draws information from the corporate databases, then presents it graphically and in table form on personal computers. Senior executives have been trained in the use of the system, which has been installed at more than 50 sites.

The EIS has been linked to corporate objectives and uses Control Charts to display measures of "safer streets". The System has highlighted changes in several indicators, eg, motor vehicle theft, complaints against police, and human resources.

- Evaluate Service Quality

Prior to 1992, the Police Service had yet to focus fully on customer service. Although some emphasis in the area existed in all police training and education, it was not monitored from a central point.

A Customer Service Manager was appointed in mid-1992. Customer service requirements have now been written into recruiting literature, statements of duties, promotion criteria and performance agreements.

Eight Customer Councils were established in 1992-93 to strengthen links between the Service and communities throughout NSW. Each Region has two councils, one metropolitan and one country. Customer groups represented on each council vary according to Region needs, eg, rural interests and liquor licensing.

The councils are advisory bodies through which the Service can ensure the type and quality of policing activities are what the public expects. They are linked to the overall corporate planning process but have no direct input into Government policy.

Meanwhile, an evaluation to assess the effectiveness of Community Consultative Committees (CCCs) was undertaken on behalf of the Service by Corporate Impacts in April. CCCs from the basis

Police and the Community working together towards safer streets

of the consultative network at the Patrol level. They function as a community voice and sounding board to assist in the delivery of local policing services.

- **Evaluate the introduction of a Guarantee of Service**

A Guarantee of Service has been prepared by a committee comprising Patrol Commanders and police from specialist areas. This document will, for the first time, outline the type and level of service customers can expect from the Police Service.

Specifically, the Guarantee includes the police commitment to service, a listing of the service provided, identification of customers, minimum standards of service, compliments/suggestions/complaints procedures and a list of contact points.

- **Evaluate the effectiveness of Beat Policing**

The current number of Beat Police positions that have been allocated as at the end of the reporting period is 1243. The Beat Program currently operates in 77 of the State's 167 Patrols.

Beat Policing is intelligence driven and uses that information to identify locations and times for effective patrolling.

Areas where beat policing is effective have shown marked decreases in the overall incidence of crime and fear levels.

Conversely, there has been an increase in the amount of information and intelligence gathered.

Beat policing is now part of all in-service training courses, including Police Recruit Education Program, Patrol Commanders, First Line Commanders, Potential Crime Investigators and Intelligence Officer.

- **Evaluate Demonstration and Training Patrols**

The development of demonstration and training patrols as proving grounds for new policing practices is still in its formative stages, therefore close attention has been paid to their progress.

Meetings of Senior Executive Officers, Regional Commanders and operational police have gathered throughout the year to review the patrols' focus and goals. An Action Plan has been created for the

patrols, which includes approaches to management, education programs and evaluation.

Communication with Stakeholders

- **Determine Community perceptions of the Police Service**

Since 1988, the Police Service has commissioned independent consultants to help evaluate policing initiatives by conducting community satisfaction surveys.

These surveys examine the levels of, and changes in, community fear of crime, attitudes towards policing services and the satisfaction with police contact.

The surveys comprise randomly selected household telephone interviews, conducted continuously in the 26 police districts; 215 households are contacted monthly, with a total of 2,600 residents surveyed each year. More than 18,000 residents (16 years and over) have participated in the community satisfaction surveys since 1988.

Key results include:

- 84% of people strongly endorsed the concept of greater interaction with police officers. Community satisfaction levels with police contact is high, even in stressful situations. The latest survey reveals 83 per cent of people who had contact with police were satisfied with the result.
- Over 2 in 3 people (67%) rate local police favourable in assisting the community.
- About 2 in 3 people (67%) perceive their local police as effective in solving problems, are enforcing traffic safety and are effective in enforcing law.
- Over 8 in 10 people (80%) perceive that their local police are responsive, polite and helpful.
- Over 9 in 10 people support specific response to crime reports if given satisfactory explanation and advice on expected time of arrival based on police availability.
- Fear of crime continues to be high and out of proportion to the probability of victimisation. However, there has been a significant

decline in community fear of victimisation from property crime, societal disorder and serious crime.

- This consistent long term decline in community fear levels is very positive when compared with policing agencies elsewhere in the world.
- Police have reversed a general decline in visibility since 1988 and have maintained a high level of visibility into 1992.

New contractors, Price Waterhouse Urwick, were appointed in October 1992. The survey has been redesigned to align it with the NSW Police Service mission and Vision of Safest Streets by the Year 2000.

The new survey covers community perceptions and opinion on a range of criteria including: social disorder; community involvement; safety; fear of personal victimisation (theft and property); perceived size of the local crime problem; visibility of police; police effectiveness; corruption and satisfaction with police contact.

The new survey commenced in February 1993.

• Determine internal perceptions of the Police Service.

Aptech Australia conducted a Climate Survey to gauge the existing culture of the Police Service in October 1992. A sample of 500 police and administrative officers was surveyed statewide at 20 locations on a range of issues, including basic beliefs and values, self-awareness, responsiveness to others, team building and goal identification, interpersonal skills and co-operation for a common purpose.

The survey's results were included in the annual corporate planning workshop.

• Determine stakeholder needs and expectations

Based on the community attitude surveys, six broad community segments have been identified, each with different needs, fears, and perceptions of police effectiveness:

- People who trust police but who fear crime, feel unsafe and want greater police effectiveness against crime
- People who do not fear crime but who want greater police effort against increasing crime

- People who distrust police and are dissatisfied with police contact when it occurs
- People who trust police, who don't fear crime and who feel that police are more visible and effective
- People who trust police and have non-stressful contact with police through neighbourhood watch etc. They don't fear crime and are very satisfied with their police contact
- People who trust police and who do not fear crime even though they think crime is increasing. They feel police are more visible and effective and want more of it.

To identify community expectations of policing and police issues, independent contractors, Frank Small and Associates conducted focus groups with people found in each segment.

The community expect greater police visibility in neighbourhoods by having more police patrolling (beats and vehicles) and talking to local residents.

The public also expects police to reduce barriers to contact and perceived poor responses at some stations.

Police are also expected to provide feedback to victims, when calls are made for assistance, the community want police to give an expected time of arrival with an explanation for any delay. The community is tolerant of delays as long as the police actually do arrive.

Strategic Planning

During the period under review there were major developments in the administration of the police portfolio. The changes were introduced by the Government, as part of a management reform program of the Police Service. The changes were, in part, a product of a review by the Office of Public Management.

A new Minister came to the portfolio, a Ministry for Police and Emergency Services was created and the top level management structure of the Police Service was reorganised. The latter included the redefinition of the role of State Commander and the creation of a position of Deputy Commissioner.

Police and the Community working together towards safer streets

• Evaluate Police Service Legislative Program

As a result of the changes the legislative program that had been managed by the Police Service was transferred to the new Ministry.

• Evaluate Command Plans

In his revised role, the State Commander has adopted the Corporate Plan as the State Plan. Reporting to the State Commander, the Operations Support Command and the Drug Enforcement Agency developed separate command plans to articulate their role and strategies in supporting the Regions and the State Commander. Region plans were developed to ensure the implementation of the Corporate Plan. In addition, corporate support commands developed respective command plans.

Region plans and corporate support command plans were reviewed by the then (internal) Office of Strategic Services. Guidance was offered in how plans could be improved. Command plans have been assessed as being consistent with the Corporate Plan.

The Police Service has been developing objective ways to measure the shift to proactive policing. The focus has been on redeveloping the Activity and Duty Survey that has been the traditional method of measuring resource allocation to corporate program areas. The revised Activity and Duty Survey has been trialled at 12 patrols. The survey methodology will be refined during 1993/94. The survey is expected to be administered six times to 72 patrols (in all) to confirm methodology and establish base line information.

FOOTNOTES

- (1) The NSW Ministry for Police and Emergency Services produces a separate annual report.
- (2) The Police Board of NSW produces a separate annual report.
- (3) Operational Command is profiled in detail on pages 19-21
- (4) Support Command is profiled on pages 22-23
- (5) Survey of Community Policing Initiatives in NSW, Frank Small and Associates, November 1992.
- (6) NSW recorded Crime Statistics, NSW Bureau of Crime Statistics and Research, June 1993.
- (7) Survey of Community Policing Issues in NSW, Frank Small and Associates, November 1992.
- (8) References to Community Satisfaction Surveys in this Section are taken from the Survey

of Community Policing Initiatives in NSW, Frank Small and Associates, November, 1992.

(9) Crime and Safety Survey, NSW, Australian Bureau of Statistics, April 1992.

(10) Figures supplied by South West Region Headquarters, September 1993.

(11) Figures supplied by North Region Headquarters, August 1993.

(12) NSW Recorded Crime Statistics 1992, NSW Bureau of Crime Statistics and Research, June 1993.

(13) Figures supplied by South West Region Headquarters, August 1993.

(14) Figures supplied by South Region Headquarters, August 1993.

(15) The Alcohol-Crime Connection, District Workshop, NSW Police Service, 1993.

(16) Australian Drug Intelligence Assessment, Australian Bureau of Criminal Intelligence, 1992.

(17) A breakdown of DEA operational statistics appears in Appendix 37 on Page 120

(18) Road Traffic Accidents in NSW 1992-93, NSW Roads and Traffic Authority, 1993.

(19) Road Safety 2000: The Strategic Plan for Road Safety in NSW, NSW Roads and Traffic Authority, 1992.

(20) Preliminary Analysis of Speed Cameras, NSW Road Safety Bureau, 1993.

(21) NSW Infringement Processing Bureau analysis of RTA crash statistics, 1991.

(22) Based on an analysis of NSW Roads and Traffic Authority monthly crash statistics 1983-93.

(23) Equal Employment Opportunity statistics: Four tables detailing Police Service EEO record appear in the Appendices on Pages 100-103

(24) Address by professor Barry MacDonald, Director, Centre for Applied Research in education, University of East Anglia, Great Britain, to PREP Class 250 at the NSW Police Academy, 2 July 1993.

(25) Maguire, M., et al, The Effective Management of Criminal Investigation, Research Report for the UK Royal Commission into Criminal Justice, HMSO, 1993.

(26) An explanatory note about the Police Service Research and Development Program appears in the Appendices on Page 109

(27) Review of NSW Police Service Computerised Operational Policing System - Stage One, BRS Pacific, August, 1992.

(28) Pre-Implementation Review of NSW Police Service Computerised Operational Policing System, KPMG Peat Marwick, June 1993.

(29) An Evaluation of the NSW Police Service Community Consultative Committees, Corporate Impacts, June 1993.

(30) Letter from NSW Ethnic Affairs Commission Chairman Stephan Kerkyasharian to Commissioner Tony Lauer, 22 January 1993.

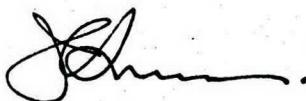
For the Year Ended
30 June 1993

Pursuant to section 45F of the Public Finance and Audit Act 1983, we state that:

- (a) the accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Financial Reporting Code under Accrual Accounting for Inner Budget Sector Entities, the applicable clauses of the Public Finance and Audit (Departments) Regulation 1986 and the Treasurer's Directions;
- (b) the statements exhibit a true and fair view of the financial position and transactions of the Department; and
- (c) there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



N O Taylor APM
Acting Commissioner
7th October 1993



J C Thoms FCPA
Executive Director, Finance
7th October 1993





BOX 12 GPO
SYDNEY NSW 2001

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FINANCIAL STATEMENTS

AUDITOR-GENERAL'S OPINION

POLICE SERVICE OF NEW SOUTH WALES

To Members of the New South Wales Parliament and the Commissioner

Scope

I have audited the accounts of the Police Service of New South Wales for the year ended 30 June 1993. The preparation and presentation of the financial statements, consisting of the accompanying statement of financial position, operating statement and statement of cash flows, together with the notes thereto and the information contained therein is the responsibility of the Commissioner. My responsibility is to express an opinion on these statements to Members of the New South Wales Parliament and the Commissioner based on my audit as required by Sections 34 and 45F(1) of the Public Finance and Audit Act 1983.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with the requirements of the Public Finance and Audit Act 1983, and Australian accounting concepts and standards so as to present a view which is consistent with my understanding of the Department's financial position and the results of its operations and its cash flows.

This audit opinion has been formed on the above basis.

Audit Opinion

In my opinion, the financial statements of the Police Service of New South Wales, comply with Section 45E of the Act and present fairly in accordance with Statements of Accounting Concepts and applicable Accounting Standards the financial position of the Department as at 30 June 1993 and the results of its operations and cash flows for the year then ended.

Handwritten signature of E. Lumley in cursive script.

E. LUMLEY, FCPA
DIRECTOR OF AUDIT

(duly authorised by the Auditor-General of New South Wales
under Section 45F (1A) of the Act)

SYDNEY
11 October 1993

NSW POLICE SERVICE
Operating Statement
For the year ended 30 June 1993

	Notes	Actual 1993 \$'000
EXPENSES		
Operating expenses		
Employee related	3 (a)	929,196
Other operating expenses	3 (b)	166,990
Depreciation	3 (c)	19,065
Grants and subsidies	3 (d)	109
Other services	3 (e)	3,517
		1,118,877
Total expenses		1,118,877
REVENUES		
User charges	4 (a)	16,143
Donations and industry contributions	4 (b)	153
Other	4 (c)	656
		16,952
Total revenues		16,952
Net gain/(loss) on sale of property, plant and equipment		(1232)
		1,103,157
NET COST OF SERVICES		1,103,157
GOVERNMENT CONTRIBUTIONS		
Consolidated Fund recurrent appropriation		918,861
Consolidated Fund capital appropriation		52,278
Return to the State on sale of assets		(3,107)
		49,304
Acceptance by the State of Department liabilities		49,304
		(85,821)
Surplus/(deficit) for the year		(85,821)
Accumulated surplus/(deficit) at the beginning of the year		(2,481,151)
		(2,566,972)
Accumulated surplus/(deficit) at the end of the year		(2,566,972)

The accompanying notes form part of these statements.

NSW POLICE SERVICE
Statement of Financial Position
As at 30 June 1993

	Notes	Actual 1993 \$'000
CURRENT ASSETS		
Cash	5 (a)	27,530
Receivables	5 (b)	25,896
Investments	5 (c)	15,825
Inventories	5 (d)	5,734
Total Current Assets		74,985
NON-CURRENT ASSETS		
Property, plant and equipment	6	511,221
Total Non-Current Assets		511,221
Total Assets		586,206
CURRENT LIABILITIES		
Creditors and advances	7 (a)	35,827
Borrowings	7 (b)	1,877
Provisions	7 (c)	28,538
Total Current Liabilities		66,242
NON-CURRENT LIABILITIES		
Creditors and advances	8 (a)	486
Provisions	8 (b)	3,086,450
Total Non-Current Liabilities		3,086,936
Total Liabilities		3,153,178
NET ASSETS		(2,566,972)
EQUITY		
Accumulated surplus/(deficit)	9	(2,566,972)
TOTAL EQUITY		(2,566,972)

The accompanying notes form part of these statements.

NSW POLICE SERVICE
Statement of Cash Flows
For the year ended 30 June 1993

	Notes	Actual 1993 \$'000
CASH FLOW FROM OPERATING ACTIVITIES		
Payments		
Employee related		(749,636)
Other operating expenses		(162,192)
Grants and subsidies		(109)
Other Services		(3,517)
		<u>(915,454)</u>
Receipts		
User charges		14,361
Donations and industry contributions		153
Grants from other agencies		1,719
		<u>16,233</u>
Total Net Cash Used on Operating Activities	13(b)	<u>(899,221)</u>
CASH FLOW FROM INVESTING ACTIVITIES		
Purchases of property, plant and equipment		(55,550)
Proceeds from the sale of property, plant and equipment		6,420
		<u>(49,130)</u>
Total Net Cash Used on Investing Activities		<u>(49,130)</u>
Net Cash Outflow from Operating and Investing Activities		<u>(948,351)</u>
CASH FLOW FROM FINANCING ACTIVITIES		
Borrowings repaid		(4,020)
		<u>(4,020)</u>
GOVERNMENT FUNDING ACTIVITIES		
Return to State on sale of assets		(3,107)
Consolidated Fund Recurrent Allocation		918,861
Consolidated Fund Capital Allocation		52,278
		<u>968,032</u>
Total Net Cash provided by Government		<u>968,032</u>
Net Increase/(Decrease) in Cash		<u>15,661</u>
Opening cash balance		<u>11,869</u>
CLOSING CASH BALANCE		<u>27,530</u>

The accompanying notes form part of these statements.

1. REPORTING ENTITY

The NSW Police Service is an entity for reporting purposes. There are a number of Commands within the entity, as well as a separate reporting unit called the Infringement Processing Bureau Commercial Services Unit, all of which have been consolidated when producing the entity accounts.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The NSW Police Service's financial statements have been prepared in accordance with Statements of Accounting Concepts, applicable Australian Accounting Standards, the requirements of the Public Finance and Audit Act and Regulations, the Treasurer's Directions and the Financial Reporting Directives published in the Financial Reporting Code for Inner Budget Sector Entities.

The Operating Statement and Statement of Financial Position are prepared on an accrual basis. The Statement of Cash Flows is prepared on a cash basis using the "direct" method in accordance with AAS28, "Statement of Cash Flows." A supplementary Cash Flow Statement prepared using the "indirect" method in accordance with Treasury Circular No. 17 dated 20 July 1993 is attached as Note 17.

As from 1 July 1992, the Police Service has converted from cash based accounting to accrual accounting. In the first year of implementation of accrual accounting, comparative figures for the Statement of Financial Position, the Operating Statement and the Statement of Cash Flows are not required.

Except for certain investments and property, plant and equipment which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

All amounts are rounded to the nearest one thousand dollars.

(a) Employee related expenses

The cost of employee entitlements to long service leave and superannuation are included in employee related expenses. However, as the Police Service's liabilities for these employee entitlements are assumed by the State (except for Police Superannuation), the Department accounts for the liability are shown as having been extinguished resulting in non-monetary revenue described as "Acceptance by State of Department liabilities".

The Police Service maintains a separate superannuation fund for police officers who joined the scheme prior to April, 1988. As at 30th June 1993 the employer's contributions to this scheme formed part of the Police Service's liability with the expense shown in the Operating Statement as employee related expenses. However, from 1 July 1993, the State has assumed this liability.

The amounts expected to be paid to employees for their pro-rata entitlement to recreation leave are accrued annually at current pay rates.

(b) Consolidated Fund

Monetary resources which are allocated to the Police Service from the Consolidated Fund are recognised as revenues of the financial period in which they are received.

(c) Capitalisation of Assets

The historical cost method of accounting is used for all acquisitions of assets. All computer equipment has been capitalised regardless of cost. Prior to 1 July 1992, only capital expenditure in excess of \$5,000 has been captured in the Fixed Assets System. Effective from 1 July 1992 however, it is Police Service policy to capitalise expenditure for assets in excess of \$500.

(d) Property, plant and equipment

(i) Property

The Police Service has generally followed the valuation methodology set out in the NSW Treasury Technical Paper "Policy Guidelines for Valuation of Physical Non-Current Assets in the NSW Public Sector". All property assets have a land value component. Buildings which are given an "essential" status such as Police Stations are valued at replacement cost. Internal components of plant associated with these assets are determined on a pre-established percentage basis and subtracted from the replacement cost of the building. Buildings classified as non-essential such as Police residences are valued at market value. Surplus land and buildings are recorded at market value. Buildings were last valued between 30th June 1992 and 31st October 1992. Land valuation updates are received on a regular basis from the Valuer-General's Office. The Valuer-General has been approached to provide a five-year cyclical program of valuations for all property assets.

(ii) Plant and Equipment

Plant and equipment are recorded at historical cost.

(iii) Donated Assets

Donated assets are recorded at the historical cost to the donor or market value.

(e) Depreciation

Depreciation is calculated on a straight line basis over the useful life of all depreciable assets commencing the month after acquisition or completion of the asset. Land is a nondepreciable asset.

(f) Inventories

Inventories are recorded at the lower of cost or net realisable value. Individual items of stock are issued at standard cost. A perpetual inventory system is adopted and cyclical stocktakes are carried out on a regular basis.

The extent of deterioration of stock and stock obsolescence are reviewed regularly. Obsolete stock is written down to net realisable value where this is assessed to be below cost.

The NSW Police Service has identified a number of other areas which have inventories established. These include communications stores, armoury, bulk fuel, motor vehicle and air wing spare parts. These items have been expensed.

(g) Exemption from Budgetary Amounts

The Treasurer has granted the Police Service exemptions from the application of Section 1.14 of the Financial reporting Code under Accrual Accounting for Inner Budget Sector Entities, for the 1992/93 financial year. For this financial year, no comparison is made between the actual net cost of services and the budget.

3. EXPENSES

\$'000

(a) Employee related expenses comprise the following specific items:

Salaries and wages	543,423
Superannuation entitlements	260,319
Payroll tax	41,796
Recreation leave	57,261
Long service leave	23,751
Other	2,646

 929,196

(b) Other operating expenses are made up of the following:	\$'000
Rent	20,116
Building maintenance	9,948
Other building expenses	10,015
Subsistence and transport	12,709
Motor vehicles, launches and aircraft	42,091
Fees for services rendered	19,058
Gas and electricity	7,671
Post and telephone	18,110
Stores and printing	20,861
Consultants	116
Audit fees	197
Bad debts	12
Other	6,086

166,990

(c) Depreciation is charged as follows:	
Buildings	11,657
Computer equipment	6,638
General plant and equipment	770

19,065

(d) Grant to Neighbourhood Watch Committee	109
--	-----

(e) Other services comprise the following:	
Meals for Prisoners	1,320
Contribution towards national police research expenses	187
Witness expenses	1,129
Compensation/awards	387
Voluntary Redundancies	494

3,517

4. REVENUES

(a) User charges comprise the following items:	
Insurance reports and accident interviews	1,603
Rents	2,733
Seconded officers - recoups	1,805
Commercialised infringements processing fees	3,424
Sporting and entertainment events	610
Miscellaneous user charges	5,968

16,143

(b) Donations and industry contributions comprise:	
NRMA Sponsorship for Neighbourhood Watch projects	90
Sponsorships for other community projects	63

153

(c) Grants from other agencies	
NSW Government	367
Federal Government	289

656

5. CURRENT ASSETS	\$'000
<hr/>	
(a) Cash comprises the following items:	
Departmental Operating Account	27,301
Permanent and Temporary Advances	229
	<hr/>
	27,530
<hr/>	
(b) Receivables are made up of the following:	
Accounts Receivable	1,522
Provision for Doubtful Debts	(54)
Other Receivables	2,378
Payment in Advance	22,050
	<hr/>
	25,896
<hr/>	
(c) Investments	
Surplus land and buildings	15,825
	<hr/>
	15,825
<hr/>	
(d) Inventories comprise the following:	
Raw Materials	70
Finished Goods	4,701
Stores	1
Forms and Stationery	962
	<hr/>
	5,734
<hr/>	
(e) Bad debts written off	
Industrial Escorts	17
Maintenance and working expenses	10
Salary overpayments	8
	<hr/>
	35
<hr/>	

NSW POLICE SERVICE*Notes to and Forming Part of the 1992-93 Financial Statements***6. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT**

	Land (note [a]) \$'000
AT COST OR VALUATION	
Balance 1 July 1992	122,032
Additions	227
Disposals	(1,732)
<hr/>	
Balance 30 June 1993	120,527

ACCUMULATED DEPRECIATION

Balance 1 July 1992	-
Depreciation for the year	-
Writeback on disposal	-
<hr/>	
Balance 30 June 1993	-

WRITTEN DOWN VALUE

At 1 July 1992	122,032
<hr/>	
At 30 June 1993	120,527

NOTE (a) Surplus Land and Buildings valued at a market value of \$15.825M are shown as Investments in the Statement of Financial Position.

Buildings (note [a]) \$'000	Computer Equipment \$'000	General Plant and Equipment \$'000	Total \$'000
352,878	33,849	28,203	536,962
30,462	6,434	17,977	55,100
(5,572)	(587)	(90)	(7,981)
377,768	39,696	46,090	584,081
(9,520)	(18,140)	(10,676)	(38,336)
(11,657)	(6,638)	(770)	(19,065)
227	112	27	366
(20,950)	(24,666)	(11,419)	(57,035)
343,358	15,709	17,527	498,626
356,818	15,030	34,671	527,046

NSW POLICE SERVICE*Notes to and Forming Part of the 1992-93 Financial Statements*

7. CURRENT LIABILITIES	\$'000
<hr/>	
(a) Creditors and Advances	
Accounts Payable	3,231
Accrued Salaries	20,446
State Trust Accounts	2,842
Commercialised Infringements - Customer Funds	795
Accrued payroll tax	3,236
Income in Advance	1,068
Sundry Accruals and Other	4,210
	<hr/>
	35,827
<hr/>	
(b) Borrowings	
Short Term Leases	699
Short Term Borrowings	1,178
	<hr/>
	1,877
<hr/>	
(c) Provisions	
The movement in the provision for employee recreation leave is as follows:	
Recreation Leave, 1 July 1992	28,231
Increase in provision	307
	<hr/>
Recreation Leave, 30 June 1993	28,538
<hr/>	
8. NON-CURRENT LIABILITIES	
<hr/>	
(a) Creditors and Advances	
Advances from Budget Sector Agencies	486
<hr/>	
(b) Provisions	
Police Superannuation	3,086,450
<hr/>	
9. EQUITY	
<hr/>	
Equity at 1 July 1992	(2,488,557)
Accumulated surplus at 1 July 1992	7,406
Operating result for the year	(85,821)
	<hr/>
Equity at 30 June 1993	(2,566,972)
<hr/>	
10. UNCLAIMED MONIES	
<hr/>	

All amounts unclaimed are forwarded to the Treasury for credit of Special Deposits Unclaimed Monies Account and are available for refund from that account. No unclaimed amounts have been held in the accounts of the NSW Police Service.

11. COMMITMENTS FOR CAPITAL EXPENDITURE \$'000

Aggregate capital expenditure contracted for at balance date but not provided for in accounts payable	
Not later than one year	8,650
Later than one year but not later than 2 years	8,660
Later than 2 years but not later than 5 years	1,483
Later than 5 years	-
	<hr/> 18,793

12. CONTINGENT LIABILITIES

As at 30th June, contingent liabilities arising from legal claims lodged against the Police Service and pending decision by the courts are estimated at \$5.977 million.

13. NOTES TO THE STATEMENT OF CASH FLOWS

- a) Reconciliation of Cash.
For the purposes of the statement of cash flows, the Police Service considers cash to include cash on hand and in banks including permanent and temporary advances
- b) Reconciliation of Net Cash used in Operating Activities to Operating Results

	\$'000
Net cost of services per Operating Statement	(1,103,157)
Adjustments for non-cash items	
Depreciation	19,065
Provision for recreation leave	192
Provision for doubtful debts	12
Acceptance by State of liability for superannuation and long service leave	49,304
Loss on sale of property, plant and equipment	1,232
Other accruals:	
Police Superannuation	128,843
Increase in receivables	(22,054)
Decrease in inventories	795
Increase in creditors and advances	26,547
Total non-cash adjustments	203,936
Total Net Cash Used on Operating Activities (Refer to Statement of Cash Flows)	(899,221)

NSW POLICE SERVICE

Notes to and Forming Part of the 1992-93 Financial Statements

14. PROGRAM INFORMATION

	Notes	Program	Program	Program	Program
	(b)	46.1.1	46.1.2	46.1.3	46.1.4
		\$'000	\$'000	\$'000	\$'000
OPERATING EXPENSES					
Grants and subsidies		15	32	9	20
Other		80,625	162,604	62,270	104,306
Total Operating Expenses		80,640	162,636	62,279	104,326
OPERATING REVENUE					
User charges		118	237	69	152
Other revenue		22	44	13	28
Gain/(loss) on sale of assets		-	-	-	-
NET COST OF SERVICES					
Government allocations	(a)	84,756	170,942	64,835	109,656
OPERATING RESULT					
after Consolidated Fund Allocations		4,256	8,587	2,638	5,510
Total Assets		51,557	103,981	39,834	66,701
Notes:					
(a) Government Allocations:					
Consolidated Fund - (recurrent allocation)		80,500	162,355	62,197	104,146
State acceptance of liabilities		-	-	-	-
Consolidated Fund - (capital allocation)		4,256	8,587	2,638	5,510
Return on sale of assets		-	-	-	-
		84,756	170,942	64,835	109,656

Program	Program	Program	Program	Program	Total Programs
46.1.5	46.2.1	46.2.2	46.2.3	46.2.4	46.1.1- 46.2.4
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
33	-	-	-	-	109
169,144	272,174	14,027	171,764	81,854	1,118,768
169,177	272,174	14,027	171,764	81,854	1,118,877
3,671	3,555	-	8,331	10	16,143
44	546	-	37	75	809
-	-	-	(1,232)	-	(1,232)
165,462	268,073	14,027	164,628	81,769	1,103,157
174,394	140,248	14,911	166,857	90,737	1,017,336
8,932	(127,825)	884	2,229	8,968	(85,821)
105,971	89,162	8,984	69,930	52,369	588,490
165,462	139,217	14,027	109,188	81,769	918,861
-	-	-	49,304	-	49,304
8,932	1,031	884	11,472	8,968	52,278
-	-	-	(3,107)	-	(3,107)
174,394	140,248	14,911	166,857	90,737	1,017,336

(b) Program

Program 46.1.1 - Crimes Against the Person

The provision of general patrol police, patrol and regional detectives and specialist central units in detecting and apprehending offenders, deterring potential offenders and educating the community.

Program 46.1.2 - Crimes Against Property

The provision of general patrol police, patrol and regional detectives and specialist central units in detecting and apprehending offenders, deterring potential offenders and educating the community. Collation of intelligence, plotting of trends and targeting offenders and locations. Identification of assets related to criminal activities.

Program 46.1.3 - Crimes of Vice

The provision of general patrol police, patrol and regional detectives and specialist central units in developing crime intelligence, detection and apprehension of offenders and deterring potential offenders. Identification of assets related to criminal activities. Regulation of licensed premises and amusement parlours, etc.

Program 46.1.4 - Maintaining Public Order

The provision of logistical support and police at patrol and central levels to maintain public order in the community. The development of information on the movements of vehicles and people. The assessment of the risk of major disasters and other events that may cause harm to the community.

Program 46.1.5 - Traffic, Supervision and Control

The provision of general patrol police and specialist police in deterring and detecting offences against the Motor Traffic Act, with particular emphasis on driving whilst under the influence of alcohol or drugs, excessive speed and dangerous driving.

Program 46.2.1 - Personnel, Development and Education

The selection and education of police recruits and the career development for police officers. The provision of medical and psychological support to police. The negotiation of police awards.

Program 46.2.2 - Review

The development, co-ordination and evaluation of programs, policies, practices and procedures through the collation of crime intelligence, the use of performance indicators, evaluation studies and internal investigations. The dissemination of information to Parliament and the community.

Program 46.2.3 - Corporate Services

The provision of administrative, financial and data transmission personnel to support the delivery of operational police services.

Program 46.2.4 - Operational Support

The Provision of centralised services to support the delivery of police services.

NSW POLICE SERVICE

Notes to and Forming Part of the 1992-93 Financial Statements

15. STATE REVENUE \$'000

Under existing Treasury guidelines, the following revenue collected on behalf of the State has been excluded from the Police Service's financial statements

Fines - Motor Traffic Act	74,462
Fines - Parking	43,196
Fines - Red Light Camera	6,416
Fines - Speed Camera	15,632
Firearms and Dangerous Weapons Licenses	2,275
Security Industry Protection Act Licenses	1,451
Fines and Forfeitures (Court Awarded)	463
Public Officers and Examinations	264
Receipts Under Crimes Act	236
Miscellaneous Receipts	21

144,416

16. STATE TRUST ACCOUNTS \$'000

The Police Service maintains the following trust accounts, which have been shown in the financial statements as liability accounts, with the following balances outstanding as at 30th June:

Money Found	55
Exhibit Money	2,787

Total cash held in trust 2,842

Funds with the Police Service held in trust for the National Exchange of Police Information (NEPI) are accounted for separately from Police Service ledgers.

17. SUPPLEMENTARY INFORMATION

The following Cash Flow Statement has been prepared using the "indirect" method in accordance with Treasury Circular No. 17 dated 20 July 1993.

*Cash Flow Statement for reconciliation with Operating Statement
For the year ended 30 June 1993*

	Actual 1993 \$'000
CASH FLOW FROM OPERATING ACTIVITIES	
NET COST OF SERVICES	(1,103,157)
Adjustments for items not involving cash:	
Depreciation	19,065
Provision for recreational leave	192
Provision for doubtful debts	12
Acceptance by the State of Departmental liabilities	49,304
Provision for Police superannuation	128,843
Movement in receivables	(22,054)
Movement in inventories and prepayments	795
Movement in payables	26,547
Net (gain)/loss on sale of property, plant and equipment	1,232
Net Cash Used on Operating Activities	(899,221)
Funded by Consolidated Fund recurrent appropriation	918,861
Net Increase/(Decrease) in Cash from Operating Activities	19,640
CASH FLOW FROM INVESTING ACTIVITIES	
Purchases of property, plant and equipment	(55,550)
Proceeds from the sale of property, plant and equipment	6,420
Net Cash Used on Investing Activities	(49,130)
Funded by:	
Consolidated Fund capital appropriation	52,278
Return to the State on sale of assets	(3,107)
Borrowings repaid	(4,020)
Net Increase/(Decrease) in Cash from Investing Activities	(3,979)
Net Increase/(Decrease) in Cash	15,661
Opening cash balance	11,869
CLOSING CASH BALANCE	27,530

This statement links cash flows with the Operating Statement via the Net Cost of Services and reconciles between Net Cost of Services, which is an accrual concept, and Consolidated Fund Support, which is a cash concept.

End of audited financial statements

**INFRINGEMENT PROCESSING BUREAU
COMMERCIAL SERVICES UNIT**

Statement in accordance with the public finance and audit act, 1983

We declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the financial position of the Commercial Services Unit of the Infringement Processing Bureau as at 30 June, 1993 and transactions for the year then ended.
2. The financial statements have been prepared in accordance with Statements of Accounting Concepts, Applicable Australian Accounting Standards, the provisions of the Public Finance and Audit Act, 1983, the Public Finance and Audit (Statutory Bodies) Regulations, 1985 and the Treasurer's Directions .

Further we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Mr E Edwards
Director
INFRINGEMENT
PROCESSING BUREAU



Mr J C Thoms FCPA
Executive Director, Finance
NSW POLICE SERVICE

Dated: Fifth day of October, One Thousand Nine Hundred and Ninety Three.

AUDITOR GENERAL'S CERTIFICATE



BOX 12 GPO
SYDNEY NSW 2001

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FINANCIAL STATEMENTS

AUDITOR-GENERAL'S OPINION

POLICE SERVICE OF NEW SOUTH WALES - COMMERCIAL SERVICES UNIT

To Members of the New South Wales Parliament and the Commissioner.

Scope

I have audited the accounts of the Police Service of New South Wales - Commercial Services Unit for the year ended 30 June 1993. The preparation and presentation of the financial statements, consisting of the accompanying balance sheet, income and expenditure statement and statement of cash flows, together with the notes thereto and the information contained therein is the responsibility of the Commissioner. My responsibility is to express an opinion on these statements to Members of the New South Wales Parliament and the Commissioner based on my audit as required by Sections 34 and 41C(1) of the Public Finance and Audit Act 1983.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with the requirements of the Public Finance and Audit Act 1983, and Australian accounting concepts and standards so as to present a view which is consistent with my understanding of the Unit's financial position and the results of its operations and its cash flows.

This audit opinion has been formed on the above basis.

Audit Opinion

In my opinion, the financial statements of the Police Service of New South Wales - Commercial Services Unit comply with Section 41B of the Act and present fairly the information in accordance with Statements of Accounting Concepts and applicable Accounting Standards the financial position of the Police Service of New South Wales - Commercial Services Unit as at 30 June 1993 and the results of its operations and cash flows for the year then ended.

Handwritten signature of E. Lumley in cursive script.

E. LUMLEY, FCPA
DIRECTOR OF AUDIT

(duly authorised by the Auditor-General of New South Wales
under Section 41C (1A) of the Act)

SYDNEY
11 October 1993

**INFRINGEMENT PROCESSING BUREAU
COMMERCIAL SERVICES UNIT**

Statement of income and expenditure

For the year ended 30 June 1993

	1992/93	1991/92
	\$'000	\$'000
	Note	
INCOME		
Processing Fees	3,423	2,200
Sale of Book Covers	5	12
	<hr/>	<hr/>
TOTAL INCOME	3,428	2,212
	<hr/>	<hr/>
EXPENDITURE		
Salaries	743	450
Staff On-Costs	71	114
Processing and Service Fees	386	236
Office Supplies and Consumables	75	151
Rent and Outgoings	116	101
Depreciation	57	38
Amortisation and Deferred Expenditure	-	10
Auditor's Remuneration	7	5
Other	104	45
	<hr/>	<hr/>
TOTAL EXPENDITURE	1,559	1,150
	<hr/>	<hr/>
Operating surplus	1,869	1,062
Add Accumulated Funds 1.7.92	1,921	859
	<hr/>	<hr/>
TOTAL AVAILABLE FOR APPROPRIATION	3,790	1,921
	<hr/>	<hr/>
Contribution to N.S.W. Police Service	10	-
	<hr/>	<hr/>
ACCUMULATED FUNDS AT 30.06.93	149	1,921
	<hr/>	<hr/>

**INFRINGEMENT PROCESSING BUREAU
COMMERCIAL SERVICES UNIT**

Balance sheet as at 30 June 1993

	Notes	1992/93 \$'000	1991/92 \$'000
CURRENT ASSETS			
Cash	2	4,478	2,876
Debtors	3	28	2
Inventory	4	(a)	1
Total Current Assets		<u>4,506</u>	<u>2,879</u>
NON-CURRENT ASSETS			
Plant and Equipment	5	217	168
Total Non - Current Assets		<u>217</u>	<u>168</u>
Total Assets		<u>4,723</u>	<u>3,047</u>
CURRENT LIABILITIES			
Creditors	6	4,506	1,058
Provisions	7	68	51
Total Current Liabilities		<u>4,574</u>	<u>1,109</u>
NON-CURRENT LIABILITIES			
Provisions	7	-	17
Total Non - Current Liabilities		<u>-</u>	<u>17</u>
TOTAL LIABILITIES		<u>4,574</u>	<u>1,126</u>
NET ASSETS		<u>149</u>	<u>1,921</u>
RETAINED EARNINGS			
Accumulated Funds		<u>149</u>	<u>1,921</u>

KEY: (a) Amount less than \$1,000.

**INFRINGEMENT PROCESSING BUREAU
COMMERCIAL SERVICES UNIT**

*Statement of cash flows
For the year ended 30 June 1993*

	Note	Inflows / (Outflows) 1992/93 \$'000	Inflows / (Outflows) 1991 /92 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from Customers		3,428	2,212
Payment to Suppliers and Employees		(1,721)	(705)
Net Cash Provided by Operating Activities	8(b)	<u>1,707</u>	<u>1,507</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Payment for Property, Plant and Equipment		(105)	(61)
Net Cash used in Investing activities		<u>(105)</u>	<u>(61)</u>
Net Increase in Cash Held		<u>1,602</u>	<u>1,446</u>
Cash at the beginning of the reporting period		2,876	1,430
CASH AT YEAR ENDED 30 JUNE 1993	8(a)	<u>4,478</u>	<u>2,876</u>

**INFRINGEMENT PROCESSING BUREAU
COMMERCIAL SERVICES UNIT**

*Notes to and forming part of the financial statements
for the year ended 30 June 1993*

1. SUMMARY OF ACCOUNTING POLICIES

BASIS OF ACCOUNTING

The Commercial Services Unit operates as a commercial activity within the Infringement Processing Bureau of the New South Wales Police Service.

The Accounts of the Commercial Services Unit have been prepared in accordance with historical cost basis and accrual accounting principles.

The Financial Statements incorporate reporting requirements of the Public Finance and Audit Act and have regard to current Australian Accounting Standards and industry practices.

STATEMENT OF ACCOUNTING POLICIES.

a) Expenditure Incurred by Other Parties

In addition to the expenses directly incurred by the Commercial Services Unit, the operating surplus is calculated after providing for expenditure for services which are utilised by the Commercial Services Unit which have been incurred by other units within the Infringement Processing Bureau and other sectors of the Police Service.

Such expenses which have been incurred by other units of the Infringement Processing Bureau have been apportioned to the Commercial Services Unit using the percentage of loaded infringement notices related to the commercial activity to the total number loaded by the Infringement Processing Bureau in the relevant period. This percentage is considered to be the best estimate for the utilisation of staff and other resources of the Infringement Processing Bureau by the commercial activity.

(b) Employee Entitlements

The core staff of the Commercial Services Unit are employees of the NSW Police Service. As such the Police Service provides for the employee entitlements including contribution to superannuation.

(c) Recognition of Assets

Assets acquired by the Infringement Processing Bureau, the benefits of which are shared by the Commercial Services Unit with other units within the Bureau, are brought to account as assets by applying the percentage of loaded infringement notices related to commercial activity to the total number loaded by the Bureau in the relevant period.

(d) Depreciation of Plant and Equipment

Depreciation has been calculated on historical costs applied on a straight line basis over the estimated useful life of the assets from date of purchase.

(e) Inventory

Inventory is valued using the first-in / first-out method.

(f) Rounding

In the Financial Statements, amounts have been rounded to the nearest thousand dollars.

2. CASH

The balance of cash is held in a NSW Police Service Account.

	1993 \$	1992 \$
3. DEBTORS		
Trade Debtors	1,820	2,140
Due from other Branches of the Service	26,477	-
	28,297	2,140

It is considered not necessary to make a provision for doubtful debts as it is expected that all amounts owing from clients will be collected/recovered prior to disbursement of collection made on paid infringements to clients.

4. INVENTORY

Book Covers	578	885
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5. PLANT AND EQUIPMENT

Plant and Equipment - at cost	327,739	214,275
Add: Prior Year Adjustment	-	8,465
Less: Accumulated Depreciation	111,082	54,261
	216,657	168,479

Having regard to asset usage and the rate of technical and commercial obsolescence, assets acquired in the earlier years and recorded in accordance with usage costs of assets shared with the Infringement Processing Bureau have been fully depreciated.

6. CREDITORS

Accrued Contribution to NSW Police Service	3,640,619	-
Trade Creditors - Customer	794,590	396,465
Other Creditors - Accruals	70,891	24,637
Due to Other Branches of the Service	-	637,252
	4,506,100	1,058,354

7. PROVISIONS

CURRENT

Provision for Employee Entitlements	67,773	50,850
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NON - CURRENT

Provision for Employee Entitlements	-	16,923
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The 1993 provision relates to recreation leave.

8. NOTES TO THE STATEMENT OF CASH FLOWS

a) Cash Policy

For the purposes of the Statement of Cash Flows, cash is held in a New South Wales Police Service Account. Cash at the end of the reporting period as shown in the statement of Cash Flows is reconciled to the related items in the Balance Sheet.

	1993 \$	1992 \$
Cash	4,477,803	2,875,640

b). RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO OPERATING SURPLUS.

	1993 \$'000	1992 \$'000
Operating Profit	1,869	1,062
Depreciation	57	38
Provision for Employee Entitlements	-	65
CHANGE IN ASSETS AND LIABILITIES		
Decrease in Trade Debtors	-	4
Increase in Trade Debtors	(26)	-
Increase in Inventories	-	(1)
Decrease in Inventories	(a)	-
Decrease in Other Current Assets	-	6
Decrease in Other Non-Current Assets	-	3
Increase in Trade Creditors - Customers	398	67
Increase Due to Other Branches of the Service	-	312
Decrease due to Other Branches of the Service	(637)	-
Decrease in Accrued Expenses	-	(49)
Increase in Accrued Expenses	46	-
	(162)	445

KEY: (a) Amount less than \$500

NET CASH PROVIDED BY OPERATING ACTIVITIES	1,707	1,507
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9. COMMITMENTS AND CONTINGENT LIABILITIES

The Infringement Processing Bureau is to purchase a computerised cash receipting system in the later part of 1993. The Commercial Services Unit's share of this expenditure is estimated to be \$80,000.

10. CONTRIBUTION TO N.S.W. POLICE SERVICE

The contribution due to the N.S.W. Police Service is net after allowing sufficient funds to cover creditors less debtors. This amount has been accrued and included in Creditors (see Note 6) and shown in the Income and Expenditure Statement as an appropriation of accumulated funds.

End of Audited Financial Statements

1992-1993



1. EMPLOYEE STATISTICS

	1992/93	1991/92	1990/91
Police Officers	12,936@	12,903*	13,203#
Administrative Officers, Ministerial Employees And Others	3,067	3,114	3,164
TOTAL	16,0030	16,0170	16,3670

(@ Including 72,*75,and #109 secondees to other Government agencies or inquiries)

2. POLICE SERVICE STRENGTH DETAILS

The total staff strength at the end of June, 1993 was 16003 made up as follows:

Police Officers	12,936 @
Administrative Officers	2,585
Ministerials	394
Transit Police	88
TOTAL	16,003

@ Of these, 72 were on secondment to other public sector agencies.

3. POLICE SEPARATIONS

Rank	Optional Retire		Retire		Death		Resign	
	92/93	91/92	92/93	91/92	92/93	91/92	92/93	91/92
Commissioner								
Deputy Commissioner	1							
S/Asst Commissioner								
Asst Commissioner								
Chief Superintendent	2	2	2	1				
Superintendent	2	3						
Chief Inspector	9	7	2	1				
Inspector	3	15	1			1		
Senior Sergeants	20	24			2	1	3	3
Sergeant	20	19			3	7	21	33
Senior Constable	7	5			1	4	69	58
Constable 1/C					1	2	52	37
Constable					4	3	68	62
Pro Constable							11	61
TOTALS	64	75	5	2	11	18	224	254

4. STRENGTH DETAILS (POLICE OFFICERS)

As at 30 June 1993

Rank	Actual Strength Excluding Non Police Funded Secondees	Actual External Secondees Non Police Funded	Actual External Secondees Police Funded	Grand Total Act.
Commissioner	1			1
Deputy Commissioner	1			1
Asst. Commissioner	8			8
Chf. Superintendent	37		1	38
Superintendent	56	1		57
Chief Inspector	102	2		104
Inspector	296	2	1	299
Senior Sergeant	479	3	3	485
Sergeant	2,141	13	5	2,159
Senior Constable	2,948	9	8	2,965
Constable 1/C	3,045	8	11	3,064
Constable	3,314	1	4	3,319
Pro. Constable	43			436
TOTAL	12,864	39	33	12,936

Medical Unfit		Disengage		Dismissal Confirmed		Termination of Contract		Total	
92/93	91/92	92/93	91/92	92/93	91/92	92/93	91/92	92/93	91/92
								0	
								1	
								0	
						1		1	
								4	3
1								3	3
2	2							13	10
2	2							6	18
8	9			1				34	37
42	24			1	5			87	88
20	25				4			97	96
7	7			3	3			63	49
1				2	3			75	68
				1	4			12	65
83	69	0	0	8	19	1	0	396	437

5. THE DISTRIBUTION OF AGE OF POLICE OFFICERS

As at June 1993

POLICE OFFICER AGES

Age	Actual Number
Under 25	2948
26-30	2897
31-35	2408
36-40	1595
41-45	1331
46-50	1084
>50	673
<div style="display: flex; justify-content: space-between;"> TOTAL 12936 </div>	

5b. THE DISTRIBUTION OF LENGTH OF SERVICE OF POLICE

As at June 1993

POLICE OFFICER YEARS OF SERVICE

Years of Service	Actual Number
Under 5	4,157
5-10	3,579
11-15	1,640
16-20	1,339
21-25	1,184
Over 26	1,037
<div style="display: flex; justify-content: space-between;"> TOTAL 12,936 </div>	

6. ADMINISTRATIVE OFFICER AND MINISTERIAL SEPARATIONS

Rank	Optional Retire		Retire		Death		Resign	
	92/93	91/92	92/93	91/92	92/93	91/92	92/93	91/92
Clerical Grade 5 and above		1	2	5			19	18
Clerical Grade 4 and above	4	4	3	4			72	74
Professional			2				13	7.6
Keyboard	3	2	4	2	1		30	40.8
Clerical Assistants	2	1		1			32	16
Ancillary			1	0			15	5
Ministerial	1	2	2	7	1		26	29
<div style="display: flex; justify-content: space-between;"> TOTAL 10 10 14 19 1 1 207 190.4 </div>								

**7. THE DISTRIBUTION OF LENGTH OF SERVICE OF
ADMINISTRATIVE OFFICERS, MINISTERIAL OFFICERS AND
TRANSIT POLICE**

As at June 1993

ADMINISTRATIVE OFFICERS, MINISTERIAL OFFICERS
AND TRANSIT POLICE YEARS OF SERVICE

Years of Service	Actual Number
Under 5	1711
5-10	905
11-15	235
16-20	195
21-25	133
Over 26	53

TOTAL	3,232
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**8. THE DISTRIBUTION OF AGE OF ADMINISTRATIVE OFFICERS,
MINISTERIAL OFFICERS and TRANSIT POLICE**

As at June 1993

The totals in the following tables include all full-time and part-time employees.

ADMINISTRATIVE OFFICERS,
MINISTERIAL OFFICERS AND TRANSIT POLICE AGES

Age	Actual Number
Under 25	530
26-30	463
31-35	461
36-40	542
41-45	484
46-50	332
>50	420

TOTAL	3,232
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Medical Unfit Termination		Dismissal/ Secondment		Transfer/ Redundancy		Voluntary Redundancy		Total	
92/93	91/92	92/93	91/92	92/93	91/92	92/93	91/92	92/93	91/92
		2	2	14	13	5	8	42	47
1	2	27	25.6	16	17	2		125	126.6
		1	3	2	2	3	1	21	13.6
		15	12	5	3	3		60	60.8
2	3	27	7	2		2	1	67	29
2		7	1	1	2			26	8
3	1		1					33	40
8	6	79	51.6	40	37	15	10	374	325

9. REPRESENTATION OF EEO TARGET GROUPS WITHIN LEVELS

(Police)

Rank	1992/93		1991/92	
	Total Staff	Women(%)	Total Staff	Women(%)
Commissioner	1	0	1	0
Dep. Commissioner	1	0	1	0
S/Asst. Commissioner	1	0		
Asst. Commissioner	7	0	9	0
Chief Superintendent	38	0	40	0
Superintendent	57	2 (3.5%)	54	1 (1.85%)
Chief Inspector	104	0	112	1 (0.89%)
Inspector	299	3 (1.00%)	309	3 (0.89%)
Senior Sergeant	485	3 (.62%)	465	3 (.64%)
Sergeant	2,159	34 (1.57%)	2,218	29 (1.31%)
Senior Constable	2,965	276 (9.3%)	3,098	253 (8.17%)
Constable 1/C	3,064	612 (19.97%)	2,542	449 (17.66%)
Constable	3,319	474 (14.28%)	3,693	679 (18.39%)
Pro. Constable	436	128 (29.35%)	358	59 (16.48%)
TOTALS	12936	1,532 (11.84%)	1,2903	1,477 (11.45%)

**10. REPRESENTATION OF EEO TARGET GROUPS
WITHIN LEVELS**

(Administrative Officers)

For EEO purposes, the totals in the following tables include all full-time and part-time employees.

Level	1992/93		1991/92	
	Total Actual Staff	Women(%)	Total Actual Staff	Women(%)
Above AandC Gd 12 \$58,133 and Above	32	3 (9.37%)	16	2 (12.5%)
AandC Gds 10-12 \$46,506 to \$58,132	133	34 (25.6%)	92	17 (18.48%)
AandC Gds 6-9 \$35,963 to \$44,682	278	79 (28.4%)	229	61 (26.64%)
AandC Gds 3-5 \$28,418 to \$34,607	303	139 (45.9%)	456	278 (60.69%)
AandC Gds 1-2 \$25,422 to \$27,636 and Clerical Gds 3-6 \$25,422 to \$31,117	853	624 (73.15%)	1136	952 (83.8%)
CO 1-AandC Gen Scale up to \$24,093	810	752 (92.8%)	642	607 (94.55%)
Below CO 1	341	254 (74.5%)	53	29 (54.75%)
TOTAL	2750	1885 (68.54%)	2624	1946 (74.16%)H

**11. REPRESENTATION OF EEO TARGET GROUPS
WITHIN LEVELS**

(Other Employees)

Level	1992/93		1991/92	
	Total Actual Staff	Women(%)	Total Actual Staff	Women(%)
Security Officer \$20,857 to \$21,366	85	9 (10.59%)	85	9 (10.59%)
Parking Officers \$21,195 to \$21,959	281	173 (61.56%)	281	182 (64.77%)
Transit Patrol Officers \$23,721 to \$35,030	88	3 (3.40%)	95	4 (4.21%)
Police Concert Band Members	27	0	28	0
Matron	1	1 (100%)	1	1 (100%)
TOTALS	482	186 (38.59%)	490	196 (40%)

**12A. REPRESENTATION AND RECRUITMENT OF POLICE
WHO ARE ABORIGINAL**

	1992/93	1991/92
Total Police	12936	12903
Recruited in the year	333	242
Aboriginal Police	159	145
Aboriginal Police Recruited	11	14

**12B. REPRESENTATION AND RECRUITMENT OF POLICE
WITH A PHYSICAL DISABILITY**

	1992/93	1991/92
Total Police	12936	12903
Total Recruited in the year	333	242
Recruited with disability	0	2

**13A. REPRESENTATION AND RECRUITMENT OF
ADMINISTRATIVE OFFICERS WHO ARE ABORIGINAL**

	1992/3		1991/2	
	Total Staff	Admin Staff who are Aboriginal	Total Staff	Admin Staff who are Aboriginal
Total Staff	32328	#	3114	#
Recruited in the Year	149	7 (4.7%)	55	2 (3.64%)

#1.8% of Administrative Officers identified as being Aboriginal in the 1990 EEO Re-Survey.

13B. REPRESENTATION AND RECRUITMENT OF ADMINISTRATIVE OFFICERS WITH A PHYSICAL DISABILITY

	1992/3		1991/2	
	Total Staff	Admin Staff with a P.D.*	Total Staff	Admin Staff with a P.D.*
Total Staff	32328	#	3114	#
Recruited in the Year	149	0 (0%)	55	2 (3.64%)

* Physical Disability.
Currently not available

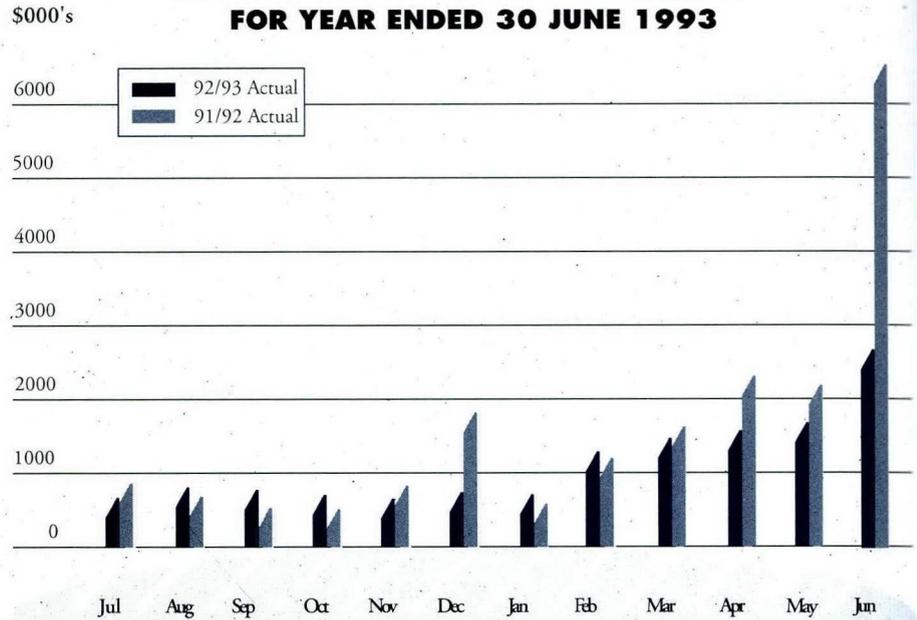
14. DETAILS OF OVERSEAS VISITS

Name	Country visited	Duration	Purpose	\$Amount
Detective Superintendent H E Delaforce	Hong Kong	24/10/92 to 26/10/92	To address the Association of Australasian and Pacific area Police Officers	1,889.70
Sergeant G T Smith	Los Angeles, California, USA.	7/11/92 to 19/11/92	Seminar	2,553.40
Det. Sergeant M Howe	New Zealand	27/10/92 to 30/10/92	Investigation	649.00
Det Sen Sgt M Donovan	Hong Kong	14/12/92 to 21/12/92	Joint Police Operation	5,766.00
Const 1/Class L Wells	Hong Kong	14/12/92 to 21/12/92	Joint Police Operation	1,036.00
Det Sen Sgt P Woods	Athens Greece London England	18/10/92 to 29/10/92	Interview witnesses	5,100.00
Det Sergeant D C Egan-Lee	Athens Greece London England	18/10/92 to 29/10/92	Interview witnesses	5,100.00
Mr K Hartley	Wisconsin, USA	25/10/92 to 12/11/92	Research Programme	5,991.00
A R Lauer Commissioner	New Zealand	20/2/93 to 26/2/93	Commissioner's Conference	3,499.50
K Maroney Chief of Staff	New Zealand	20/2/93 to 26/2/93	Commissioner's Conference	2,831.18

Det. Supt. M J Brammer	Virginia, USA	4/3/93 to 3/4/93	Attend USA Drug Enforcement Administration Clandestine Laboratory Investigation School and Clandestine Laboratory Safety School Attend USDEA Headquarters	5,339.00
Det. Chief Insp A Rudd	Japan	28/2/93 to 20/3/93	Executive Development	3,010.00
Bruce Gibson State Commander	New Zealand	23/8/92 to 29/8/92	Senior Officers Group of Australasian Police Ministers Council (APMC)	1,938.00
Det Sen/Constable M Plotecki Det Con 1/C J Parlrett	U.K	4/9/92 to 15/9/92	Extradition	13,724.00
Det Sen Sgt S Chidgey Senior Constable B Neems	Papua- New Guinea	9/8/92 to 14/8/92	Inquiries re Offender Leach Arrested for Supply Prohibited Drug	2,771.00
Det Sen Sgt D J Brown Det Sgt R Reed	USA	18/8/92 to 23/8/92	Extradition	3,858.00
Det. Supt. R J Lysaugh	Canada	10/7/92 to 24/7/92	Attending Asian Organised Crime Conference	5,606.75
Det Sgt S N York	Philippines	25/8/92 to 1/9/92	Drug Inquiries	3,118.37
Det Sen Const G Pickering	Philippines	25/8/92 to 1/9/92	Drug Inquiries	3,118.37
Sergeant Bev Williams	New Zealand	12/7/92 to 22/7/92	To conduct seminars on Sex Based harassment for personnel within the NZ Police	No cost to Police Service
Supt PE Cater	France UK USA Canada	18/6/92 31/7/92	Examine organisations of similar nature to PCYCs	No cost to Police Service
Det Insp Andrew Scipione	USA	12/7/92 to 17/7/92	Training Seminar Application of technology required to combat various levels of criminal activity	3,920.15

Insp P J W Butcher	Oregon, USA	16/8/92 to 20/8/92	International Fingerprint Computer Conference	3,800.00
A R Lauer N Bridge	New Zealand	23/8/92 to 29/8/92	SOG and NCPS Conferences	4,382.64
A R Lauer	New Zealand	27/5/93 to 28/5/93	APMC	1,949.88
N Bridge	New Zealand	27/5/93 to 1/6/93	APMC and discussions with N.Z. Police Complaints Authority	2,433.38
Ms Jane Mann	Essex, England	27/6/93 to 27/9/93	Essex Exchange	13,953.00
Det Supt R J Lysaught,	Washington DC, USA	2/4/93 to 18/6/93	Attend FBI National Academy Course	3,539.92
Insp Denis Percy	New Zealand	12/6/93 to 30/6/93	To conduct a series of lectures on the subject of Sex Based Harassment for the New Zealand Police Service	Nil
Constable 1/C Karen McCarthy	New Zealand USA England	27/6/93 to 8/8/93	Child Abuse Management Policy, Law and Inter Agency Responses	10,000.00
Det. Insp J Counsel	Las Vegas	26/3/93 to 4/4/93	Asian Crime Conference	4,125.00
S/S Col Roddan	Hong Kong	30/4/93 to 11/5/93	Training Thermal Imaging	4,925.04
Det Insp P.J.W. Butcher	Virginia USA	19/5/93 to 29/5/93	Symposium (FBI)International Symposium on Forensic aspects of latent fingerprints	2,000.00
Dr Judith Perl	Germany	28/8/92 to 2/10/92	Conference	5,200.00
Inspector J K Honeysett-	Essex, England	27/6/93 to 27/9/93	Essex Exchange	13,953.00
Det. Sgt Canellis Det Sen Const Keys	New Zealand	9/5/93 to 15/5/93	International Association of Arson Investigators	2,990.00
Sergeant S E Crockett	Papua New Guinea	May 1993	Seconded to Royal Papua New Guinea Constabulary Development Project	Nil

15. STORE AND EQUIPMENT PURCHASES FOR YEAR ENDED 30 JUNE 1993



16. LIST OF MAJOR ASSETS

For Year Ended 30 June 1993

Asset Category	Description
Building	Sydney Police Centre
Building	Police Academy Complex
Building	Parramatta Police Station
Building	Joint Technical Services Group Complex
Building	Joint Emergency Services Centre
Building	Newcastle Police Station
Building	Wollongong Police Station
Building	Technical Services Building
Building	Chatswood Police Station
Building	Penrith Police Station
Building	Sutherland Police Station

17. RISK MANAGEMENT AND INSURANCE

The NSW Police Service self-insurance scheme covers a range of risks, workers, compensation, motor vehicles, property damage and legal liability.

The performance levels achieved during 1992/93 has resulted in significant savings to the Police Service. Surplus funds will be distributed back to Region Commanders in the 1993/94 financial year. The Risk Management Unit have been actively engaged in co-ordinating all activities in the development of risk reduction strategies throughout the Police Service.

18. LAND DISPOSALS

Real Property asset sales during 1992/93 have realised \$M6.216 with \$M3.107 being the share of revenue for the Police Service in 1992/93. In all some 56 properties were disposed of, with no single sale exceeding \$M5. All property assets sold were a result of their becoming excess to Service requirements.

Approval given by Treasury for the Service to utilise asset sales proceeds to an amount of \$M2.5 for capital projects.

Access to documents relating to disposal can be made under the Freedom of Information Act.

19. MAJOR PROJECTS IN PROGRESS

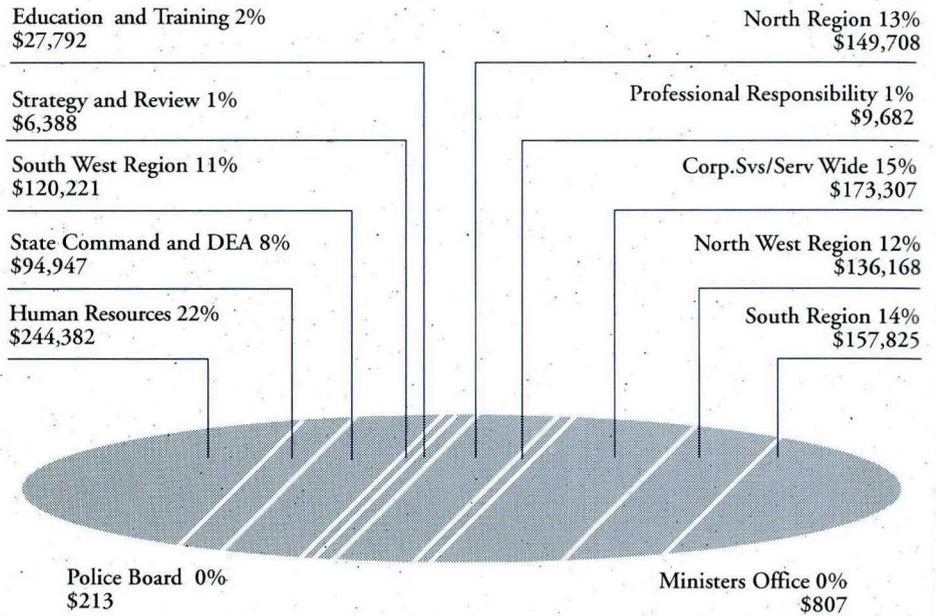
Project	Due for completion	Cost to Date (30.6.93)
Hurstville Joint Emergency Services Complex	October 1993	\$M17.726
Albury Police Station	June 1994	\$M2.378
Gordon Police Station	February 1994	\$M3.115
Tamworth Police Station	June 1995	\$M0.068
Lithgow Police Station	August 1993	\$M1.408

Significant delays occurred on two projects being Albury Police Station and Zetland Police Centre.

The delay to Albury Police Station was caused by several factors, being design development requiring extensive amendment due to revision of brief, due in part to changes in the Police Building Code; documentation changes at critical stages due to policy changes; Public Works Department review and correction of documentation prior to tendering. With regard to the Zetland Police Centre all building works was completed by September/October 1992 the extension date of final completion to May, 1993 was to allow for total site security.

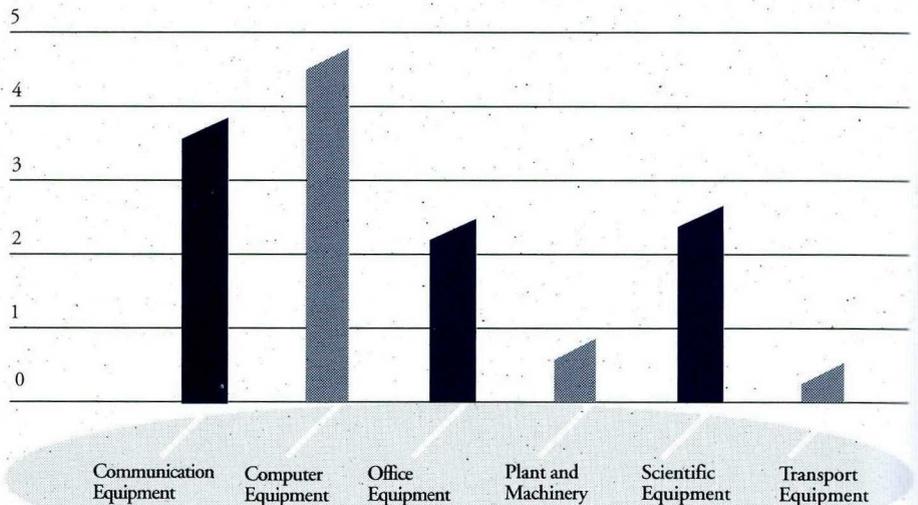
There were no significant cost overruns, cancellation of major works.

20. DISTRIBUTION OF TOTAL EXPENDITURE BY COMMAND 1992/93 (\$000's)



21. MAJOR ASSET ACQUISITIONS (Other than landholdings) FOR YEAR ENDED 30 JUNE 1993

\$ M's



22. RESEARCH AND DEVELOPMENT

In addition to the research and development outlined in Strategy Two of the Police Action Plan, the Police Service conducts some research and development associated with the upgrading of technology, e.g., COPS, speed cameras and infra-red breath testing analysis. Much of this work is innovative and unique to the NSW Police Service and superior by world standards.

The cost for this work is absorbed into the overall budget and is not identified under the research and development category. It is anticipated that the Research and Advisory Committee will also monitor and evaluate the co-ordination of this work in the future.

23. PAYMENT OF ACCOUNTS UNDER CLAUSE 2AB OF THE PUBLIC FINANCE AND AUDIT REGULATION 1984

During 1992-93, all accounts were paid on time and no penalty interest was incurred or paid due to late payments. For full details see page 125, Appendix 42 Creditors Payments.

24. 1992/93 USE OF CONSULTANTS

Name of Consultant	Project	Amount Paid		Total
		<30,000	>30,000	
Wormald Security	Review of Building Security		58,970.00	
David Ford & Associates	Waterfront Crime Task Force Incidence Analysis		33,519.46	
IPC Worldwide Pty Ltd	Australasian Policing Strategy	23,053.50		
		\$23,053.50	\$92,489.46	\$115,542.96

25. REVIEW OF CHIEF EXECUTIVE AND SENIOR EXECUTIVES

With respect to the Chief Executive Officer, Tony Lauer, the following statement has been prepared by the Minister for Police and Emergency Services, Terry Griffiths. For the period under review the Commissioner of Police, as the holder of a statutory office has not been subject to a formal performance agreement.

As part of the of the Governments Police Reform Program the Commissioner, like other Chief Executive Officers, will be subject to a contract for the 1993 - 1994 and subsequent reporting years. A performance report, prepared by the Minister, will appear in future Police Service Annual Reports.

This 1992 - 1993 report represents a statement of the activities and achievements of the Police Service and as such reflects the performance of the Commissioner of Police. Responsibility for the review of other senior executives of the Police Service rests with the Police Board of NSW. Details of the the review are available in the Boards 1992 - 93 Annual Report.

As at June 30, 1993, the following positions fell into the category of Level 5 and above: Deputy Commissioner, State Commander, Commander Drug Enforcement Agency, Commander North Region, Commander South Region, Commander North West Region, Commander South West Region, Executive Director Human Resources, and the unattached PSSSES officer, Assistant Commissioner Col Cole.

26. PRINCIPAL LEGISLATION

Principal legislation administered by the Minister for Police and Emergency Services through the NSW Police Service.

State Emergency and Rescue Management Act 1989
Telecommunications (Interception) (New South Wales) Act 1987
Traffic Act 1909
Firearms Legislation (Amendment) Act 1992 No. 13
Commercial Agents and Private Inquiry Agencies Act 1963 No. 4
National Crime Authority (State Provisions) Act 1984 No. 157.
Police Offences Act 1901 No. 5 Part iv
Police Service Act 1990 No. 47
Police Regulation (Appeals) Act 1923 No 46
Prohibited Weapons Act 1989 No. 26
Firearms Act 1989 No. 25
Public Sector Management Act 1988
Liquor Act 1982 No. 147
Registered Clubs Act 1976
Second Hand Dealers and Collectors Act 1906 as amended
Marine (Boating Safety - Alcohol and Drugs) Act 1991
Security (Protection) Industry Act, 1985, No 52

27. LEGISLATIVE CHANGE

During the year, the Police Regulation (Allegation of Misconduct) Act and the Police Regulation (Appeals) Act were repealed. Sections of those Acts were transferred to the Police Service Act. This was effected by the Police Service (Complaints, Discipline and Appeals) Amendment Act, 1993.

The Police Service Act was amended by the Police Service (Volunteer Police) Amendment Act, 1992. This incorporated a new part 7A in the Police Service Act and made other consequential amendments.

The Police Service (Management) Amendment Act 1993 amended the Police Service Act by changing the structure and functions of the Police Board, and aspects of the roles of the Commissioner and the Inspector-General.

Significant Judicial Decisions

There were no judicial decisions directly affecting the operation of the Police Service.

28. MEMBERSHIP OF SIGNIFICANT STATUTORY BODIES

Statutory Body	Member	Position Held
1 Police Board of NSW	A.R. Lauer Commissioner	Board Member
2 Independent Commission Against Corruption	A.R. Lauer Commissioner	Operations Review Committee
3 NSW Crime Commission	A.R. Lauer Commissioner	Management Committee Member
4 Roads and Traffic Advisory Council	A.R. Lauer Commissioner	Council Member
5 State Rescue and Emergency Services Board	Bruce Gibson State Commander	Chairman

29. OTHER BODIES WITH WHOM THE NSW POLICE SERVICE HAS CLOSE TIES

- Australasian Police Ministers Council
- Australasian Association of Police Citizens Youth Clubs
- Conference of Commissioners of Police of Australasia and the South-East Pacific Region
- South Pacific Chiefs of Police Conference
- Police Commissioners Policy Advisory Group
- National Exchange of Police Information (NEPI)
- Ministerial Council on Drug Strategy
- National Police Research Unit (NPRU)
- Australian Bureau of Criminal Intelligence (ABCI)
- National Crime Statics Unit
- Australian Police Staff College Board of Control
- Standing Committee of Criminal Justice System, Chief Executive Officers

30. INTRA-DEPARTMENTAL COMMITTEES

- State Executive Group (SEG)
- State Commanders Action Team (SCAT)
- NSW Police Standing Committee on Drugs
- Reward Evaluation Committee
- Selection Review Committee
- Transit Crime Committee
- Street Safety Co-ordination Group
- Scholarship Review Committee
- Management Action Team
- Motor Vehicle Theft Steering Committee
- State Commander's Committee of Motor Vehicle Theft
- State Commander's Committee on Police/Aboriginal Relations
- Juvenile Justice Advisory Council
- Child Protection Advisory Group
- Working Party on the National Inquiry into Racist Violence
- Working Party to Review Anti-Discrimination Board Recommendations on HIV and AIDS-related Discrimination
- Strategic Planning Group
- Computer Security Committee

31. CONSULTATIVE GROUPS WHERE NSW POLICE SERVICE IS THE LEAD AGENCY

- Consultative Committee for the Security (Protection) Industry Act
- Drug Enforcement Agency Working party on Amphetamines
- Firearms Consultative Committee
- Joint Interviewing Working Party
- Police/Department of Community Services Joint Training Committee
- Witness Protection Co-ordinating Committee
- Electronic Recording of Interviews with Suspect Persons (ERISP) Monitoring Committee
- Working Group to Review Format of Criminal Histories

32. POLICE PARTICIPATION ON CONSULTATIVE COMMITTEES

Apart from the committees where the NSW Police Service is the lead agency, there are numerous consultative arrangements in which a representative of the Service is a participating member.

These include:

- Advisory Committee on Road Safety Education
- Aerial Surveillance Committee
- Animal Welfare Advisory Council
- Anti-Discrimination Board Lesbian Consultation
- A Plan to Care for an Accident at a Nuclear Establishment (APTCARE)-Lucas Heights
- Australian Bureau of Criminal Intelligence
- Australian Child Protection Conference Committee (NSW Child Protection Council)
- Australian Crime Prevention Council
- Australian Police Staff College
- Aviation Security Response Committee
- Bankstown Airport Emergency Planning Committee
- Board of Directors - Law Week Limited
- Boxing Advisory Authority
- Bush Fire Council Committee
- Child Sexual Assault Guideline Development Group
- Coastal Protection Committee
- Consultative Committee for Review of Coronial Matters-Public Interest Advocacy Centre
- Council on the Ageing Senior Citizen of the Year Quest Committee
- Criminal Justice Interdepartmental Procedures Committee
- Department of Health, Media and Education Advisory Committee into Health for Older People
- Ethnic Advisers Committee
- Federal Legal Committee of the National Association for the Prevention of Child Abuse and Neglect (N.A.P.C.A.N.)
- Firearms Consultative Committee
- Forensic Science Meeting
- Homophobia and Youth Committee
- Homophobia and Youth in South Sydney
- Inner City Gay Bashing Task Force
- Inter Agency Victim Policy Committee
- Inter Departmental Committee on Capital Works Requirements for Law Enforcement Agencies
- Institute of Criminology NSW
- Inter Departmental Committee on Youth Affairs

- Kingsford Smith Airport Emergency Planning Committee
- Law Reform Commission of NSW
- Missing Persons Committee
- National Child Protection Week Committee (N.A.P.C.A.N.)
- National Crime Statistics Unit
- National Policy Working Party on Law Reform
- National Police Research Unit
- National Safety Council
- National Search and Rescue Committee
- National Standing Committee on Bank Security
- National Working Party - Telecom
- NSW Child Protection Council
- NSW Child Protection Council Legal Committee
- NSW Child Protection Council Policy and Training Committee
- NSW Committee of N.A.P.C.A.N.
- NSW Disaster Medical Planning Committee and Standing Sub-Committee
- NSW Disaster Welfare Co-ordinating Committee
- NSW Ministerial Committee on Drug Strategy Working Parties
- NSW Sexual Assault Committee
- NSW Standing Committee on Arson
- NSW Standing Committee on Armed Robbery and Kindred Offences
- Offenders Review Board
- Pre-Trial Diversion Board of Management
- Police Education Advisory Council
- Police Superannuation Advisory Committee
- Prisoner Custody Committee
- Road Safety Advisory Council
- Road Safety Forum
- Roads and Traffic Advisory Council
- Serious Offenders Review Board
- Standing Advisory Committee on Commonwealth/State Co-operation for Protection Against Violence (SAC-PAV) National Standing Committee
- Standing Committee of Criminal Justice System, Chief Executive Officers
- State Domestic Violence Committee
- State Drug Crime Commission Management Committee
- State Pollution Control Commission - Hazardous Chemical Advisory Committee and Sub-Committee
- State Rescue and Emergency Services Board
- Steering Committee on the Effects of Liberalising Liquor Legislation
- Street Violence Against Gays and Lesbians Task Force
- Sydney City Elderly Caring Committee
- Witness Protection Working Group
- Working Party on Police Retirement Benefits

33. OTHER ANNUAL REPORTS RELATED TO THE NSW POLICE SERVICE

NSW Ministry for Police and Emergency Services,
19th Floor
Avery Building
14-24 College St
DARLINGHURST NSW 2010

The Police Board of New South Wales
19th Floor
Avery Building
14-24 College St
DARLINGHURST NSW 2010

NSW Police Service, Police Internal Affairs Branch
15th Floor
Avery Building
14-24 College St
DARLINGHURST NSW 2010

NSW Police Service, Crime Stoppers Ltd
7th Floor
Avery Building
14-24 College St
DARLINGHURST NSW 2010

Federation of Police Citizens Youth Clubs
Level 5
188-202 Chalmers St
SURRY HILLS NSW 2010

Annual Report of the Ombudsman
3rd Floor
580 George St
SYDNEY NSW 2000

The following reports also have an interest in police activity:
NSW Roads and Traffic Authority
NSW Bureau of Crime Statistics and Research
Protective Behaviours Consultancy Group of NSW Inc.

34. SPONSORSHIP

The Sponsorship and Endorsement Policy was approved by the State Executive Group of the Police Service in February 1992. Full details of the policy are found in the publication, Sponsorship and Endorsement, NSW Police Service, 1992.

In summary, sponsorship provides an opportunity for the business community and private sector to support and work with the Police Service in activities and programs which directly benefit the community.

For example, sponsored crime prevention strategies, such as Neighbourhood Watch and Safety House, improve the quality of life, increase personal safety and reduce fear at a local level.

Sponsorships 1992-93

Under the Police Sponsorship and Endorsement Policy, individual areas of the Service are encouraged to seek and arrange their own sponsorship for individual programs.

As a result, sponsorship arrangements are helping to support policing areas such as initiatives to reduce alcohol-related crime by young people, a community policing centre and mobile policing facilities.

The following sponsors have supported the Police Service's corporate and community programs. The Service wishes to thank them for their invaluable support to our operations and in promoting community-based policing.

Sponsorships 1992-93

Cash Sponsorships \$

National Drug Crime Prevention Fund	310,400
Medical Benefits Fund of Australia	250,000
N.R.M.A.	250,000
Armaguard	10,000
Tooheys Ltd.	10,000
N.R.M.A.	8,830
Universe Cycles	5,000
Sydney Turf Club	5,000
Radio Station 2KY	5,000
City of Parramatta Returned Ex-Servicemen's Co-Op	5,000
Parramatta City Council	5,000
G.I.O. Australia	5,000
James Hardie and Co. Pty. Ltd.	5,000
Westfield Shoppingtown Parramatta	4,600
Brad Garlick Ford	2,500
G.I.O. Australia	2,000
Rainbow International Carpet Dyeing and Cleaning Co	2,000

Sponsorships of Goods and Services valued at \$

BAM-SSB Advertising	40,000
Estate Agents Co-operative	20,000
Carlover's Carwash	16,000
Radio 97AM, Tweed Radio and Broadcasting Co.	10,000
B.P. Australia	8,000
Telecom Australia	7,008
Bourke Shire Council	5,500
Endless Summer Marine and Yamaha Australia	4,000

The NSW Police Service also wishes to thank the following business and community organisations who have supported the Police Service through donations of equipment and services.

Channel 10	McDonalds Australia
Channel 7	Pennant Hills Area Consultative Committee
Channel 9	Fairfax and Fairfax Community Newspapers
Sky Channel	Prime Television Network
Telegraph Mirror	Cumberland Newspapers

The NSW Police Service also acknowledges and thanks all metropolitan, regional and local media outlets for their continued support of community-based policing initiatives throughout the year.

35. SPECIAL POLICING SCHEME - USERPAY TOTALS

FINANCIAL YEAR 1992-1993

	No of Events	On Duty Police		Volunteer Police		Charge
		No	Total Hours	No	Total Hours	
Yearly Totals 1992/93 15-July-93	310	792	5800	2717	19032	\$513,864.11
start						
JULY 92	29	100	756	199	948	\$25,596.00
AUGUST	27	84	604	128	1708	\$46,116.00
SEPTEMBER	21	51	354	244	1798	\$48,537.99
OCTOBER	16	40	208	53	343	\$ 9,252.90
NOVEMBER	14	20	160	144	749	\$20,230.49
DECEMBER 1992	13	28	200	248	2007	\$54,196.50
JANUARY 1993	44	96	764	456	4144	\$111,894.26
FEBRUARY	33	84	656	310	1751	\$47,273.48
MARCH	19	64	468	487	3360	\$90,720.00
APRIL	23	73	506	82	403	\$10,893.00
MAY	49	72	520	240	1263	\$34,101.00
JUNE	22	80	604	126	558	\$15,052.50
end						

Police Vehicles			Travelling Allowance		Refunds	Total Invoice Amount Due	Payments Received	Balance Due
No	Total Hours	Charge	Hours	Charge				
67	638	\$7,211.00	774	\$3,527.16	\$0.00	\$524,602.27	\$497,156.82	\$27,445.45
0	0	\$0.00	0	\$0.00	\$0.00	\$25,596.00	\$24,840.00	\$756.00
1	7	\$77.00	0	\$0.00	\$0.00	\$46,193.00	\$46,193.00	\$0.00
23	338	\$3,871.00	773.5	\$3,527.16	\$0.00	\$55,248.16	\$55,936.15	\$687.99
0	0	\$0.00	0	\$0.00	\$0.00	\$9,252.90	\$9,252.90	\$0.00
12	97	\$1,067.00	0	\$0.00	\$0.00	\$21,297.48	\$21,391.00	(\$93.52)
5	33	\$363.00	0	\$0.00	\$0.00	\$54,559.50	\$54,558.50	\$1.00
5	33	\$363.00	0	\$0.00	\$0.00	\$112,257.26	\$112,256.26	\$1.00
13	77	\$880.00	0	\$0.00	\$0.00	\$48,153.48	\$48,171.00	(\$17.52)
1	2	\$22.00	0	\$0.00	\$0.00	\$90,742.00	\$90,742.00	\$0.00
0	0	\$0.00	0	\$0.00	\$0.00	\$10,893.00	\$10,893.00	\$0.00
5	42	\$469.00	0	\$0.00	\$0.00	\$34,570.00	\$22,616.00	\$11,954.00
2	9	\$99.00	0	\$0.00	\$0.00	\$15,151.50	\$995.00	\$14,156.50

36. FREEDOM OF INFORMATION STATISTICS

Period from 1 July, 1992 to 30 June, 1993

SECTION A FOI Requests	Personal	Other	Total
New (incl. transferred in)	982	13	995
Brought forward	37	2	39
Total to be processed	1,019	15	1,034
Completed	1,004	14	1,018
Transferred out	0	0	0
Total Processed	1,004	14	1,018
Unfinished (Carried Forward)	15	1	16

SECTION B Result of FOI Request

Granted in full	361	4
Granted in part	116	2
Refused	7	2
No Trace	520	6
Deferred	0	0
Completed	1,004	14

SECTION C

Ministerial Certificates
Issued

0

SECTION D

Number of Requests requiring
Formal Consultations

8

SECTION E Result of Amendment Request

Agreed	8
Refused	5
Total	13

SECTION F

Number of Requests for Notation

1

SECTION G Basis of Disallowing or Restricting Access

	Personal	Other
Section 19 (appl. incomplete, wrongly directed)	0	0
Section 22 (deposit not paid)	0	1
Section 22 (diversion of resources)	0	0
Section 25(1)(a) (Exempt)	156	10

Section 25(1)(b),(c)(d) (Otherwise available)	0	0
Section 25(1)(e) (Documents over 5 yrs old)	0	0
Deemed refused - 45 day time limit expired	0	0
Totals	156	10

SECTION H	Costs	FOI Fees
All Completed Requests	28,965.00	28,785.00

SECTION I	Personal	Other
Type of Discount		
Public Interest	0	0
Financial Hardship Pensioner	128	0
Financial Hardship Non Profit	7	0
Totals	135	0
Significant Correction of Records	0	0

SECTION J	Personal	Other
Elapsed Time		
0-30 days	956	12
31 to 45 days	29	1
Over 45 days	19	1
Totals	1004	14

SECTION K	Personal	Other
Processing Hours		
0-10 hours	982	14
11-20 hours	21	0
21-40 hours	1	0
Over 40 hours	0	0
Totals	1004	14

SECTION L	
Number of Internal Reviews Finalised	10
Number of Ombudsman Reviews Finalised	1
Number of District Court actions Finalised	1

Basis of Internal Review grounds on which requested	Personal		Other	
	Upheld	Varied	Upheld	Varied
Access Refused	5	2	0	0
Deferred	0	0	0	0
Exempt Matter	2	0	1	0
Unreasonable Charges	0	0	0	0
Charge Unreasonably Incurred	0	0	0	0
Amendment Refused	0	0	0	0
Totals	7	2	1	0

37. DRUG ENFORCEMENT AGENCY FIGURES

For the 1992/93 Financial Year

The following figures relate to the Drug Enforcement Agency, from July 1992 to June 1993 inclusive.

ARRESTS AND CHARGES

Total No. Arrests:	1 953
Total No. Charges:	3 832

DRUG SEIZURES

Drug Type	Total Seized	Potential Street Value
Amphetamines	56.862 kg	\$5,686,200
Cocaine	2.981 kg	\$596,200
Ecstasy	19 g	\$2,621
Hallucinogens	5 414 trips	\$135,350
Heroin	27.278 kg	\$27,278,000
Cannabis Leaf	774.176 kg	\$9,557,202
Cannabis Oil	140 ml	\$7,000
Cannabis Seeds	1.347 kg	\$16,633
Cannabis Resin	18.135 kg	\$906,750
Cannabis Plants	72 589 plants	\$145,178,000

The Drug Enforcement Agency has prevented the above mentioned drugs from entering the market. The total street value of these illicit substances is almost \$ 200 million (\$ 189,363,956).

As well the DEA has seized 3.5 kilograms of opium poppies, as well as significant quantities of amphetamine precursors, including over 425 kg of pseudoephedrine and 750 kg of Freon 11.

CASH / PROPERTY SEIZED

Cash seized (subject to Goods in Custody):	\$482,683
Cash Seized by Gaming Squad:	\$150,713
Total value property seized:	\$1,197,500

38. LIST OF PUBLICATIONS

The following publications are available free of charge from NSW Police Service Marketing and Media Branch and from all four Regional Headquarters.

Title	Year
Goulburn Police Academy Brochures	1993
Applying for positions in the NSW Police Service (Personnel Brochures)	1993
Missing Persons Week Poster	1992
Missing Persons Brochure	1992
1991/92 Annual Report	1992
Multilingual Poster	1992

Police Service Management Plan	1992
Open Day Poster	1992
Customer Councils Information and Brochure	1993
What Can You Do? Crime Prevention Booklet	1993
Aboriginal Policy Statement	1993
Police Recruitment Brochures	1993
Police Service Information Cards	1993
Corporate Plan 1993-1996	1993
Mount Druitt and North Sydney Victim Support Program Publications	1993
Police Reform Booklet	1993
Aboriginal Services Leaflet	1993
Ethnic Affairs Policy Statement	1993
FOI Summary of Affairs	1993
FOI Statement of Affairs	1993

Career information is available free of charge from the Police Recruitment Section, NSW Police Service, Avery Building, 14-24 College Street, Darlinghurst

39. DOCUMENTS HELD BY THE NSW POLICE SERVICE

The NSW Freedom of Information Act came into effect on 1 July 1989. Under Section 14 of the Act, the Police Service is required to publish annually a "Statement of Affairs".

The Service's most recent Statement of Affairs was published in June 1993. Copies of the Statement are available for \$5.00 each from the Freedom of Information Unit, Police Headquarters, 14-24 College Street, Darlinghurst, 2010.

Requests under the Freedom of Information Act for access to the Service's documents are dealt with centrally by the Freedom of Information Unit. Requests should be made on the appropriate form (available from Police Headquarters and police stations), be accompanied by the appropriate fee and provide adequate information to identify the documents being sought.

Requests to access documents should be directed to:

Commander
Freedom of Information Unit
NSW Police Service
Police Headquarters
14-24 College Street
Darlinghurst 2010

Telephone enquiries should be directed to the Freedom of Information Unit on (02) 339 0277.

Many of the documents held by the Service are for use throughout the State whilst others are designed specifically for Headquarters, Region and District use.

The Service also maintains at its Records Management Centre a computerised Records Management System (R.M.S.) at the Avery Building, 14-24 College Street, Darlinghurst. This system records a wide range of files which form the working documents for the Service's administration and policy development functions.

Other well defined and formalised record keeping systems include the Accident Information Unit, Records Management System, Modus Operandi Unit, Criminal Records Unit, Warrant Index Unit and the Traffic Penalties Payment Office all located at the Ferguson Centre, 130 George Street, Parramatta.

Information concerning accidents, including the relevant Police report, results of Police actions and statements by persons involved are available for purchase through the Accident Information Unit. Crime Information Reports are available for purchase through the Modus Operandi Unit.

The Firearms Registry is located at the Central Square Building, Level 12, 323 Castlereagh Street, Sydney. The Registry maintains a record of all persons holding licences under the Firearms Act, persons holding permits under the Prohibited Weapons Act and persons licensed under the Security (Protection) Industry Act. The Registry maintains a record of all pistols and prohibited firearms and articles held by licensed persons.

The Supply Branch at 391 Park Road, Regents Park also keeps records on computer.

The Card Index of Licences, State Licensing Investigation Command, is responsible for maintaining a register for persons who are licensed under Commercial Agents and Private Inquiry Agents Act, 1963.

Any member of the public may peruse the Register in regard to the issue renewal or cancellation of licences concerning: Private Inquiry Agents, Private Inquiry Sub-agents, Commercial Agents, and Commercial Sub-agents.

Applications on a prescribed form are processed at the Card Index of Licenses, 12th Level, 323 Castlereagh Street, Sydney, 2000. The prescribed fee for a perusal of the Register is \$13.00 in accordance with Regulation 28 of the Act.

At a Regional and District level records are kept within each area, however it is expected that in the future Regions will maintain their records in line with the Records Management System.

When files are no longer in current use they are transferred to the Records Management Centre at the Avery Building and subsequently transported to the Archives Authority of NSW for storage.

40. APPOINTMENTS AND AWARDS

Police Service members were awarded the following honours during the reporting period:

1. AUSTRALIAN HONOURS SYSTEM

a. Australian Police Medal

(Awarded for distinguished service)

Superintendent W G F Bull
Assistant Commissioner C R Cole
Inspector K H Hofer
Assistant Commissioner C J McLachlan
Chief Superintendent K G McNeill
Senior Sergeant D R Rowland
Chief Inspector W J Walton
Chief Superintendent J T Jarratt
Chief Superintendent W J Galvin
Chief Superintendent J L Hakes
Detective Superintendent H E Delaforce
Superintendent B Lawson
Chief Inspector A B Madigan
Chief Inspector H H Mallam

b. Australian Bravery Decorations

- Star of Courage - (Awarded for conspicuous courage under great peril)
Detective Superintendent J Turner
- Commendation for Brave Conduct - (Awarded for bravery worthy of recognition)
Constable G Clarke
Senior Constable K Pigott
Constable P O'Reilly
Chief Inspector L Topping
Senior Constable L Hill
Detective Sergeant K O'Bryan
Constable 1st Class M Edwards
Constable 1st Class G Gibbs

c. Order of Australia

- Medal of the Order of Australia
Reverend Father J Boland

2. STATE AWARDS

a. Royal Humane Society of NSW

- Bronze Medal
Senior Constable N Greator
Senior Constable J Longworth
Constable 1st Class G Moon
Senior Constable M Sladden
Constable P O'Reilly
Senior Constable J Crowley

Constable 1st Class De Feudis
Senior Constable N Campbell

- Certificate of Merit
Constable T Maher
Constable S Saunders
Constable D Hargraves
Constable S Finlay
Constable D Rope
Constable D Berthold
Constable B Thompson
Constable 1st Class P McCartney
Constable B Guion
Sergeant A McKenzie
Senior Constable K Bannister
Constable D Lavis
Constable D Redman

b. NSW Meritorious Unit Service Award

(Awards granted by the NSW State Government to recognise meritorious service in disaster situations).

Liverpool Patrol
State Protection Group

c. NSW Service Medallion

(Awarded for forty years meritorious service in the NSW Public Service).

R Beal

3 POLICE SERVICE AWARDS

a. Commissioner's Awards

- Valour medal
(Awarded for extreme bravery)
Detective Superintendent J Turner
Senior Constable J Crowley
Constable 1st Class A De Feudis
Senior Constable G Minehan
Constable 1st Class R Langridge
- Commissioners Commendation
(Awarded for courage or outstanding service)
Detective Sergeant E Shepherd
Senior Constable M Wilson
Detective Sergeant R Constable
Detective Senior Constable J Bartlett
Constable R D'Bras
Detective Senior Constable S Box
Constable F Rossetin
Senior Constable G Garth
Constable J McCloghry
Constable J Roach
Constable P Willingham
Senior Constable S Singleton
Constable M Heap
Constable 1st Class W Hirsch
Constable 1st Class G Millar

Senior Constable J Marine
 Constable N Parsons
 Constable Jones
 Senior Constable N Campbell
 Constable 1st Class J Heldt
 Senior Constable W Dick
 Senior Constable S McDowell
 Senior Constable G Gibbs
 Chief Inspector F McGoldrick
 Detective Senior Constable M Drury
 Chief Superintendent D Kelly
 Chief Inspector G Hogget
 Superintendent C Small
 Senior Sergeant E Hreszczuk
 Sergeant T Campbell
 Sergeant C Olen
 Senior Constable R Crawford
 Constable A Smart
 Constable D Noble
 Sergeant D McLeod
 Constable 1st Class S Miller
 Constable P Curby
 Transit Officer W Holt
 Transit Officer J Green
 Sergeant G Bradford
 Constable 1st Class M Connolly
 Constable R Peet
 Constable D Lavis
 Constable D Redman
 Senior Constable G Vesper
 Constable S Thompson
 Sergeant C Noakes
 Constable 1st Class R Lawson
 Detective Constable 1st Class C Terry
 Detective Constable 1st Class
 J Parlett
 Detective Senior Constable
 M Plotecki
 Detective Senior Constable K Waters
 Constable 1st Class A Forrow
 Senior Sergeant P Lowrey
 Detective Sergeant G Winsom
 Detective Senior Sergeant R Kennedy
 Constable J Puxty
 Constable 1st Class D Maguire
 Inspector R Durham
 Constable D Borg
 Ms. T Harper
 Senior Constable C Davey
 State Protection Group
 Liverpool Patrol
 Inspector M Kingston
 Sergeant P Craggs
 Senior Constable L Malone
 Senior Constable D Upston
 Constable 1st Class D Maguire
 Constable D Wiggins
 Constable S Galinaitis
 Constable J Kelly
 Constable J Housego

Constable 1st Class P Volf
 Former Constable G Britt
 Constable A Quinn
 Detective Sergeant N Smith
 Detective Sergeant M Plotecki
 Detective Senior Constable A
 O'Reilly
 Sergeant W Pulsford
 Sergeant P Bowtell
 Late Detective Sergeant L Dean
 Inspector D Ainsworth
 Constable K Strong
 Constable 1st Class L Wells
 Detective Sergeant T Constable

b. Benefactors Trophies and Awards

- Toyota Australia Award
 Sergeant C Kelson
 Constable 1st Class J Heldt
- Vincent Gattton Kelly Trophy
 (Patrol Commanders examination)
 Chief Inspector R Brook
- L S Snider Trophy
 (Sponsorship for musical tuition at the
 Conservatorium of Music)
 Special Constable R Harris
 Special Constable M Reid
- Josh Abrahams Trophy
 (Most outstanding mounted trooper)
 Senior Constable M Vandergraaf
- St John Ambulance Australia Award
 (Resuscitation and life support)
 Constable G Forbes
 Constable W Slarke
- Royal Life Saving Society
 of Australia Award
 (Resuscitation and life support)
 Senior Constable S Marsh
 Constable 1st Class P Otis
- Returned Services League -
 Anzac of the Year Award
 Reverend Father J Boland OAM

41. ANNUAL REPORT PRODUCTION COSTS

Total copies of Police Service 1992-93
 Annual Report printed: 2,500
 Total production cost per copy: \$12.80
 A computer-readable form was supplied
 to the Auditor General and the NSW
 Parliament.

42. CREDITORS PAYMENTS

(Information required by Treasury Circular No: G1992/12)

1. Creditors Payment Performance Indicators

During the 1992/93 Financial Year, the following related to accounts paid by the Police Service.

(i) 1992/93 Creditors Payment Performance

	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
	No.	\$'000	No.	\$'000	No.	\$'000	No.	\$'000
Total Invoices paid on time	31051	133,186	30554	131,471	33122	126,181	39501	160,253
Total Invoices paid	36472	136,678	35315	136,244	38591	131,100	42613	163,384
% Of accounts paid on time	85.14%	97.45%	86.52%	96.50%	85.83%	96.25%	92.70%	98.08%

(ii) Aged creditors as at 30th June 1993

Status	\$'000
Current	3,230
Less than 30 days overdue	1
Between 30 and 60 days overdue	Nil
Between 60 and 90 days overdue	Nil
More than 90 days overdue	Nil
TOTAL CREDITORS AS AT 30.6.93	3,231

2. Commentary on Action Taken

Problems affecting prompt processing of payments during the year:

- (i) Misplaced accounts or invoices going astray as a result of suppliers sending invoices with the goods or not directing the invoices to the correct paying entity.
- (ii) Invoices not submitted promptly for processing due to unresolved queries or amendments to invoices and delays by suppliers validating or agreeing to the changes.
- (iii) Partial delivery of goods for minimal amounts (invoices are processed for payment only when the total order is satisfied).
- (iv) Invoices received before goods are delivered (processing for payment is initiated only after goods are delivered in good order and condition).

Initiatives implemented to improve payment performance:

- (i) Advising officers receipting goods to ensure that invoices are directed to correct paying entity for prompt processing.
- (ii) Providing on-site access to Accounts Payable System to decentralise locations for quicker processing of payments.
- (iii) Providing managers with up-to-date reports on the status of all outstanding accounts in the system to facilitate prompt decisions on "problem" accounts.
- (iv) Reduction of paper flow through on-line receipting of goods and services in the Purchasing System.

3. Interest paid during the year

- (i) Amount: NIL

A	
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Child Protection Advisory Committee	27
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