



NEW SOUTH WALES

POLICE SERVICE

ANNUAL REPORT

1 9 9 5 ~ 1 9 9 6

NOT
FOR
LOAN

NOT
FOR
LOAN
N.S.W. POLICE
SERVICE
ANNUAL
REPORT



NEW SOUTH WALES

POLICE SERVICE

ANNUAL REPORT 1995~1996



SYDNEY 1996 ■ ISSN 1036-9228 ■ © 1996 NSW POLICE SERVICE



CONTACTS

PRINCIPAL OFFICE

NSW POLICE SERVICE Police Headquarters, Avery Building, 14-24 College Street, Darlinghurst NSW 2010 ■ GPO Box 45, Sydney NSW 2001 ■ Telephone (02) 9339 0277 7.30 am-5 pm, Monday to Friday ■ 24 hour service (02) 9281 0000

CUSTOMER ASSISTANCE UNIT Sydney Metropolitan Area (02) 9265 4566
Toll free number 1800 622 571

POLICE ADVICE LINE Recorded message 0055 29000

CRIME STOPPERS Crime Stoppers is a Community-based Policing service which allows members of the public to phone in details of criminal activity. Information can be given anonymously. Cash rewards of up to \$1,000 are available if this information leads to an arrest. Telephone: (02) 9384 6111 ■ Toll free number 1800 333 000

REGIONAL OFFICES

NORTH REGION 3rd Floor, 9-11 Mann Street, Gosford NSW 2250
Telephone (043) 23 5611

NORTH-WEST REGION 5th Floor, Ferguson Centre, 130 George Street, Parramatta NSW 2150 Telephone (02) 9689 7544

SOUTH REGION 2nd Floor, 5-9 Butler Street, Hurstville NSW 2220
Telephone (02) 9375 8099

SOUTH-WEST REGION 6th Floor, Liverpool Town Centre, Cnr George and Moore Streets, Liverpool NSW 2170 ■ Telephone (02) 9821 8550

All police stations in the Sydney Metropolitan area are listed on pages 2297 and 2298 of the L-Z White Pages of the 1996 Sydney Telephone Directory. In other areas of the State, police stations are listed in local telephone directories, either in the NSW Government section of the directory or under Police Service in the alphabetical listings.

This Annual Report has been printed on recycled paper stock.

LETTER OF TRANSMISSION

The Hon Paul Whelan MP
Minister for Police
Level 20, Police Headquarters
Avery Building
14-24 College Street
Darlinghurst NSW 2010



The Hon Paul Whelan, LLB, MP

Dear Mr Whelan,

I have pleasure in submitting to you, for presentation to the Parliament of New South Wales, the Annual Report of the NSW Police Service for the year ending 30 June 1996.

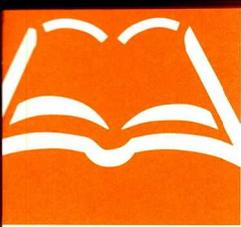
The Report was prepared in accordance with the provisions of the Annual Reports (Departments) Act 1985, the Annual Reports (Departments) Regulation 1995 and the Public Finance and Audit Act 1983 as amended and complies with the standardised reporting formulas for financial statements approved by the Treasurer.

This has been a challenging year for the Police Service. The impact of the events of this year has reached far beyond the Service itself. However, I am confident that 1995-96 will mark the beginning of a new era of reform and change. I look forward to working with you, the Government and the people of New South Wales to make the Service a more progressive, dedicated, professional and robust organisation, ready to face the demands of the 21st century.

Yours sincerely,

A handwritten signature in orange ink, appearing to read 'P J Ryan'. The signature is stylized and cursive.

P J Ryan
Commissioner of Police



CONTENTS

List of Abbreviations	6
Commissioner's Foreword	7
The Royal Commission into the NSW Police Service	9
ORGANISATIONAL STRUCTURE	
Organisational Chart	12
Executive Structure	13
Key Management Committees	14
OPERATIONAL SERVICES	
State Command	15
North Region	15
North-West Region	17
South Region	17
South-West Region	18
Region Support	18
Special Agencies	19
SUPPORT SERVICES	
Strategy & Review	20
Professional Responsibility	20
Office of the Solicitor to the Service	21
Education & Training	21
Human Resources	21
Corporate Services	22
Finance	22
THE YEAR IN REVIEW	24
WOMEN POLICE	26
NSW POLICE SERVICE CORPORATE PLAN	
PRINCIPLES AND VALUES	28
REPORTING AGAINST THE 1995-1998 CORPORATE PLAN	29
KEY RESULT AREAS	30
Property Theft	32
Personal Safety	35
Street Safety	39
Road Safety	42
Safety in Custody	46
Alcohol & Drug-related Crime	47
Victim Support	51
KEY PRACTICE AREAS	52
Major Crime and Investigation Management	52
Professional Responsibility	53
Continual Improvement in Policing	57
Community-based Policing	59
Effective Communication	63
Customer Service	64
KEY MANAGEMENT AREAS	67
'Our People' - Human Resource Management	67
- Education & Training	71

Physical Resources	74
Information Management & Transmission	75
FINANCIAL STATEMENTS	
NSW Police Service	78
Infringement Processing Bureau Commercial Services Unit	98
APPENDICES	
1. Employee Statistics 1992-93 to 1995-96	108
2. Total Strength Details as at 30 June 1996	108
3. Strength Details (Police Officers) as at 30 June 1996	108
4. Police Separations	109
5. Administrative and Ministerial Officer Separations	109
6. Age of Staff as at June 1996	109
7. Years of Service of Staff as at June 1996	110
8. Senior Executive Officers	110
9. Employment - EEO Target Groups (Year ending 30 June 1996)	110
10. Trends in Employment - EEO Target Groups	112
11. Stores and Equipment Purchases (Year ending 30 June 1996)	114
12. List of Major Assets	114
13. Asset and Risk Management	115
14. Real Property Disposals	115
15. Major Projects in Progress	116
16. Distribution of Total Expenditure by Command (Year ending 30 June 1996)	116
17. Use of Consultants	117
18. NSW Police Service Creditors Payments	117
19. Sponsorships	118
20. Special Policing Scheme User Pays Totals	119
21. Details of Overseas Visits (Year ending 30 June 1996)	120
22. Research & Development	123
23. Charter	125
24. Legal Changes 1995-96	125
25. Human Resources, Policies & Practices	126
26. Industrial Relations, Policies & Practices	127
27. Performance Statement for Senior Officers	128
28. Significant Departmental Committees	128
29. Police Service Membership of Significant Statutory Bodies	129
30. Police Service Membership of Significant Inter-Departmental Committees	129
31. Police Involvement in High Speed Pursuits, 1995-96	130
32. Other Annual Reports which contain information on the NSW Police Service	131
33. List of Publications	131
34. Drug Enforcement Agency Figures	133
35. Freedom of Information Statistics (Year ending 30 June 1996)	134
36. Documents Held by the NSW Police Service	136
37. Awards	137
38. Valedictory	139
39. Annual Report Production Details	140
INDEX	141



LIST OF ABBREVIATIONS

AIS	Accident Investigation Squad	KRA	Key Result Area
APM	Australian Police Medal	LEA	Licensing Enforcement Agency
ARDA	Annual Reports (Departments) Act 1985	MAA	Motor Accidents Authority
ARDR	Annual Reports (Departments) Act 1985 Regulation, 1995	MCPE	Mandatory Continuing Police Education Scheme
CAPS	Career Advancement Planning System	MP	Member of Parliament
CARES	Community Awareness Road Education Scheme	NHW	Neighbourhood Watch
CAS	Computerised Assessment System	NSW	New South Wales
CBD	Central Business District	NSWPS	New South Wales Police Service
CCTV	Close Circuit Television	PARC	Police Academy Review Committee
CPEA	Child Protection Enforcement Agency	PDCI	"Plan, Do, Check, Improve"
CIS	Complaints Information System	PECAC	Police and Ethnic Communities Advisory Council
CERC	Commissioner's Expenditure Review Committee	RBT	Random Breath Testing
COPS	Computerised Operational Policing System	RCIU	Royal Commission Implementation Unit
CROCI	Comprehensive Review of Criminal Investigation	RCRU	Royal Commission Response Unit
DEA	Drug Enforcement Agency	RTA	Roads and Traffic Authority
EEO	Equal Employment Opportunity	SBCPW	School Based Crime Prevention Workshop
ERISP	Electronic Recording of Suspected Persons	SCAT	State Commander's Action Team
FEA	Fraud Enforcement Agency	SCORPIO	Sub-Committee on Response Policing in Operations
GIO	Government Insurance Office	SDVCT	State Domestic Violence Coordination Team
HOD	Hurt on Duty	SEG	State Executive Group
HR	Human Resources	SEOC	State Emergency Operation Centre
ICAC	Independent Commission Against Corruption	SEOCON	State Emergency Operations Controller
IWSU	Internal Witness Support Unit	SES	Senior Executive Service
KMA	Key Management Area	SIG	State Intelligence Group
KPA	Key Practice Area	SMIG	State Major Incident Group
		SOCOG	Sydney Organising Committee for the Olympic Games
		SPG	Strategic Planning Group
		SRB	Systems Review Board
		TQ	Total Quality

COMMISSIONER'S FOREWORD

There have been few periods in the history of the New South Wales Police Service as tumultuous as the 1995-6 year.

It was a period where the Police Service faced unprecedented scrutiny that identified and exposed a number of officers who have brought discredit and shame upon the organisation.

However, as this annual report reveals, there was much excellent work conducted in the shadow of the Royal Commission's revelations and I take great heart in the results that have been achieved by the many thousands of honest Police Service Officers, sworn and unsworn.

The great value of this annual report, with its focus on results, is the due recognition it brings to those officers who work tirelessly, under difficult and trying circumstances, in an effort to make our community safer.

While these results are detailed throughout the annual report, I am pleased to highlight some of them here.

COMMISSIONER OF POLICE PETER RYAN, QPM, BA, MSC

Appointed in August 1996 ■ Mr Ryan was a serving police officer in the UK from 1963, rising to the rank of Chief Constable (Commissioner) ■ His experience includes uniform and detective duties, counter-terrorism, security management for the Royal Family and the North Sea gas rigs, developing and implementing management and financial systems for police forces and improving the education and training of police officers ■ Mr Ryan was the UK's first National Director of Police Training ■ Mr Ryan was closely involved in the restructuring of several police forces in post-Communist Eastern Europe ■ Mr Ryan's international policing experience includes work in China, Ghana, Hong Kong, the US, Hungary and the Czech Republic ■



Operation Ivy, conducted in October 1995, targeted the disposal of stolen property through licenced pawnbrokers and second-hand dealers. It resulted in 316 arrests, the laying of 1264 charges and the recovery of \$750,000 worth of stolen property.

Operation Cosmos, conducted in May 1996, highlighted the priority the Police Service gives to reducing motor vehicle theft.

The *Domestic Violence Co-ordination Team* was created in August 1995 to work with patrols to ensure a standard and consistent response to domestic violence and a highly professional outcome. *Operation Paradox*, the largest community awareness campaign against child abuse, also proved to be an outstanding success in 1995-6.

The Key Response Area of Street Safety saw some significant developments during the year. Assistant Commissioner Bill Galvin's extensive overseas study tour resulted in a number of significant findings being presented to the State Executive Group. Police now conduct thousands of patrols per month on the public transport system, with new transit facilities at Granville railway station and a pilot program establishing police rooms at Bankstown, Strathfield and Cabramatta railway stations.

The Police Service's efforts to improve safety on our roads, in conjunction with the Motor Accidents Authority and the Roads and Traffic Authority, were rewarded with some significant successes. The January 1996 road toll was the lowest since 1952, while the 1995-6 road toll was 22 lower than for the previous year.

Police efforts to reduce the impact of illicit drug use in the community recorded a number of notable improvements. Drugs with a street value of \$101,356,000 were seized by police, some 40% of this being heroin, while the monthly average number of drug detections rose from 1,491 in November 1995 to 1,760 in June 1996.

These results were supported by the anti-drugs phone-in *Operation NOAH*, which received over 4,000 calls from members of the public.

The Police Service took major steps in 1995-6 to improve its treatment of victims of crime. The *Victim Support Policy* was launched in December 1995, the *Victim Support Standing Committee* was established and a Victim Support training package was developed.

These and other successful results which have been achieved across the wide range of peace-keeping and law enforcement responsibilities, areas in which police play direct and important roles, are something that every officer should be proud of and I am pleased to see them detailed in this annual report.

The Police Service is now at a critical stage. We must look to the future and build on our organisation's underlying strength - the commitment and dedication of the members of the Police Service to the people of New South Wales.

I believe that with this annual report, the Police Service rules a line on the ledger and turns to a new page. Policing is entering a new era in New South Wales and I look forward to continuing to report our improvements and successes in the years ahead.



P J Ryan
Commissioner of Police



THE ROYAL COMMISSION INTO THE NEW SOUTH WALES POLICE SERVICE

IMPLICATIONS FOR THE FUTURE

The Royal Commission into the New South Wales Police Service was established in May 1994 and is due to release its Final Report in March 1997. An *Interim Report* was issued in February 1996.

The Police Service established a Royal Commission Response Unit (RCRU) to provide an effective liaison point with the Commission and to ensure the complete and secure production of any information required.

The *Royal Commission Interim Report* made recommendations and nominated a range of anti-corruption issues for discussion and to be the basis of fundamental change in the Police Service.

The Royal Commission recommended that a Police Integrity Commission be established, to operate independently of the Police Service and to investigate serious police corruption. The Police Integrity Commission is expected to be in operation by the end of 1996.

The *Interim Report* stated quite clearly that the Royal Commission was concerned with considerably more than the instances of corruption which it had exposed. The instances of corruption so graphically reported in the media indicated that there was a need for fundamental reform of the Police Service and wide ranging changes to management practices.

In April 1996 the Police Service established the Royal Commission Implementation Unit (RCIU). The RCIU, under the command of Assistant Commissioner Jeff Jarratt has the task of ensuring the implementation of the recommendations of the Interim Report and facilitating the changes arising from the Royal Commission.

The Government and Royal Commission agreed that a Police Board Sub-Committee should be formed to oversee the reform process. The Sub-Committee on Reform is chaired by Dr Peter Crawford. Mr Les Tree, Acting Director General of the Ministry for Police, and myself, Assistant Commissioner Jarratt, are also members.

The first stage of reform, which includes the implementation of the recommendations of the *Interim Report*, is nearing completion. The other elements of this first stage were reform proposals developed by seven Action Teams. Each team developed a project in one of the following areas:

- Doing the Real Business of Policing
- Building a High Performance Organisation
- Delivering the Results
- Achieving Results through People
- Making the Patrol the Real Centre of Service Activity
- Expelling and Repelling Corruption
- Getting the Strategic Direction Right.

Following the work of the Action Teams, and coinciding with the appointment of Commissioner Ryan, a program of consultation, debate and listening to all members of the Police Service will commence.

From these consultations and the Action Team projects, a reform document will be developed. We will then proceed to an implementation stage, which is likely to coincide with the release of the Final Report of the Royal Commission in 1997.

In relation to complaints management, the Police Service, with Royal Commission and Ombudsman support and endorsement, is currently piloting a managerial approach rather than the disciplinary, penalty-based system which has been in place for many years. The pilot aims to have Patrol Commanders deal with the vast majority of complaints in a swift, fair, reasoned, remedial and local way. Once the process has been refined after evaluation of the pilot, the new approach will go progressively State-wide.

Regarding corruption prevention measures all commands have been directed to prepare plans to address corruption in their areas of responsibility. The Acting Commissioner introduced Accountability Panels to have Patrol Commanders and equivalent report direct to him about what action they have taken to identify corruption risks and prevent or detect corruption or serious misconduct.

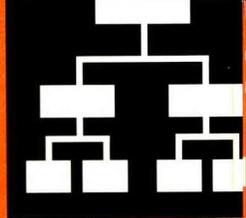
The Professional Responsibility Command has adopted an aggressive approach to identifying and targeting officers whose behaviour has come to notice through intelligence gathering or profiling based on existing holdings. Integrity tests have been conducted at a number of locations. In conjunction with the Royal Commission hearings and the work of Professional Responsibility some officers have been dismissed, while others have taken the opportunity to resign or remain suspended from duty pending further inquiry.

Responsibility for disciplinary decision-making is being devolved to Region Commanders to improve the management of investigations of allegations of corruption or serious misconduct and the timeliness of penalty or remedial actions.

To lessen risks in relation to corruption, particularly to detectives, a number of improved procedures and practices will be implemented through 1996-97. These include independent supervision of the execution of search warrants, electronic recording of all interviews, new procedures governing the management of informants, the use of a referral system to engage detectives above Patrol level, introduction of case management and improved supervision of investigators. Further, organisational reviews are being undertaken to seek to address structural and management problems before any problems arise.



Assistant Commissioner Jeff Jarratt
Commander, Royal Commission Implementation Unit



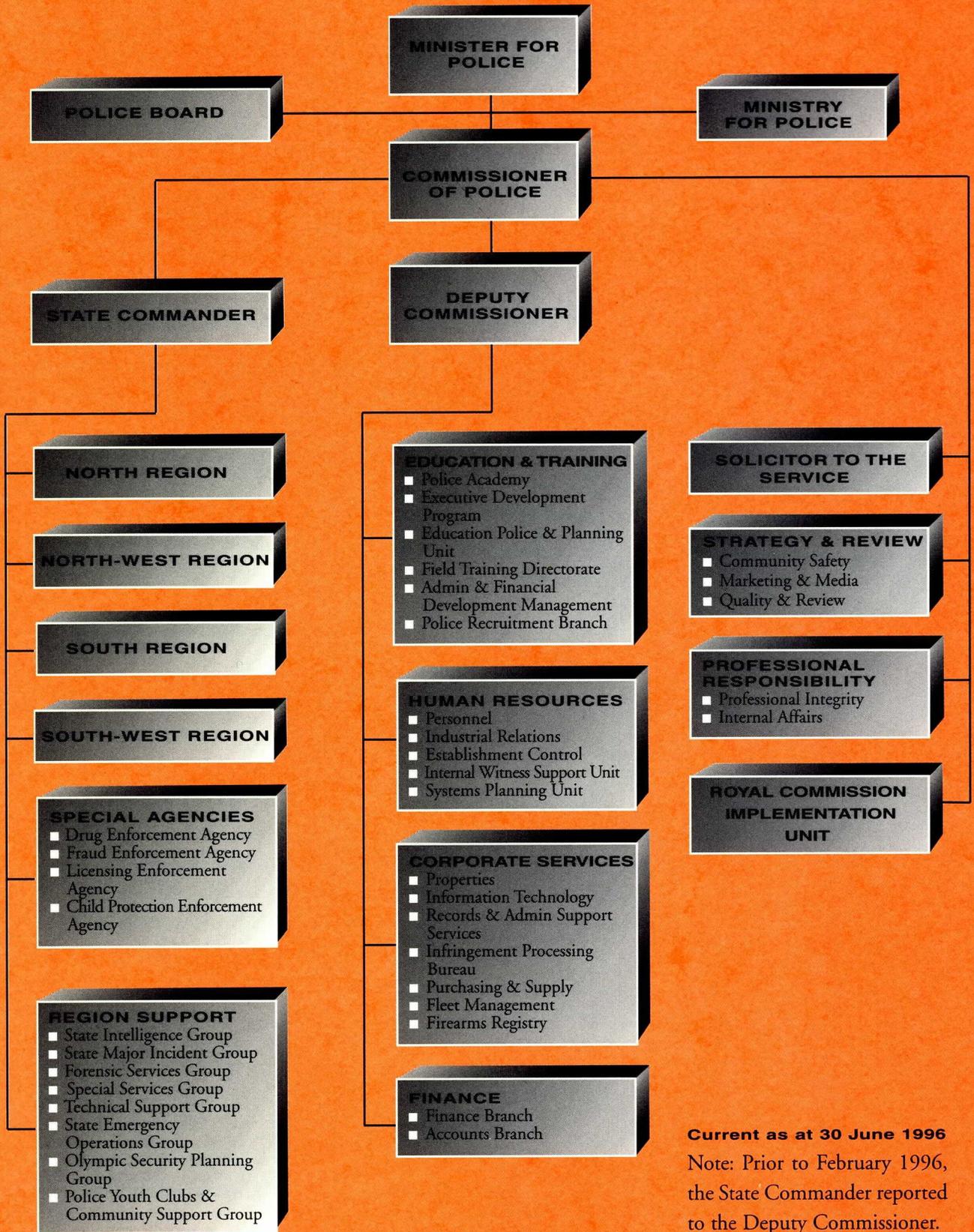
NEW SOUTH WALES

POLICE SERVICE

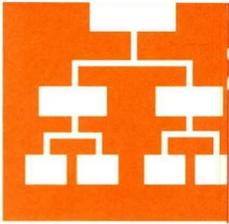
ORGANISATIONAL STRUCTURE



ORGANISATIONAL CHART



Current as at 30 June 1996
 Note: Prior to February 1996, the State Commander reported to the Deputy Commissioner.



ORGANISATIONAL STRUCTURE

EXECUTIVE STRUCTURE

The Commissioner is the Chief Executive Officer of the Police Service, and reports directly to the Minister for Police, the Hon Paul Whelan MP. The Commissioner has responsibility for the day-to-day operation of the Service. In this role he is supported by the Deputy Commissioner.

The NSW Police Service has four geographical regions: North, North-West, South and South-West.

The functions of the Police Service are broadly classified as either operational or support services. There are 15 senior Commands, or areas of responsibility, within the Police Service—seven in operational services and eight in support services. These are:

DEPUTY COMMISSIONER OF POLICE NEIL TAYLOR, APM, DIP CRIM

Appointed in July 1993 ■ Joined the Police Service in 1955, retired 30 August 1996 ■ The Deputy Commissioner is responsible for coordinating the administrative and operational arms of the Service ■ Mr Taylor's focus was on models of best professional practice and promoting professional responsibility and accountability ■ After the retirement of Commissioner Lauer in February 1996 Mr Taylor was Acting Commissioner ■ During this time Chief Superintendent Bev Lawson was Acting Deputy Commissioner ■



OPERATIONAL SERVICES State Command, North Region, North-West Region, South Region, South-West Region, Special Agencies and Region Support. State Command has responsibility for overseeing the operation and coordination of the other operational Commands. The senior officer, or Commander, of each of these Commands reports directly to the State Commander. The State Commander reports directly to the Deputy Commissioner.

SUPPORT SERVICES For the purpose of streamlined reporting within Support Services, the commands of Education and Training, Human Resources, Corporate Services, and Finance report to the Deputy Commissioner, while Strategy and Review, Professional Responsibility, Office of the Solicitor and the Royal Commission Implementation Unit report directly to the Commissioner.

KEY MANAGEMENT COMMITTEES

Provided in accordance with ARDR, 1995. Management and Structure (significant departmental committees) as particularised in Schedule 1 ARDR, 1995.

STATE EXECUTIVE GROUP (SEG) The Commanders of the 15 senior Commands, together with the Commissioner, Deputy Commissioner and the Executive Officer form SEG. This group meets monthly and is responsible for developing strategic directions for the Police Service.

THE EXECUTIVE TEAM The Executive Team - the Commissioner, Deputy Commissioner, State Commander and the Executive Director of Strategy and Review - meets fortnightly. The focus of the team is on the issues of appropriate management of operational policy, the implementation of Government policy and arrangements for coordinating activities within the Police Service.

STATE COMMANDER'S ACTION TEAM (SCAT) Headed by the State Commander, SCAT consists of the Commanders of the four regions, Region Support, Special Agencies and State Intelligence Group, which is part of Special Agencies Command. The team meets monthly to review operational performance and implement effective operational strategies for the regions.

STRATEGIC PLANNING GROUP (SPG) The SPG is made up of senior executive officers and executive officers from across the Police Service. SPG coordinates the development of the Corporate Plan. It meets on a needs basis.

COMMISSIONER'S EXPENDITURE REVIEW COMMITTEE (CERC) Chaired by the Deputy Commissioner and made up of SEG commanders representing Operational and Support commands, CERC examines proposals, conducts reviews and makes recommendations on matters relating to expenditure within the NSW Police Service.

OTHER DEPARTMENTAL COMMITTEES Departmental committees and external committees which have police representation are listed in the Appendices of this Report.



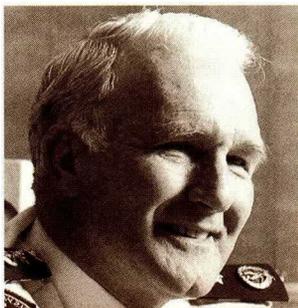
OPERATIONAL SERVICES

INTRODUCTION

Operational Services is the name given to the arm of the Police Service most directly involved with policing activities. It includes State Command, North Region, North-West Region, South Region, South-West Region, Special Agencies and Region Support.

STATE COMMAND

The State Commander has responsibility for overseeing the operation and coordination of the all operational Commands. The State Commander also holds the key position of State Emergency Operations Controller (SEOCN).



STATE COMMANDER BRUCE GIBSON, APM

Appointed in May 1993 ■ Joined the Police Service in 1954, retired May 1996 ■ Mr Gibson served in a variety of country and city postings before moving to the Physical Evidence Section in 1961 ■ He held command positions within this unit as well as the Ballistics Unit, Anti-Theft Branch, State Intelligence Group and was the South Region Commander prior to his appointment as State Commander ■ Assistant Commissioner Bill Galvin (Commander South-West Region) has been Acting State Commander since May 1996 ■ The State Commander sponsors the Corporate Plan Key Practice Area of Major Crime and Investigation Management ■

COMMANDER, NORTH REGION CHIEF SUPERINTENDENT CLIVE SMALL, BA (HONS), DIP CRIM, GRAD DIP PSA

Acting Commander, North Region since February 1996 ■ Joined the Police Service in 1963 ■ Mr Small became Acting Commander, North Region after the resignation of Assistant Commissioner Ray Donaldson ■ The Commander, North Region sponsors the Corporate Plan Key Result Area of Road Safety ■



NORTH REGION

North Region is the most populous region in New South Wales. It stretches 1,000 kilometres from Sydney Harbour to the Queensland border. This region contains a number of large urban centres including the heavily populated and affluent suburban areas of northern Sydney, the city of Newcastle and several other large cities and towns.

North Region is experiencing rapid population growth. It includes some of the fastest growing communities in New South Wales, particularly in the Central Coast, Mid-North Coast and Northern Rivers Districts. This rapid population growth presents its own challenges for policing the region. Major policing challenges for the region arise from the heavy traffic flows through the region, large numbers of visitors during holiday periods and entrenched drug-related crime in the Northern Rivers area associated with the presence of an “alternative lifestyle” community.

NSW POLICE SERVICE REGIONS & DISTRICTS



SOUTH-WEST

Mid-Western Suburbs
 Georges River
 Macarthur
 Barrier
 Southern Highlands
 Riverina

Area: 270,198 sq. kms
 Population: 1.45 million
 Patrols: 39
 Police Stations: 95

SOUTH

Sydney
 Eastern Suburbs
 St George/Sutherland
 Illawarra
 Monaro
 Murray

Area: 104,700 sq. kms
 Population: 1.2 million
 Patrols: 39
 Police Stations: 104

NORTH-WEST

Cumberland
 Prospect
 Nepean/Blue Mountains
 Central West
 Peel
 Orana

Area: 345,481 sq. kms
 Population: 1.5 million
 Patrols: 40
 Police Stations: 145

NORTH

Northern Suburbs
 Warringah
 Central Coast
 Hunter
 Upper Hunter
 Mid-North Coast
 Northern Rivers

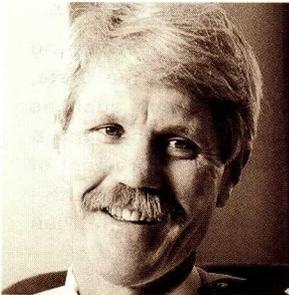
Area: 70,239 sq. kms
 Population: 1.6 million
 Patrols: 45
 Police Stations: 131

NORTH-WEST REGION

The North-West Region is the largest Region in the State. It includes rural and remote areas as well as rapidly growing population centres in the Nepean-Blue Mountains and Prospect Districts. The region also contains a number of major industrial complexes.

Major concerns for Police and the community in the North-West Region are property theft, the high number of road fatalities and other road trauma in the region and drug-related crime in the Cabramatta area.

North-West Region presents the challenge of policing a culturally diverse community, including a significant indigenous population. The region contains significant communities of overseas born people, particularly from Asia. There are also significant urban and rural Aboriginal communities. For example, the region contains the City of Blacktown which has the largest urban Aboriginal population in Australia.



COMMANDER, NORTH-WEST REGION ASSISTANT COMMISSIONER JEFF JARRATT, APM, BA, MBA

Appointed November 1994 ■ Joined the Police Service in 1965 ■ Assistant Commissioner Jarratt is currently Commander of the Royal Commission Implementation Unit ■ Since his secondment to this Unit, Chief Superintendent Terry Collins has been Acting Region Commander, North-West Region ■ The Commander, North-West Region sponsors the Corporate Plan Key Result Area of Property Theft ■

COMMANDER, SOUTH REGION ASSISTANT COMMISSIONER ALF PEATE, LLB, DIP CRIM

Appointed in May 1993 ■ Joined the Police Service in 1957 ■ In August 1995 Mr Peate established the State Domestic Violence Coordination Team which has the task of ensuring a consistent response to domestic violence situations from police throughout the State ■ Mr Peate has also contributed to the development of the Police Service Safe Driver Policy (to reduce the number of accidents involving Police) and the Comprehensive Review of Criminal Investigation ■ The Commander, South Region sponsors the Corporate Plan Key Result Area of Personal Safety and co-sponsors the Key Result Area of Victim Support ■



SOUTH REGION

South Region contains the Sydney CBD; major entertainment venues such as the Sydney Entertainment Centre and Sydney Opera House; Kings Cross; over 50 Consular establishments; Parliament House; major shipping ports and airports; the State's busiest railway stations and goods yards; industrial high risk sites such as oil refineries and steelworks; and, major National Parks. These present unique challenges for policing the region.

South Region contains urban, suburban, rural and remote communities. Communities with special needs include the gay and lesbian community centred on Darlinghurst/Surry Hills. Meeting the policing needs of the gay and lesbian community involves addressing issues as diverse as "hate crimes" against gays and lesbians and traffic and crowd control for the annual Gay and Lesbian Mardi Gras.

SOUTH-WEST REGION

South-West Region includes the south-western suburbs of Sydney which are experiencing continued rapid population growth - the Camden and Green Valley areas are expecting an increase in population of 90,000 in the near future. It also contains rural and remote communities, some of which are experiencing population decline. The region includes the Homebush Olympic site and the proposed site for the new airport at Badgerys Creek. South-West Region has a culturally diverse population which includes significant indigenous representation.

With an extensive rail network within the region, commuter safety is a major concern. Transit Police are attached to the Lidcombe and Campbelltown Patrols. South-West Region Command has taken a lead for the Police Service on the issue of transit crime, facilitating the Transit Summit to form strategic alliances to address crime and commuter safety.

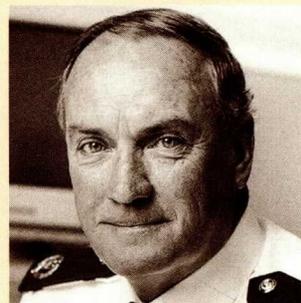


**COMMANDER, SOUTH-WEST REGION ASSISTANT COMMISSIONER
BILL GALVIN, APM, BA (SOC SC), GRAD DIP ADMIN, ASSOC DIP JA**

Appointed in July 1993 ■ Joined the Police Service in 1963 ■ Before becoming Commander, South-West Region, Mr Galvin served in various parts of the State, including the Sydney and Prospect Districts and specialist duty areas such as Licensing, Aboriginal Liaison, Community Relations & Training, Development & Examination ■ He is currently Acting State Commander, following the retirement of Mr Gibson ■ Chief Superintendent Ian Ellis is currently Acting Commander South - West Region ■ The Commander, South-West Region sponsors the Corporate Plan Key Result Area of Street Safety ■

**COMMANDER, REGION SUPPORT ASSISTANT COMMISSIONER
DENNIS GILLIGAN, APM, B LAWS, GRAD DIP CRIM**

Appointed in August 1995 ■ Joined the Police Service in 1961 ■ Commander, Region Support, as well as having overall responsibility for units within this Command, also has direct responsibility for the State Emergency Operations Group, the Olympic Security Planning Group and a small in-house Research Unit ■ Mr Gilligan replaced Norm Maroney who retired in August 1995 ■ The Commander, Region Support sponsors the Corporate Plan Key Result Area of Safety in Custody ■



REGION SUPPORT

STATE INTELLIGENCE GROUP (SIG) SIG includes the Crime Data Centre, which maintains all crime data; the Criminal Research Bureau, which provides analytical and research personnel to field forces; and, the Operations Planning Group which plans operations and events too extensive for a single region and Crime Stoppers.

STATE MAJOR INCIDENT GROUP (SMIG) Investigates serious crime, including organised crime and responds to high-risk policing incidents such as sieges. SMIG contains the Oak Investigation Unit, Organised Crime Branch, Electronic Recording of Suspected Persons (ERISP) and the State Protection Group, which includes Rescue, Witness Protection Operational and Negotiations Units.

FORENSIC SERVICES GROUP Commands 26 crime scene units across the State as well as specialist units located in Sydney - Fingerprint Specialist and Physical Evidence Specialist Branches, Forensic Ballistics Section and Bomb Disposal Unit.

SPECIAL SERVICES GROUP Air Wing and Water Police as well as covert evidence gathering such as electronic and physical surveillance and telephone intercepts.

TECHNICAL SUPPORT GROUP Contains the Metropolitan Communications Network, Radio and Telephone Centre, Radio and Electronic Repair Units, Traffic Services Group, Warrant Index Unit and the Missing Persons Unit.

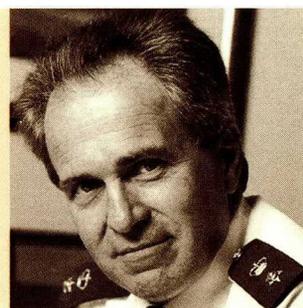
STATE EMERGENCY OPERATIONS GROUP Develops, coordinates and reviews Police Service emergency and rescue management strategies. In a disaster, the group manages the operational resources at the State Emergency Operation Centre (SEOC).

OLYMPIC SECURITY PLANNING GROUP This small group has been formed to assist the Security Committee established by the Sydney Organising Committee for the Olympic Games (SOCOG) to plan for the delivery of operational and logistic policing services and formulate a security plan for the Sydney 2000 Olympic Games.

POLICE YOUTH CLUBS & COMMUNITY SUPPORT GROUP Administers the State's 54 Youth Clubs, as well as the Police Band and the 58 Blue Light Branches.

COMMANDER, SPECIAL AGENCIES ACTING ASSISTANT COMMISSIONER MAL BRAMMER, PG DIP POLICE MGT

Acting Commander since March 1996 ■ Joined the Police Service in 1966 (Police Cadet 1963-66) ■ Mr Brammer replaced Assistant Commissioner Clive McLachlan who retired in March 1996 ■ The Commander, Special Agencies sponsors the Corporate Plan Key Result Area of Alcohol & Drug-Related Crime ■



SPECIAL AGENCIES

DRUG ENFORCEMENT AGENCY (DEA) Established in 1989, the DEA has the specific responsibility to detect and suppress the activities of commercial level drug traffickers and to decrease the availability of illicit drugs.

FRAUD ENFORCEMENT AGENCY (FEA) The FEA works to counter fraudulent activity in both the private and public sector through investigation (using advanced investigation techniques) and a pro-active education process.

LICENSING ENFORCEMENT AGENCY (LEA) The purpose of the LEA is the reduction of alcohol-related harm and criminal activity within the liquor and gaming industries.

CHILD PROTECTION ENFORCEMENT AGENCY Established on 1 July 1996 with the role of providing an investigative focus on serialised child abuse.



SUPPORT SERVICES

INTRODUCTION

Support Services is the name given to the arm of the Police Service less directly involved with policing activities. It includes the Commands of Strategy and Review, Professional Responsibility, Office of the Solicitor to the Service and the Royal Commission Implementation Unit (which report directly to the Commissioner) and the Commands of Education and Training, Human Resources, Corporate Services and Finance which report to the Deputy Commissioner.



EXECUTIVE DIRECTOR, STRATEGY & REVIEW NEIL BRIDGE

M LITT (POLICY STUDIES), B SOC SC

Appointed June 1993 ■ Joined the Police Service in 1988 ■ The Executive Director, Strategy and Review sponsors the Community-based Policing, Effective Communication and Customer Service Key Practice Areas of the Corporate Plan ■

COMMANDER, PROFESSIONAL RESPONSIBILITY GEOFF SCHUBERG

Appointed in November 1994 ■ Joined the Police Service in 1963 ■ Mr Schuberg is a graduate of the Australian Army Officer Training Unit ■ He holds a Management Certificate (Honours Grade) and has completed The Australian Police Staff College Senior Police Executive Officers Course ■ The Commander, Professional Responsibility sponsors the Professional Responsibility Key Practice Area of the Corporate Plan ■



STRATEGY AND REVIEW The role of Strategy and Review Command is to promote a safer community by keeping the Police Service focused on successfully meeting community needs and expectations. The focus is on providing advice and direction, developing strategies and systems, following up corporate decisions and reviewing and evaluating performance.

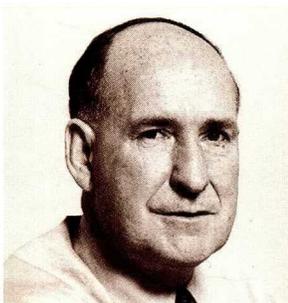
Strategy and Review includes the Community Safety Development Branch, Marketing and Media Branch and Quality and Review Branch.

PROFESSIONAL RESPONSIBILITY The Professional Responsibility Command was created in 1994-95 and has responsibility for the promotion and maintenance of professional and ethical behaviour of members of the Police Service. The Command includes the Professional Integrity Branch and the Office of Internal Affairs. The Office of Internal Affairs contains the Corruption Prevention Unit, Internal Affairs Administration and the Customer Assistance Unit. The Customer Assistance Unit provides a forum for the community to register complaints, compliments or comments, and to receive advice or information about the operation of the Police Service and the behaviour of members of the Service.

OFFICE OF THE SOLICITOR TO THE SERVICE Established in 1992, the Office undertakes a broad range of legal responsibilities in pursuit of its charter to provide an efficient, high quality and cost effective legal service to the Minister, Police Board, and all members of the Police Service. The Office is responsible for the legal representation of the Police Service at courts, tribunals, inquests, inquiries by ICAC and the Royal Commission. The Service Solicitor is a member of SEG.

The Office instructs Mr Greg Willis who is retained as General Counsel for the Police Service.

EDUCATION AND TRAINING The role of Education and Training Command is to provide, in a collaborative manner, a wide range of viable, relevant and approved education and training programs. The specific outcomes of our education policies are to ensure that



SERVICE SOLICITOR, OFFICE OF THE SOLICITOR

FRANK HUTCHISON, DIP LAW

Appointed in May 1992 ■ Joined the Police Service in 1988 ■ Admitted as a Barrister in 1975, transferred to the Roll of Solicitors in 1992 ■ Mr Hutchison has worked for a range of government legal agencies ■

EXECUTIVE DIRECTOR, EDUCATION & TRAINING

**KEN MORONEY APM, MA, GRAD DIP
MANAGEMENT, A DIP JA**

Appointed June 1993 ■ Joined the Police Service in 1965 ■ The Executive Director, Education and Training co-sponsors the 'Our People' Key Management Area of the Corporate Plan ■



EXECUTIVE DIRECTOR, HUMAN RESOURCES

CHRISTINE NIXON MPA, BA, DIP LABOUR LAW

Appointed in April 1994 ■ Joined the Police Service in 1972 ■ Christine Nixon is the first woman in the NSW Police Service to reach the rank of Assistant Commissioner ■ The Executive Director, Human Resources sponsors the 'Our People' Key Management Area and co-sponsors the Victim Support Key Result Area of the Corporate Plan ■

officers master and practice their profession by the demonstration of knowledge, skills and professional judgements. Further, that they approach these tasks with an understanding of, and desire to adhere to, ethical practice and procedure.

The Command includes the Police Academy (located at Goulburn), the Executive Development Directorate, the Education Policy and Planning Unit, Field Training and Assessment Directorate, Administrative and Financial Management Development Directorate and Police Recruitment Branch.

HUMAN RESOURCES The Human Resources Command provides integrated human resource policies and strategies based on an equitable, supportive and quality work environment.

The Human Resources Command comprises the Personnel and Industrial Relations Directorates, the Establishment Control Branch, the Internal Witness Support Unit and the Systems Planning Unit. Workforce Agenda, training and development and conflict resolution also form integral parts of the Command.

CORPORATE SERVICES The Corporate Services Command is an integral part of the Police Service and provides the basic support mechanisms which allow the operational officers to perform their duties efficiently and effectively. Corporate Services Command includes Properties Branch, Information Technology Branch, Records Management and Administrative Support Services, Infringement Processing Bureau, Purchasing and Supply Branch, Fleet Management Services and the Firearms Registry. The Firearms Registry monitors the operation of security services under the terms of the Security (Protection) Industry Act 1985.

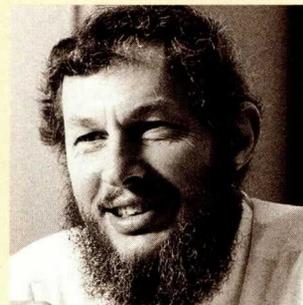


**EXECUTIVE DIRECTOR, CORPORATE SERVICES KEN QUINCE
B BUS (PUBLIC ADMINISTRATION)**

Appointed in July 1993 ■ Mr Quince joined the Police Service after 34 years experience in the Public Service ■ The Executive Director, Corporate Services sponsors the Information Management & Transmission and Physical Resources Key Management Areas in the Corporate Plan ■ Mr Quince is also the Police Service representative on the NSW State Contracts Control Board and the National Exchange of Police Information Coordinating Committee ■

**EXECUTIVE DIRECTOR, FINANCE JOHN THOMS, B COM, DIP TECH
(PUBLIC ADMIN), FCPA, FAIM**

Appointed in April 1993 ■ Joined the Police Service in December 1989 ■ Executive Director, Finance sponsors the Continual Improvement in Policing Key Practice Area of the Corporate Plan ■



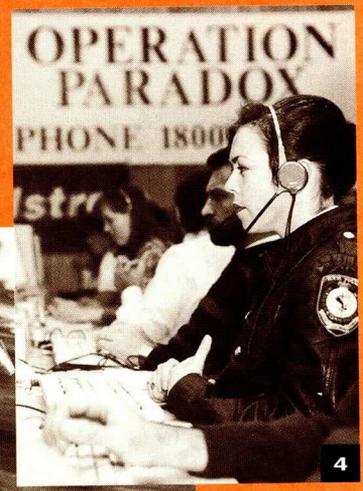
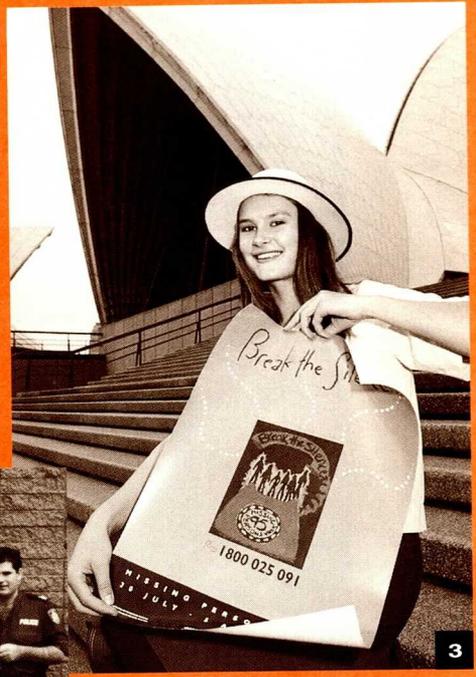
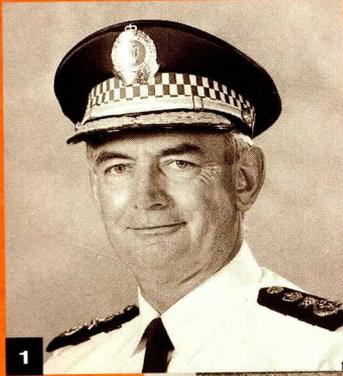
FINANCE Finance Command provides professional financial management and information to ensure the efficient use of resources and compliance with all statutory requirements through reliable corporate accounting, capital asset management and control, financial system development and risk management.

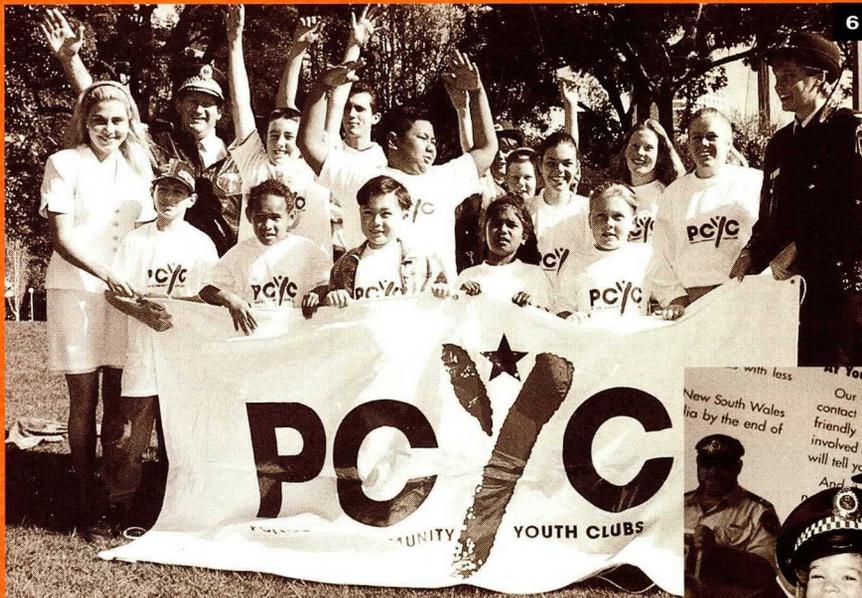


Boe Rambaldini (left) Police Aboriginal Client Consultant discusses the Aboriginal Employment Training and Career Development Strategy with Sgt Vaughan Reid (centre) and Snr Cst Glen McCarthy (right).



THE YEAR IN REVIEW

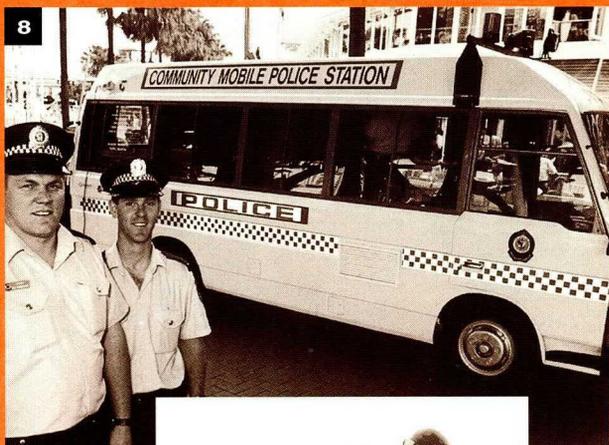




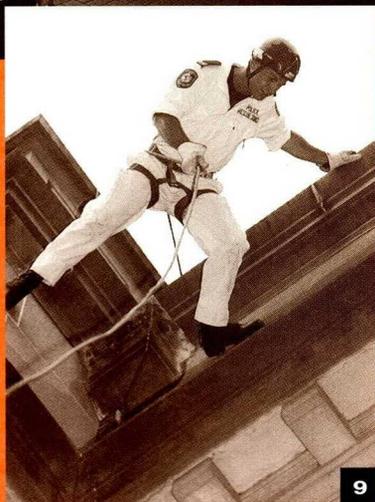
6



7



8



9

- 1 Commissioner Tony Lauer retired in February 1996 after 40 years service.
- 2 Team sent to assist Tasmania Police after Port Arthur massacre.
- 3 Alexandra Parsons winner of the 1995 Missing Persons Week poster competition.
- 4 Operation Paradox 1995.
- 5 Cst Conroy and Cst Fowler, members of Flemington Bicycle Patrol. Bicycle Patrols were introduced in 1995-96.
- 6 Launch of new name, logo and programs for Police & Community Youth Clubs (PCYC).
- 7 Police Service exhibit wins first prize at the 1996 Royal Easter Show.
- 8 Mobile Police Stations, helping police meet the needs of the community.
- 9 Snr Cst Boughton, awarded the Star of Courage in May 1996 for his action in the rescue of a diver trapped inside an underwater pipe at the BHP Pumphouse, Port Waratah.

Photo courtesy *The Newcastle Herald*



WOMEN POLICE

In 1995, New South Wales celebrated 80 years of Women in Policing, which began in 1915 when a special female police unit was formed. Lillian Armfield and Maude Rhodes were selected from nearly 500 applicants to be the first female officers. Lillian Armfield remained with the Police Service for almost 35 years, retiring in 1949.

Women were originally admitted only as Special Officers, but in 1965 women were accorded regular officer status. Since 1979 male and female officers have received the same training. Currently 14% of all police officers and 31% of probationary constables are women.



Today women officers are represented in all facets of the Police Service.



NEW SOUTH WALES

POLICE SERVICE

CORPORATE PLAN





CORPORATE PLAN ■ PRINCIPLES AND VALUES

MISSION STATEMENT

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

VISION

By the end of the decade New South Wales will have the safest streets in Australia.

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 the individual
- seeks to improve 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.

LEADERSHIP PRINCIPLES

Supervisors, managers and commanders are to:

- clearly task their people and follow up on the outcomes of their instructions
- coordinate, facilitate, monitor and coach their people and act as role models
- assist their people to achieve their growth potential, by nurturing and encouraging them and exercising patience
- demonstrate responsibility for industrial relations
- structure and enrich jobs so that their people can use their skills and talents to provide greater personal satisfaction
- properly prepare their people for roles and responsibilities, in recognition that they are our most valuable resource
- provide appropriate training and development because of its crucial importance to the future development of the Service

- though incompetence is not acceptable, support those people who act in accordance with the Statement of Values and in good faith, even if they make mistakes.

All Police Service people are to:

- demonstrate individual responsibility and accountability for their actions
- apply the best professional practice to their work and strive for excellence
- adopt a multi-agency approach with the community and industry in their planning and operational activities.

GUARANTEE OF SERVICE

Provided in accordance with ARDR, 1995. Guarantee of Service as particularised in Schedule 1, ARDR, 1995.

A Guarantee of Service has been developed. Implementation has been held in stay pending the appointment of the new Police Commissioner.

CODE OF CONDUCT

Provided in accordance with s.5 (b) and (c) ARDR, 1995.

The Values and Principles of the Corporate Plan together with Commissioner's Instructions, form the code of conduct of the NSW Police Service.

REPORTING AGAINST THE 1995-1998 CORPORATE PLAN

INTRODUCTION

This section of the Report presents the performance of the NSW Police Service as measured against the objectives set out in the 1995-1998 Corporate Plan. These objectives refer to the core business of policing as well as issues of resource and corporate management.

It is expected that Commissioner Wood's findings and recommendations in the *Final Report of the Royal Commission into the New South Wales Police Service* will initiate profound and far-reaching changes in the management and operations of the Police Service. In addition to Commissioner Wood's Interim Report, released in February 1996, other reviews of the Service have identified key areas for fundamental reform. These will obviously result in major changes to the structure and goals of the Corporate Plan which will be reflected in future years.

THE THREE KEY AREAS OF POLICING

The 1995-1998 Corporate Plan defines the operations of the organisation according to three main areas: Key Result Areas (KRAs); Key Practice Areas (KPAs); and Key Management Areas (KMAs).



Each of these areas is sponsored by one or more members of the State Executive Group. The sponsor monitors the performance of the designated key area and acts as a spokesperson on this issue for the Service.

STRATEGIC AND TACTICAL IMPLEMENTATION OF THE KEY AREAS

While addressing separate domains of responsibility, all three of these areas share a dual focus upon strategic or global operations and management and upon the day-to-day tactical implementation of policing responsibilities.

At the global level, the emphasis across the key areas is upon:

- victim support
- human resources
- professional responsibility
- major crime and investigation management.

At the tactical level, the focus across the three areas is upon:

- beat policing
- demonstration patrols
- effective tasking and intelligence-based rostering
- differential response
- consolidation of corruption prevention processes
- attitude (the development of a positive mindset)
- organisational stability
- professionalism.

KEY RESULT AREAS (KRAS)

There are seven KRAs identified in the Police Service Corporate Plan:

KEY RESULT AREA	SPONSOR
1. Property Theft	North-West Region
2. Personal Safety	South Region
3. Street Safety	South-West Region
4. Road Safety	North Region
5. Safety in Custody	Region Support
6. Alcohol & Drug-related Crime	Special Agencies
7. Victim Support	Human Resources and South Region



Cst Hampton of The Rocks Station, chats with a local resident.

1 PROPERTY THEFT

DESCRIPTION The unlawful taking of property of another person or organisation, including motor vehicle theft, home and business robbery, shop stealing, fraud, corporate crime and 'white collar crime'.

OBJECTIVE The Police Service aims to reduce the incidence of property theft.

STRATEGIES The Corporate Plan identifies seven strategies for reaching the above objective - investigation; active policing programs; working with others; reducing unlawful property trading; corporate involvement; community awareness and education; training.

PERFORMANCE INDICATORS

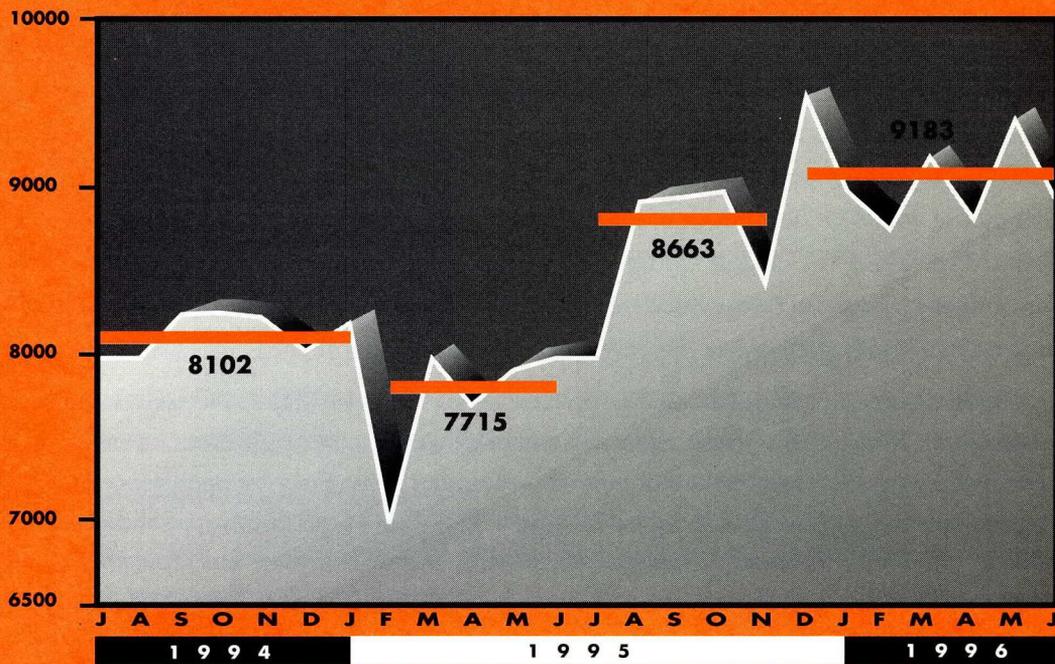
- In June 1996 the New South Wales monthly trend figures for incidents of property theft reported to Police were rising for all types of property theft with the exception of Break and Enter (non-residential) where the monthly average had fallen from 3,333 in January 1996 to 3,192 in June 1996. For incidents of break, enter and steal (residential) the monthly average for June 1996 was 9,183, up from 8,663 in July 1995, while the monthly average for motor vehicle theft was 3,978 in June 1996, up from 3,764 in September 1995. (Source: COPS)
- The reporting rate for property theft crimes in New South Wales varied widely depending on the crime involved. In 1995, the percentage of victims who indicated that they reported the crime to the Police was 91% for vehicle theft, 73% for break and enter, 52.2% for robbery (theft where the victim is threatened with force or attacked), but only 31% for attempted break and enter. These rates are slightly lower than the rates for 1994, but still higher than those for 1992 and 1993.

(Source: Crime Victim and Safety Survey, 1995 - Australian Bureau of Statistics)

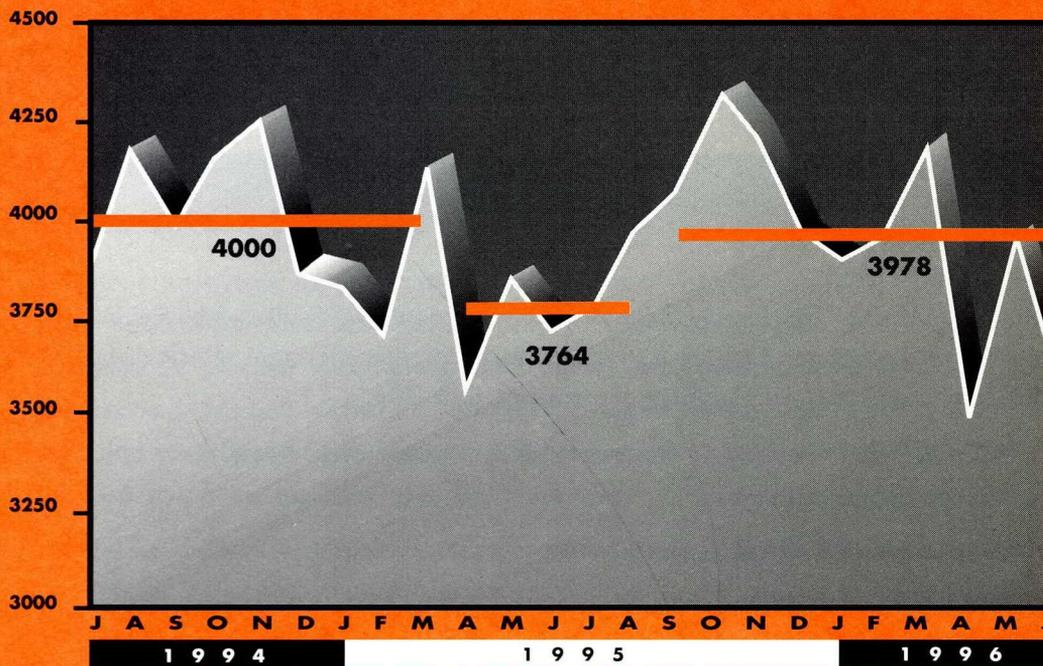
- The Community Attitude Survey found that the level of community fear and concern about property theft was slightly lower in 1995-96 than it had been in 1994-95. Respondents were asked, "are you concerned that this crime might happen to you or your family". In 1995-96 the percentage of people who indicated that they were concerned or very concerned were - 61% for house breaking, down from 63% in 1994-95; 51% for car theft, down from 53%; 52% for theft from around the house, down from 57%; and, 37% for theft by bag snatchers or pickpockets, down from 40%.

(Source: Police Service Community Attitude Survey)

Stealing and Break and Enter (Residential) ■ NSW



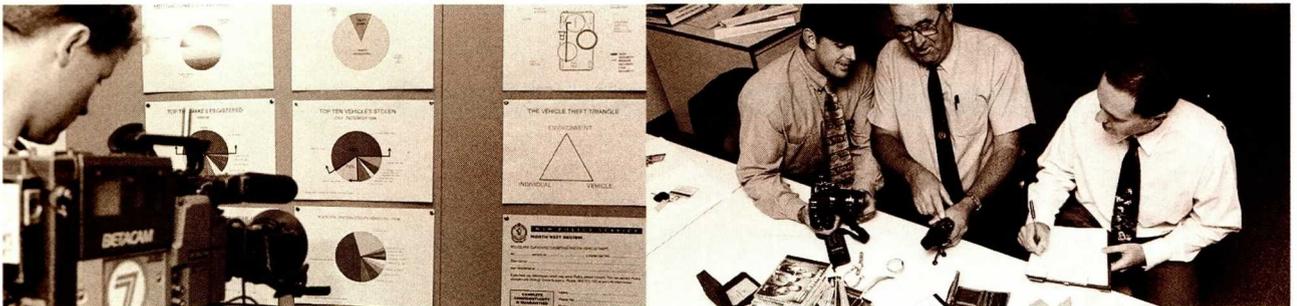
Stolen Vehicles ■ NSW



MONTHLY AVERAGE The monthly average is the current level.
A change in the monthly average indicates a change in the level.

MAJOR EVENTS IN 1995-96 *Operation Ivy* was conducted in October 1995, targeting the disposal of stolen property through licensed pawnbrokers and second-hand dealers. Information regarding suspected thieves and stolen property was processed using internally developed computer technology. During this Operation, 316 people were arrested and 1,264 charges laid with \$750,000 worth of stolen property recovered. In excess of 100 breaches were detected resulting in action being taken against licensed second-hand dealers and pawnbrokers. *Operation Ivy* provided training to Anti-Theft Squads which are now established in the 25 Police Districts across the State, focusing on property theft.

Operation Cosmos 96 was conducted across New South Wales in May 1996, targeting motor vehicle theft. It included a public education campaign and strong media focus on prevention prior to the operation and the use of powerful computer technology by intelligence analysts to more effectively utilise data about vehicle theft. This data - time, place, type and nature of vehicles stolen and recovered - was used to develop criminal profiles and indicators about vehicle theft, assisting police to more effectively combat vehicle theft.



Operation Cosmos (left) attracts keen media interest ■ Stolen property recovered in *Operation Ivy* (right).

The *Motor Vehicle Theft Steering Committee* was formed in 1991 to give a whole of Service and multi-agency cooperative approach to addressing the problem of motor vehicle theft. In 1995 the Committee approved a number of initiatives, including:

- More detailed recording of the severity of damage to wrecked vehicles included on the written-off vehicles register
- New written-off vehicle categories
- Cancellation of the Vehicle Identification Number (VIN) for certain categories of wrecked vehicles.

2 PERSONAL SAFETY

DESCRIPTION Personal safety strategies focus on protecting the community from physical, emotional, racial and sexual violence, abuse or intimidation.

OBJECTIVE The Police Service aims to reduce the incidence of personal violence and abuse and to increase feelings of safety in the community.

STRATEGIES The Corporate Plan identifies five strategies for reaching the above objective - investigation and management; working with others; community awareness programs; education and training; active policing programs.

PERFORMANCE INDICATORS

■ In June 1996 the New South Wales monthly trend figures for incidents of personal violence reported to Police increased to 3,442 from 2,918 in August 1995. The monthly average for sexual assaults increased to 257 from 234 in September 1995. In April 1995 the monthly average number of sexual assaults was 296. The monthly average number of domestic violence related assaults has increased markedly from 369 in October 1995 to 653 in June 1996. In addition there were 49,582 domestic violence dispatches in 1995-96 (figures are not available for domestic violence dispatches for 1994-95). (Source: COPS)

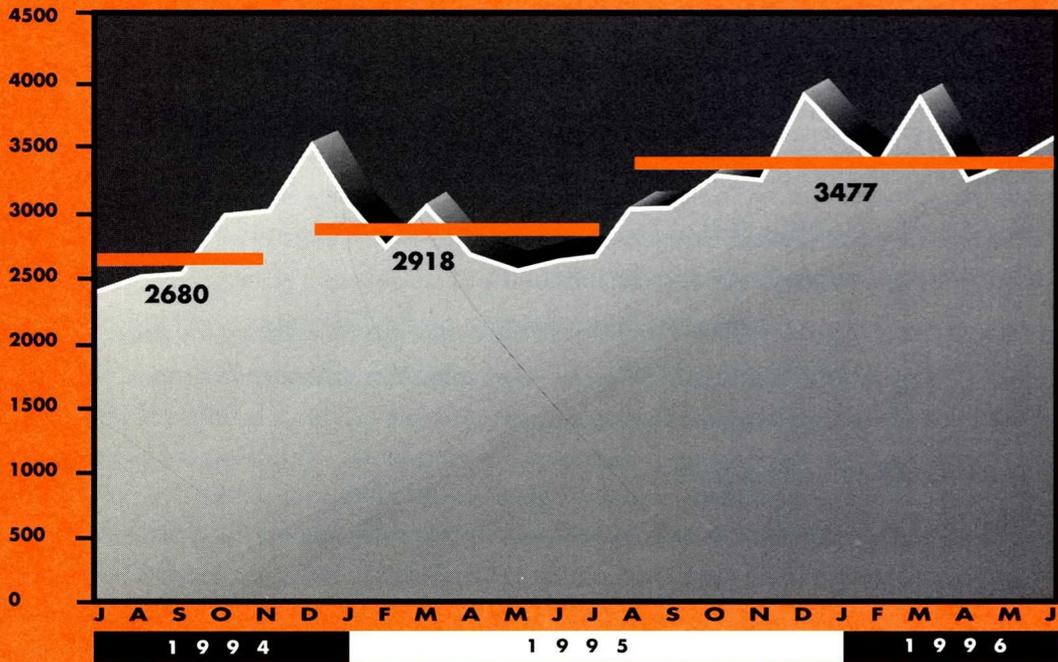
■ In 1995 the reporting rate for assault in New South Wales was 30%, compared with 39% in 1994 and 32% in 1993. The reporting rate for sexual assault is not available for 1995, the reporting rate in 1994 was 25%. The proportion of people in New South Wales who had been victims of personal crime in 1995 was highest amongst 15-24 year olds (8.6%) and lowest amongst people aged 65 and over (1.1%).

(Source: Crime Victim and Safety Survey 1995 - Australian Bureau of Statistics)

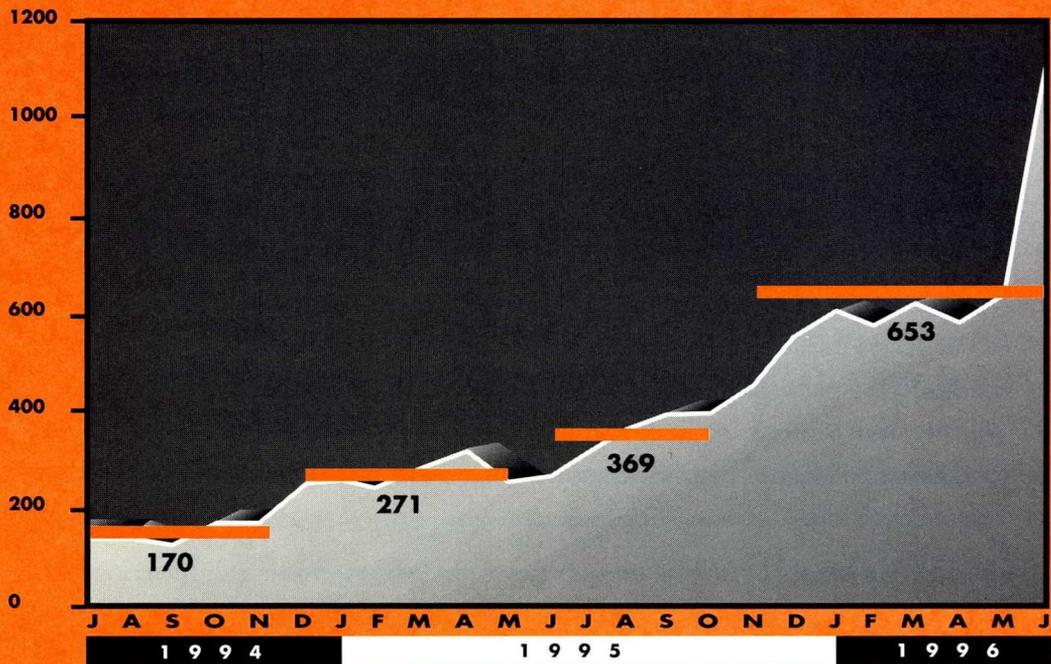
■ The Community Attitude Survey asked people to indicate if they felt one of the personal violence crimes could happen to them or a member of their family. The level of concern about personal safety rose between 1993 and 1995-96 by an average of 36% across the six categories of personal violence crimes - assault, sexual assault, child abuse, murder, robbery and domestic violence. Most concern was expressed about robbery (47% of respondents), followed by child abuse (43%) and assault and sexual assault (each 42% of respondents). (Source: Police Service Community Attitude Survey)

Comment: The majority of assaults are not reported to Police and so it is difficult to be certain if an increase in Police figures for assaults represent a rise in the number of incidents, or an increase in the reporting rate. Again with the low reporting rate for sexual assault it is difficult to be certain that an increase in the number of incidents reported represents an increase in the number of assaults. The sharp increase in the number of domestic violence assaults recorded reflects the greater emphasis placed on this issue and campaigns to encourage victims to report domestic violence. Police information gathering methods for domestic violence have been improved which has resulted in figures which more accurately reflect the situation.

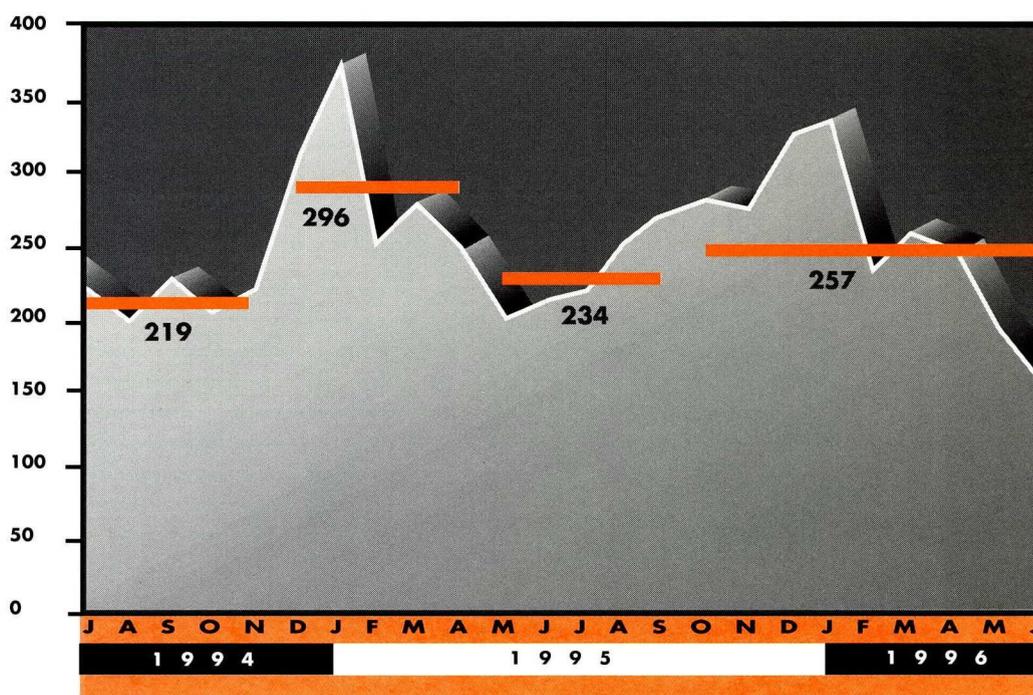
Assault ■ NSW



Assault - Domestic Violence ■ NSW




MONTHLY AVERAGE The monthly average is the current level.
 A change in the monthly average indicates a change in the level.



MAJOR EVENTS IN 1995-96 *Operation Paradox* was an outstanding success again in 1995. *Operation Paradox* is the largest community awareness campaign against child abuse in Australia. Its main objective is to educate the community about child abuse and promote the understanding that it is unacceptable behaviour which must be reported.

In November 1995 a formal evaluation found that the pilot program of joint Police Service and Department of Community Services investigation teams, established to investigate allegations of serious child abuse, had improved the effectiveness of investigations and the level of cooperation between the two departments. The Joint Investigation Team (JIT) approach was particularly praised for removing the need for child victims to repeat their evidence to officers of different departments, reduced the emotional trauma of the investigation process for victims.

A project to develop a protocol for effective communication between the Police Service South and South-West Region Commands and the Department of Education has been ongoing since November 1994. The protocol formalised reporting of incidents in schools and established communication and consultation processes between principals and patrol commanders with the aim of producing a safer environment in schools. The success of the program has been recognised and implementation on a State-wide basis is currently being considered.

To ensure a consistent response to domestic violence throughout the State the State Domestic Violence Coordination Team (SDVCT) was created in August 1995. The role of the SDVCT is to work with patrols to ensure a standard and consistent response to domestic violence situations and to ensure a highly professional outcome. A comprehensive data collection plan has been implemented to establish the size of the problem and special training programs and procedures have been established for police officers.



Snr Cst Bedwell lends a hand at South Sydney Police & Community Youth Club.

For over a decade the New South Wales Police Service has recognised the need to address violence against the gay and lesbian community. The Service now has 117 Police Gay and Lesbian liaison officers situated throughout the State. The *Gay and Lesbian Anti-Violence Project*, conducted during the year, used the theme "You Can Help Stop the Violence". A brochure was produced, advertisements were placed in the Mardi Gras Guide and, for the first time, the Police Service had a float in the Mardi Gras Parade. To further address this issue, the Surry Hills Patrol has developed a form to collect reports from victims of "hate crimes". This information is collated to provide comprehensive intelligence on the problem.

3 STREET SAFETY

DESCRIPTION The maintenance of Street Safety focuses on minimising that behaviour which raises concerns for social and economic well-being in the community, and which occurs in or in sight of public streets and places.

OBJECTIVE To increase safety and the feeling of well-being which occurs in the use of public streets and places.

STRATEGIES The Corporate Plan identifies six strategies for reaching the above objective - improve factors contributing to street safety; working with others; active policing programs; management of public events; community awareness and education; training.

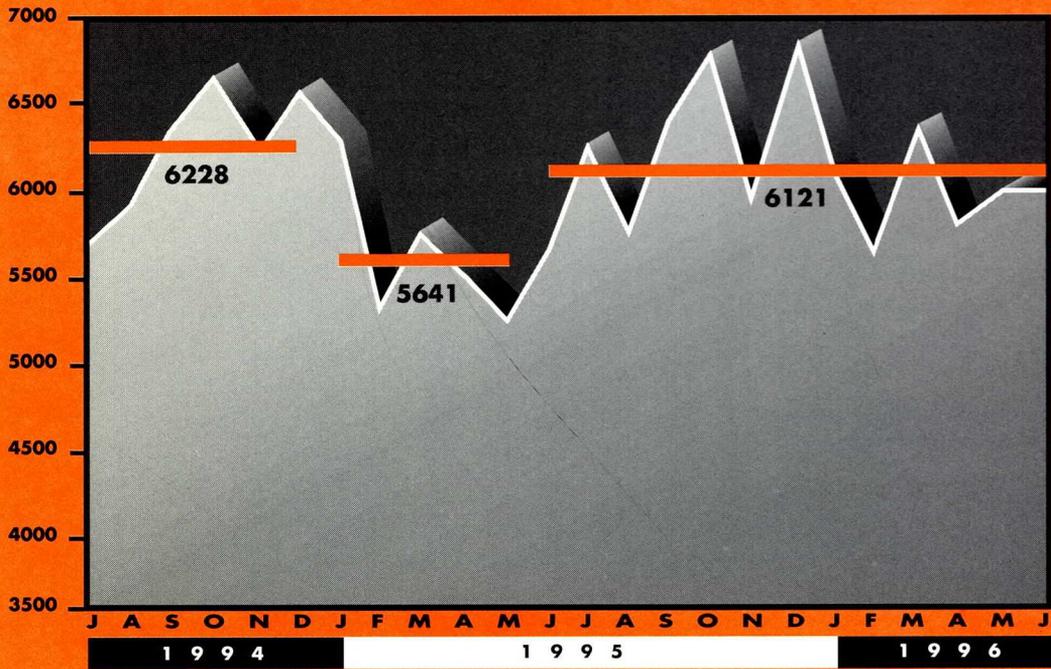
The Vision Statement of the 1995-1998 Corporate Plan expresses the commitment to providing New South Wales with the safest streets in Australia by the year 2000.

PERFORMANCE INDICATORS

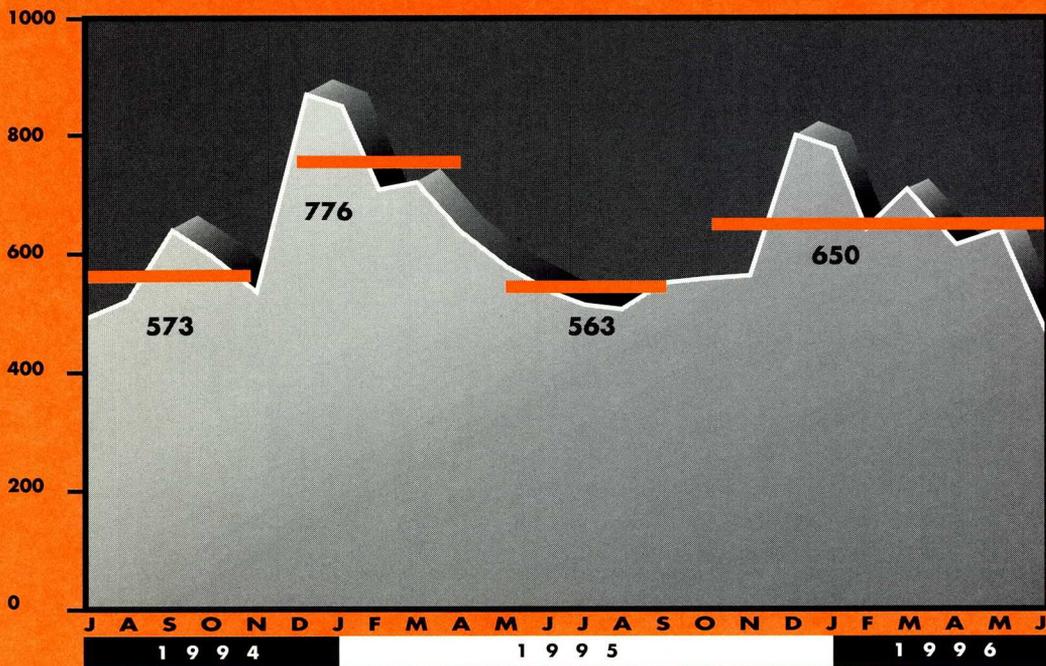
- The monthly average figure for street offences in New South Wales - incidents of offensive language/conduct - rose from 563 in September 1995 to 650 in June 1996. The monthly average for incidents of malicious damage rose from 5,641 in May 1995 to 6,121 in June 1996. The category of street offences can be viewed as highly dependent on the level of Police activity and visibility. Although there was an increase in the monthly average (to 650) this only represents 4 incidents per patrol per month. (Source: COPS)
- Responses to the Community Attitude Survey indicate that the level of concern about social disorder has declined in 1995-96. The survey asked respondents to indicate which street crimes or examples of social disorder they had noticed in their local area. The largest decline was in the use of illegal drugs. In 1995-96, 10% of people noticed the use of drugs in their neighbourhood, compared with 16% in 1994 (a decline of 41%) and, in the same period, the number of people who noticed street fights fell by 40%. The most common problems of social disorder remained dangerous or noisy driving, 29% of people surveyed; rubbish in the street (18%) drunks (14%) and vandalism and graffiti (both 12%).

Feelings of safety measured by the survey indicate little change between 1994-95 and

Malicious Damage ■ NSW



Offensive Conduct/Language ■ NSW



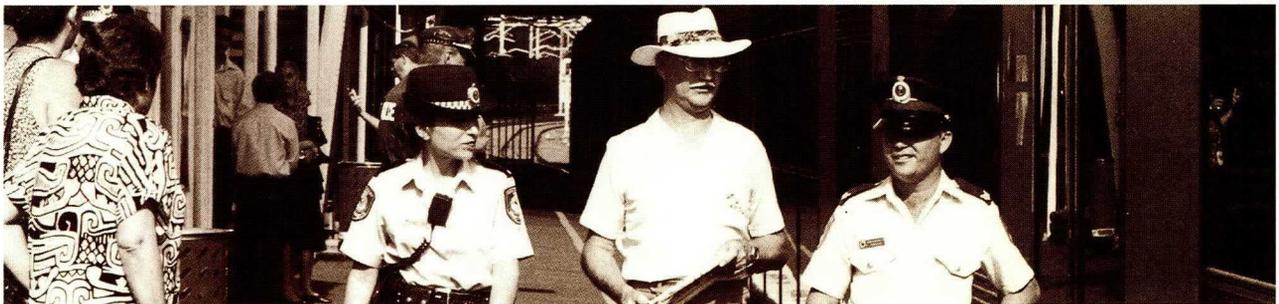
MONTHLY AVERAGE The monthly average is the current level.
A change in the monthly average indicates a change in the level.

1995-96. In 1995-96 people surveyed indicated that they felt most unsafe while travelling by train at night (73%) followed by walking or jogging at night (41%) and travelling by train during the day (19.5%). The number of people who felt unsafe being home alone at night fell slightly from 12.5% in 1994-95 to 11% in 1995-96.

(Source: Police Service Community Attitude Survey)

MAJOR EVENTS IN 1995-96 Assistant Commissioner Bill Galvin undertook an extensive transit crime study tour to investigate strategies used around the world to address transit policing and safety in public places generally. His findings from this tour were presented to SEG in November 1995 and since that time there have been significant developments in the area of transit policing in New South Wales.

In February 1996 a top level Transit Summit took place which was attended by senior representatives from the New South Wales Police Service, City Rail, the State Transit Authority, Department of Transport, the Transport Safety Bureau and the Bus and Coaches Association. Following the Summit an all-agency meeting of Chief Executive Officers was held to further develop recommendations from the Summit.



Improving commuter safety - transit police patrolling Bankstown Station.

In July 1995 patrols were introduced on Nightsafe train and Nightrider bus services. This initiative has received strong community and transport operator support. During June 1996 3,294 patrols were conducted on Nightsafe and Nightrider services.

During the year the Police Service has increased its presence on the Sydney transport system by establishing a Transit Police shopfront office at Granville Railway Station and, in a pilot program, establishing Police Rooms at Bankstown, Strathfield and Cabramatta Railway Stations.

In a move to address street crime in the George Street area of Sydney a trial program to introduce close circuit television (CCTV) was conducted between 12 May 1995 and 1 January 1996. This trial program resulted in a significant reduction in the incidents of assault, theft from the person, malicious damage and other street offences. A survey of members of the public in the area found that 73% indicated that the presence of CCTV made them feel safer and 93% were of the opinion that CCTV should be extended to other areas in the city.

4 ROAD SAFETY

DESCRIPTION Road Safety is focused on the prevention and mitigation of injury to all drivers, passengers, cyclists and pedestrians and the protection of vehicles and other property from damage in road crashes.

OBJECTIVE To reduce the number of road crashes in New South Wales by concentrating police activities on identified crash locations, with emphasis on alcohol and speed related crashes.

STRATEGIES The Corporate Plan identifies eight strategies for reaching the above objective - breath testing program; speed reduction program; heavy vehicle program; seat belts and helmets; road safety education; blackspot crashes; working with others; expansion of technical support.

PERFORMANCE INDICATORS

- The monthly average for deaths on the road in New South Wales has remained constant at 53 since July 1994. The average figures for the number of traffic accidents in New South Wales where someone is hurt have remained steady at 47 fatal crashes and 1,289 injury crashes per month since July 1994. The monthly average for non-injury traffic collisions attended by Police in New South Wales has also remained steady for the past year at 5,160. (Source: COPS)

MAJOR EVENTS IN 1995-96 In 1996 the January road toll was the lowest since 1952. For 1995-96, the New South Wales road toll was 617, compared with 639 for 1994-95. This reflects the success of joint campaigns by the Police Service and the Roads and Traffic Authority (RTA) aimed at reducing death and serious injury on the roads and educating the community in road and pedestrian safety. The Motor Accidents Authority (MAA) also plays an important role. As well as supporting road safety through public education campaigns, MAA supports the Police Service with direct funding of safety programs. For example, in February 1996 MAA, and RTA, helped fund an RBT bus for North Region.

Representatives from Police Services throughout Australia and overseas have recognised the achievements of New South Wales in road safety by seeking to discuss enforcement policies and practices, particularly in the area of random breath testing.

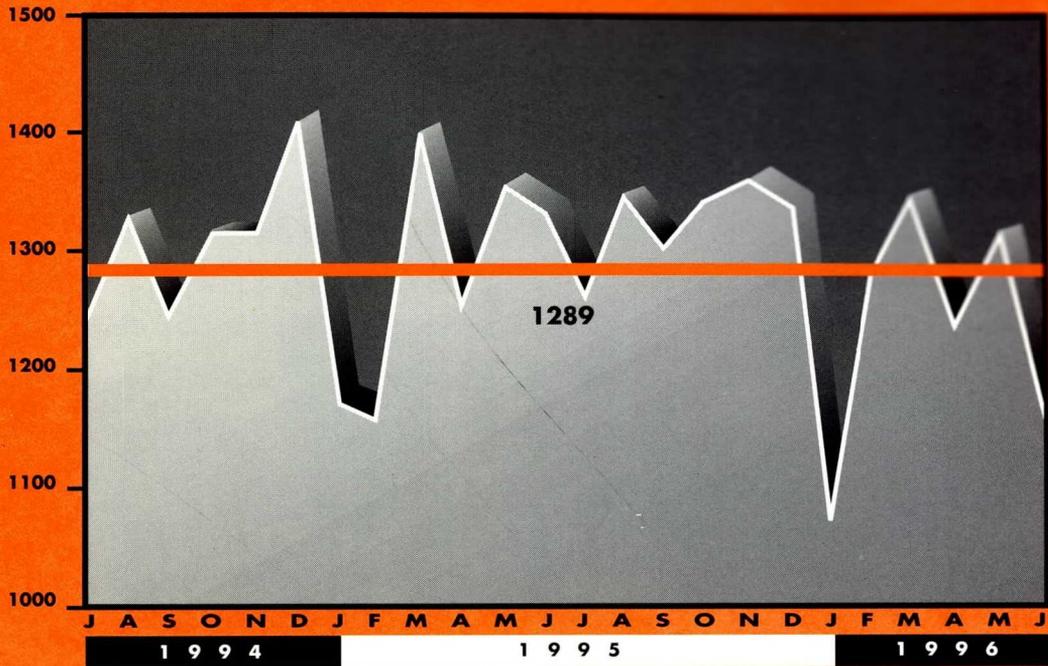
To support the ongoing *Road Safety 2000* program, a joint initiative of the Police Service and the RTA, a Memorandum of Understanding was signed by the Deputy Commissioner of Police and the Chief Executive of the RTA. The Police Service participates in a number of task forces in the areas of speed management, drink driving, driver fatigue management, occupant restraints and pedestrian and bicycle safety. Road Safety 2000 has a target of reducing road trauma in New South Wales to fewer than 500 fatalities and 5,500 serious injuries per year by the year 2000.

Random Breath Testing (RBT) is conducted to reduce the number of people who drink then drive by increasing the likelihood, and public awareness of the likelihood, that such drivers will be caught and charged. The Police Service uses both stationary and mobile RBT units. Mobile units are used in locations where a high frequency of alcohol impaired driving and

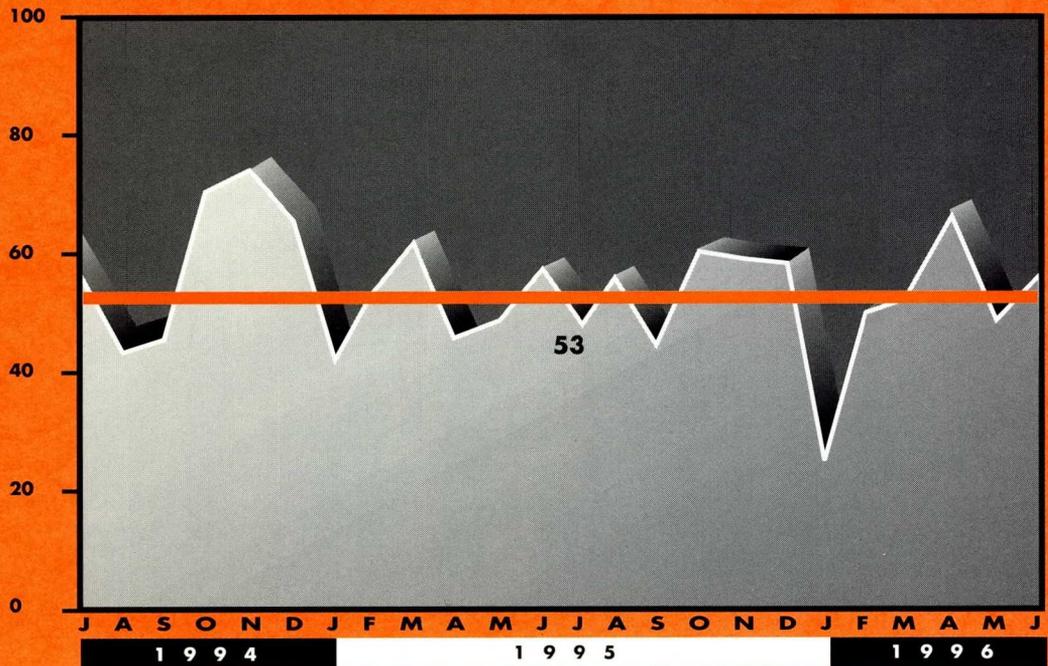


Random Breath Testing of motorists - Campbelltown Highway Patrol.

Major Traffic Collision - Injury ■ NSW



Deaths on Road ■ NSW



MONTHLY AVERAGE The monthly average is the current level.
A change in the monthly average indicates a change in the level.

accidents occur. In 1995-96 there were 2,690,000 random breath tests - 622,000 mobile tests and 2.07 million stationary tests. 21,016 drivers were charged with having an illegally high blood alcohol level, an increase of over 300% on the number charged in 1994-95.

1995-96 has seen the continuation of programs begun in earlier years:

- *Operation En-Lighten* - designed to increase community awareness of the alcohol content of different drinks and encourage the use of low alcohol beverages
- *Operation Mateship* - a joint initiative by the Police Service, the RTA, and the Australian Hotels Association. It addresses drink driving problems in rural areas by encouraging the practice of having a designated driver - one member of a social group who agrees to abstain from alcohol on a specific occasion and acts as driver for the others in the group.
- *Operation RAID (Reduce Alcohol Impaired Driving)* an example of cross-border cooperation between the NSW, Queensland and Victoria Police Services. Relevant information about drink driving peak periods and most frequently travelled routes is provided to Police in neighbour States.
- *Operations Coastroads* and *Backroads* have temporarily transferred Highway Patrol Police from Metropolitan Districts to rural areas during peak holiday periods, where they support local police, improving police visibility and the enforcement of traffic regulations on major country roads.
- A bus safety program, conducted within the Illawarra District, was designed to promote safer travel by bus, particularly by school children. Community Awareness Road Education Scheme (CARES) centres have expanded this program to incorporate pedestrian and bus safety.

The recommendations of the Standing Committee on Crash Investigation, which was established to review the effectiveness of Police and the role of other agencies in crash investigation, with the ultimate aim of establishing a uniform approach to crash investigation across the State, have been adopted within Commissioner's Instructions. The Committee also developed Standard Operating Procedures, together with a Policy Manual for crash investigation. An investigation course to Level One has been implemented as part of the Police Recruit Education Program.

The Safe Driver system records Police Service employee involvement in motor vehicle accidents and automates damage claims processing. The third stage of the project was completed in September 1995, and provides a facility for the exchange of information between the Police Service and the Government Insurance Office (GIO). This has helped the Service to provide accurate information on insurance claims and driver details. It has also resulted in a substantial discount on the management fee charged by the GIO.

Whilst the levels of safety of Police vehicles have increased dramatically in recent years with the introduction of many items of standard and optional equipment by manufacturers, the need for increased visibility of the vehicle fleet has been recognised with the trial and subsequent introduction of new style vehicle markings.

5 SAFETY IN CUSTODY

DESCRIPTION Safety in Custody is a process to enable the Police Service to provide a safe and secure environment for people in custody, which meets community expectations and recognises the duty of care owed to all detainees.

OBJECTIVE To reduce the incidence of people being injured or injuring themselves in police custody.

STRATEGIES The Corporate Plan identifies seven strategies for reaching the above objective - alternatives to charging; prisoner screening; bailing of prisoners in custody; prisoner transfer to gaols; cell and dock design and construction; working with others; education and training.

PERFORMANCE INDICATORS

- In 1995-96 there was one death in police custody in New South Wales. This resulted when the prisoner, prior to arrest, took a large quantity of prescription drugs. He was transferred to hospital on exhibiting signs of drug intoxication but died several days later from the effects of the overdose. (Source: COPS)
- There were a total of 361 custody and custody-related incidents in 1995-96 compared with 274 in 1994-95. This increase has resulted primarily from improved recording of incidents and improved data retrieval methods. Of the 361 incidents during the year, 40% did not require medical treatment; 30% did not result in injury; 6% did not result in medical treatment and in 4% of incidents the prisoner declined treatment. Almost 90% of incidents involved self-inflicted injury or the threat of self-inflicted injury. (Source: COPS)

MAJOR EVENTS IN 1995-96 The Police Service has implemented 81 recommendations of the *Royal Commission into Aboriginal Deaths in Custody*.

There were no self-inflicted hanging deaths of people held in cells or cell-related custody in New South Wales in 1995-96. There has been no such death in New South Wales since October 1993. This is the first period without such a death since these statistics began being compiled in 1981.

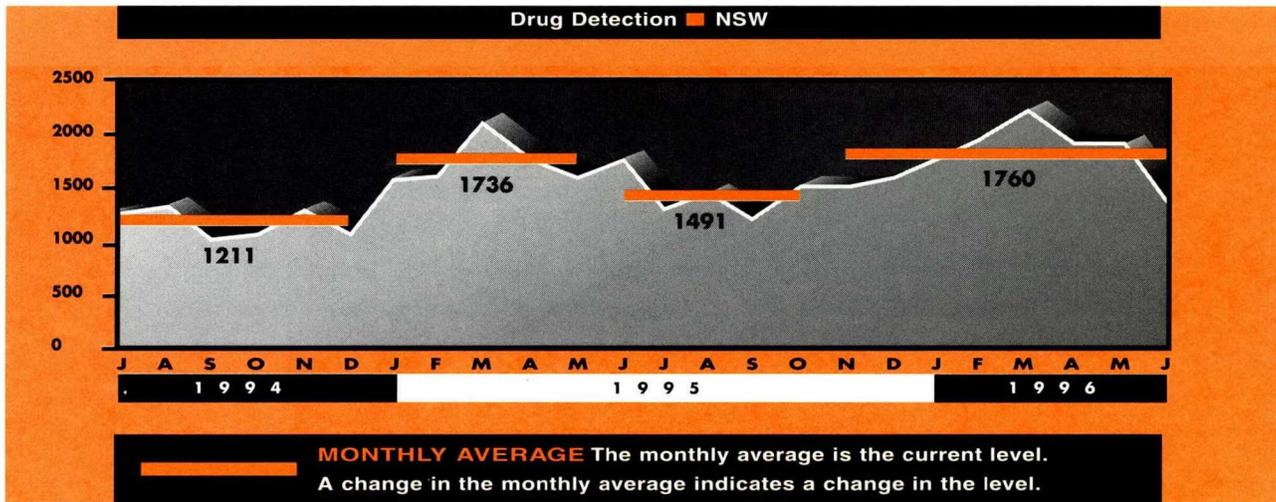
In 1995-96 the Safety in Custody Task Force participated in a *National Police Workshop on Aboriginal deaths in custody*, hosted by the Queensland Police Service. The workshop was attended by the New South Wales Police Service Aboriginal Client Consultant.

An improvement in the reporting of all custody incidents Service-wide has been achieved with the Safety In Custody Task Force introducing a *Computerised Custody Incident Database*.

6 ALCOHOL AND DRUG-RELATED CRIME

DESCRIPTION In policing, there is now an emphasis on the minimisation of the harm and social disruption to the individual and the community caused by alcohol and drug-related crime. Alcohol and drug use contribute to the incidence of personal violence and property theft and affects road safety and street safety. The NSW Police Service is working hard to reduce drug-related crime, particularly that involving supply or cultivation of drugs.

OBJECTIVE To minimise the harmful effects of alcohol and drug-related crime and to reduce the quantity of drugs available at street level.



STRATEGIES The Corporate Plan identifies seven strategies for reaching the above objective - encourage responsible serving practices in licensed premises; working with others to maximise problem solving; active policing programs; reduce the availability of illicit drugs; assets confiscation; community awareness and education; education and training.

Note: For statistics on arrests, charges, and seizures by the Drug Enforcement Agency see Appendix 34 of this Report.

PERFORMANCE INDICATORS

- The monthly average for drug detection incidents for New South Wales in June 1996 was 1,760 little changed from 1,736 in May 1995. In June 1996 Cabramatta Patrol had the highest monthly average for drug detection (107 per month), followed by Coffs Harbour (51 per month) and Kings Cross (26 per month). The rate for drug detection incidents is heavily influenced by the availability of cannabis, which is seasonal. For this reason the

rate of incidents vary during the year. In 1995-96 the monthly average for drug detection incidents for New South Wales fell to a low of 1,491 during June to October 1995. (Source: COPS)

- Drugs seized in 1995-96 had a potential street value of \$101.3 million. This includes heroin to the value of \$40 million and cannabis leaf to the value of \$2.7 million. (Source: DEA)
- In 1995-96 the NSW Police Service Drug Enforcement Agency seized cash and property with a total value of \$1.5 million. (Source: NSW Crime Commission)
- The National Drug Strategy Household Survey reports that 39% of Australians aged over 14 have tried one or more illicit drugs, and 17% have used one or more illicit drugs in the past 12 months. These results have remained constant since 1993, with little change in the proportion of the population who use illicit drugs. Predominantly illicit drug use involves cannabis with only 4% of the population indicating they had used hard drugs (heroin, amphetamines, hallucinogen, cocaine or ecstasy) in the preceding 12 months. The most commonly used hard drug is amphetamines (2%), unchanged from the result for 1993. (Source: Commonwealth Department of Health and Family Services National Drug Strategy Household Survey 1995)

MAJOR EVENTS IN 1995-96 *Operation NOAH* was held on 29 May 1996. The target of the campaign was the manufacturers and suppliers of all illicit drugs. *Operation NOAH* aims to obtain information about drug suppliers and manufacturers and to raise public awareness of the damage caused by illicit drugs - to users and the general community. *Operation NOAH* was conducted in New South Wales and Queensland. There was strong public support, with over 4,000 calls received. Over 2,200 calls were received in New South Wales, more than half the calls relating to drug distribution - up from about 10% in previous years. As a result of the success of *Operation NOAH*, the toll-free contact number will remain available through Crime Stoppers throughout the year.

The Cabramatta Patrol, which is located in the culturally diverse Fairfield area, has, in recent years, seen a significant increase in drug-related crime, home invasions, extortion and gang violence. The NSW Police Service conducts on-going operations with support in some instances from Federal Police and other government agencies. One initiative in 1995-96 was the installation of CCTV in part of the Cabramatta main shopping precinct to combat the problem of drug-related crime.

The NSW Police Service has a strong emphasis on community education in relation to alcohol and drug-related crime. Education programs undertaken during 1995-96 have included:

- an education package for members of the community likely to encounter external and hydroponic cannabis “plantations”. Issues raised include booby trap devices used by drug cultivators, and advice on appropriate action when a crop site is found
- an education package to train sales staff to recognise chemical purchases which are potentially for the manufacture of illegal drugs, and to advise them of the appropriate law enforcement response

- Police contributed to a training course targeting employees in the liquor industry, raising awareness about and encouraging the responsible serving of alcohol
- harm minimisation educational programs targeting the Aboriginal community, such as Drug and Alcohol Education cultural camps for Aboriginal youth at risk.

The NSW Police Service and the NSW Department of Health presented a joint paper to the Ministerial Council on Drug Strategy. The paper sought new ways of implementing drug law enforcement, using a community-based approach. An example of a community based approach to this problem is the Police Community Drug Education Program which intends to train over 150 Ethnic Community Liaison Officers to participate in school and community education programs aimed at raising community awareness of the harmful effects of drugs and methods for harm reduction. Another example is the Drug Action Team, working at the grass roots level in the Fairfield area to solve local drug-related problems.





Every police officer plays a vital role in providing support and assistance to victims of crime.

7 VICTIM SUPPORT

DESCRIPTION Victim support is an important part of the service provided by every officer to victims of crime or other incidents.

OBJECTIVE To provide professional support services to victims of crime and other incidents.

STRATEGIES The Corporate Plan identifies six strategies for reaching the above objective - strategic management; community awareness; customer service to victims; active policing programs; working with others; emergency management.

PERFORMANCE INDICATORS

- Satisfaction with police has remained strong in 1995-96 with 83% of entitled customers (victims) indicating they were satisfied with their contact with police.

(Source: Police Service Community Attitude Survey)

MAJOR EVENTS IN 1995-96 The New South Wales Police Service *Victim Support Policy* was launched by the Commissioner of Police in December 1995. The publication describes the Service's approach to victim support and our commitment to the NSW Government's Charter of Victim Rights.

The *Victim Support Standing Committee* was formed to facilitate the development and implementation of victim support strategies. The Committee includes government and non-government representatives.

A *victim support training package* has been developed for police officers. This package contains a video and workbooks and is designed to develop professional victim support skills. Training of all officers commenced in March 1996.

Research projects on the needs of victims in the areas of property theft and domestic violence have been conducted for the Police Service by consultants Price Waterhouse Urwick. This research will be used in the development of future policies and procedures in these areas.

Evaluation has been completed of a mandatory seven day victim follow-up trial program in South Region. Under the program the officer responsible for the initial investigation contacts the victim within seven days, either by phone or home visit. The review of this trial program found that victims welcomed the follow-up contact by police.



KEY PRACTICE AREAS (KPAS)

As identified in the Corporate Plan the Police Service has six KPAs:

KEY PRACTICE AREA	SPONSOR
1. Major Crime & Investigation Management	State Commander
2. Professional Responsibility	Professional Responsibility
3. Continual Improvement	Finance
4. Community-based Policing	Strategy and Review
5. Effective Communication	Strategy and Review
6. Customer Service	Strategy and Review

1 MAJOR CRIME & INVESTIGATION MANAGEMENT

DESCRIPTION Understanding the issues concerned with major criminal activity is the first step in making accurate decisions about organisational activities and directions. This requires the creation of a structured means of producing regular reviews of specialist and local patrol knowledge of major criminal activity, ensuring that there is an understanding at every level of the organisation of the work, and the value of the work, of all other sections of the organisation.

OBJECTIVE To increase positive results from major crime investigations leading to increased satisfaction in the community and government.

STRATEGIES The Corporate Plan identifies six strategies for reaching the above objective - define priority major crime risks; recognise our resource capability; integrate functions; improve information management; liaise with other agencies; improve service delivery.

PERFORMANCE INDICATORS The Case Management System was introduced in January 1996. As at 30 June 1996 there were 16,055 current cases from which 17,459 briefs of evidence had been submitted to court. (Source: Case Management System)

MAJOR EVENTS IN 1995-96 Phase I of the Comprehensive Review of Criminal Investigation (CROCI) was finalised in September 1995. The project was initiated in March 1995 to establish a research basis to inform our understanding of the criminal investigative process in a community-based policing model. Terms of reference for the project were:

- Criminal investigative practices
- Information management as it relates to investigations, operations and intelligence
- Human resource planning, education and training
- Accountability and audit
- Criminal investigation and the judiciary.

Issues identified have been synthesised into a development plan for the conduct of the second phase of research. The development plan detailed a major research undertaking dealing with the typology of cases, leading to a “case mix” model of resource allocation. In June 1996, funding was allocated for the information management resources to manage the typology of case projects.

The work of CROCI constitutes one of the few research based projects that have been undertaken dealing with actual field practices, procedures and management issues in the operational arena. The issues arising from Phase I have informed a number of decisions dealing with the development of investigations management systems, changes to Commissioner’s Instructions, development of procedural manuals, the team concept in investigations, the Career Advancement Planning System, education and training and the wearing of uniform.

Further, that work has assisted in the development of the human resource management model presented in the response to the Royal Commission entitled *Achieving Performance Through People*. The typology of cases research proposed in Phase II and other nominated projects will have important implications for the development of resource allocation formulae and in establishing a valid and measurable basis for service delivery resources which truly reflect need.

GOAL/INITIATIVE FOR 1996-97 Progress the implementation of Phase II of CROCI which addresses in an integrated way issues such as: supervision and accountability, human resource management, quality control of investigations, deployment, structures and investigation procedures. Its foundation stones are the typology of cases project and case-based analysis of commands. They will provide the tools for a case-based management system and enable informed decisions about patrol capability and demand. They are vital planks in the raft of reform and will take 15 months to complete.

2 PROFESSIONAL RESPONSIBILITY

DESCRIPTION To achieve increased public accountability, Police Service personnel are expected to behave in a professional and responsible way, with emphasis on personal compliance to agreed performance standards.

OBJECTIVE Encourage improved professional conduct to make corruption untenable and to minimise customer complaints.

STRATEGIES The Corporate Plan identifies six strategies for reaching the above objective - professional standards; accountability; customer service and complaint resolution; community perceptions; investigation and corruption prevention; reporting systems.

Note For a listing of officers who have received awards and commendations for outstanding achievement, see Appendix 37 in this Report.

PERFORMANCE INDICATORS Performance in the area of Professional Responsibility primarily deals with the number, substance and management of complaints against Police. The source for this information is the Complaints Information Survey (CIS). Complaints against police are dealt with by the Police Service in partnership with the Office of the State Ombudsman, under the provisions of the Police Service Act. The Ombudsman provides an independent supervision of the complaints process.

There are a number of important definitions related to complaint statistics:

Complaint letter: a document which contains at least one allegation of misconduct.

Complaint file: contains all complaints about a specific incident. May contain a number of complaint letters and allegations about the behaviour of more than one officer.

Complaint allegation: there may be a number of distinct allegations contained in one complaint letter. On average, there are about two allegations for every complaint file created.

NATURE OF COMPLAINT ALLEGATIONS, 1994-95 AND 1995-96

Nature of Allegation	1994-95	percentage	1995-96	percentage
Criminal allegations	2,530	22.1%	2,082	19.0%
Custody	1,363	11.9%	1,399	12.7%
Misconduct (Departmental)	2,307	20.2%	2,303	21.0%
Customer service	1,586	13.9%	1,503	13.7%
Investigations	1,203	10.5%	1,279	11.6%
Harassment	728	6.4%	598	5.4%
Misuse of power	400	3.5%	449	4.1%
Other	1,308	11.4%	1,373	12.5%
TOTAL ALLEGATIONS	11,425	100%	10,986	100%
TOTAL COMPLAINTS	5,502	N.A.	5,919	N.A.

(Source: CIS)

- About 65% of complaints are either declined by the Ombudsman, do not proceed past preliminary inquiry, or are internal management matters that are not reported. In 1995-96 the Ombudsman required that the Police Service formally address issues raised in 2,068 complaints, or 35% of the total. The Police Service is obliged to investigate or conciliate the matter raised in these complaints, and report back to the Ombudsman on the outcome of action taken. Of the 2,068 complaints that required formal action to resolve, 57% were conciliated. (Source: CIS)
- In 1995-96 a total of 1,214 complaint issues were sustained, representing a third of all investigated complaint issues. (Source: CIS)
- Of the 5,919 complaints received in 1995-96, 1,184 or 20% were resolved through conciliation. Conciliation is only available in cases of minor complaints, such as rudeness or incivility, perceived threat or harassment, failure to act or unreasonable treatment. A complaint about conduct which appears to involve an indictable offence cannot be conciliated. (Source: CIS)

**METHOD OF DEALING WITH WRITTEN COMPLAINTS AGAINST POLICE,
1994-95 AND 1995-96**

Method of dealing with file	1994-95	Percent	1995-96	Percent
Internal Affairs Investigation	372	6.8%	376	6.4%
Command Line Investigation	553	10.1%	508	8.6%
Preliminary Inquiries Only	1,399	25.4%	1,671	28.2%
Declined by Ombudsman	1,030	18.7%	1,162	19.6%
Declined by Ombudsman but investigated by Police	422	7.7%	570	9.6%
Conciliation	1,214	22.1%	1,184	20.0%
Departmental Matter not reported to Ombudsman	506	9.2%	448	7.6%
Ombudsman Act Inquiry	6	0.1%	Nil	0.0%
TOTAL WRITTEN COMPLAINTS	5,502	100%	5,919	100%

(Source: CIS)

A confidential Corruption Hotline was introduced in 1995-96. It is available for the use of all members of the Police Service to report criminal behaviour or serious misconduct within the Police Service.



As expected, the Royal Commission has had an impact on the public level of satisfaction with the professionalism and integrity of the Police Service. There has been an increase in the number of people who think there is corruption in the New South Wales Police Service, rising from 71% in 1994-95 to 78% in 1995-96. Between the first and second half of 1995 the proportion of people who believed the level of corruption was considerable or high rose from 29% to 35%, with a corresponding drop in the same period in the proportion of people who believed the level was low or very low from 68% to 60%. (Source: Police Service Community Attitude Survey)

MAJOR EVENTS IN 1995-96 The Royal Commission has seen a year of challenge for the NSW Police Service. The Royal Commission has shown that corruption exists in a variety of operational areas, and has done so over an extended period of time. In February 1996 the Royal Commission released an Interim Report which dealt with inadequacies in the current system for complaints management and investigation. The principal recommendation of the Interim Report is the establishment of a Police Corruption Commission (to be named the Police Integrity Commission) to carry on the work of the Royal Commission.

To 30 June 1996, 245 officers have been adversely mentioned at the Royal Commission. Allegations of corrupt behaviour have been made against 197 officers, with the other 48 mentions involving managerial deficiencies or minor misconduct. Depending on the severity

of the allegations and the quality of evidence against them, action taken against these officers has ranged from dismissal (the most serious sanction available at the present time under the Police Service Act) to managerial action such as relocation or restriction of duties. As at 30 June 1996, nine officers had been dismissed and a further 14 had been allowed to resign under s.181 of the Police Service Act.

It is expected that summary dismissal action will be taken against a much larger number of officers in the new financial year. At the end of the 1995-96 reporting year, seven officers were suspended without pay as a result of evidence tendered at the Royal Commission, and 16 were suspended with pay - 37 officers accepted the Royal Commission amnesty and were allowed to resign.

In response to the Interim Report of the Royal Commission, action has been taken to strengthen the Police Service's capacity for corruption investigation. The capacity of Professional Responsibility Command to undertake covert, pro-active investigations has been enhanced. In particular, there has been a large investment in technical surveillance equipment, greatly improving the ability of Professional Responsibility Command to conduct high quality, sophisticated investigations of corruption and serious misconduct.

Professional Responsibility Command has also created an Integrity Testing Unit. This unit investigates officers and locations where intelligence or complaint patterns indicate the possibility of corruption or serious misconduct, and uses a range of covert surveillance techniques to examine the performance of target officers as they carry out their duties. It is intended that this unit will extend its operations to include scenario based tests, if the necessary amendments are made to existing legislation.

New South Wales is the only State in Australia, and one of the few jurisdictions in the world, with a dedicated internal pro-active investigation capacity. A number of other states are planning to emulate NSW and create their own pro-active corruption investigation units.

The Commissioner's Accountability Panel is a new initiative in which local commanders and their region commanders are asked to personally account to the Commissioner for their performance in regard to the promotion of integrity and prevention of corruption. The Integrity Testing Unit is now supplying independent information to test whether Commanders have presented an accurate and realistic account of the operations of their Command. The Panel provides a model for Region and Line Commanders who wish to set up a dialogue with their staff on their performance in meeting corporate goals. Most importantly, however, the Commissioner's Accountability Panel is a mechanism for the Commissioner to demonstrate a personal interest in corporate directions in corruption prevention.

Professional Responsibility Command have developed a new Corruption Prevention Planning Manual to provide management with the tools to develop a comprehensive corruption prevention plan suitable to local conditions. These plans emphasise the use of objectives that have both preventative and detection approaches.

In 1995-96 monitoring by, and consultation with external agencies such as the Office of the State Ombudsman, the Independent Commission Against Corruption and the Police Board,

resulted in the introduction of many positive initiatives. These included the policy for the review of the situation of police officers who have been deprived of their firearms as a result of an Apprehended Violence Order; police receiving free alcohol or meals and drinking on duty; departmental punishment for police officers convicted of drink driving offences; search warrants and searching of premises by police; and, secondary employment of police. During 1995-96 Office of Professional Responsibility has continued negotiations with the Ombudsman to improve the conciliation process, introduce new procedures for conciliation and preliminary inquiries and address the problem of misuse of the Police Service computer system.

GOAL/INITIATIVE FOR 1996-97 As a priority, implement the reform recommendations of the Professional Responsibility Review. Following the Royal Commission's Interim Report a task force, with input from the Police Service, Premier's Department and the Ombudsman, undertook the Review which was completed in June 1996.

3 CONTINUAL IMPROVEMENT IN POLICING

DESCRIPTION Continual Improvement in Policing is the method for introducing Total Quality Management to the organisation. It involves: continually improving our services to achieve our corporate objectives more effectively by focusing on our systems, processes and procedures; identifying and resolving problems, having plan driven and measured improvement as the way of life for everyone in the organisation; using a team approach to problem solving; and establishing procedures to sustain best practice.

OBJECTIVE To continually improve the effectiveness and reliability of our services to internal and external customers and to achieve an Australian Quality Award by 2000.

STRATEGIES The Corporate Plan identifies six strategies for reaching the above objective - integrated planning; working with others; quality assurance; involving our people; self assessment; organisational performance.

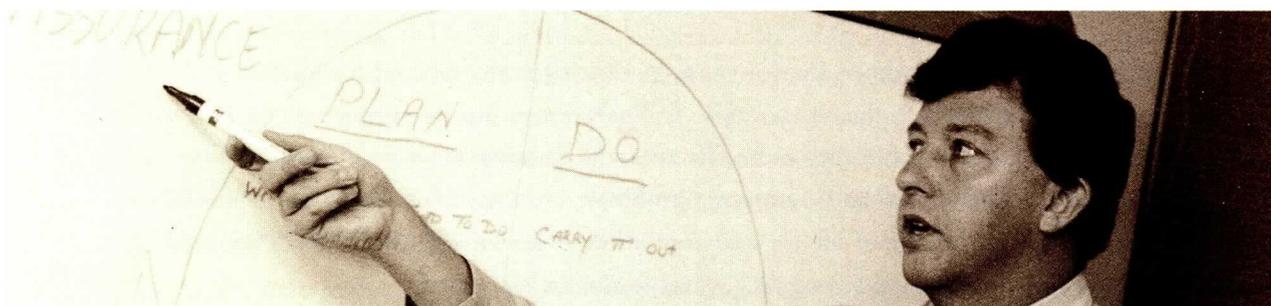
PERFORMANCE INDICATORS

- The 1995 Police Service Culture Survey measured, among other things, the degree to which employees feel that the Police Service was an organisation with a positive working environment responsive to employee needs. The survey has recorded a strengthening of this perception within the Service over the last few years, but the results in this area are still not strong. (Source: Police Service Culture Survey)
- For some years the New South Wales Police Service has operated suggestion schemes. In 1995-96 the Suggestion Awards Scheme received 77 suggestions from Service officers, compared with 100 suggestions in 1994-95. In the same period 17 suggestions were implemented, compared with 23 in 1994-95. The figures for 1995-96 have been influenced by the introduction of the Register of Best Practice which is an alternative method of registering improvements. (Source: Suggestion Awards Scheme)

- Results of the Police Service Operational Readiness Audits indicate a steady improvement since January 1994, with the average score rising from 23.6 to 39 in March 1996. However improvement has been even stronger than this increase indicates as assessment criteria has become more rigorous during this period. (Source: Operational Readiness Audit)

MAJOR EVENTS IN 1995-96 In response to the Royal Commission Interim Report, a State-wide consultation process was commenced with the establishment of seven action teams. These teams were made up of individuals within the Executive Development Program who provide submissions on seven broad issues impacting on the future direction of the Service.

South-West Region introduced an integrated approach to Command Plans. All patrol management personnel were trained in the planning process at region-wide workshops followed by a presentation of patrol plans to the Regional Commander. This approach resulted in: a standardised approach to planning across the Region; a focus on identifying appropriate objectives for plans; improved identification of the effectiveness of strategies; and, improved effectiveness of plans.



Michael Conaghan, Quality & Review Branch, leading a seminar on PDCI methodology.

A community attitude survey was developed to enable patrols to survey local communities, identifying concerns and major policing issues. This community information is then available for the development of patrol plans.

The New South Wales Police Service is now an active member of the Australian Quality Council Teams Network. This has provided the Service with the opportunity to share experiences and learn from other organisations which utilise teams in their problem solving systems.

A Register of Best Practice has been established and submissions of good practice have been received and will undergo an evaluation process to determine organisational best practice.

A Demonstration Patrol Quality Network has been established to provide opportunities for patrols to share improvements. The network is managed by a Steering Committee which is currently establishing protocols and methodologies for trialing new initiatives prior to State-wide implementation. A methodology has been established for assessing patrols for

accreditation as a Demonstration Patrol. Two patrol officers from each Demonstration Patrol will receive training in facilitating improvement teams, continual improvement principles, TQ tools and the PDCI methodology.

A self assessment model has been developed for patrol commanders called *Easy Guide to Requirements for Patrol Commanders*. This guide has been distributed to all patrols across the State and will be assessed in 1996-97 for adequacy and effectiveness.

4 COMMUNITY-BASED POLICING

DESCRIPTION Community-based Policing is using the special talents, powers, authority, resources and influence of police (in partnership with the community) to resolve problems of violence, crime and fear and to prevent their recurrence in a neighbourhood, suburb or township.

OBJECTIVE To identify and eliminate problems of violence, crime, and fear through effective policing and community participation.

STRATEGIES The Corporate Plan identifies four strategies for reaching the above objective - policing; community safety and crime prevention strategies; enhancement and professional skills; provide support structure.

PERFORMANCE INDICATORS

- Police visibility increased in 1995-96 with 84% of people indicating they had seen the police driving around compared with 72% in 1994-95. In 1995-96, 38% of people report seeing police walking in pairs, 36% reported seeing the police speaking with members of the public and 21% reported seeing a police officer walking alone.

(Source: Police Service Community Attitude Survey)

- The percentage of people willing to give information voluntarily to the police has increased from 64% in 1994-95 to 71% in 1995-96, with a further 19% of people indicating they would become involved if requested, up from 16% in 1994-95. Participation in crime prevention strategies, such as Neighbourhood Watch and the Safety House Program, was 29% in 1995-96. Attitudes to local police were very positive with 91% of people indicating that they felt it was important for the police and community to meet to discuss issues of concern and 29% of people expressing an interest in getting to know local police better. (Source: Police Service Community Attitude Survey)

- Police are currently working with local communities and Councils through about 20 local crime prevention committees and working parties. In addition patrols work closely with local Councils to resolve local policing issues as they arise. The New South Wales Police Service is currently working with the Crime Prevention Division of the Attorney General's Department to develop guidelines and protocols for the development and operation of local crime prevention committees. (Source: Office of Community Safety)



Volunteers in Policing (ViPs) ■ New volunteers celebrate at their accreditation ceremony, NSW Police Academy, Goulburn.

MAJOR EVENTS IN 1995-96 The New South Wales Police Service Aboriginal Strategic Plan has been reviewed. The focus of the NSW Police Service Aboriginal Policy is to build mutual respect and trust, improving the relationships between Aboriginal people and the Police Service. The Final draft of the Plan has been provided to the Commissioner's Police Aboriginal Council members for comment. The Police Aboriginal Council was established in October 1992. It consists of 12 Aboriginal community representatives, senior police representation, including the Police Commissioner, the Aboriginal Client Consultant, and an Aboriginal Community Liaison Officer.

The Minister has approved funding for the implementation of the Wombagar Customer Service Project. The project will be conducted over a four month period involving six Aboriginal officers seconded from other government departments. It will investigate models for customer focused police services in rural NSW.

Since 1984 Neighbourhood Watch (NHW) in New South Wales has been the flagship of Community-based Policing (CBP). The program has been decentralised for some time and it is the responsibility of local Patrol Commanders to administer and promote NHW to their local communities. In 1995 the Police Service put in place a Coordinator for Community Safety and Crime Prevention at each of the four Police Regions. These officers coordinate the Police Service management and response to Community-based Policing programs including NHW. During 1995 the Police Service developed a comprehensive three year strategy and sponsorship prospectus which sets the future direction of the NHW program in line with the 1994 NHW evaluation report.

In 1995-96 the Police and Ethnic Communities Advisory Council (PECAC) was established, with representatives from key ethnic community organisations and senior members of the Police Service. The Implementation Plan for the Charter of Principles for a Culturally Diverse Society has been developed and will be monitored by PECAC.

The Police Service continues to work directly with ethnic community groups to build positive relationships. For example, in 1995-96, workshops on domestic violence issues were held with Chinese community groups and a Police Community information stall was run as part of the celebrations for Chinese/Vietnamese New Year held at Warwick Farm Racecourse.

In March 1996 Associate Professor Robertson of the University of Western Sydney completed an evaluation of the School-based Crime Prevention Workshops (SBCPW) Program. SBCPW are held over three consecutive days by patrol police with an entire Year Nine of a local high school. Students workshop issues related to crime, its causes, its seriousness and its consequences. In 1995-96, 50 workshops were completed.

The NSW Safety House Program was introduced in 1984. It currently consists of approximately 24,000 Safety Houses/Businesses. The program is undergoing an extensive audit in an effort to increase the integrity of the program in some areas of the State. Police Service in conjunction with the NSW Safety House Council are currently in the process of creating a resource disc. This disc will provide up-to-date information in relation to Safety House procedures and policy. During 1995 Community Safety and Crime Prevention Coordinators were appointed in each of the four Police Regions, improving the distribution of resources and relevant information to local patrol and Safety House Committees.



There are currently 24,000 homes and businesses in the NSW Safety House Program.

5 EFFECTIVE COMMUNICATION

DESCRIPTION Effective Communication processes and systems are integral to the success of the Service. Communications can be described as the exchange of thoughts, messages or the like, by speech, signals or writing.

OBJECTIVES To improve skills of staff as communicators; to simplify processes of internal formal communications; to improve understanding; and, to improve technological support to assist communication.

STRATEGIES The Corporate Plan identifies ten strategies for reaching the above objective - communications mapping; report structures; briefing/debriefing system; returns; public speaking; telephone and radio; interviewing and negotiation skills; non verbal communication; technological communication; communicating with customers.

PERFORMANCE INDICATORS

- The past four years have seen an improvement in the Service rating for internal satisfaction with communication within the Police Service, rising from 4.1 in 1992 to 4.5 in 1995. However the maximum rating is 10 and the current rating for the Service is considered weak. A score of 5 or more is considered positive and a rating above 7 is considered to indicate that communication is an organisational strength.

(Source: Police Service Culture Survey)

- Since the introduction of telephone audits three years ago there has been a consistent improvement in the standard of telephone answering methods at the patrol level. In this period the average score for Service officers has increased from 63% to 75%.

(Source: Operational Readiness Audit [Telephone Audits])

- Knowledge of procedural or administrative changes is measured by testing the understanding of specific Commissioner's Instructions. The knowledge level is currently at the highest level in three years. In this period the average score for the Service has risen from 41% to 78%, which is considered to indicate a very high level of knowledge.

(Source: Operational Readiness Audit)

MAJOR EVENTS IN 1995-96 The results and findings of previous Command Communication Studies have been made available to all offices through the *Police Service Weekly*. These studies reviewed the way in which officers preferred to receive information and the effectiveness of various methods of communicating information to patrols.

The New South Wales Police Service has instituted a best practice process in the area of communication. Command Communication Studies and the results of Operational Readiness Audits are used to identify the patrols with communications best practice. These studies, together with the results of past research, indicate that best practice in communicating information exists in those patrols which have developed a means of filtering incoming

information into separate dissemination channels for urgent and/or important information and less critical information. Presentation of information on best practice methods has been made to the State Commander's Action Team.

A team briefing system was introduced which, using the chain of command in the Service, allows information to be disseminated from the Commissioner to all officers within 48 hours.

The practice of requesting returns was reviewed and improved. A return is information and data supplied by operational areas across the state. Criteria have been established to ensure returns are relevant and important and all requests must be approved by the State Commander.

6 CUSTOMER SERVICE

DESCRIPTION Customer Service, as a key corporate practice, ensures that effort is focused on satisfying legitimate customer requirements, recognising their rights to provide feedback, and delivering an excellent standard of service.

OBJECTIVE To improve service delivery at all points of customer contact by aligning services more closely with customer expectations in order to increase customer satisfaction, minimise dissatisfaction and to continue our Commitment to Service.

STRATEGIES The Corporate Plan identifies five strategies for reaching the above objective - service delivery and service standards; customer expectations and consultation; commitment to service; Customer Assistance Unit; Human Resources and Education and Training.

PERFORMANCE INDICATORS

■ In 1995-96 there was no significant change in the level of customer satisfaction with 85% of customers agreeing with the statement that Police were helpful and cooperative (compared with 88% in 1994-95) and 13% indicating they were dissatisfied or very dissatisfied with their contact with Police.

(Source: Police Service Community Attitude Survey)

■ In 1995-96 the Customer Assistance Unit received 13,334 calls - 581 calls, or 4.4%, involved a complaint against the Police. In 1994-95 there were 509 complaint calls, which was 5.7% of all calls to the Customer Assistance Unit. In 1995-96 the Customer Assistance Unit received 94 written complaints, of which 93 were conciliated. In 1994-95, 474 written complaints were received and 95% were conciliated.

(Source: Customer Assistance Unit)



Denise Markham, General Support Officer at Woy Woy Patrol.

CALLS TO THE CUSTOMER ASSISTANCE UNIT, 1995-96

Category of Call	Number	Percentage
Compliment	104	0.8%
Criminal intelligence	60	0.4%
Complaint	581	4.4%
General advice or information	12,589	94.4%
TOTAL	13,334	100.0%

MAJOR EVENTS IN 1995-96 A customer survey to assess community concerns and problems was developed and trialed. The *Let Us Know What You Want* survey is for use by local Patrols to reinforce and supplement information from the existing State-wide Community Attitude Survey and will assist Patrols to develop responses better tailored to local needs.

In-depth customer research on reasons for dissatisfaction with the NSW Police Service commenced in 1995-96. Consultations were also implemented with members of the public for evaluation of new delivery systems designed to improve the quality of police response to community needs and convenience of customers.

A research paper, *Raising Core Values to a Level of Enactment: Changing a Police Culture of Corruption*, was produced which summarised the findings of a survey of staff attitudes and opinions. The survey was conducted in September 1995. The results were presented to senior management by Dr Oscar Mink.

A report was presented to the New South Wales Government on the progress of the Quality Customer Service Project - Victim Support.

A training video, *Can You Hear Me*, on victim support and empathy was produced as a result of customer research which indicated that victims of crime would appreciate more empathy and more information from police officers. The video covers the basic empathy skills used by those working in the helping professions.

To address the policing needs of our culturally diverse society, brochures and leaflets on Crime Stoppers, Neighbourhood Watch and How to Lock Out Burglars are now available in 14 community languages. The availability of such leaflets is one way to improve communication and customer service to members of ethnic communities, to assist them with basic information on crime prevention and access to services provided by the New South Wales Police Service.

GOAL/INITIATIVE FOR 1996-97 In 1995-96 a new Guarantee of Service was developed which clearly states the level of service our customers are entitled to expect and promises to rectify any problem over which the Police Service has control. It is anticipated that the Guarantee of Service will be implemented in 1996-97.



KEY MANAGEMENT AREAS (KMAS)

As identified in the Corporate Plan, the Police Service has three KMAS

KEY MANAGEMENT AREA	SPONSOR
1. 'Our People'	Human Resources; Education & Training
2. Physical Resources	Corporate Services
3. Information Management & Transmission	Corporate Services

1 'OUR PEOPLE'

A. HUMAN RESOURCES

DESCRIPTION Human Resource management underpins all corporate activities and initiatives. The Human Resources Command provides policy development and implementation at a corporate level, the majority of services to the employees are delivered by local personnel officers, managers and commanders.

OBJECTIVE To support the delivery of high quality policing services to the community by: establishing an integrated set of human resource policies and practices that are dynamic, flexible and sensitive to the external and internal environment: providing human resource services which enhance professional behaviour and best practice based on equity, fairness and respect; providing services which support members to meet personal and corporate goals; applying customer service orientation to ensure improvement of service delivery through research, continual improvement and benchmarking processes; promoting best practice human resource management across the Service.

PERFORMANCE INDICATORS

- As at 30 June 1996 the ratio of actual to authorised strength was 99.71%.
(Source: HR Millennium System)
- In 1995-96 the ratio of total shifts to work days lost through work related injury and other occupational health and safety issues was 0.42% for Police Officers and 0.16% for other officers. (Source: Employee Assistance Branch)
- Workers Compensation as a percentage of total payroll in 1995-96 was Hurt on Duty Scheme - 0.91%; WorkCover Scheme - 3.28%. (Source: Finance Branch & Employee Assistance Branch)
- In 1995-96, 87% of industrial disputes and 37% of EEO complaints received were resolved. EEO complaints showed a significant increase in the first half of 1996, in particular January to March. Despite the complaints during April to June of 1996 dropping in comparison to the third quarter of 1995, the number of complaints received remained at a high level. During 1995-96 the majority of EEO complaints received related to sex-based harassment. Complaints on the grounds of disability and race were also common. (Source: Industrial Relations Directorate)

■ RATES OF ABSENTEEISM 1995-96

(Source: Employee Assistance Branch & Personnel Services)

Police Officers

Sick leave: 76,406.7 Working shifts lost (average 5.83 per person)

Hurt on duty (HOD): 14,379.7 Working shifts lost (average 1.09 per person)

Total number of police officers absent during period: Sick leave 9,561; HOD 703.

Other Officers

Sick leave: 26,254.4 Working shifts lost (average 6.56 per person)

Hurt on duty (HOD): 1,708.1 Working shifts lost (average 0.42 per person)

Total number of officers absent during period: Sick leave 3,114; HOD 127.

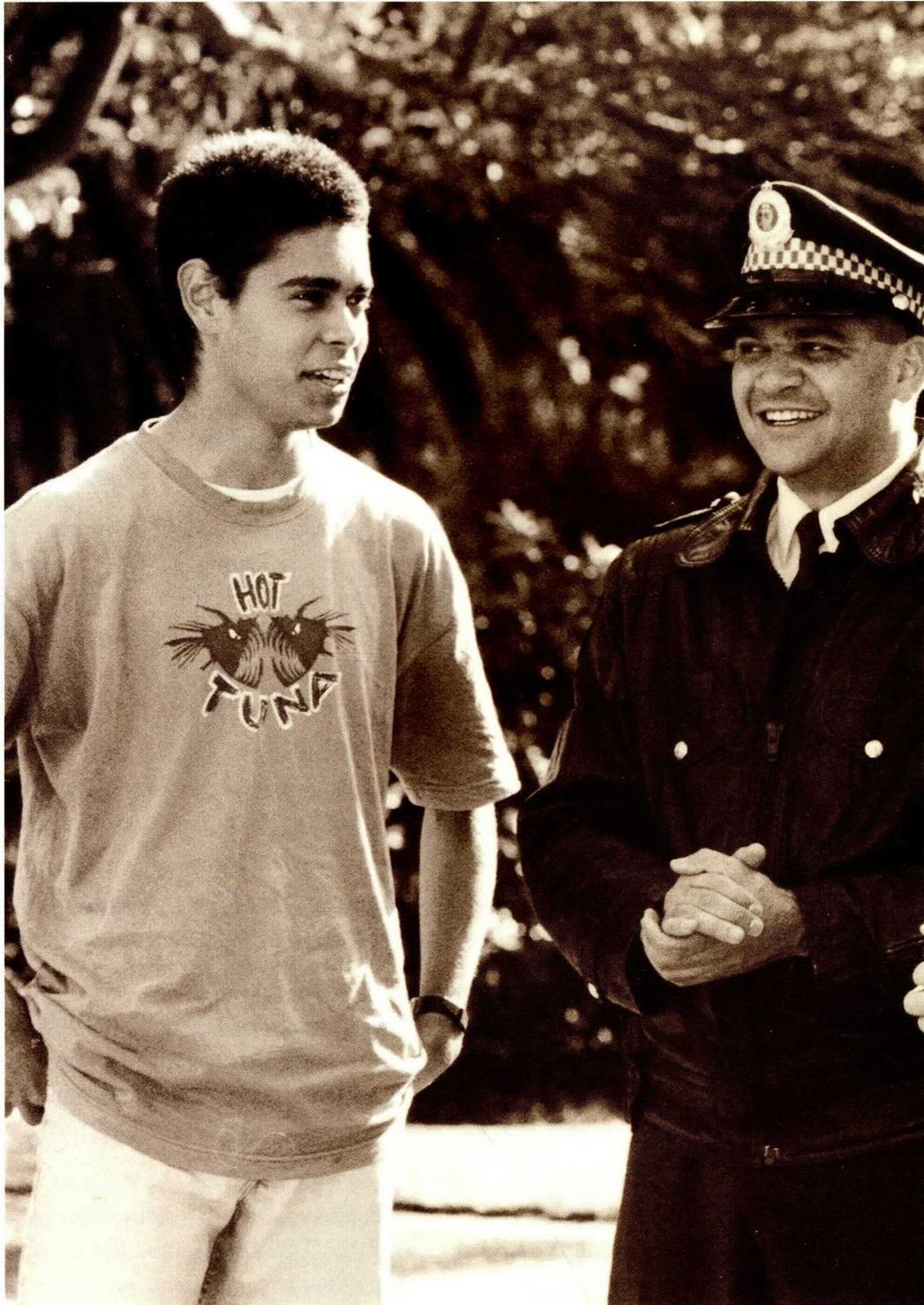
MAJOR EVENTS IN 1995-96 Workforce Agenda (formerly known as CAPS) is the reform of the human resources framework for the NSW Police Service. The Agenda is in development and implementation phase and formed the basis of the Police Service submission on Employment and Promotion to the Royal Commission.

An Aboriginal Employment Training and Career Development Strategy for the NSW Police Service was launched in December, 1995. The Strategy aims to increase the number of Aboriginal and Torres Strait Islander people employed throughout the NSW Police Service and is designed to provide support for these people in employment, training and career development whilst raising awareness and understanding of Aboriginal and Torres Strait Islander culture.

A Ministerial Working Party was convened on Women in Policing in early 1996 to develop strategies dealing with career, promotion, representation and harassment issues associated with women employed by the NSW Police Service.

A new draft Internal Witness Support policy document was prepared during this last year and comprehensive research into the effects on and special requirements of internal witnesses commenced with the assistance of a research grant from the Sir Maurice Byers Fellowship.

A State-wide census of authorised and actual Police strength was conducted on 29 February, 1996. The census identified a large number of cases where officers were unavailable for duty because of, for example, long term sick leave, leave without pay or part-time leave, but were still being counted as full-time members of the Police Service. As a result senior management and SCORPIO (Sub-committee on Response Policing in Operations) have reviewed existing personnel allocations and deployment practices. The Phase One Report of SCORPIO was presented to the Minister in September 1996. Implementation of Phase One will see 563 police returned to front line policing. This includes 119 officers already relocated to authorised positions and 444 positions where new officers will be recruited to cover officers on long-term leave.



Ken Randall (left) and Cst Brad Trindall of Campsie participate in the TAFE bridging course for Aboriginal students for entry into the Police Service.

A Corporate Efficiency Committee has been commissioned, comprising representatives from various areas of the Police Service to examine measures for the maintenance of corporate efficiency without detriment to core policing services.

Transfer and Tenure Procedures for the NSW Police Service have been revised to support the principles of Workforce Agenda and take account of flexible working practices, performance management and enterprise agreements.

The Human Resources Command conducted an Information Management and Transmission Review which proposed measures for improving the strategic use of human resource information throughout the Service.

A new Rehabilitation Policy and Program was implemented from 1 June 1996. The Policy provides a more identifiable means of support and early intervention to employees at the local level who have been injured and allows devotion of centralised resources to cases requiring ongoing management. Implementation of the policy will continue through 1996-97.

The Police Service introduced a Performance Management Scheme for non-executive management and supervisory personnel in September, 1993. During 1995-96 activities undertaken as part of this scheme were: the development of a revised performance management scheme for Police Service SES officers; the development and implementation of a Remedial Performance Program; and, the piloting of a performance management scheme for Constables.

Police Service Family Day Care continued to build on its former success. Since the scheme began, in July 1994, a total of 54 children have been in care. Statistical data in relation to the use by Police Service employees clearly demonstrates that the Family Day Care Scheme is meeting a wide range of care requirements.

As a means of enhancing selection techniques involving personnel for operational command positions within the NSW Police Service, assessment centres are being piloted.

As part of the holistic approach to health and welfare, a new policy has been drafted to ensure a clear understanding within the organisation regarding the excessive use of alcohol and the use of illegal drugs. These initiatives include a proposal to undertake random and targeted alcohol testing, the development of a Service-specific alcohol and drug rehabilitation centre and expanding the number of alcohol and drug educators employed by the Service.

Negotiations with the NSW Police Academy and union representatives have reached an advanced stage and the concept of providing formal training to police in lifestyle management is about to be trialed involving 60 participants in the Patrol Tacticians Course. If successful, it is intended to expand the concept and include the package as an assessable module in all mainstream Academy courses.

GOAL/INITIATIVE FOR 1996-97 A significant change in the direction of Human Resources functions and services within the New South Wales Police Service is imminent. Details of proposed reforms appear in Appendix 25 of this Report.

B. EDUCATION AND TRAINING

DESCRIPTION The Education and Training Command is responsible for providing essential education and training to all members of the Police Service. It is provided across the entire ambit of Police Service activities, with strong links between the Education and Training, Professional Responsibility and Human Resources Commands. Education and Training Command also aims to maintain strong links with major tertiary providers in New South Wales.

OBJECTIVE To support the delivery of high quality policing services to the community by providing appropriate education and training that complements the corporate objectives of the Service, to all Police Service employees. The principle focus of the Education and Training Command is on ethics and integrity through quality educational outcomes.

PERFORMANCE INDICATORS

- In 1995-96 internal courses were successfully completed by 25% of Police Officers (3,254 officers) and 6% of administrative officers (168 officers).
- There are currently in excess of 3,000 personnel undertaking tertiary studies. These officers are, in the main, supported by the Tertiary Scholarship Fund.

MAJOR EVENTS IN 1995-96 A review of the NSW Police Academy was conducted by a committee established by the Police Board of NSW (PARC Report). Thirty recommendations of the PARC Report have been implemented or are in the process of implementation.

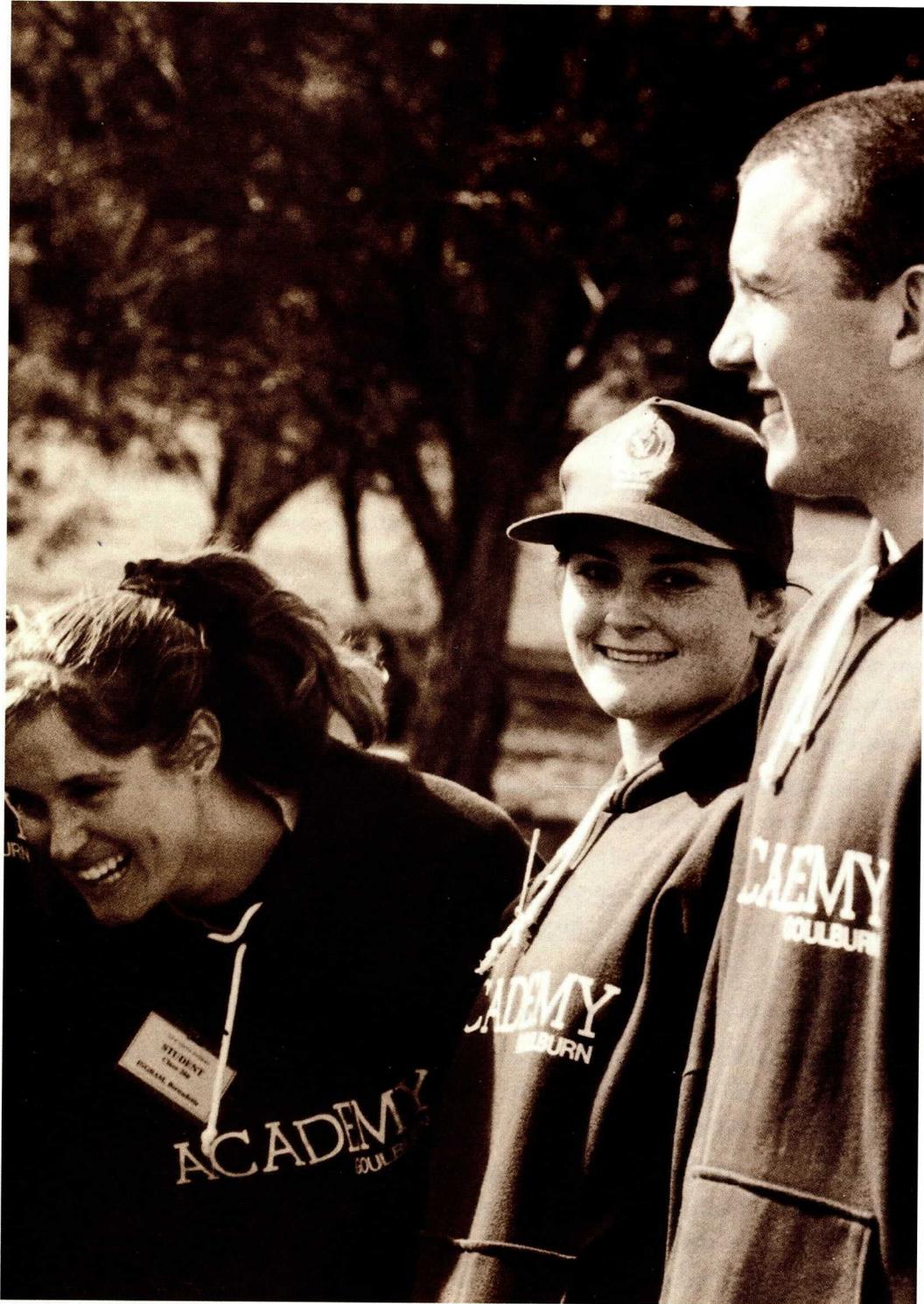
The more significant recommendations of the PARC Report are: re-structure of the NSW Police Academy and the creation of five teaching schools; establishment of an independent representative body for the Police Academy (revised proposal currently being examined); re-definition of the role of the Principal of the Academy to emphasise responsibilities of the position in relation to educational management; an increase in the proportion of the academy staff who are not sworn officers.

A Foundation Chair in Policing, at Professorial level, was created at the Police Academy.

During 1995-96 there were four recruitment intakes comprising a total of 739 students at the NSW Police Academy. During the same period a total of 605 students were attested as Probationary Constables.

During the year, the Command developed a new strategic plan for 1996-2001. The new Strategic Plan will aim to coordinate the command's response, over this period, to the issues raised in the Royal Commission Interim Report as well as to other innovative education, policing and management literature. The Strategic Plan will provide a clear goal structure and evaluation criteria and will enable all Education and Training personnel to focus on the outcomes desired.

One of the terms of the Enterprise Agreement is a mandatory requirement for all police between the rank of Senior Constable and Chief Inspector to participate in the Mandatory Continuing Police Education Scheme (MCPE) which is being implemented in January 1997.



Students at the NSW Police Academy, Goulburn.

The Computerised Assessment System (CAS) was introduced in July 1996. CAS requires police between the ranks of Senior Constable and Senior Sergeant to undergo a bi-annual test which is linked to salary increments.

OVERVIEW OF NEW COURSES INITIATED IN 1995-96

Provider	Award
University of New England	■ Bachelor of Professional Studies (Policing)
	■ Graduate Certificate/Diploma in Road Safety
Charles Sturt University	■ Bachelor of Policing
	■ Bachelor of Policing (Investigation)
	■ Graduate Diploma Child Protection Investigation (Available January 1997)
Australian Catholic University (Courses proposed for 1997)	■ Graduate Certificate in Education for Professional Studies & Ethics
	■ Graduate Diploma in Leadership for Professional Studies & Ethics

Source: Education and Training Command, NSW Police Service

In October 1995, as a result of the fatal shooting of two Police Officers at Crescent Head, the Deputy Commissioner gave Field Training Directorate the responsibility of undertaking a comprehensive review of all Firearms and Defensive Tactics Training provided to all Police Service personnel. The review was completed in December 1995. It made 26 recommendations which were all approved by the Deputy Commissioner and have been implemented or are in the process of being implemented.

In 1995-96 there were 340 graduates from the Constable Development Program and 51 graduates from the Command Development Program.

During the year, in consultation with the Service's Marketing and Media Branch, innovative State-wide recruitment programs were developed to encourage suitably qualified persons to apply. Target campaigns were well received within minority communities. A high profile marketing and networking program was developed in response to the incremental targets set for tertiary qualified recruits. Our aim is to achieve 50% class representation by the year 2000.

Executive Development Participants from the 1995 Program completed the Graduate Diploma in Police Management conducted in conjunction with the Graduate School of Management, Macquarie University. The majority of those participants continued their study to complete the Master of Arts Degree with Macquarie University and will graduate in September 1996.

GOAL/INITIATIVE FOR 1996-97

The Education and Training Command will continue to encourage and enhance ethical performance through quality education and training programs. Enhancements in place to commence in January 1997 include the Mandatory Continuing Police Education Scheme, and Graduate courses in Ethics and Leadership to be offered by the Australian Catholic University.

2 PHYSICAL RESOURCES

DESCRIPTION The provision of information technology, financial management, properties, fleet management and procurement services, infringement processing, firearms registry and support services to the NSW Police Service.

OBJECTIVE To contribute to improved policing by providing professional corporate support services that are client focused, innovative and cost effective.

PERFORMANCE INDICATORS

- In 1995-96, 20 proposals were submitted to the Systems Review Board (SRB) and 11 were approved. This includes all matters put before the SRB, including proposals for system development and system studies, capital bids for new systems and for hardware, and proposals for new system-wide standards. This compares favourably with 22 proposals and 21 approvals in 1994-95. (Source: SRB)



Responding to issues raised by evidence to the Royal Commission on serious child abuse, the Police Service established the Child Protection Enforcement Agency in 1996.

- In 1995-96 capital works expenditure was \$11.33 million for new buildings and renovations (compared to \$25.85 million in 1994-95) and \$12.105 million for maintenance (compared to \$11.75 million in 1994-95). (Source: Finance System)

MAJOR EVENTS IN 1995-96 During 1995-96 construction delays for some major projects resulted in a program expenditure surplus, which allowed sites at Waratah, Ashfield and Richmond to be purchased.

Projects at Forster, Rose Bay, Tamworth and Bateman's Bay were completed for less than the budgeted amount, allowing customer service work and a major plant replacement to commence at Maroubra and Parramatta Police stations.

The Stage 1 fit out of the Child Protection Enforcement Agency premises at Redfern was completed.

An Energy Conservation Program was implemented within the Police Service. The Police Service has been invited to participate as a 'champion' New South Wales Government agency in a 'Whole of Government Energy Management Initiative' being developed by Department of Public Works and Services and Department of Energy - the Sustainable Energy Development Authority.

51 projects (totalling \$9,641,000) were carried out, as part of the Minor Works Building Program.

\$1,878,000 was expended for Cell Upgrading work.

Additional police residences have been provided at Junee and Uralla at a cost of \$287,000.

Sites for the provision of future police accommodation have been acquired at Waratah, Ashfield, Wooli and Richmond, whilst sites were obtained for new major works at Quakers Hill and Green Valley.

MAJOR PROJECTS COMPLETED IN 1995/96

Project	Approved cost (\$000)
Tamworth Police Station (Stages 1 & 2)	5,240
Bateman's Bay Police Station	1,860
Rose Bay Police Station	2,589
Kincumber Police Station	350
Forster Police Station	2,180

GOAL/INITIATIVE FOR 1996-97

Specific Physical Resources performance targets for next year include: review and improve prisoner holding standards to meet the requirements of the Royal Commission into Aboriginal Deaths in Custody and satisfy police needs; and, a review of current accommodation policies to identify opportunities to reduce the backlog in police accommodation.

3 INFORMATION MANAGEMENT AND TRANSMISSION

DESCRIPTION Information is an important corporate asset and must be properly managed. Information systems must extract the maximum value from the information collected, as well as the details of what is collected, where it comes from, who uses it, who owns it and what it all means.

OBJECTIVE To develop an ongoing integrated resource of police information in which: major relevant categories of information and their relationships are represented in a simple flexible way; the information that is stored is defined in a way that is dynamic and responsive to changing police requirements; sharing of information is promoted across different police functions and areas, and with external agencies; integration of operational, financial and

personnel information is promoted; to ensure effective change management practices are in place to effectively implement new information systems; to reduce the costs of police time and computer resources involved in handling information.

PERFORMANCE INDICATORS

- In 1995-96 there were 195 incidents of misuse of the computer system, compared with 140 in 1994-95 and 142 in 1993-94. This rise has been affected by the increased efficiency in identifying improper or illegal use of the police computer system. Of the 1995-96 incidents 35% were sustained (9% in 1994-95); 34% were not sustained (36% in 1994-95); 5% were successfully conciliated; 2% were not investigated; 21% received no further action (37% in 1994-95) and 3% of cases have not been finalised. (Source: Complaints Information System - CIS)
- A total of 60 system enhancements were implemented in 1995-96. This includes 45 enhancements to COPS Stage I and 15 other system or network enhancements.

(Source: Systems Review Board)

MAJOR EVENTS IN 1995-96

The Information and Technology Branch continued to provide new and improve existing communication facilities across the Police Service. This includes ongoing development of the Computerised Operational Policing System (COPS) as well as continuing to reduce the number and location of radio communication black spots.

A Network Modernisation Program has been commenced which will include the updating of the Police Service Mainframe as well as the installation of new communication outlets and Personal Computers across the Service.

Software Tenders were called for the provision of the main software programs required to drive the new Information and Records Management System under the Commissioner's Task Force 111 project.

GOAL/INITIATIVE FOR 1996-97

Specific Information Management and Transmission performance targets for next year include: completion of implementation of the next stage of COPS by December 1996; implement Computer Disaster Recovery initiatives; plan for the integration with the Government Radio Network; and, upgrade the current Police Computer network to accommodate the new records software TRIM.



NEW SOUTH WALES

POLICE SERVICE

ANNUAL FINANCIAL STATEMENTS

AS AT 30 JUNE 1996



FOR THE YEAR ENDED 30 JUNE 1996

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 (General) Regulations 1995 and the Treasurer's Directions;
- (b) the statements exhibit a true and fair view of the financial position and transactions of the Police Service; and
- (c) we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



P J Ryan, QPM
Commissioner
30 September 1996



J C Thoms, FCPA
Executive Director, Finance
30 September 1996



BOX 12 GPO
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

NEW SOUTH WALES POLICE SERVICE

To Members of the New South Wales Parliament and the Commissioner

Scope

I have audited the accounts of the New South Wales Police Service for the year ended 30 June 1996. 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 responsibility does not extend here to an assessment of the assumptions used in formulating budget figures disclosed in the financial statements.

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*, Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) so as to present a view which is consistent with my understanding of the Department's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial statements of the New South Wales Police Service comply with section 45E of the Act and present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Department as at 30 June 1996 and the results of its operations and its cash flows for the year then ended.

A handwritten signature in black ink, appearing to read 'A. C. Harris'.

A. C. HARRIS

SYDNEY
1 October 1996

NSW POLICE SERVICE ■ OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 1996

	Notes	Actual 1996 \$000	Budget 1996 \$000	Actual 1995 \$000
EXPENSES				
Operating expenses				
Employee related	5(a)	909,027	905,428	860,911
Other operating expenses	5(b)	185,602	178,608	175,537
Maintenance	5(c)	12,064	10,000	11,753
Depreciation	5(d)	31,631	33,000	29,294
Grants and subsidies	5(e)	654	50	270
Other services	5(f)	2,165	1,815	2,296
TOTAL EXPENSES		1,141,143	1,128,901	1,080,061
REVENUES				
User charges	6(a)	23,166	20,746	22,128
Donations and industry contributions	6(b)	524	17	309
Grants from Government agencies	6(c)	4,101	1,438	1,306
Interest revenue	6(d)	2,041	2,000	2,003
Other revenue	6(e)	2,880	200	1,951
TOTAL REVENUES		32,712	24,401	27,697
Net loss on sale of property, plant and equipment		(1,261)	(554)	(8,076)
NET COST OF SERVICES	4	(1,109,692)	(1,105,054)	(1,060,440)
GOVERNMENT CONTRIBUTIONS				
Consolidated Fund -				
Recurrent appropriation	2(b)	935,808	937,452	884,164
Capital appropriation	2(b)	37,390	37,090	35,839
Return to the State on sale of assets		(1,318)	(1,386)	(1,638)
Acceptance by the State of Department liabilities	2(a)	156,419	140,760	144,165
SURPLUS BEFORE ABNORMAL ITEM		18,607	8,862	2,090
Abnormal item - accelerated depreciation	3(a)	(3,987)	-	-
SURPLUS AFTER ABNORMAL ITEM		14,620	8,862	2,090
Accumulated surplus/(deficit) at the beginning of the year	11	504,530	504,530	509,742
Transfer to reserves	11	-	-	(7,302)
ACCUMULATED SURPLUS AT THE END OF THE YEAR		519,150	513,392	504,530

The accompanying notes form part of these statements.

NSW POLICE SERVICE ■ STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 1996

	Notes	Actual 1996 \$000	Budget 1996 \$000	Actual 1995 \$000
CURRENT ASSETS				
Cash	7(a)	17,592	15,833	13,059
Receivables	7(b)	3,198	19,348	19,305
Prepayments	7(c)	5,588	5,890	5,039
Inventories	7(d)	6,545	8,429	8,429
TOTAL CURRENT ASSETS		32,923	49,500	45,832
NON-CURRENT ASSETS				
Investments	8(a)	1,990	3,900	3,900
Property, plant and equipment	8(b)	542,023	539,945	536,051
TOTAL NON-CURRENT ASSETS		544,013	543,845	539,951
TOTAL ASSETS		576,936	593,345	585,783
CURRENT LIABILITIES				
Creditors	9(a)	17,687	32,406	33,706
Provisions	9(b)	32,178	41,824	41,824
TOTAL CURRENT LIABILITIES		49,865	74,230	75,530
NON-CURRENT LIABILITIES				
Advances	10(a)	460	460	460
Provisions	10(b)	7,461	5,263	5,263
TOTAL NON-CURRENT LIABILITIES		7,921	5,723	5,723
TOTAL LIABILITIES		57,786	79,953	81,253
NET ASSETS		519,150	513,392	504,530
EQUITY				
Accumulated surplus	11	519,150	513,392	504,530
TOTAL EQUITY		519,150	513,392	504,530

The accompanying notes form part of these statements.

NSW POLICE SERVICE ■ STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 1996

	Notes	Actual 1996 \$000	Budget 1996 \$000	Actual 1995 \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(759,325)	(764,668)	(711,334)
Other operating		(183,235)	(180,759)	(180,789)
Maintenance		(12,064)	(10,000)	(11,753)
Grants and subsidies		(654)	(50)	(330)
Interest paid		-	-	-
Other payments		(2,165)	(1,815)	(2,296)
		(957,443)	(957,292)	(906,502)
Receipts				
User charges		22,327	20,703	22,548
Donations & industry contributions		141	17	296
Grants from Government agencies		3,289	1,438	-
Interest received		2,015	2,000	1,683
Other receipts		135	200	1,613
		27,907	24,358	26,140
NET CASH OUTFLOW ON				
OPERATING ACTIVITIES	16(b)	(929,536)	(932,934)	(880,362)
CASH FLOW FROM INVESTING ACTIVITIES				
Purchases of property, plant and equipment		(40,620)	(40,220)	(41,992)
Proceeds from sale of property, plant and equipment		2,809	2,772	5,108
NET CASH OUTFLOW ON INVESTING ACTIVITIES				
		(37,811)	(37,448)	(36,884)
NET CASH OUTFLOW FROM OPERATING AND INVESTING ACTIVITIES				
		(967,347)	(970,382)	(917,246)
GOVERNMENT FUNDING ACTIVITIES				
Consolidated Fund -				
Recurrent appropriation		935,808	937,452	884,164
Capital appropriation		37,390	37,090	35,839
Return to the State on sale of assets		(1,318)	(1,386)	(1,638)
TOTAL NET CASH PROVIDED BY GOVERNMENT				
		971,880	973,156	918,365
NET INCREASE IN CASH				
		4,533	2,774	1,119
Opening cash balance	16(a)	13,059	13,059	11,940
CLOSING CASH BALANCE	16(a)	17,592	15,833	13,059

The accompanying notes form part of these statements.

1. THE 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 report, comprising the financial statements and notes thereto, is a general purpose financial report. This has been prepared in accordance with Statements of Accounting Concepts, applicable Australian Accounting Standards, and Urgent Issues Group consensus views, 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 Under Accrual Accounting for Inner Budget Sector Entities, as amended by relevant Treasury Circulars.

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."

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 bulk of employee related expenses represents the payroll cost, including overtime pay and allowances for, in round numbers, 13,000 Police officers and 3,000 clerical officers.

The cost of employee entitlements for recreation leave, long service leave and superannuation are also included in employee related expenses with the corresponding liability of the Police Service for recreation leave disclosed as a current provision in the Statement of Financial Position.

Long service leave expense is accrued for all employees who are entitled to long service leave. Superannuation expense represents the Police Service's contribution, as employer, to the various superannuation funds to which employees belong.

Recreation leave expense is calculated on the basis of each clerical officer accruing twenty working days' entitlement every year, while police officers accrue between twenty and thirty working days per year depending on rostering arrangements. The amounts expected to be paid to employees for their pro-rata entitlement to recreation leave are accrued annually at current pay rates.

The liabilities for both long service leave and superannuation have been assumed by the State and are reported in the State's financial statements. The Police Service discloses the acceptance of the liabilities for the year as "Acceptance by the State of Department liabilities".

(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.

(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 30 June 1992 and 31 October 1992. Land valuation updates are received on a regular basis from the Valuer-General's Office. When properties are bought or sold, valuations are also obtained from the Valuer-General's Office.

The Police Service is currently examining practical solutions to provide a cyclical program of valuations for all property assets in conjunction with the Valuer-General's Office.

(ii) Plant and Equipment

Plant and equipment is 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 estimated useful life of all depreciable assets commencing the month after acquisition or completion of the asset.

Depreciation rates have been set at those recommended by Treasury in their paper, "Accounting Guidelines for Reporting Physical Assets in the Budget Sector" (November 1989). For items where no rates were specified, the rates as defined in the Master Tax Guide have been adopted.

Land is a non-depreciable 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 stock takes 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.

(g) PROGRAM ALLOCATIONS

Operating expenses and capital works costs have been directly apportioned to programs and activities using a ratio of the average monthly workload surveys conducted by the Service during the financial year and applicable cost centre charges.

The workload surveys as approved by Treasury recognise that Police resources are not discrete units used against crime, and that the basis of apportionment outlined in Treasury Circular 1984/5 is inappropriate.

(h) INSURANCE

The NSW Police Service as an Inner Budget Sector entity, is part of the Treasury Managed Fund arrangements. This involves five classes of risk: workers' compensation, motor vehicle, property, public liability and miscellaneous. The Service is effectively a self-insurer within the terms of the Fund arrangements.

3. CHANGES IN ACCOUNTING POLICY

(a) CAPITALISATION OF ASSETS

Prior to 1 July 1995, only capital expenditure in excess of \$500 was captured in the Fixed Assets System, except for computer equipment, all of which was capitalised regardless of cost.

The capitalisation policy has been changed, effective from 1 July 1995, to capitalise only those assets with a value of \$2,000 and above, except for computers and communication network equipment, which irrespective of cost are fully capitalised. Computer software with an acquisition cost greater than \$5,000 is capitalised.

An adjustment representing accelerated depreciation relating to assets in the Fixed Assets System between \$500 and \$1,999 was made in July 1995. As a result of this change in policy, \$3.987 million was charged to depreciation and is shown in the 1995/96 Operating Statement as an abnormal item.

A further adjustment has been made to the capitalisation policy. Starting from 1 July 1996, only assets with a value of \$5,000 and above are to be fully capitalised, except for computers and communication network equipment in terms of Treasury Circular 1991/36 all of which

will be capitalised irrespective of cost. The policy on computer software has remained unchanged.

(b) NEW PROGRAM STRUCTURE

The NSW Police Service has changed the program structure to reflect more closely the objectives of the Corporate Plan. These changes have been incorporated in the 1995/96 State Budget Papers and 1995/96 Annual Accounts.

(c) PAYROLL-RELATED LIABILITIES

Salary accruals and payroll deductions for PAYE tax have been shown previously as liabilities in the financial statements. These amounts were transferred this financial year, per Treasury instructions, to the "Balance of Salaries Suspense Account" at Treasury. The liabilities transferred to Treasury and excluded from the Police Service's financial statements this year amounted to \$10.939 million.

4. BUDGET REVIEW

The actual net cost of services this year was higher than budget by \$4.6 million. This result was mainly due to the following factors:

- Over-expenditure in Employee Related Expenses due to expenses in relation to superannuation and long service leave, which is offset by under-expenditure realised in salaries.
- Over-expenditure in Other Operating Expenses due to increased liability insurance and additional costs incurred due to the Royal Commission.
- Over-expenditure in Maintenance Expenses resulting from the Service actively reducing building maintenance arrears.
- Over-expenditure in Grants & Subsidies reflects additional grant funding provided to the Police Citizens Youth Clubs and the Community Safety Program.
- Loss on disposal of assets.
- Offset by additional revenue from:
 - RTA Road Trauma operations
 - Commercialised infringement processing
 - Telstra rebates
 - Non-cash revenues.

NSW POLICE SERVICE

NOTES TO AND FORMING PART OF THE 1995-96 FINANCIAL REPORT

	Actual 1996 \$000	Actual 1995 \$000
5. EXPENSES		
(a) EMPLOYEE RELATED EXPENSES		
COMPRISE THE FOLLOWING:		
Salaries and wages	621,860	598,917
Payroll tax	51,145	47,427
Recreation leave	65,345	62,963
Long service leave	38,255	38,957
Superannuation entitlements	118,164	105,207
Workers' compensation insurance	11,004	6,008
Fringe benefits tax	3,254	1,432
	909,027	860,911
(b) OTHER OPERATING EXPENSES ARE		
MADE UP OF THE FOLLOWING:		
Rent	19,877	19,817
Other building expenses	9,238	9,809
Subsistence and transport	15,099	13,979
Motor vehicles, launches and aircraft	39,364	38,849
Fees for services rendered	31,218	26,250
Gas and electricity	6,835	7,222
Postal and telephone	19,812	18,925
Stores and printing	27,468	26,537
Consultancy fees	100	31
Audit fees	251	215
Bad debts	49	18
Maintenance contracts and agreements	4,804	3,732
Advertising and publicity	2,300	2,291
Other insurance	7,237	4,662
Miscellaneous expenses	1,950	3,200
	185,602	175,537
(c) MAINTENANCE COMPRISES REPAIRS AND		
UPKEEP OF THE FOLLOWING:		
Police stations	10,090	9,231
Police residences	1,881	2,250
Leased premises	93	272
	12,064	11,753
(d) DEPRECIATION IS CHARGED AS FOLLOWS:		
Buildings	12,179	11,548
Computer equipment	10,827	10,375
General plant and equipment	8,625	7,371
	31,631	29,294

NSW POLICE SERVICE

NOTES TO AND FORMING PART OF THE 1995-96 FINANCIAL REPORT

	Actual 1996 \$000	Actual 1995 \$000
(e) GRANTS AND SUBSIDIES COMPRISE THE FOLLOWING:		
Neighbourhood Watch Committee	27	20
Police Citizens Youth Clubs	300	250
Community Safety Program	327	-
	654	270
(f) OTHER SERVICES COMPRISE THE FOLLOWING ITEMS:		
Contribution towards national police research	203	181
Witness expenses	1,420	1,514
Compensation/awards	496	169
Firearms compensation	-	47
Voluntary redundancies	46	385
	2,165	2,296
6. REVENUES		
(a) USER CHARGES COMPRISE THE FOLLOWING ITEMS:		
Rents	2,271	2,935
Commission on group assurances	418	493
Officers on loan	2,295	2,037
Refund of escort expenses	84	52
Accident interviews	1,335	1,286
Insurance reports	539	476
Academy operations	2,299	2,540
Commercial Infringement Bureau	5,271	4,450
Supervision of sporting and other events	529	440
Inventory sales to other departments	4,491	5,034
Minor user charges	3,634	2,385
	23,166	22,128
(b) DONATIONS AND INDUSTRY CONTRIBUTIONS		
Neighbourhood Watch projects	7	70
Other community projects	517	239
	524	309
(c) GRANTS FROM GOVERNMENT AGENCIES		
RTA Road Trauma Program	2,392	-
Alcohol and Drug Related Crime Program	837	355
Australian Traineeship Scheme	393	405
Commonwealth Aboriginal Training Program	235	175
Miscellaneous Funding Programs	244	371
	4,101	1,306

NOTES TO AND FORMING PART OF THE 1995-96 FINANCIAL REPORT

	Actual 1996 \$000	Actual 1995 \$000
(d) INTEREST FROM NSW TREASURY	2,041	2,003
(e) OTHER REVENUE COMPRISES THE FOLLOWING:		
Assets brought to account for the first time	2,751	1,621
Material price variance on inventory	9	125
Discount on inventory purchases	118	201
Other miscellaneous revenue	2	4
	2,880	1,951
7. CURRENT ASSETS		
(a) CASH COMPRISES THE FOLLOWING ITEMS:		
Departmental operating account	15,495	10,900
State trust bank account	2,097	2,159
	17,592	13,059
(b) RECEIVABLES ARE MADE UP OF THE FOLLOWING:		
Accounts receivable	1,099	791
Other receivables	2,159	18,536
	3,258	19,327
Provision for doubtful debts	(60)	(22)
NET RECEIVABLES	3,198	19,305
BAD DEBTS WRITTEN OFF		
Salary overpayments	9	13
Other	2	7
	11	20
(c) PREPAYMENTS COMPRISE THE FOLLOWING:		
Rent and outgoings	1,189	1,140
Compulsory third party insurance	2,805	2,407
Motor vehicles bulk registration	1,065	1,049
Other	529	443
	5,588	5,039
(d) INVENTORIES COMPRISE THE FOLLOWING:		
Raw materials	621	1,164
Work in progress	460	184
Finished goods	5,810	7,331
Forms and stationery	775	737
Stores	1	8
	7,667	9,424
Provision for inventory loss	(1,122)	(995)
	6,545	8,429

NOTES TO AND FORMING PART OF THE 1995-96 FINANCIAL REPORT

	Actual		Actual		
	1996		1995		
	\$000		\$000		
8. NON-CURRENT ASSETS					
(a) INVESTMENTS - SURPLUS LAND AND BUILDINGS	1,990		3,900		
(b) PROPERTY, PLANT AND EQUIPMENT					
	Land (Note [a]) \$000	Buildings (Note [a]) \$000	Computer Equipt. \$000	Gen. Plant & Equipt. \$000	Total \$000
AT COST OR VALUATION					
Balance, 1 July 1995	114,246	378,520	59,137	81,937	633,840
Additions	3,580	15,204	13,499	11,516	43,799
Disposals	(1,171)	(1,681)	(2,182)	(6,937)	(11,971)
BALANCE, 30 JUNE 1996	116,655	392,043	70,454	86,516	665,668
ACCUMULATED DEPRECIATION					
Balance, 1 July 1995	-	(39,010)	(30,299)	(24,580)	(93,889)
Depreciation for the year	-	(12,178)	(10,827)	(12,611)	(35,616)
Write back on disposal	-	156	1,945	5,749	7,850
BALANCE, 30 JUNE 1996	-	(51,032)	(39,181)	(31,442)	(121,655)
WRITTEN DOWN VALUE					
AT 1 JULY 1995	114,246	339,510	28,838	57,357	539,951
AT 30 JUNE 1996	116,655	341,011	31,273	55,074	544,013

Note [a]: Surplus Land and Buildings with a market value of \$1.990 million (\$3.900 million for 1995) are included in the schedule above but shown separately as Investments in the Statement of Financial Position.

(c) SUMMARY OF FULLY DEPRECIATED ASSETS

CATEGORY	Cost \$000	No. of Assets
Computer equipment	20,222	4,990
Radio communication	3,236	169
Plant equipment and machinery	1,655	103
Scientific equipment and apparatus	1,576	93
Aircraft	1,277	6
Non-depreciable assets (less than \$500 value)	4,651	4,608
Other	891	72
	33,508	10,041

The Police Service has not attempted to estimate the value of the fully depreciated assets.

NOTES TO AND FORMING PART OF THE 1995-96 FINANCIAL REPORT

	Actual 1996 \$000	Actual 1995 \$000
9. CURRENT LIABILITIES		
(a) CREDITORS:		
Accounts payable	5,723	3,241
Employee entitlements	6,950	23,056
State trust accounts	2,142	2,159
Commercialised infringements customer funds	940	1,116
Income collected in advance	33	910
Sundry accruals	1,797	3,109
Other	102	115
	17,687	33,706
(b) THE MOVEMENT IN THE PROVISION FOR EMPLOYEE ENTITLEMENTS IS AS FOLLOWS:		
Recreation leave balance, 1 July	38,749	34,461
Increase (decrease) in provision	(9,369)	4,288
Recreation leave balance, 30 June	29,380	38,749
Add - balance of provision for payroll oncost	2,798	3,075
	32,178	41,824
10. NON-CURRENT LIABILITIES		
(a) ADVANCES FROM BUDGET SECTOR AGENCIES:	460	460
(b) PAYROLL ONCOST ON EXTENDED LEAVE ENTITLEMENT	7,461	5,263
11. EQUITY		
Accumulated surplus at 1 July	504,530	509,742
Adjustments to Opening:		
Asset transfers to the Ministry for Police	-	(80)
Oncost on employee leave entitlements*	-	(7,222)
ADJUSTED OPENING BALANCE	504,530	502,440
Operating result for the year	14,620	2,090
ACCUMULATED SURPLUS AT 30 JUNE	519,150	504,530

* Adjustment to reflect prior years' liability for oncost on employee leave entitlements in accordance with AAS 30.

	Actual 1996 \$000	Actual 1995 \$000
12. UNCLAIMED MONIES		
<p>All unclaimed monies are forwarded to Treasury for the credit of the 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.</p>		
13. CAPITAL EXPENDITURE COMMITMENTS		
<p>Aggregate capital expenditure contracted for at balance date but not provided for in accounts payable:</p>		
Not later than one year	29,271	10,174
Later than one year but not later than two years	17,143	3,755
Later than two years but not later than five years	13,232	711
Later than five year	13,962	-
	73,608	14,640
14. OPERATING LEASE COMMITMENTS		
Not later than one year	14,926	14,503
Later than one year but not later than two years	13,028	13,029
Later than two years but not later than five years	13,767	20,130
Later than five year	18,217	19,421
	59,938	67,083
15. CONTINGENT LIABILITIES		
<p>Estimated contingent liabilities arising from legal claims lodged against the Police Service and pending decision by the courts.</p>	26,169	18,870

16. NOTES TO THE STATEMENT OF CASH FLOWS

a) RECONCILIATION OF CASH

For 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 ON OPERATING ACTIVITIES

TO THE NET COST OF SERVICES:

	Actual 1996 \$000	Actual 1995 \$000
NET COST OF SERVICES PER OPERATING STATEMENT		
	(1,109,692)	(1,060,440)
ADJUSTMENTS FOR NON-CASH ITEMS:		
Depreciation	31,631	29,294
Bad Debts	49	18
Loss on sale of property, plant & equipment	1,261	8,076
State acceptance of Department liabilities for:		
superannuation	118,164	105,207
long service leave	38,255	38,958
Non-cash revenue	(3,134)	(1,634)
(Increase) / decrease in receivables*	16,058	(4,836)
(Increase) in prepayments	(549)	(983)
(Increase) / decrease in inventories	1,884	(1,062)
Increase / (decrease) in creditors and advances	(16,015)	1,635
Increase / (decrease) in current provisions	(9,369)	4,288
Increase in other provisions	1,921	8,339
Equity adjustments for oncosts on employee leave	-	(7,222)
TOTAL NON-CASH ADJUSTMENTS	180,156	180,078
TOTAL NET CASH USED ON OPERATING ACTIVITIES		
	(929,536)	(880,362)
(Refer to Statement of Cash Flows)		

* Bad debts (shown as separate item above) added back.

NSW POLICE SERVICE

NOTES TO AND FORMING PART OF THE 1995-96 FINANCIAL REPORT

17. PROGRAM INFORMATION

	NOTES (b)	PROGRAM TOTAL		PROGRAM 57.1.1		PROGRAM 57.1.2
		1996 \$000	1995 \$000	1996 \$000	1995 \$000	1996 \$000
Operating Expenses						
Grants and subsidies		654	270	171	58	103
Other expenses		1,140,489	1,079,791	283,591	228,924	169,840
TOTAL OPERATING EXPENSES		1,141,143	1,080,061	283,762	228,982	169,943
Operating Revenue						
User charges		23,166	22,128	6,256	3,550	3,557
Other revenue		9,546	5,569	2,477	1,177	1,468
Gain/(loss) on sale of assets		(1,261)	(8,076)	(296)	(1,739)	(210)
TOTAL OPERATING REVENUE		31,451	19,621	8,437	2,988	4,815
NET COST OF SERVICES		(1,109,692)	(1,060,440)	(275,325)	(225,994)	(165,128)
Government allocations	(a)	1,128,299	1,062,530	280,559	253,338	168,384
Operating result before abnormal item		18,607	2,090	5,234	27,344	3,256
Abnormal item - depreciation		(3,987)	-	(960)	-	(556)
OPERATING RESULT AFTER ABNORMAL ITEM		14,620	2,090	4,274	27,344	2,700
TOTAL ASSETS		576,936	585,783	143,459	139,668	86,100

(a) GOVERNMENT ALLOCATIONS

Consolidated Fund -

Recurrent appropriation	935,808	884,164	231,514	188,193	138,535
Capital appropriation	37,390	144,165	9,542	30,944	5,719
State acceptance of liabilities	156,419	35,839	39,839	35,839	24,331
Return on sale of assets	(1,318)	(1,638)	(336)	(1,638)	(201)
	1,128,299	1,062,530	280,559	253,338	168,384

PROGRAM 57.1.2 (cont.)		PROGRAM 57.1.3		PROGRAM 57.1.4		PROGRAM 57.1.5		PROGRAM 57.1.6	
1995 \$000	1996 \$000	1995 \$000	1996 \$000	1995 \$000	1996 \$000	1995 \$000	1996 \$000	1995 \$000	1996 \$000
46	110	39	108	58	76	32	86	37	
190,646	202,080	157,494	206,369	230,475	144,382	126,822	134,227	145,430	
190,692	202,190	157,533	206,477	230,533	144,458	126,854	134,313	145,467	
2,807	4,163	2,370	3,824	9,234	2,692	1,937	2,674	2,230	
944	1,743	892	1,694	1,173	1,072	641	1,092	742	
(1,399)	(224)	(1,159)	(219)	(1,736)	(148)	(945)	(164)	(1,098)	
2,352	5,682	2,103	5,299	8,671	3,616	1,633	3,602	1,874	
(188,340)	(196,508)	(155,430)	(201,178)	(221,862)	(140,842)	(125,221)	(130,711)	(143,593)	
182,871	200,304	150,627	202,728	215,134	143,090	121,284	133,234	139,276	
(5,469)	3,796	(4,803)	1,550	(6,728)	2,248	(3,937)	2,523	(4,317)	
-	(669)	-	(886)	-	(468)	-	(448)	-	
(5,469)	3,127	(4,803)	664	(6,728)	1,780	(3,937)	2,075	(4,317)	
100,819	102,422	83,042	103,661	118,605	73,167	66,865	68,127	76,784	
158,633	165,978	129,223	169,701	184,590	120,465	103,849	109,615	119,676	
24,238	6,791	21,404	6,382	30,544	4,444	17,435	4,512	19,600	
0	27,773	0	26,871	0	18,337	0	19,268	0	
0	(238)	0	(226)	0	(156)	0	(161)	0	
182,871	200,304	150,627	202,728	215,134	143,090	121,284	133,234	139,276	

(b) PROGRAM DESCRIPTION

PROGRAM 57.1.1 - PROPERTY THEFT

Responding to requests for assistance and information and to reports of property theft. Identifying and reducing the influence of problem locations and the prevention of crimes before they occur.

PROGRAM 57.1.2 - STREET SAFETY

Responding to requests for assistance and information and to reports of street offences. Identifying and reducing the influence of problem locations and the prevention of crimes before they occur.

PROGRAM 57.1.3 - PERSONAL SAFETY

Responding to requests for assistance and information and to reports of criminal activity. Identifying and reducing the influence of problem locations and the prevention of crimes before they occur.

PROGRAM 57.1.4 - ROAD SAFETY

Responding to requests for assistance and information and to reports of accidents. Identifying and reducing the influence of problem locations and the prevention of crimes before they occur.

PROGRAM 57.1.5 - ALCOHOL AND DRUG RELATED CRIME

Responding to requests for assistance and information concerning drug and alcohol related crime and undertaking actions to prevent crimes before they occur.

PROGRAM 57.1.6 - SAFETY IN CUSTODY

Arrest, processing and supervision of prisoners. Identification and reduction of the incidence of prisoner injury. Identification of problem locations and high risk prisoners and the taking of action to prevent prisoner injury before it occurs.

NSW POLICE SERVICE

NOTES TO AND FORMING PART OF THE 1995-96 FINANCIAL REPORT

Actual	Actual
1996	1995
\$000	\$000

18. STATE REVENUE

Under existing Treasury guidelines, the following revenue collected on behalf of the State have been excluded from the Police Service's financial statements:

Fines - Motor Traffic Act	73,052	66,600
Fines - Parking	35,222	33,601
Fines - Red Light Camera	11,467	9,681
Fines - Speed Camera	9,279	5,433
Firearms and dangerous weapons licenses	515	963
Security Industry Protection Act licenses	1,829	1,687
Fines and forfeitures (court awarded)	862	411
Receipts under the Crimes Act	468	715
Miscellaneous receipts	32	29
	132,726	119,120

19. STATE TRUST ACCOUNTS

The Police Service maintains the following trust accounts, which have been shown in the financial statements as liability accounts.

Balances at 30 June are as follows:

Money found	176	112
Exhibit money	1,921	2,047
Public monies	44	-
	2,141	2,159

Monies are held in these accounts for a period of up to two years and thereafter transferred to Treasury for the credit of the Unclaimed Monies Account in accordance with Section 14(2)(b) of the Public Finance and Audit Act, 1983.

Funds with the Police Service held in trust for the National Exchange of Police Information (NEPI) and the Ministry for Police are accounted for and reported separately from Police Service ledgers. The NEPI liability accounts are also reported to Treasury as Trust Accounts of the Police Service.

END OF AUDITED FINANCIAL STATEMENTS

STATEMENT IN ACCORDANCE WITH THE PUBLIC FINANCE & 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, 1996 and transactions for the year then ended.
2. The 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 (General) Regulations 1995 and the Treasurer's Directions.
3. We are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



P A Houlton
A/Director
Infringement Processing Bureau
30 September 1996



J C Thoms, FCPA
Executive Director, Finance
NSW Police Service
30 September 1996



BOX 12 GPO
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

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 1996. 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*, Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) 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 in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Police Service of New South Wales - Commercial Services Unit as at 30 June 1996 and the results of its operations and cash flows for the year then ended.

A handwritten signature in cursive script, appearing to read 'S. McLeod'.

S. McLEOD
DIRECTOR OF AUDIT
(duly authorised by the Auditor-General of New South Wales
under section 41C (1A) of the Act)

SYDNEY
2 October 1996

**STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED
30 JUNE 1996**

	Note	Actual 1996 \$'000	Budget 1996 \$'000	Actual 1995 \$'000
INCOME				
	4			
Processing Fees		5,271	4,334	4,450
Sale of Goods		18	10	12
Other Income		-	-	10
TOTAL INCOME		5,289	4,344	4,472
EXPENDITURE				
Salaries		1,049	990	988
Staff On-Costs		90	90	87
Processing & Service Fees		293	219	217
Office Supplies		123	162	113
Rent & Outgoings		179	177	177
Depreciation		64	64	72
Auditor's Remuneration		12	10	10
Other		110	92	83
TOTAL EXPENDITURE		1,920	1,804	1,747
Gain / (Loss) on Sale of Fixed Assets	12	(5)	-	-
Operating Surplus		3,364	2,540	2,725
Accumulated Surplus at the beginning of the year		401	401	376
ACCUMULATED SURPLUS AT THE END OF THE YEAR		3,765	2,941	3,101
Contribution to NSW Police Service	15	3,300	2,700	2,700
RETAINED EARNINGS		465	241	401

INFRINGEMENT PROCESSING BUREAU ■ COMMERCIAL SERVICES UNIT

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 1996

	Note	Actual 1996 \$'000	Budget 1996 \$'000	Actual 1995 \$'000
CURRENT ASSETS				
Cash	5	4,588	3,681	4,083
Debtors	6	254	10	8
Inventory	7	1	2	8
Total Current Assets		4,843	3,693	4,099
NON-CURRENT ASSETS				
Plant & Equipment	8	149	155	200
Leasehold Improvements	9	57	57	64
Total Non-Current Assets		206	212	264
TOTAL ASSETS		5,049	3,905	4,363
CURRENT LIABILITIES				
Creditors	10	4,563	3,640	3,938
Provisions	11	21	24	24
Total Current Liabilities		4,584	3,664	3,962
TOTAL LIABILITIES		4,584	3,664	3,962
NET ASSETS		465	241	401
RETAINED EARNINGS		465	241	401

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 1996

	INFLOWS / (OUTFLOWS)	INFLOWS / (OUTFLOWS)	INFLOWS (OUTFLOWS)
	Actual 1996 \$'000	Budget 1996 \$'000	Actual 1995 \$'000
Note			
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
Processing Fees	5,259	4,324	4,457
Sale of Book Covers	18	7	12
Prepayments	-	-	6
Increase in cash held for clients	-	-	303
	5,277	4,331	4,778
PAYMENTS			
Employee Related	1,217	1,158	1,057
Other Operating Expenses	654	665	691
Decrease in cash held for clients	160	188	-
Maintenance	27	10	10
Inventory	2	-	7
	2,060	2,021	1,765
NET CASH PROVIDED BY OPERATING ACTIVITIES	3,217	2,310	3,013
	13 (b)		
CASH FLOWS FROM INVESTING ACTIVITIES			
Payment for Property, Plant & Equipment	(12)	(12)	(95)
NET CASH USED IN INVESTING ACTIVITIES	(12)	(12)	(95)
NET INCREASE (DECREASE) IN CASH HELD			
	3,205	2,298	2,918
Cash at the Beginning of the Reporting Period	4,083	4,083	3,165
Contribution to the NSW Police Service	(2,700)	(2,700)	(2,000)
CASH AT THE END OF THE REPORTING PERIOD	4,588	3,681	4,083
	13 (a)		

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 1995**1. REPORTING ENTITY**

The Commercial Services Unit operates as a commercial activity within the Infringement Processing Bureau of the New South Wales Police Service.

2. CHANGES IN ACCOUNTING POLICY

Prior to 1 July 1995, only capital expenditure in excess of \$500 was captured in the Fixed Assets System, except for computer equipment, all of which was capitalised regardless of cost.

Effective from 1 July 1995, the capitalisation policy has been changed to capitalise only those assets with a value of \$2,000 and above, except for computers and communication network equipment, which irrespective of cost are fully capitalised. Computer software with an acquisition cost greater than \$5,000 is capitalised. An adjustment representing a write off of written down value of the assets under \$2,000 was done on 1 July, 1995. Impact of this change in the operating statement is less than \$1,000.00.

Effective from 1 July, 1996, the capitalisation policy has changed to capitalise only those assets with a value of \$5,000 and above, except for network assets in terms of Treasury Circular 1991/36, all of which is capitalised regardless of cost. An adjustment representing a write-off of the future depreciation relating to assets in the fixed asset system between \$2,000 and \$4,999 will be required and will affect expense in the operating statement in 1996/97.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Commercial Services Unit's financial report is a general purpose financial report prepared in accordance with applicable Australian Accounting Standards and the requirements of the Public Finance and Audit Act and Regulations.

The Statement of Income and Expenditure and Statement of Financial Position are prepared on an accrual basis. The accounting policies adopted are consistent with those of the previous reporting period, except as highlighted in Note 2.

The financial report is prepared in accordance with the historical cost convention. All amounts are rounded to the nearest one thousand dollars (\$1000).

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.

No charge has been made by the Infringement Processing Bureau for usage of the equipment in processing the infringements of the Commercial Services Unit.

b) EMPLOYEE ENTITLEMENTS

The core staff of the Commercial Services Unit are employees of the NSW Police Service. The liability for both long service leave and superannuation have been assumed by the State and are reported in the State's Whole of Government financial statements.

c) CAPITALISATION OF ASSETS

The historical cost method of accounting is used for all acquisitions of assets.

d) PLANT AND EQUIPMENT

Plant and Equipment is recorded at historical cost. Cost is determined as the fair value of the assets at the date of acquisition plus costs incidental to the acquisition.

e) LEASEHOLD IMPROVEMENTS

Leasehold Improvements are valued at cost.

f) DEPRECIATION

Depreciation is calculated on a straight line basis over the estimated useful life of all depreciable assets commencing the month after acquisition or completion of the asset.

Depreciation rates have been set at those recommended by Treasury in their paper, "Accounting Guidelines for Reporting Physical Assets in the Budget Sector" (November 1989). For items where no rates were specified, the rates as defined in the Master Tax Guide have been adopted.

Assets to the cost value of \$163,366 have been fully depreciated as at 30 June 1996.

g) INVENTORIES

Inventories comprise of notebooks, infringement book covers and breach report covers valued at cost.

4. INCOME

Income includes proceeds from fees for processing infringements for clients of the Commercial Services Unit.

Income from sale of goods relate to sale of notebooks, book covers and breach report covers for use by clients of Commercial Services Unit.

INFRINGEMENT PROCESSING BUREAU ■ COMMERCIAL SERVICES UNIT

	1996 \$'000	1995 \$'000
5. CASH		
The balance of cash is held in NSW Police Service Account.		
6. DEBTORS		
Trade Debtors	15	8
Sundry Debtors	239	-
	254	8
It is not considered necessary to make a provision for doubtful debts as it is expected all amounts owing from clients will be collected/recovered prior to disbursement of collections made on paid infringements to clients.		
7. INVENTORY		
Book Covers & Notebooks	1	8
8. PLANT & EQUIPMENT		
Plant & Equipment - at cost	429	435
Less: Accumulated Depreciation	280	235
	149	200
9. LEASEHOLD IMPROVEMENTS		
Leasehold Improvements-at cost	67	67
Less: Accumulated Depreciation	10	3
	57	64
10. CREDITORS		
Accrued Contribution to the NSW Police Service	3,300	2,700
Trade Creditors - Customer	1101	1,116
Other Creditors and Accruals	97	16
Due to Other Branches of the Service	65	106
	4,563	3,938
11. PROVISIONS		
CURRENT		
Provision for Employee Entitlements	21	24
12. GAIN(LOSS) ON SALE OF FIXED ASSETS		
	5	-
13. 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 Statement of Financial Position.

INFRINGEMENT PROCESSING BUREAU ■ COMMERCIAL SERVICES UNIT

	1996 \$'000	1995 \$'000
CASH	4,588	4,083
b) RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO OPERATING PROFIT		
Operating Profit	3,364	2,725
Depreciation	64	72
Non-Cash Income	-	(10)
Loss on sale of assets	5	-
	<u>3,433</u>	<u>2,787</u>
CHANGE IN ASSETS AND LIABILITIES		
Increase in Trade Debtors	(7)	-
Increase in Sundry Debtors	(239)	-
Decrease in Trade Debtors	-	7
Increase in Inventories	-	(7)
Decrease in Inventories	7	-
Increase in Trade Creditors - Customers A/P	-	303
Decrease in Trade Creditors - Customers	(15)	-
Increase in Other Creditors and Accruals	82	-
Decrease due to Other Branches of the Service	(41)	(46)
Decrease in Accrued Expenses	-	(32)
Increase in Provision for Employee Entitlements	-	1
Decrease in Provision for Employee Entitlements	(3)	-
	<u>(216)</u>	<u>226</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	3,217	3,013

14. CONTINGENT LIABILITIES

There are no known material contingent liabilities.

15. CONTRIBUTION TO NSW POLICE SERVICE

The contribution due to the NSW Police Service is net after allowing sufficient funds to cover creditors less debtors. This amount has been accrued and included in Creditors (see Note 10), and shown in the Income & Expenditure Statement as an appropriation of accumulated funds.

16. COMMITMENTS FOR CAPITAL EXPENDITURE

The Commercial Services Unit has no commitments for capital expenditure.

17. CONSULTANCIES

The total amount of consultancy fees apportioned on a usage basis by the Infringement Processing Bureau is \$15,000.

END OF AUDITED FINANCIAL STATEMENTS

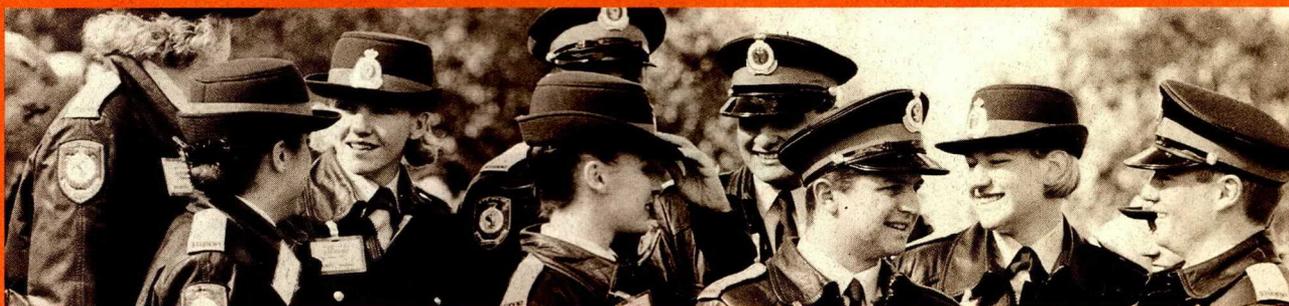


NEW SOUTH WALES

POLICE SERVICE

ANNUAL REPORT 1995-1996

APPENDICES



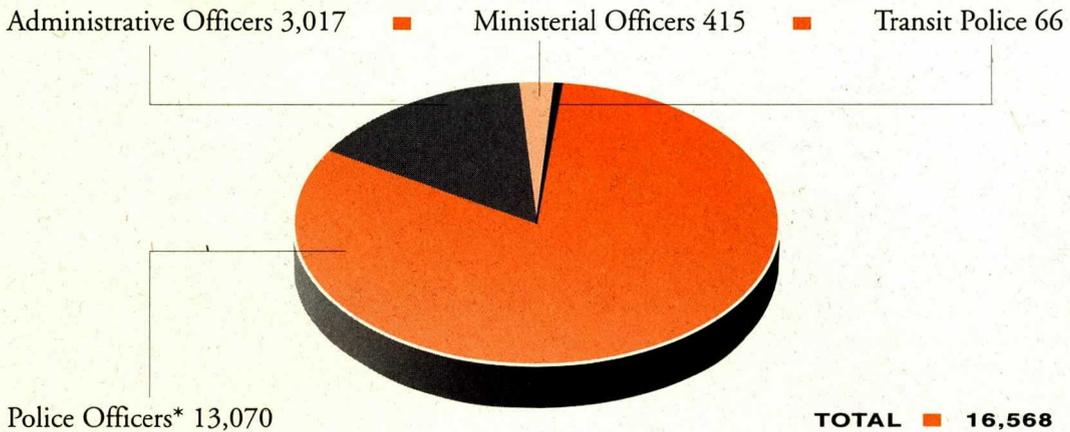
1 EMPLOYEE STATISTICS, 1992-93 TO 1995-96

Provided in accordance with ARDR, 1995. Human Resources information as particularised in Schedule 1, ARDR, 1995

	1995-96	1994-95	1993-94	1992-93
Police Officers	13,070*	13,103*	12,718*	12,936*
Administrative, Ministerial and Other Employees	3,498	3,269	3,245	3,067
TOTAL	16,568	16,372	15,963	16,003

* Includes a small number of officers seconded to other public sector agencies

2 TOTAL STRENGTH DETAILS AS AT 30 JUNE 1996



* Of these, 50 were on secondment to other public sector agencies

3 STRENGTH DETAILS (POLICE OFFICERS) AS AT 30 JUNE 1996

Rank	Actual Strength	Secondees ¹	Secondees ²	Total
Executive Officer*	8	0	0	8
Senior Officer#	459	4	0	463
Sen Sgt & Sgt	2,705	16	2	2,723
Sen Cst & Cst	8,962	15	13	8,990
Probationary Constable	886	0	0	886
TOTAL	13,020	35	15	13,070

¹ Officers on external secondment, non-Police funded. ² Officers on external secondment, Police funded.

* Includes officers at the rank of Commissioner, Deputy Commissioner, Senior Assistant Commissioner and Assistant Commissioner

Includes officers at the rank of Chief Superintendent, Superintendent, Chief Inspector and Inspector

4 POLICE SEPARATIONS

Rank	Retire	Death	Resign	Medically Unfit	Dismissed ¹	Total
Executive Officer*	4	0	1	0	0	5
Senior Officer#	66	0	4	9	2	81
Sen Sgt & Sgt	76	10	35	46	2	169
Sen Cst & Cst	12	6	306	46	15	385
Probationary Constable	0	0	19	0	0	19
TOTAL	158	16	365	101	19	659

¹ Dismissal confirmed in 1995-96

* Includes officers at the rank of Commissioner, Deputy Commissioner, Senior Assistant Commissioner and Assistant Commissioner

Includes officers at the rank of Chief Superintendent, Superintendent, Chief Inspector and Inspector

5 ADMINISTRATIVE AND MINISTERIAL OFFICER SEPARATIONS

Category	Retire	Death	Resign	Medically Unfit	Dismissed or Terminated	Temporary Transfer	Total
Clerical	16	1	204	9	6	75	360
Professional	0	0	14	0	0	2	16
Other#	0	2	*16	0	5	2	26
Ministerial	12	0	51	6	2	0	71
TOTAL	28	3	*285	15	13	79	473

* Includes one officer who took voluntary redundancy

Includes keyboard operators, clerical assistants and ancillary staff

6 AGE OF STAFF AS AT 30 JUNE 1996

Age (in years)	Police Officers		Other Staff ¹		Total
Under 25	1,953	14.9%	461	13.2%	2,414
26-30	3,214	24.6%	471	13.5%	3,685
31-35	2,710	20.7%	485	13.9%	3,195
36-40	1,798	13.8%	492	14.1%	2,290
41-45	1,408	10.8%	612	17.5%	2,020
46-50	1,167	8.9%	505	14.4%	1,672
over 50	820	6.3%	472	13.5%	1,292
TOTAL	13,070	100.0%	3,498	100.0%	16,568

¹ Includes administrative and Ministerial officers and transit police

7 YEARS OF SERVICE OF STAFF AS AT 30 JUNE 1996

(Includes all full-time and part-time employees)

Years of Service	Police Officers		Other Staff ¹		Total
	Count	Percentage	Count	Percentage	
Under 5	2,128	16.3%	1,392	39.8%	3,520
5-10	4,895	37.5%	1,371	39.2%	6,266
11-15	1,981	15.2%	301	8.6%	2,282
16-20	1,270	9.7%	174	5.0%	1,444
21-25	1,312	10.0%	150	4.3%	1,462
Over 26	1,484	11.4%	110	3.1%	1,594
TOTAL	13,070	100.0%	3,498	100.0%	16,568

¹ Includes administrative and Ministerial officers and transit police

8 SENIOR EXECUTIVE OFFICERS*

Provided in accordance with s. 8 (a) and (b) ARDR, 1995

	Police Officers			Administrative Officers		
	95-96	94-95	93-94	95-96	94-95	93-94
Total	8	12	11	15	12	29
Women	1	1	1	2	2	3
Percentage	12.5%	8.3%	9.1%	13.3%	16.7%	10.3%

* Police Officers at or above the rank of Assistant Commissioner, Administrative Officers at SES level

9 EMPLOYMENT - EEO TARGET GROUPS (YEAR ENDING 30 JUNE 1996)

When considering EEO data it should be noted that employees provide information concerning Aboriginality, cultural background and level of physical disability on a voluntary basis. For this reason, there may be some undercounting of EEO target groups in this data.

(I) EEO TARGET GROUPS (POLICE OFFICERS)

Rank	Total	Women	ATSI	CDB	PWPD
Executive Officer*	8	1	0	0	0
Senior Officer#	463	6	1	18	21
Sen Sgt & Sgt	2,723	86	7	131	189
Sen Cst & Cst	8,990	1,471	44	370	267
Probationary Constable	886	278	4	38	3
TOTAL	13,070	1,842	56	557	480

* Includes officers at the rank of Commissioner, Deputy Commissioner, Senior Assistant Commissioner and Assistant Commissioner

Includes officers at the rank of Chief Superintendent, Superintendent, Chief Inspector and Inspector

(II) EEO TARGET GROUPS (ADMINISTRATIVE OFFICERS)

Level	Total	Women	ATSI	CDB	PWPD
SES	15	2	0	2	0
Gds 6-12	502	144	1	61	21
Gds 1-5	1,235	791	21	134	66
Other*	1,265	1,075	9	104	53
TOTAL	3,017	2,012	31	301	140

* Includes A&C General Scale, CO1 and below CO1

(III) EEO TARGET GROUPS (OTHER OFFICERS)

Position	Total	Women	ATSI	CDB	PWPD
Transit Patrol Officer	66	2	0	2	4
Parking Officer	282	154	3	46	15
Security Officer	103	14	2	11	1
Police Band Member	29	1	0	1	2
Matron	1	1	0	0	0
TOTAL	481	172	5	60	22

Notes Appendix 9 I-III: ATSI Aboriginal or Torres Strait Islander
 CDB culturally diverse (non-English speaking) background
 PWPD people with a physical disability or disabilities

(IV) MAJOR EEO ACHIEVEMENTS FOR 1995-96

Provided in accordance with ARDR, 1995. EEO achievements and strategies as particularised in Schedule 1, ARDR, 1995.

Major achievements in 1995-96 have been the launch of the Aboriginal Employment Training and Career Development Strategy, the convening of a Ministerial Working Party on Women in Policing to develop strategies for dealing with career, promotion, representation and harassment issues and the continued success of the Employer Sponsored Family Day Care Scheme. For further information on Human Resource Management strategies, see Key Management Area - 'Our People' in the Corporate Plan Section of this Report. Key strategies for 1996-97 are still being identified.

10 TRENDS IN EMPLOYMENT - EEO TARGET GROUPS

Provided in accordance with ARDR, 1995. EEO statistical information as particularised in Schedule 1, ARDR, 1995.

(I) WOMEN

WOMEN'S EMPLOYMENT (POLICE OFFICERS) 1995-96 AND 1994-95

Rank	Total		Women		Percentage	
	95-96	94-95	95-96	94-95	95-96	94-95
Executive Officer*	8	12	1	1	12.5%	8.3%
Senior Officer#	463	493	6	6	1.3%	1.2%
Sen Sgt & Sgt	2,723	2,630	86	59	3.2%	2.2%
Sen Cst & Cst	8,990	9,025	1,471	1,397	16.4%	15.5%
Probationary Constable	886	943	278	255	31.4%	27.0%
TOTAL	13,070	13,103	1,842	1,718	14.1%	13.1%

* Includes officers at the rank of Commissioner, Deputy Commissioner, Senior Assistant Commissioner and Assistant Commissioner

Includes officers at the rank of Chief Superintendent, Superintendent, Chief Inspector and Inspector

This Table is provided in accordance with Treasury Circular G1991/18

LONGER TERM TRENDS (POLICE OFFICERS) Between 1990-91 and 1995-96 the number of women police officers increased from 1459 to 1842, rising from 11% of officers in 1990-91 to 14% of officers in 1995-96. Steady improvement has been seen in the number of women rising above the rank of constable. In 1995-96, 5% of women officers were at the rank of sergeant or higher, compared with 2.6% in 1990-91 (increasing in number from 38 to 93). Women now represent almost 3% of all police officers at the rank of sergeant or higher. Below the rank of sergeant, almost 18% of officers are women, compared to 14% in 1990-91.

WOMEN'S EMPLOYMENT (ADMINISTRATIVE OFFICERS) 1995-96 AND 1994-95

Level	Total		Women		Percentage	
	1995-96	1994-95	1995-96	1994-95	1995-96	1994-95
SES	15	12	2	2	13.3%	16.7%
A&C Gds 10-12	177	177	41	37	23.2%	20.9%
A&C Gds 6-9	325	288	103	81	31.7%	28.1%
A&C Gds 3-5	361	389	199	170	55.1%	43.7%
A&C Gds 1-2 & Clerical Gds 3-6	874	793	592	606	67.7%	76.4%
CO 1 & General Scale	1,254	1,111	1,064	951	84.8%	85.6%
Below CO 1	11	24	11	20	100.0%	83.3%
TOTAL	3,017	2,794	2,012	1,867	66.7%	66.8%

This Table is provided in accordance with Treasury Circular G1991/18

LONGER TERM TRENDS (ADMINISTRATIVE OFFICERS) Between 1990-91 and 1995-96 the percentage of Police Service administrative officers who were women remained relatively steady, falling slightly from 70% in 1990-91 to 67% in 1995-96. While women employees remain concentrated in the lower grades (in 1995-96, 85% of administrative officers earning less than \$26,580 were women) the percentage of women at Grade 6 or higher had increased from 22% of all administrative officers in 1990-91 to 29% in 1995-96.

In 1990-91, 4% of women administrative officers were at Grade 6 or higher, by 1995-96 this had increased to 7.3%. In 1995-96 0.1% of women administrative officers were at SES level, compared with 1.3% of male officers. 87% of SES level administrative officers are men.

(II) PEOPLE FROM CULTURALLY DIVERSE (NON-ENGLISH SPEAKING) BACKGROUNDS

As the New South Wales Police Service did not keep information on the cultural background of individual employees until November 1995 (when it became possible to record information provided voluntarily by employees) reliable, comparative data over time is not available. Information on cultural diversity of staff as at 30 June 1996 is provided in Appendix 9.

In 1995-96 4.3% of police officers and 10.3% of other employees indicated they were from a culturally diverse (non-English speaking) background, while 2.4% of police officers and 10.6% of other employees indicated that their first language was a language other than English.

(III) ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

POLICE SERVICE - RECRUITMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE (YEAR ENDING 30 JUNE 1996)

	Police Officers		Administrative Officers	
	1995-96	1994-95	1995-96	1994-95
Aboriginal/TSI Recruitment	3	9	14	17
Total Recruitment	676	807	440	351
Aboriginal/TSI Staff	56	#	31	#
Total Staff	13,070	13,103	3,017	3,269

Data not available This Table is provided in accordance with Treasury Circular G1991/18

On 8 December 1995 the New South Wales Police Service Aboriginal Employment, Training and Career Development Strategy was launched. The aims of the Strategy are to: provide support to Aboriginal and Torres Strait Islander employees; raise awareness and understanding of all staff about Aboriginal and Torres Strait Islander culture and contemporary society; and, over the next five years, increase the number of Aboriginal and Torres Strait Islander people employed by the New South Wales Police Service from the current 1% of staff to a minimum of 2% of staff.

(IV) PEOPLE WITH A PHYSICAL DISABILITY

POLICE SERVICE - RECRUITMENT OF PEOPLE WITH A PHYSICAL DISABILITY (PWPDP) (YEAR ENDING 30 JUNE 1996)

	Police Officers		Administrative Officers	
	1995-96	1994-95	1995-96	1994-95
PWPDP Recruitment	Nil	#	3	#
Total Recruitment	676	807	440	351
Staff who are PWPDP	480	#	140	#
Total Staff	13,070	13,103	3,017	3,269

Data not available This Table is provided in accordance with Treasury Circular G1991/18

As the New South Wales Police Service did not keep information on the level of disability of individual employees until November 1995, when it became possible to record information provided voluntarily by employees, reliable, comparative data over time is not available. Information on the number of officers who have indicated that they have a physical disability are contained in Appendix 9.

IMPLEMENTING THE DISABILITY PLAN

Provided in accordance with ARDR, 1995. Disability Plan as particularised in Schedule 1, ARDR, 1995.

In 1995-96 the New South Wales Police Service began a review of the Police Service Disability Plan to ensure that it is consistent with best practice within NSW Government agencies. It is anticipated that this review will result in the Disability Plan being amended in 1996-97.

11 STORES AND EQUIPMENT PURCHASES (YEAR ENDING 30 JUNE 1996)

1995-96			1994-95		
Stores (\$000)	Equipment (\$000)	Total (\$000)	Stores (\$000)	Equipment (\$000)	Total (\$000)
10,310	1,267	11,577	10,914	3,302	14,216

12 LIST OF MAJOR ASSETS

Provided in accordance with s, 5 (a) ARDR, 1995.

Asset Category	Description
Building	Sydney Police Centre
Building	Goulburn Police Academy
Building	Hurstville Joint Emergency Complex
Building	Parramatta Police Station
Building	Joint Technical Emergency Services Complex
Building	Tamworth Police Station
Building	Albury Police Station
Building	Chatswood Police Station
Building	Newcastle Police Station
Building	Wollongong Police Station
Building	Bathurst Police Station
Building	Sutherland Police Station
Building	Penrith Police Station
Building	Redfern Mounted Police
Computers	COPS Stage I

Note: Throughout the financial year, major acquisitions were completed at Rose Bay, Forster and Tamworth at a total project cost of approximately \$9.715 million. For more information on projects completed in the year, see the report on Key Management Area - Physical Resources in the Corporate Plan section of this report.

13 ASSET AND RISK MANAGEMENT

Provided in accordance with ARDR, 1995. Risk Management and insurance activities as particularised in Schedule 1, ARDR, 1995.

ASSET PURCHASE AND PROTECTION

The purchase of assets is undertaken under delegation from specific Capital allocations and recorded in the Fixed Asset Register. For each asset, description, serial number, cost and location by cost centre is recorded. Monthly validation reports are run by individual Commands which verify the expenditure incurred and the asset purchased.

Asset audit listings at a cost centre level are available for review as required by managers. However, on a yearly basis, a physical audit of assets against the Fixed Asset Register is required to be undertaken, with a certificate provided by each State Executive Group member to the Executive Director, Finance. These certificates are available to the Auditor-General during his audit of the Police Service accounts.

RISK MANAGEMENT

The NSW Police Service is a member of the NSW Treasury Managed Fund. Membership is compulsory for all Government Departments and Authorities. Under the provisions of this government initiative, members self insure for risk exposure in the categories of:

- Workers Compensation
- Motor Vehicle
- Property
- Liability
- Miscellaneous

Under these policies, all NSW Police Service assets are insured and underwritten by the NSW Treasury.

The New South Wales Police Service has introduced a number of strategies to ensure that risk management has a high profile both in day to day management and operational activities.

14 REAL PROPERTY DISPOSALS

Provided in accordance with ARDR, 1995. Land disposal information as particularised in Schedule 1, ARDR, 1995.

In 1995-96 Real Property asset sales realised net proceeds of \$2,635,000. In total, 24 properties excess to service requirements were disposed of, with no single sale exceeding \$5 million. Funds raised were distributed equally between the New South Wales Police Service and NSW Treasury. The \$1.317 million retained by the Police Service was applied to the Police Service Capital Works budget.

An application for access to documents concerning details of properties disposed of may be made in accordance with the Freedom of Information Act 1989. Applications should be made to the Freedom of Information Unit, NSW Police Service, 14-24 College St, Darlinghurst, 2010.

15 MAJOR PROJECTS IN PROGRESS

Provided in accordance with ARDR, 1995. Major works in progress and reasons for any significant delays as particularised in Schedule 1, ARDR, 1995.

Project	Completion	Cost to 30/6/96 (\$000)
Buildings		
Coffs Harbour Police Station	August 1996	1,272
Eaglevale Police Station	October 1996	462
Green Valley Police Station	May 1997	295
Marrickville Police Station	February 1997	651
Narellan Police Station	June 1998	4
Quakers Hill Police Station	June 1997	487
Randwick Police Station	December 1996	1,250
Thornton Police Station	-	-
Wagga Wagga Police Station	-	104
Child Protection Enforcement Agency	July 1996	870
Computers		
Records Management	June 1998	1,386
Computerised Operational Policing System (COPS) Stage 2	June 1998	7,150
Network Modernisation	June 2000	440

There were no significant cost overruns or cancellations of major works. The Green Valley project was delayed for some months due to problems associated with the removal of fill from the site. The Wagga Wagga project has been delayed by planning problems associated with off-street parking. The Thornton project has been delayed pending a review of the policing strategy for, and policing needs of, the Thornton area.

16 DISTRIBUTION OF TOTAL EXPENDITURE BY COMMAND

(YEAR ENDED 30 JUNE 1996)

Command	\$000	Percentage
North Region	178,276	15.63%
North-West Region	156,234	13.69%
South-West Region	143,423	12.57%
South Region	184,941	16.21%
Region Support	105,722	9.26%
Special Agencies	18,912	1.66%
Education and Training	39,711	3.48%
Human Resources	11,577	1.01%
Corporate Services	51,019	4.47%
Service-wide	216,811	19.00%
Executive Management	9,238	0.81%
Strategy and Review	10,977	0.96%
Professional Responsibility	6,426	0.56%
Office of the Solicitor	3,475	0.30%
Finance	4,401	0.39%
TOTAL	1,141,143	100.00%

17 USE OF CONSULTANTS

Provided in accordance with ARDR, 1995. Consultants as particularised in Schedule 1, ARDR, 1995.

Name of Consultant	Project	Amount Paid
Less than \$30,000	Nil	Nil
More than \$30,000		
EDS Australia	Infringement Strategy Plan & Infringement & Processing Management System for the NSW Police Service Infringement Processing Bureau. Consultants developed a conceptual design specification, formulated a recommendation and prepared a final report.	\$100,000

* This table contains information on consultants as defined by the Public Employment Office (PEO)

18 NSW POLICE SERVICE CREDITORS PAYMENTS YEAR ENDING 30 JUNE 1996

Provided in accordance with ARDR, 1995 and TC G1992/12. Payment of Accounts as particularised in Schedule 1, ARDR, 1995.

1. CREDITORS PAYMENT PERFORMANCE INDICATORS

The following information relates to accounts paid by the New South Wales Police Service during the 1995-96 financial year.

I) CREDITORS PAYMENT PERFORMANCE

	1st Quarter \$000	2nd Quarter \$000	3rd Quarter \$000	4th Quarter \$000
Total accounts paid on time	76.8	59.6	64.3	105.1
Total accounts paid	78.3	60.9	65.2	106.4
% of accounts paid on time	97.86%	97.73%	97.34%	97.95%

II) AGED CREDITORS OUTSTANDING AS AT 30 JUNE 1996

Status	1st Quarter \$000	2nd Quarter \$000	3rd Quarter \$000	4th Quarter \$000
Current	695.0	421.3	969.5	4,254.3
Less than 30 days overdue	234.6	99.8	442.5	2.1
Between 31 and 60 days overdue	3.7	2.0	4.3	0.3
Between 61 and 90 days overdue	19.1	0.4	4.3	0.0
More than 90 days overdue	4.7	2.3	2.8	0.0
TOTAL CREDITORS	957.1	525.8	1,423.4	4,256.7

2. COMMENTARY ON ACTION TAKEN

I) PROBLEMS AFFECTING PROMPT PROCESSING OF PAYMENTS DURING THE YEAR

- a) 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.
- b) Invoices not submitted promptly for processing due to unresolved queries or amendments to invoices and delays by suppliers validating or agreeing to the changes.
- c) Partial delivery of goods for minimal amounts (invoices are processed for payment only when the total order is satisfied).
- d) Invoices received before goods are delivered (processing for payment is initiated only after goods are delivered in good order and condition).

II) INITIATIVES IMPLEMENTED TO IMPROVE PAYMENT PERFORMANCE

- a) Advising officers receipting goods to ensure that invoices are directed to correct paying entity for prompt processing.
- b) Providing on-site access to Accounts Payable System to decentralise locations for quicker processing of payments.
- c) Providing managers with up-to-date reports on the status of all outstanding accounts in the system to facilitate prompt decisions on 'problem' accounts.
- d) Reduction of paper flow through on-line receipting of goods and services in the Purchasing System.

III) PENALTY INTEREST PAID DURING THE YEAR: NIL

19 SPONSORSHIPS

WHAT IS A SPONSORSHIP?

An agreement where a sponsor provides the Police Service with resources for use in achieving a policing objective, in return for specified benefits. Sponsorships can fund existing activities or new projects. Support may be cash, goods or services, and the sponsorship may extend over a defined period with terms for renewal specified in the agreement.

REASON FOR SPONSORSHIPS

Close links with the community are fundamental to community-based policing and can considerably enhance policing effectiveness. Sponsorship provides an opportunity for the business community to support and work with the New South Wales Police Service in activities that directly benefit the community.

SPONSORSHIPS RECEIVED IN 1995-95 OVER \$2,000

Sponsor	Amount	Purpose/Comment
Alto Corporation	\$35,000	Use of vehicle for CARES Program for 12 months
Westfield Marketown	\$34,350	Mt Druitt Marketown shopfront Police Station
Hardes Auto House, Taree	\$23,500	Motor vehicle for Aboriginal Community Liaison Officers (Taree Patrol)
Real Estate Agents Co-operative	\$20,000	Missing Persons Week
Optus	\$9,000	Royal Easter Show
Philips	\$5,000	Audio-visual equipment for Royal Easter Show
Dicksons Limited	\$4,400	Security wharf, protection rails, alarm system and other equipment for launch "Forster"
Toyota Australia	\$3,770	Operation Snow Safe
Kloster Ford, Newcastle	\$3,500	Motor vehicle for the use of Volunteers in Policing (Newcastle Patrol)
Packard Bell Pty Ltd	\$3,000	Computer for Volunteer Police (Toukley Patrol)
Safety House & Neighbourhood Watch Committee	\$2,600	Computer for the Community-based Policing Initiatives Database (Manly Patrol)
Audi	\$2,500	Rollover car for Royal Easter Show
John Sands	\$2,000	Missing Persons Week
General Motors Holden Ltd	\$2,000	Poster for Police Open Day
Annabelle Bits	\$2,000	Computer equipment for Royal Easter Show
Redflex Touchscreens	\$2,000	Computer screen for Royal Easter Show

20 SPECIAL POLICING SCHEME USER PAYS TOTALS

POLICE PERSONNEL

Year	On Duty Police	Hours	Volunteer Police	Hours	Charge
1994-95	775	5,668	1,700	12,328	\$332,861.40
1995-96	820	6,297	2,651	18,194	\$557,541.39

POLICE VEHICLES

Year	Police Vehicles	Hours	Charge
1994-95	26	212	\$5,132.50
1995-96	139	311	\$11,662.37

TOTALS

Year	Events	Invoice total	Payments	Balance Due
1994-95	316	\$337,993.90	\$297,566.81	\$76,067.09
1995-96	354	\$569,203.76	\$460,431.64	\$108,772.12

21 DETAILS OF OVERSEAS VISITS, YEAR ENDING 30 JUNE 1996

Provided in accordance with ARDR, 1995. Overseas Visits - Human Resources and Promotion as particularised in Schedule 1, ARDR, 1995.

In each case, the "Cost" figure indicates cost to the New South Wales Police Service.

i) TRAVEL AT COST TO DEPARTMENT

Name & Position	Destination	Purpose	Duration	Cost
A R Lauer Commissioner	New York, USA	Study of corruption prevention, N.Y. Police	1.9.95-9.9.95	\$5,000
N O Taylor Deputy Commissioner	Solomon Islands	South Pacific Chiefs of Police Conference	24.9.95-1.10.95	\$2,134
Det Sgt S Whyte South Region Major Crime Squad	UK	Forensic report	27.3.96-5.4.96	\$6,472
Det Sgt G Mulhern Rose Bay	Germany	Extradition	4.9.95-12.9.95	\$4,460
Supt G Wegg & Det Sgt M Murdoch South Region Major Crime Squad	England	Investigation	28.9.95-8.10.95	\$7,640
Det Sen Const Fitzgerald South Region	Germany	Extradition	4.9.95-12.9.95	\$4,460
Chief Inspector A Graham State Intelligence Group	USA, UK & Hong Kong	Study intelligence response & models of other Police Services	10.7.95-13.8.95	\$16,083
Det Supt J Laycock Task Force Snowy	Colorado, USA	Examine new technology for searching for buried bodies	29.1.96-7.2.96	\$3,587
Sgt A Riddell Fingerprint Branch	Texas, USA & Japan	Attend conference & visit police organisations to inspect latest technology	10.9.95-22.9.95	\$6,200
Sgt P Marcon Technical Support Group	Washington & Illinois, USA; Canada, UK	Examine missing persons operating procedures & use of technology	21.4.96-12.5.96	\$7,961
Supt W Stanton Communications Branch	New York, Illinois, Georgia, Florida, USA	Examine GRN style radio systems within USA	1.9.95-17.9.95	\$2,846
Det Sen Sgt B Aust Special Technical Investigation Branch	Canada, USA, UK, Jersey Isles	Examine surreptitious entry techniques	18.7.95-18.9.95	\$3,691

Name & Position	Destination	Purpose	Duration	Cost
Sen Sgt M Edgton & Sgt A Day Fraud Enforcement Agency	Switzerland	Investigation	15.3.96-27.3.96	\$11,346
Asst Commissioner G E Schuberg Professional Responsibility	New York, USA	Integrity Testing issues	1.9.95 to 10.9.95	\$6,749
Asst Commissioner G E Schuberg & Dr C Devery Professional Responsibility	China	Internal Corruption Conference	6.10.95-10.10.95	\$4,967
Insp M P May Chief Sports Officer	New Zealand	Management of Aust. & NZ Police Games	18.3.96-25.3.96	\$1,970
Det Insp T Sharp State Major Incident Group	California, USA	International Asian Organised Crime Conference	24.4.96-7.5.96	\$5,103
Sgt M Corboy Mount Druitt Patrol	Washington, USA	SIDS International Conference	20.6.96-29.6.96	\$4,465
Det Sen Sgt G C McNevin	Canada	International Homicide Seminar	8.6.96-18.6.96	\$4,156
Det Sen Cst Hughes Newtown & Det Sen Cst Warden South West Region Major Crime	Illinois, USA	Extradition	22.6.96-27.6.96	\$6,825
Sgt Jones & Sen Cst El-Kazzi Technical Support Group	Germany	Technical Product Training, Radar	14.6.96-24.6.96	\$10,916
Insp P Close & Det Sgt P Jones Integrity Testing Unit	New York, USA	Gather Integrity Testing information & attend Internal Affairs Conference	2.6.96-9.6.96	\$4,696
Det Supt T J Dawson, DEA	Washington, USA	Conference	27.4.96-9.5.96	\$4,516
Sen Sgt T Lupton Firearms & Operational Response Training Unit	USA & England	Study of self-loading pistols & bullet resistant vests	6.6.96-25.6.96	\$8,526

II) TRAVEL PAID FOR (FULLY OR MAINLY) BY OTHER BODIES

Name & Position	Destination	Purpose	Duration	Cost
Chief Insp M Edwards Crime Scene Operations Branch	Tennessee, USA	Presentation to Board of American Society of Crime Laboratory Directors. Funding from National Institute of Forensic Science	12.2.96-26.2.96	\$1,829
Insp T Lester Traffic Services Branch	New Zealand	Peer group review of traffic enforcement programs. Funding from NZ Land Transport Safety Authority	2.3.96-27.3.96	Nil
Chief Insp G Wellings Water Police	Canada	Examine search & rescue methods & equipment. Funding from Canadian Government	9.3.96-18.3.96	\$258
Sgt N Savidge & Det Sgt P Smith Police Academy	UK	National Investigative Interviewing Trainers Course. Funding from Charles Sturt University	2.12.95-15.12.95	\$2,396
Supt J Garvey Olympic Security Group	Georgia, USA	Security Conference. Funding from SOCOG	14.3.96-24.3.96	Nil
Sgt B Gallagher Olympic Security Group	Georgia, USA	Performing duties with Atlanta Police. Funding from SOCOG	20.5.96-6.8.96	Nil
Sgt B Powter Olympic Security Group	Georgia, USA	Performing duties with Atlanta Police. Funding from SOCOG	9.4.96-6.8.96	Nil
Insp M P May Chief Sports Officer	UK and Dubai	Annual General Meeting of International Law Enforcement Games. Funding from NSW Police Service Council of Sport	4.2.96-14.2.96	Nil

III) OWN TIME - NO COST TRAVEL

Name & Position	Destination	Purpose	Duration	Cost
Sgt P Nixon North Region Dog Squad	New Zealand	Aust & NZ Police Dog Games	16.3.96-24.3.96	Nil
Sen Cst J Robertson South Region	California, USA	Gay and Lesbian Criminal Justice Conference	5.9.95-10.9.95	Nil
Sgt P Marcon Technical Support Group	Italy	Private travel following official visit	12.5.96-21.5.96	Nil

22 RESEARCH AND DEVELOPMENT

Provided in accordance with ARDR, 1995. Research and Development as particularised in Schedule 1, ARDR, 1995.

THE POLICE SERVICE RESEARCH ADVISORY COUNCIL

The Police Service Research Advisory Council (PSRAC) was established by the Police Board in April 1992. The Council advises the Police Commissioner and the Police Board on research proposals requiring a significant commitment of Police Service resources. This includes solicited and unsolicited proposals received from internal and external researchers. In 1996 Associate Professor David Dixon, Senior Lecturer, Faculty of Law UNSW, took up the position of Chairperson on the Police Service Research Advisory Council. In 1995-96 PSRAC endorsed a number of research proposals including:

- The development of ethical behaviour in junior police officers - a test of peer modelling
- Retrospective recovery and analysis of unsolved crime
- Policing in Cabramatta.

BYERS FELLOWSHIP

The Sir Maurice Byers Fellowship was established in 1990 to provide research opportunities for Australian academics and researchers. It encourages those who possess special expertise, knowledge or interests to examine aspects of the Australian Criminal Justice System, relevant to local conditions, circumstances and communities. Previously, only one Fellowship was offered annually. However, to encourage high quality research within the organisation, a number of fellowships may now be offered. In 1995-96, PSRAC received 19 research proposals covering a range of policing issues. Successful proposals addressed issues such as Ethics in Police Education, and Investigation into the Treatment of Internal Witnesses.

NATIONAL POLICE RESEARCH UNIT

The National Police Research Unit (NPRU) is an inter-governmental body which conducts research on national policing issues. Its Board of Control comprises the eight State Commissioners of Police and a representative of the Commonwealth Government. The NPRU seeks to develop officer professionalism through research projects associated with the delivery of policing services in Australia. The NSW Police Service contributed approximately \$200,000 to the 1995-96 NPRU budget. NPRU research projects undertaken or continuing during the year included:

- Practical ethics in the Police Service - Ethics and Policing Study 3
- Alcohol and the police workplace - factors associated with excessive intake
- Improving organisational commitment - the police officer's perspective
- Measuring the success of law enforcement agencies in Australia in targeting major drug offenders.

MICHAEL O'BRIEN MEMORIAL SCHOLARSHIP

The Michael O'Brien Memorial Scholarship was established in 1991 in memory of Detective Superintendent Michael O'Brien who had a long and distinguished career in criminal

investigation. Armaguard makes an annual contribution of \$10,000 towards the scholarship. The scholarship provides overseas study opportunities in major criminal investigation or investigative support activities to members of the NSW Police Service at or below the rank of Senior Sergeant.

The 1996 scholarship was awarded to Detective Sergeant Naguib Kaldas, Homicide Unit, Major Crime Squad, North West Region. Detective Sergeant Kaldas will be travelling to Canada to study training and application of undercover officer techniques in major investigations with the Undercover Unit, Royal Canadian Mounted Police. He will also attend a hostage negotiators course at the FBI Academy, Quantico, Virginia, USA, under the auspices of SACPAV Opportunity Training Scheme.

POLICE YOUTH OFFICERS FORUM

The State Commander's Youth Issues Working Party which administers the implementation of the NSW Police Service Youth Policy Statement 1995-2000, coordinated a Police Youth Officers Forum in July 1995. The Forum was attended by 180 Police from around NSW. The Forum brought participants together to:

- gain information on current juvenile justice issues
- examine the role and function of youth officers
- meet and exchange ideas with other police and the youth sector
- provide input into police training
- shape the future of policing services for young people.

OTHER RESEARCH ACTIVITIES

From April 1996 an officer from the Olympics Security Group was seconded to the Atlanta Organising Committee for Olympic Games (ACOG) to research security and policing arrangements for the Olympic Village. This officer returned to OSG in August 1996.

From May 1996 an officer from the Olympics Security Group commenced duty with the Atlanta Police Department to liaise with intelligence organisations and research arrangements pertaining to the protection of Olympic Family and Internationally Protected Persons (IPP).

Two specialist police Bomb Search and Disposal Unit and State Protection Group will research counter terrorist arrangements.

Research grant from the National Institute of Forensic Science to develop a Vacuum Chamber for Cyanoacrylate Fuming (Super-glue). Working model has been appraised by WorkCover Authority. Research extended to include applications and techniques in the development of latent fingerprints on exhibits.

23 CHARTER

Provided in accordance with s.11 (1) (a) ARDA, 1985. Charter as particularised in Schedule 1, ARDR, 1995.

HISTORY

The first civilian police force in Australia was a Night Watch, consisting of 12 of the best behaved convicts, created by Governor Phillip in 1789.

The New South Wales Police Service, in its present form, began with the Police Regulation Act of 1862, which was eventually replaced by the Police Regulation Act of 1899. This was replaced by the NSW Police Service Act, 1990, which is the current legislation governing the NSW Police Service.

PURPOSE

The purpose of the New South Wales Police Service, as contained in our Mission Statement, is to work together with the Community to establish a safer environment by reducing violence, crime and fear.

PRINCIPLE LEGISLATION

The Minister is responsible for administering the following acts:

Commercial Agents and Private Inquiry Agents Act, 1963
Drug Trafficking (Civil Proceedings) Act, 1990
Federation of New South Wales Police Youth Clubs (Reconstitution) Act, 1989
Firearms Act, 1989
National Crime Authority (State Provisions) Act, 1984
New South Wales Crime Commissions Act, 1989
Police Department (Transit Police) Act, 1989
Police Offences Act 1901 No 5, Part 4 (balance Attorney General)
Police Service Act, 1990
Printing and Newspapers Act, 1973
Prohibited Weapons Act, 1989
Security (Protection) Industry Act, 1985
Witness Protection Act, 1995
Wool, Hide and Skin Dealers Act, 1935.

24 LEGAL CHANGES, 1995-96

Provided in accordance with s.11 (1) (f) ARDA, 1985. Legal Change as particularised in Schedule 1, ARDR, 1995.

SUMMARY DISMISSAL

The Police Service Amendment Bill, 1995 was introduced to provide for summary dismissal and resignation of Police Officers on the advice of the Royal Commission into the New South Wales Police Service.

FIREARMS

The Firearms Bill, 1996 was introduced to improve public safety by imposing strict controls on the possession and use of firearms; by promoting the safe and responsible storage and use of firearms; and to facilitate a national approach to the control of firearms, reflecting the resolutions of the Australasian Police Ministers' Council of 10 May 1996.

COMPLAINTS

The Police Legislation Amendment Act, 1996 was introduced to implement recommendations of the Interim Report of the Royal Commission into the New South Wales Police Service and substantially overhaul Part 8A of the Police Service Act, relevant to the way in which complaints against police are handled. This legislation is also cognate to the Police Integrity Commission Act which provides for the investigation by the New South Wales Police Integrity Commission of serious allegations of misconduct and corruption.

25 HUMAN RESOURCES, POLICIES AND PRACTICES

Provided in accordance with ARDR, 1995. Human resources policies and practices as particularised in Schedule 1, ARDR, 1995.

The strategic focus of the Human Resources Command is to plan and establish comprehensive workforce reforms in order to provide a structure to meet the challenges of the next millennium whilst ensuring the highest standard of policing services to the community and maintaining a developmental career path option for the individual.

The outcomes expected from these reforms include:-

- a workforce aligned to achieving the Service's objectives
- demonstrably improved professional behaviour (including ethical behaviour)
- jobs which focus on, and enhance, policing practice
- a stable, enabled and supportive workforce
- effective supervision and management
- career paths, rewards, recognition and remuneration which acknowledge the importance and responsibilities of policing practice
- quality assurance.

In order to achieve these outcomes the Human Resources Command is examining the following key issues:

- A "one workforce" approach to human resource issues
- A flatter organisation structure
- Registration of police
- Police practitioner career paths
- Rank, if required, be for operational use and attached to the position
- Job/position titles be pre-eminent
- Positions be redesigned and evaluated
- Pay attached to position
- Multi-skilled teams (of sworn and unsworn officers)

- Resources decentralised to local level (where possible)
- Improved access to, and service standards of, employee support
- Performance feedback and management
- Restructure of vacant position advertising, selection and appointment processes
- Term employment
- More flexibility of conditions for leaving the Service
- Secondary employment be discouraged
- Medical discharge provisions be altered
- An option of 20 year retirement be developed
- More efficient dismissal processes for members who lose the Commissioner's confidence
- Increased capability for workforce planning
- Improved human resource information management for operations
- Integrated human resource management quality assurance mechanisms.

26 INDUSTRIAL RELATIONS, POLICIES AND PRACTICES

Provided in accordance with ARDR, 1995. Industrial relations policies and practices as particularised in Schedule 1, ARDR, 1995.

The development and implementation of employment conditions and practices which support professional practice and flexible work practices and improve productivity and industrial harmony continues to be the major policy underpinning industrial relations.

All police officers are currently covered under Enterprise Agreements. Parking Patrol Officers, Security Officers, Nurses and Transit Police Officers are also covered by Enterprise Agreements. A Consent Award now covers all Radio and Communication Operators.

Committees, which include employee participation, are currently finalising negotiations on a Consent Award to cover Clinical Forensic Medical Officers and a s.86 Agreement to cover Special Constables of the Police Concert Band. Other committees are negotiating proposed Consent Awards to replace the Parking Patrol Officers and Security Officers Enterprise Agreements which expire in 1996.

The Enterprise Agreement for non-commissioned police officers introduced a process of Computerised Assessment and Competencies as the basis of incremental progression. The Directorate has been involved in multi-disciplinary committees which are implementing both processes.

Training of police officers and administrative staff in flexible rostering policies and leave administration has also been a key feature of Directorate activities in 1995-96.

In the past year 25 industrial disputes were on foot of which 76% were resolved during the period.

27 PERFORMANCE STATEMENTS FOR SENIOR OFFICERS

Provided in accordance with s.7 ARDR, 1995.

The following statement has been prepared by the Hon Paul Whelan, LLB, MP, Minister for Police.

The performance of Commissioner Lauer between 1 July, 1995 and 19 February, 1996 and Acting Commissioner Taylor between 20 February, 1996 and 30 June 1996 was satisfactory. This Annual Report represents a statement of the activities and achievements of the Police Service and as such reflects the performance of both officers.

Statements of Performance, with performance summaries for 1995-96, for all Police Service officers at SES level 5 or higher (equivalent to SES Band 3 Lower or above) are contained in the 1995-96 Annual Report of the Police Board of New South Wales.

28 SIGNIFICANT DEPARTMENTAL COMMITTEES

Provided in accordance with ARDR, 1995. Management and Structure (significant departmental committees) as particularised in Schedule 1 ARDR 1995.

- The Executive Team
- State Executive Group (SEG)
- State Command Action Team (SCAT)
- Strategic Planning Group (SPG)
- Commissioner's Expenditure Review Committee (CERC)
- Comprehensive Review of Criminal Investigations (CROCI) Steering Committee
- COPS Steering Committee
- Human Resource Advisory Committee (HRAC)
- Olympic Security Planning Committee
- NSW Standing Committee on Drugs.

29 POLICE SERVICE MEMBERSHIP OF SIGNIFICANT STATUTORY BODIES

Provided in accordance with ARDR, 1995. Management & Structure (membership of significant statutory bodies) as particularised in Schedule 1 ARDR 1995.

Authority	Member	Position
Independent Commission Against Corruption (ICAC)	Police Commissioner	Operations Review Committee Member
NSW Crime Commission	Police Commissioner	Management Committee Member
Police Board of NSW	Police Commissioner	Board Member
State Emergency Management Committee	State Commander	Board Member (in his capacity as SEOCON)
State Rescue Board	State Commander	Board Member
Government and Related Appeal Tribunal (GREAT)	Commander, Education & Training	Member
State Emergency Management Committee	Director, Marketing & Media	Board Member (Media Services Functional Area Coordinator)
State Emergency Management Committee	Commander, Region Support	Board Member (in his capacity as Deputy SEOCON)
State Rescue Board	Commander, Region Support	Board Member

30 POLICE SERVICE MEMBERSHIP OF SIGNIFICANT INTER-DEPARTMENTAL COMMITTEES

Provided in accordance with ARDR, 1995. Management and Structure (inter-departmental committees) as particularised in Schedule 1 ARDR 1995.

A. COMMITTEES WHERE THE NEW SOUTH WALES POLICE SERVICE IS THE LEAD AGENCY

- Children at Risk Committee
- Internal Witness Advisory Council
- Police and Ethnic Communities Advisory Council (PECAC)
- Police Service/DPP Prosecution Liaison Committee
- Police/Aboriginal Council
- Sexual Assault Committee
- Sydney Organising Committee for the Olympic Games (SOCOG) Security Committee.

B. COMMITTEES WHERE THE NSW POLICE SERVICE IS NOT THE LEAD AGENCY

- Child Abuse Inter-Departmental Committee
- Community Advisory Committee on Speeding
- Ethnic Communities Consultative Committee
- Gay and Lesbian Task Force
- Hazardous Chemicals Advisory Committee
- National Police Education Standards Council
- National Road Safety Strategy Task Force
- National Safety Council
- National Search and Rescue Conference
- NSW Disaster Welfare Co-ordinating Committee
- NSW Tourism Steering Committee
- Parliamentary Staysafe Committee
- Road Safety Advisory Council
- State and Commonwealth Protection Against Violence (SACPAV) Committee
- State Emergency Management Committee
- State Search and Rescue Committee
- Sydney Organising Committee for the Olympic Games (SOCOG).

31 POLICE INVOLVEMENT IN HIGH SPEED PURSUITS, 1995-96

Provided at the recommendation of the Staysafe Committee (Staysafe 27)

A) REASON FOR INITIATING PURSUIT

Reason	Number	Percent
Crime	206	16%
Traffic offence	845	64%
Stolen vehicle	209	16%
Other	9	1%
Unknown	44	3%
TOTAL	1,313	100%

Source: Traffic Services Branch - Pursuit Management Program

B) RESULT OF PURSUIT

Result	Number	Percent
Completed without incident	492	37%
Discontinued	307	23%
Terminated	280	21%
Stopped due to motor vehicle accident	163	12%
Unknown	71	5%
TOTAL	1,313	100%

Source: Traffic Services Branch - Pursuit Management Program

32 OTHER ANNUAL REPORTS WHICH CONTAIN INFORMATION ON THE NSW POLICE SERVICE

NSW Ministry for Police

Level 19, Avery Building
14-24 College Street
Darlinghurst NSW 2010
Phone (02) 9339 0600

NSW Police Service,

Crime Stoppers Ltd

3rd Floor, Prince Alfred Building
219-241 Cleveland Street
Strawberry Hills NSW 2010
Phone (02) 9384 6111

Ombudsmans Office

Level 3, 154 Elizabeth Street
Sydney NSW 2000
Phone (02) 9286 1000

Police Board of New South Wales

Level 19, Avery Building
14-24 College Street
Darlinghurst NSW 2010
Phone (02) 9339 0699

Federation of Police

and Community Youth Clubs

1A Cleary Avenue
Belmore NSW 2192
Phone (02) 9740 4777

Independent Commission

Against Corruption

Cnr Cleveland and George Street
Redfern NSW 2016
Phone (02) 9318 5999

The following reports also contain information on areas of significant police involvement:

- NSW Roads and Traffic Authority
- NSW Bureau of Crime Statistics and Research
- Protective Behaviours Consultancy Group of NSW Inc
- Implementation of the recommendations of the Royal Commission into Aboriginal Deaths in Custody.

33 LIST OF PUBLICATIONS

Provided in accordance with ARDR, 1995. Promotion material as particularised in Schedule 1, ARDR, 1995.

GENERAL AND COMMUNITY INFORMATION

- Aboriginal Employment Training & Career Development Strategy.
- Child Abuse (Paradox)
- Community Safety
- Corruption Prevention Planning Manual (1996)
- Crime Stoppers brochures
- Domestic Violence
- EEO Annual Report and Management Plan
- How to Conduct a launch or function
- How to Help the Police Stop Speed at the Source
- How to Stop Burglars
- Hug Don't Hit
- Major Incident/Emergency Standing Operating Procedures (MIESOP) Manual

- Missing Persons
- Neighbourhood Watch brochures
- NSW Police Service Annual Report
- NSW Police Service Corporate Plan
- Police Advice Line Card
- Police Information Cards
- Prohibited Weapons/Pistol/Firearms Licences & Permits
- Sponsorship and Endorsement Policy
- The Keys to Lock Burglars Out
- The Most Effective Car Alarms are Switched on People
- The Safety House Program
- Victims Support Policy
- What Can You Do? (Tips for Seniors)
- What Can you Do? (Tips on crime prevention).

BROCHURES AVAILABLE IN LANGUAGES OTHER THAN ENGLISH

- Crime Stoppers brochures
- How to Stop Burglars
- Neighbourhood Watch brochures
- The Keys to Lock Burglars Out.

CAREER INFORMATION

The following career information is available from the Police Recruitment Section, NSW Police Service, Avery Building, 14-24 College Street, Darlinghurst, Telephone (02) 9339 5350

- Application for Police Employment
- NSW Police Recruitment - General Information
- Preparing for the Physical Agility Test.

34 DRUG ENFORCEMENT AGENCY (DEA) FIGURES

These figures relate to the operations of the DEA for the period 1 July 1995 to 30 June 1996.

ARRESTS AND CHARGES

Total Number of Arrests: 808

Total Number of Charges: 2,123

DEA CHARGES FOR THE PERIOD 1 JULY 1995 TO 30 JUNE 1996

Drug	Import ¹	M'facture ¹	Cultivate ¹	Supply ¹	Use	Possess	Other	Total
Heroin	18	1		379	4	145		547
Cocaine	3			49	2	30		84
Amphetamine		15		113	2	59		189
Ecstasy		1		22		12		35
LSD				9		9		18
Cannabis Leaf			149	240	67	308		764
Cannabis-other*				3		32		35
Steroids				3		6		9
Other				1	6			7
Methadone				1		1		2
							433	433
TOTAL	21	17	149	820	81	602	433	2,123

¹ includes both commercial and non-commercial quantities

* includes cannabis plants, cannabis resin, cannabis seeds and cannabis oil

CASH AND PROPERTY SEIZED

Cash seized (subject to G.I.C.): \$1,004,295 Total value of property seized: \$540,270

DRUGS SEIZED

The Drug Enforcement Agency has seized the following drugs, preventing these drugs from entering the market. The total estimated potential street value of these illicit substances is almost \$145,942,000.

DEA - DRUGS SEIZED IN THE PERIOD 1 JULY 1995 TO 30 JUNE 1996

Drug Type	Total Seized	Value ¹
Amphetamines	14.18 kg	\$1,418,500
Cocaine	1.52 kg	\$304,000
Ecstasy	555.3 gms	\$76,593
Hallucinogens	1158 trips	\$28,950
Heroin	40.03 kg	\$40,031,000
Cannabis Leaf	218.70 kg	\$2,701,019
Cannabis Oil	411.50 ml	\$20,575
Cannabis Seeds	58.46 gms	\$721
Cannabis Resin	92.40 gms	\$4,620
Cannabis Plants	50,678 plants	\$101,356,000

¹ estimated potential street value

In addition the DEA also seized 16 grams of steroids, 3.450 litres of steroids, 188 grams of methadone, 320 ml of methadone, 8 grams of rohypnol and large quantities of precursor chemicals used in the production of illicit drugs.

35 FREEDOM OF INFORMATION STATISTICS - YEAR ENDING 30 JUNE 1996

Provided in accordance with s.6 (1) ARDA, 1985.

SECTION A

FOI Requests	Personal	Other	Total
New (incl. transferred in)	2,221	44	2,265
Brought forward	29	5	34
TOTAL TO BE PROCESSED	2,250	49	2,299
Completed	2180	44	2,224
Transferred out	0	0	0
Withdrawn	17	1	18
TOTAL PROCESSED	2,197	45	2,242
Unfinished (carried forward)	53	4	57

SECTION B

Result of FOI Requests	Personal	Other
Granted in full	917	31
Granted in part	70	6
No Trace	1,193	7
Deferred	0	0
COMPLETED	2,180	44

SECTION C

Ministerial Certificates issued: Nil

SECTION D

Number of requests requiring formal consultations: Initial - 4 Total - 4

SECTION E

Result of amendment request: Agreed - 0 Refused - 1 Total - 1

SECTION F

Number of requests for notation: Nil

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)	4	0
Section 25 (1)(a) (Exempt)	155	13
Section 25 (1)(b),(c)(d) (Otherwise available)	6	0
Section 28 (1)(b)(Documents not held)	1,144	1
Deemed refused - 21 day time limit expired	0	0
Section 31(4) (released to Medical Practitioner)	3	0
TOTALS	1,312	15

SECTION H

	Costs	FOI Fees
All Completed Requests	\$660.00	\$60,970.00

SECTION I

Type of Discount	Personal	Other
Public Interest	0	2
Financial Hardship (Pensioner)	358	2
Financial Hardship (Non Profit)	0	0
Under 18 Years	3	0
TOTALS	361	4
Significant Correction of Records	0	0

SECTION J

Elapsed Time	Personal	Other
0-21 days	2,032	35
22 to 35 days	1	1
Over 21 days (out of time determinations)	164	8
Over 35 days (extended consultation)	0	1
Over 35 days (out of time determinations after consultation)	0	0
TOTALS	2,197	45

SECTION K

Processing Hours	Personal	Other
0-10 hours	2,194	45
11-20 hours	3	0
21-40 hours	0	0
Over 40 hours	0	0
TOTALS	2,197	45

SECTION L

Number of Internal Reviews Finalised	10
Number of Ombudsman Reviews Finalised	1
Number of District Court actions Finalised	0

BASIS OF INTERNAL REVIEW - GROUNDS ON WHICH REQUESTED

	Personal Upheld	Other Varied	Upheld	Varied
Access Refused	5	1	0	0
Deferred	0	0	0	0
Exempt Matter	1	2	0	0
Unreasonable Charges	0	0	0	0
Charge Unreasonably Incurred	0	0	0	0
Amendment Refused	0	0	0	0
TOTALS	6	3	0	0

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 1996. Copies of the Statement are available from the Freedom of Information Unit, Police Headquarters, 14-24 College Street, Darlinghurst NSW 2010.

Requests under the Freedom of Information Act for access to the Service's documents are dealt with by the Freedom of Information Unit. Requests should be made on the appropriate form which is available from Police Headquarters and police stations. Requests must be accompanied by the appropriate fee and provide adequate information to identify the document being sought.

Requests for access to documents should be directed to: Commander, Freedom of Information Unit, NSW Police Service, Police Headquarters, 14-24 College Street, Darlinghurst NSW 2010

Telephone enquiries should be directed to the Freedom of Information Unit on (02) 9339 5199.

Many of the documents held by the Police Service are for use throughout NSW whilst others are designed specifically for headquarters, region and district use.

The Police Service maintains a Records Management Centre at Police Headquarters, 14-24 College Street, Darlinghurst. The centre utilises a Records Management System to record 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, Information 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 Centralised Insurance Section of the Information Unit.

The Firearms Registry is located on the 3rd Floor, Butler House, Greenbank Street and Ormonde Parade, Hurstville. 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 Card Index of Licenses at State Licensing Investigation Command is responsible for maintaining a register for persons who are licensed under the 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 licenses 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 Floor, 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 a 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 Police Headquarters and subsequently transported to the Archives Authority of NSW for storage.

37 AWARDS

A. POLICE AWARDS

COMMISSIONER'S VALOUR AWARDS

Name	Number	Patrol
Boughton I M	24956	Wallsend
Addison P J	19914	Kempsey Posthumous
Emerson E	26770	Macarthur
Moate S J	21711	Maitland
Spears R B	23854	Kempsey Posthumous
White S	22070	Campbelltown

COMMISSIONER'S COMMENDATIONS

Name	Number	Patrol	Name	Number	Patrol
Alam E	27971	Lakemba	Goedings H	17633	Nyngan
Alderton B	14667	Cessnock	Gorman B C	27880	Parramatta
Almer D H	22849	Wentworth	Hall G	18899	Forster
Aust B F	15434	Special Services	Hamilton G	24577	Kurri Kurri
Bale K	26216	Macquarie Fields	Hansen C R	23867	Coonabarabran
Barrett N J	25320	Crime Scene	Hart R G	28615	Campsie
Berry J	28764	Campbelltown	Henshaw C R	28045	Queanbeyan
Bottomley R	20014	Tamworth	Hoffman L W	16046	Guyra
Byers J	12889	Corrimal	Hogg C J	19046	Malabar
Chen Y	9020096	Strategy & Review	Hunt D	17042	Brewarrina
Clarke M J	20000	Kempsey	Laidlaw R L	16299	Tamworth
Conley L L	29190	Surry Hills	Lambkin J C	15552	Tamworth
Cooper M J	28268	Bondi	Lapham G	24292	Revesby
Cusack P	19590	North Region	Larkin B T	25324	Fairfield
Davies B T	18982	Tamworth	Lingier R	18123	Coonabarabran
Davis J	23014	Orange	Little J	27476	Wallsend
Dawson P	27811	Broadway	Mahon P	23879	Wallsend
Dominish T	25257	Waratah	Marsland D P	27890	Tregear
Dun R	18042	Dapto	May R S B	12470	Bass Hill
Edgerton D J	11893	Cabramatta	McCredie M	28441	Redfern
Fitzhugh C J	25167	Mudgee	McCubben H	24769	Hornsby
Freeman E W	14366	Mudgee	McSweeney S J	27311	Pennant Hills
Fuller J L	20542	Tamworth	Meechan E	19574	Gosford
Gilroy L C	28342	Queanbeyan	Miles B B	23804	Lakemba

COMMISSIONER'S COMMENDATIONS (CONTINUED)

Name	Number	Patrol	Name	Number	Patrol
Moodie A	26605	Orange	Robinson R	16203	Blacktown
Moore E H	19696	Green Valley	Rowley J A M	30166	Queanbeyan
Morgan J C	23175	Mt Druitt	Russell R P	11830	Fairfield
Moroney K E	11553	Liverpool	Rusten G	29069	Macquarie Fields
Nellies P	20735	Campbelltown	Seymour T F	24648	Mudgee
Pasfield S	24008	Special Agencies	Shorrocks D	15318	Fairfield
Patch D G	27304	Tamworth	Sorby M	23888	Waratah
Pearce G I	21356	Mudgee	Steadman D	24944	Revesby
Peters D	17448	Mascot	Straass P P	24143	Parramatta
Pilcher A	22531	Sydney	Stynes R	28411	Penrith
Popp C	23331	Broadway	Szalajko M P	26676	Parramatta
Priest W M	21601	Mullumbimby	Van Der Vliet A	21844	Newcastle
Pullen M	24705	Regentville	Villiotis J D	21107	Fairfield
Rafter K	23905	Macquarie Fields	Watters M J	23839	Cessnock
Reid A A	27166	Surry Hills	Williams J	26854	Brewarrina

PETER STUCKEY MITCHELL TROPHY

Constable Development Program

Nicol S 28275 Port Kembla

TOYOTA AUSTRALIA AWARD

Most outstanding action by a member of the Rescue Units, Water Police or Air Wing

Boughton I 24956 Wallsend

BENEFACTOR'S TRUST AWARD

Efficiency awards

Dennis S 29541 Special Branch
 Penn G 17534 Youth Clubs
 Chen Y 9020096 Strategy & Review
 Aust B 15434 Special Services

VINCENT GATTON KELLY TROPHY

Patrol Commander's Course

Horton P 12101 Glebe

ST JOHN AMBULANCE AWARDS

Cornelius J 26134 The Rocks
 Oregon G 28917 The Rocks
 Bryant A 25603 Kempsey

JOSH ABRAHAM'S TROPHY

Sullivan J 26906 Mounted Section

DON ROWLAND TROPHY

Fraser W 26160 Mounted Section

J L HAZLETT TROPHY

Fraser W 26160 Mounted Section

PATRONS TROPHY

Carter C 23390 Mounted Section

B. AUSTRALIAN HONOURS & AWARDS

AUSTRALIAN POLICE MEDAL (APM)

Recognition of distinguished service

Name	Number	Patrol
Cole P	10465	Police Academy
Dillon D	10568	South-West Region
Eyb D	09902	Mounted Section
McIntosh W	08907	Warringah
Moeller H	10344	Hunter
Reith B	12261	South Region

Name	Number	Patrol
Rope B	09307	South-West Region
Bradshaw S	14075	Narrandera
Brammer M	11921	Special Agencies
Kilburn R	11801	SMIG
Small C	11506	North Region
Squires M	09751	Volunteer Police
Topping L	10210	Professional Responsibility
Walsh P	11722	Mid-North Coast
Wild K	10472	Monaro

Name	Number	Patrol	Name	Number	Patrol
AUSTRALIAN BRAVERY DECORATIONS					
Star of Courage			Bravery Medal		
Boughton I	24956	Wallsend	Burton J	26367	Newtown

C. STATE AWARDS

ROYAL HUMANE SOCIETY OF NSW			Certificate of Merit		
Silver Medal			Certificate of Merit		
Boughton I	24956	Wallsend	Cottier M	16971	Redfern
Bronze Medal			Jackson B	15503	Lake Cargelligo
Cooper J	28268	Bondi	Cropper K	21134	Lord Howe
Kennedy R	16942	Gosford	Armstrong L J	28861	Gosford
Lapham G	24292	Revesby	Ross T L	27685	Gosford
Alderton B	14667	Cessnock	Gunn L G	28809	Gosford
Gilroy L	28342	Queanbeyan	Randall N	22812	Dee Why
Henshaw C	28045	Queanbeyan	Doyle P	13165	Wallsend
			Vipond C	26326	Finley
			Hamilton G	24577	Kurri Kurri
			Rowley J	30166	Queanbeyan

38 VALEDICTORY

It is with deep regret that the New South Wales Police Service records the death on duty of three members of the Service during 1995-96.

Detective Senior Constable Jack Nugter was fatally injured in a motor vehicle accident on 17 March 1995.

Senior Constable Peter Addison and Senior Constable Robert Spears of Kempsey Police were shot dead while attending a 000 emergency call at Crescent Head, near Kempsey on 9 July 1995. Both Senior Constable Addison and Senior Constable Spears were awarded the Commissioner's Valour Award.

All officers of the New South Wales Police Service who have died on duty are honoured annually on Remembrance Day (29 September). Remembrance Day ceremonies are held on the preceding Friday if 29 September is a Saturday or Sunday.

39 ANNUAL REPORT PRODUCTION DETAILS

Provided in accordance with s.5 (e) ARDR, 1995.

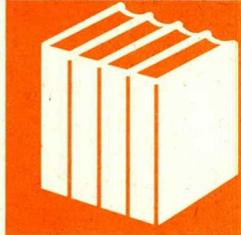
Production cost per copy: \$14.30.

Number of copies printed: 2,000

The Annual Report was produced by the Marketing Unit, Marketing & Media Branch, New South Wales Police Service.

- Editor: Sonya Thompson; NSW Police Service
- Design: Debbie McLeod; NSW Police Service
- Photography: Mike Combe; NSW Police Service

Should you require additional copies of the Annual Report, please contact the Marketing Unit, NSW Police Service, Level 7, Avery Building, 14-24 College Street, Darlinghurst, NSW 2010, phone (02) 9339 5755.



INDEX

- Aboriginal
Deaths in Custody 46, 75, 131
Employment Training & Career
Development Strategy 23, 68, 111, 113
Strategic Plan 61
- Action Teams 9-10, 58
- Alcohol & Drug-Related Crime 47-49, 88, 96
alcohol 4, 19, 30, 42, 45, 47-49, 57, 70, 123
drugs 5-6, 8, 19, 46-49, 70, 123, 125, 128, 133
- Appendices 108-139
- Assets
sales 115
Assets and Risk Management 5, 22, 115
- Awards (Commendations) 137-139
- Awards (Industrial) 127
- Case Management System 52
- Cell Upgrading 75
- Child Abuse 7, 19, 35, 37, 74, 130-131
- Child Care (Family Day Care) 70
- Child Protection 6, 19, 73-74, 116
- Child Protection Enforcement Agency (CPEA) 19
- Close circuit television (CCTV) 6, 41, 48
- Code of Conduct 29
- Commissioner's Accountability Panel 10, 56
- Commissioner's Expenditure Review Committee (CERC) 14
- Community Attitude Survey 32, 35, 39, 41, 51, 55, 58-59, 64, 66
- Community-based Policing 2, 4, 20, 52, 59, 61, 118
- Complaints 6, 10, 20, 53-55, 64, 67, 76, 126
- Complaints Information System (CIS) 76
- Comprehensive Review of Criminal Investigation (CROCI) 52-53
- Computerised Assessment System (CAS) 6, 73
- Computerised Operational Policing System (see COPS)
- Contact numbers 2
- Continual Improvement 4, 22, 52, 57, 59, 67
- Continual Improvement in Policing 22, 57
- COPS 6, 32, 35, 39, 42, 46, 48, 76, 114, 116, 128
- Corporate Plan 4, 14-15, 17-22, 27-30, 32, 35, 39, 42, 46-47, 51-53, 57, 59, 63-64, 67, 86, 111, 114, 132
- Corporate Services 4, 13, 20, 22, 67, 116
- Corruption 6, 9-10, 20, 30, 53, 55-56, 66, 120-121, 126, 129, 131
- Corruption Prevention 10, 20, 30, 53, 56, 131
- Cosmos, (see Operation Cosmos 96)
- crime 2, 4, 6, 8, 15, 17-19, 28, 30, 32, 35, 39, 41, 47-48, 50-52, 59, 61, 66, 120-125, 129-132, 136-137
- Crime Stoppers 2, 18, 48, 66, 131-132
- custody 4, 18, 30, 46, 54, 75, 96, 131
- Custody and custody-related incidents 46
- Customer Assistance 2, 20, 64, 66
- Customer Service 4, 20, 51-54, 61, 64, 66-67, 74
- Deaths in Custody 46, 75, 131
- Domestic Violence 6-7, 17, 35-37, 51, 61, 131
- Drug Enforcement Agency (DEA) 19, 133
- Education, Department of 37
- Education and Training (see also NSW Police Academy) 7, 13, 20-21, 35, 46-47, 52-53, 64, 71, 73, 116
- Equal Employment Opportunity (EEO) 5-6, 67, 110-112, 131
- Effective Communication 4, 20, 37, 52, 63

- Energy Conservation 75
- Ethnic Communities 49, 61, 66, 129-130
 Ethnic Community Liaison Officers 49
 PECAC 6, 61, 129
- Executive Development Program 58
- Executive Team, The 14
- Finance 3-4, 13, 20, 22, 52, 67,
 74, 115-116
- Financial Statements
 NSW Police Service 77-97
 Infringement Processing Bureau 98-106
- Fraud Enforcement Agency (FEA) 19
- Gay and Lesbian community 17, 39
- GIO 6, 45
- Guarantee of Service 29, 66
- Human Resources 4-6, 13, 20-22, 28, 30,
 64, 67-68, 70-71, 108, 116, 120, 126-128
- Independent Commission Against
 Corruption (ICAC) 6, 21, 56
- Information Management &
 Transmission 70, 75-76
- Information Technology 22, 74
- Integrity Testing Unit 56, 121
- Internal Witness Support Policy 68
- Ivy, see Operation Ivy
- Joint Investigation Teams (JIT) 37
- Key Management Areas (KMAs) 67-76
- Key Management Committees 4, 14
- Key Practice Areas (KPAs) 52-66
- Key Result Areas (KRAs) 30-51
- Licensing Enforcement Agency (LEA) 19
- Major Crime & Investigation
 Management 4, 15, 30, 52
- Major Projects 5, 74-75, 116
- Malicious Damage 39-41
- Mandatory Continuing Police Education
 Scheme (MCPE) 6, 71, 73
- Minor Works Building Program 75
- Mission Statement 28, 125
- Motor Vehicle Theft Steering Committee 34
- Neighbourhood Watch (NHW) 6, 59, 61,
 66, 88, 119, 132
- Noah, see Operation Noah
- North Region 2, 13, 15, 30,
 42, 116, 122, 137-138
- North-West Region 2, 13, 15, 17, 30, 116
- NSW Police Academy
 (see also Education & Training) 6, 21,
 60, 70-72, 88
- Ombudsman 10, 54-57, 135
- Olympic Security Planning Group 18-19
- Operation Cosmos '96 34
- Operation Ivy 7, 34
- Operation Noah 8, 48
- Operation Paradox 7, 25, 37
- Operational Services 4, 13, 15
- Organisational Chart 4, 12
- Paradox, see Operation Paradox
- Personal Safety 4, 17, 30, 35
- Physical Resources 5, 22, 67, 74-75, 114
- Police Advice Line 2, 132
- Police and Community Youth Clubs
 (PCYC) 25, 131
- Police Board 9, 21, 56, 71, 123,
 128-129, 131
- Police Headquarters 2-3, 136-137
- Police Integrity Commission 9, 55, 126
- Principles and Values 4, 28
- Production Details 140
- Professional Responsibility 4, 10, 13, 20,
 30, 52-54, 56-57, 71, 116, 121, 138
- Property Theft 4, 17, 30, 32, 34, 47, 51
- Purchasing and Supply 22
- Random breath testing 6, 42-43
- Region Support 4, 13-15, 18, 30, 116

Regions	13-14, 16, 61, 137	Statement of Values	28-29
Register of Best Practice	57-58	Staysafe Committee	130
Research	5, 18, 51-53, 63, 66-68, 88, 123-124, 131	Strategic Planning Group (SPG)	14, 128
Review, the Year in	24-25	Strategy and Review	13-14, 20, 52, 116
Road Safety	4, 15, 30, 42, 47, 73, 96, 130	Street Safety	7, 18, 30, 39, 47
Roads and Traffic Authority (RTA)	6, 8, 42, 45, 86, 88, 131	Sub-committee on Response Policing in Operations	6, 68
Royal Commission into Aboriginal Deaths in Custody	46, 75, 131	Support Services	4, 13, 20, 22, 51, 74
Royal Commission into the NSW Police Service	7, 9-10, 13, 17, 20-21, 29, 46, 53, 55-58, 68, 71, 74-75, 86, 125-126, 131	Systems Review Board	6, 74, 76
Final Report	9-10, 29	Task Forces	42
Implementation Unit (RCIU)	6, 9-10, 13, 17, 20	Traffic accidents, (see Road Safety)	
Interim Report	9, 58, 71	Transit Police	18, 41, 108-110, 125, 127
Response Unit (RCRU)	9	Transit safety, (see Street Safety)	
Royal Easter Show	25, 119	Victims (of crime)	4, 8, 17, 21, 30, 32, 35, 51, 66
Safety House	59, 61-62, 119, 132	Victim Support	4, 8, 17, 21, 30, 51, 66
Safety in Custody	4, 18, 30, 46, 96	Vision	28, 39
SCORPIO	6, 68	Volunteers in Policing	60, 119
Solicitor, Office of the	4, 13, 20-21, 116	Witness	6, 18, 22, 68, 88, 125, 129
South Region	2, 13, 15, 17, 30, 51, 116, 120, 122, 138	Witness Protection	18, 125
South-West Region	2, 13, 15, 18, 30, 37, 58, 116, 138	Women in Policing	26, 68, 111
Special Agencies	13-15, 19, 30, 116, 138	Workforce Agenda	22, 68, 70
State Command	4, 13, 15, 128	Youth	19, 25, 38, 49, 86, 88, 124-125, 131, 138
State Commander	6, 12-15, 18, 52, 64, 124, 129		
State Commander's Action Team (SCAT)	14, 64, 128		
State Emergency Operations Controller (SEOCN)	15, 129		
State Emergency Operations Group	18-19		
State Executive Group (SEG)	7, 14, 21, 30, 41, 115, 128		
State Intelligence Group (SIG)	14-15, 18		
State Major Incident Group (SMIG)	18		

22

NSW POLICE ACADEMY
LIBRARY