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## Report of the N.S.W. Police Department 1984-85

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J. K. AVERY,  
M.A., Dip.Crim.,  
Commissioner  
of Police

"Our focus, as a Police Force, has been to improve both administrative and operational policies and procedures in ways that we identify as providing a most effective service to the community . . .

Community and pro-active policing programmes have been central to our efforts to involve the whole community in the responsibility of ensuring an acceptable level of peace and tranquillity. Neighbourhood Watch, Anti-Theft Squads, formal and informal foot patrols, Safety Houses and community protection schemes have attracted an overwhelming response. For instance, the fact that the Neighbourhood Watch Programme incorporated more than 63,000 homes in 79 properly organised and structured schemes in less than four months is indicative of a public hunger for re-assurance and involvement. It demonstrates public acceptance of our motives and strategies."



LEO F. VINEBURG,  
Secretary Police  
Department

"The year ahead will be exciting and challenging, and there will be even more heavy demands on those within my administration.

It will see the completion, by mid-December 1985, of the move of more than 1,000 Police and Public Service personnel to the Ferguson Police Centre, Parramatta; the introduction there of the world's first nationwide computerised Fingerprint Identification and Image Retrieval system; the continued development and expansion of the computerised network linking districts and branches throughout the State; and, hopefully, the completion of the Sydney Police Centre."



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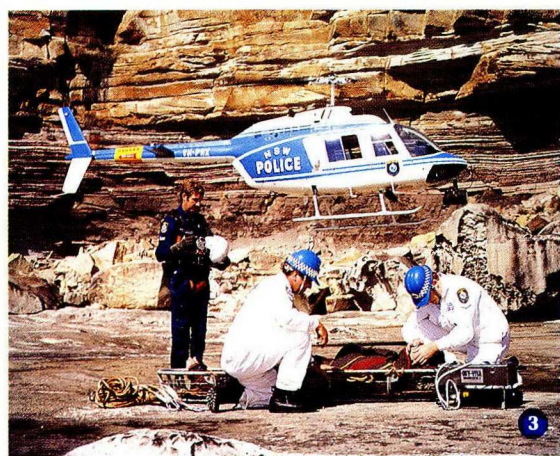
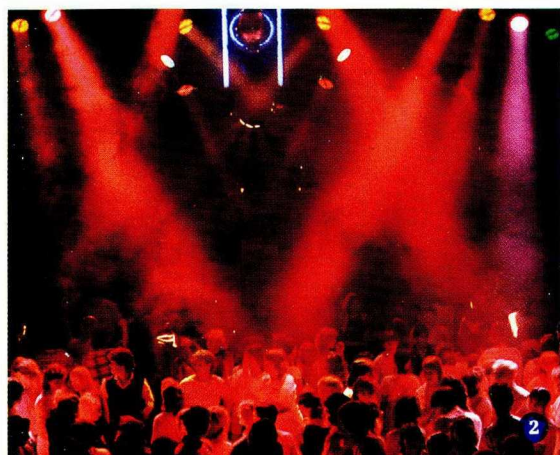
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- 1 Three eras of the N.S.W. Mounted Police service.
- 2 Blue light disco.
- 3 Police Helicopter rescue.
- 4 Communication between the Police and young members of the Ethnic community.



## COMMISSIONER'S FOREWORD

I have pleasure in presenting the Annual Report of the N.S.W. Police Department for the financial year ended 30 June, 1985.

My appointment as Commissioner took place on 7 August, 1984. Since then there have been significant changes which, despite some resistance, have had a dramatic impact. There is, I believe, a general recognition that these initiatives are necessary.

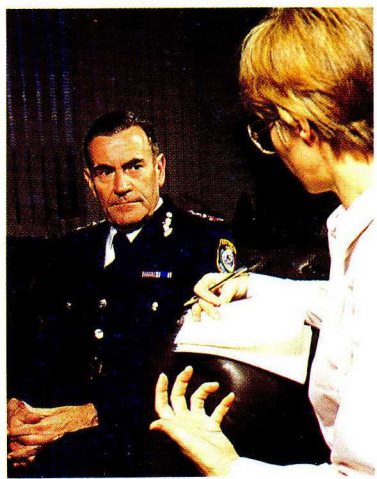
Our focus, as a Police Force, has been to improve our policies and procedures to provide the most effective service to the community.

Our strategic planning is motivated by three primary values: a basic commitment to serving the public in a manner which meets its general satisfaction; recognition and implementation of the premise that every Police action has an ethical component; and, the optimum use of all our resources, including personnel, finance and physical facilities.

Underlying public confidence in our progress has been the open demonstration of our will and intent, displayed through the work of the Internal Security Unit and the Internal Affairs Branch, to deal swiftly and firmly with any incidents of Police misconduct or criminality detected.

On appointment, I publicly stated that the establishment of the N.S.W. Police Board provided a new climate, and a new administrative structure, which would be used to the advantage of the Force itself and the community generally. The Police administration is working closely and productively with the Board. I believe that this coalition is meeting with success.

The community, the Government and the Police Service are grateful to the Chairman, Sir Maurice Byers, to Sir Gordon Jackson, and also to Sir Harold Knight (Acting Member).



It is an immense challenge to be involved in the management of a large Police Service in a society which is constantly redeveloping attitudes, legislation and technology. Police forces in democratic nations can no longer function on a reactive basis. Police are expected to anticipate a whole range of social and criminal developments which previously were unthinkable. We have seen the vicious and ruthless development of drug trafficking and the ominous spectre of terrorism and urban violence, both on the streets and in sporting venues. We have reached a point in history when important decisions must be made concerning the range of powers that need to be available to Police, and associated agencies, if they are effectively to deal with organised crime and terrorism. We need to carefully consider the balance between individual liberty and individual licence.

My personal thanks and gratitude go to all who have assisted me during my initial term as Commissioner. My service has been immensely satisfying, despite the enormous challenges still to be faced. My primary thanks go to the men and women of our Police Force who conduct themselves with pride and dignity as they conscientiously carry out their responsibilities.

I wish here to pay particular tribute to Constable 1st Class W. A. Rixon who died on 3 January, 1985 whilst in pursuit a stolen vehicle. There can be no greater display of loyalty and dedication to the Force than by those officers who give their lives in its service.

My thanks also go to the Deputy Commissioners, Assistant Commissioners and other members of the Senior Executive Team, and to the District and Branch Superintendents who have worked hard to provide the leadership and support which operational Police must have.

I pay tribute to our Minister, The Hon. Peter Anderson, M.P., for his determination and strength in arguing our case so forcibly before the Government and Parliament.

The Secretary of the Department Mr. Leo Vineburg, and his staff have applied their capabilities, experience and commitment to the fullest and I thank them for this.

I acknowledge also the warm co-operation and support of the many community and public service organisations who have given readily of their encouragement, expertise and time to assist.

In conclusion, I would formally record my gratitude to those individual citizens of this State who have supported Police through the whole range of crime prevention and law enforcement operations. The Police Force of New South Wales is a public service and our success will always depend on the active support given by individual citizens.

J. K. Avery, M.A., Dip.Crim.



## THE SECRETARY'S COMMENTS

As Department Head of the Public Service component, I welcome this opportunity to participate with the Commissioner in commenting on the activities of the Police service for the financial year ended 30 June, 1985.

In reflecting on my three years as Secretary, I find considerable satisfaction at being involved in what has been achieved during that time, particularly the technological and accommodation advances; the development and application of innovative management practices, sound budgetary and financial planning and control systems, and regular and systematic review mechanisms; the decentralisation of a wide range of services from Sydney to Parramatta and Campbelltown; and the establishment, growth and success of the Community Relations Bureau, and its impact on community policing.

I am conscious though that much more needs to be done to satisfy Government initiatives, to justify the financial and other support given by Government and to adequately respond to changing community attitudes and heightened community expectations.

The year ahead will be exciting and challenging, and there will be even more heavy demands on those within my administration.

It will see the completion, by mid-December 1985, of the move of more than 1,000 Police and Public Service personnel to the Ferguson Police Centre, Parramatta; the introduction there of the world's first nationwide computerised Fingerprint Identification and Image Retrieval System; the continued development and expansion of the computerised network linking districts and branches throughout the State; and, hopefully, the completion of the Sydney Police Centre.

I enjoy my role as Chairman of the National Exchange of Police Information Management Group.



The harmonious way in which business is transacted and the significant advances achieved through the implementation of the Group's recommendations and individual initiatives of Group members, reflect the intelligent and responsible approach of those involved.

The support, interest and involvement of the Minister, The Hon. Peter Anderson, have been deeply appreciated. The enthusiasm and commitment shown by him in supporting funding bids and equipment and accommodation programmes have been the major factors in the unprecedented success achieved in these areas.

To the various Government organisations which have continued to assist the Police service during the year, I extend my warm thanks. I am particularly grateful to the Minister's personal staff, the staff of the Office of the Minister, the Police Board, the Public Service Board, Treasury, Auditor-General's Office, Public Works Department, Government Supply Department and the Government Printing Office.

Considerable use was made during the year of external consultants to supplement and complement the work of departmental officers. Their contribution has been very

useful, and they are to be commended on the professionalism and objectivity with which they have approached assignments.

Meetings of the Parliamentary Public Accounts Committee concerning Police Department issues and recommendations made following the Committee's deliberations, have served as a stimulus to change, significantly contributing to improvements in efficiency, economy and effectiveness. I place on record my appreciation to the Committee for its tolerance and the thoroughness and objectivity with which it carries out inquiries.

It would be remiss of me if I did not pay tribute, personally and on behalf of my staff, to the rapport and co-operation which now exist at every level of the Police service. This is largely attributable to the outstanding leadership of the Commissioner and his Executive Officers and the team management approach which has been developed at the Executive level. I have thanked John Avery for this and have assured him of our continued and wholehearted commitment to achieving the aims and objectives of the Police service.

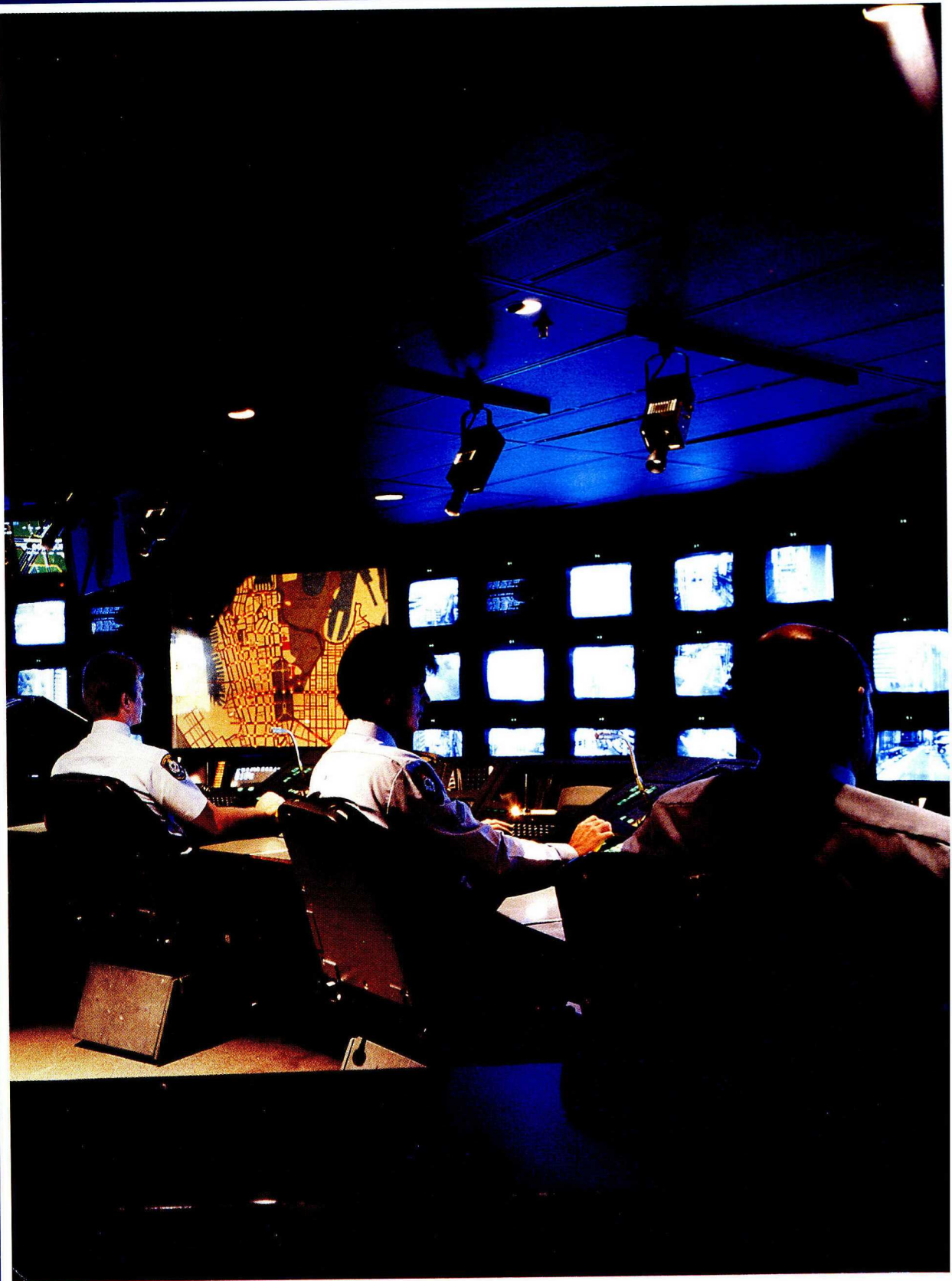
Most of all, however, I pay tribute to staff at all levels within my administration, who have magnificently contributed to what has been achieved, and who share my commitment to determining what needs to be done and getting on with the job of doing it in the most efficient and effective manner.

A handwritten signature in dark ink, appearing to read 'Leo F. Vineburg'.

Leo F. Vineburg



## PART ONE: INTRODUCTION





## 1: STRUCTURE AND OBJECTIVES



J.C. PERRIN  
Deputy Commissioner  
(Administration)

The New South Wales Police service comprises two main components, the Police Force consisting of 10,608 sworn personnel, responsible to the Commissioner, and the Department comprising 1,682 Public Service personnel, responsible to the Secretary. As well, there is a large auxiliary component of 477 Parking Patrol Officers, Security Officers, Bandsmen, Matrons and other Ministerial employees. (See organisational charts pp 8, 9.)

### EXECUTIVE STRUCTURE — POLICE FORCE

The Police Force is headed by the Commissioner of Police, who is assisted by two Deputy Commissioners, one responsible for administrative matters and the other having responsibility for operational issues. The Deputy Commissioner (Administration) is assisted by three Assistant Commissioners:

- Assistant Commissioner (Services)
- Assistant Commissioner (Internal Affairs) and
- Assistant Commissioner (Personnel)

*Traffic Signals Operation Section.*

while the Deputy Commissioner (Operations) is assisted by:

- Assistant Commissioner (General)
- Assistant Commissioner (Traffic)
- Assistant Commissioner (Crime)
- Assistant Commissioner (Emergency Services).

The areas of responsibility of each of the seven Assistant Commissioners are discussed in detail in the relevant chapters of this Report.

The Assistant Commissioner (General) has two Executive Chief Superintendents assisting him. The other Assistant Commissioners, with the exception of the Assistant Commissioner (Emergency Services) each receive assistance from an Executive Chief Superintendent. The Assistant Commissioner has the general policy and management responsibilities for the portfolio while the Executive Chief Superintendent is responsible for the functioning of that section of the Force.

### OBJECTIVES — POLICE FORCE

The primary objectives of policing in New South Wales today are:

1. protecting life.
2. safeguarding property.
3. maintaining peace and good order.
4. preventing crime.
5. enforcing law.
6. facilitating safe and free movement of people and traffic.
7. performing the above functions with impartiality and integrity so as to engender a feeling of safety and security within the community.

### PERFORMANCE

The following broad indicators have been selected as guides to effectiveness in attaining these objectives:



W. B. ROSS  
Deputy Commissioner  
(Operations)

- crime rate per 100,000 of population, provides a rough measure as to the success of Police in safeguarding property, maintaining peace and order and preventing crime;
- clear-up rate provides a measure of how successful Police are in enforcing the law and detecting and bringing offenders to justice;
- decreases in the road toll and the number of traffic accidents are used as measures of success in facilitating the safe and free movement of people and traffic;
- number of complaints lodged against Police is used as a measure of the community's satisfaction with the service provided.

### EXECUTIVE STRUCTURE — DEPARTMENT

The Secretary (Department Head) is assisted by two Deputy Secretaries — Management and Corporate Services, a Senior Assistant Secretary (also Executive Assistant to the Commissioner), and three Directors — Medical Services; Community Relations; and Traffic Branch Administrative Services.





#### JOINT EXECUTIVE TEAM

*Left to Right — Seated: N. C. Scott; J. K. Avery; J. C. Perrin. Standing: C. J. Cantor; W. Fleming; M. K. Gruggen; E. F. Bunt; A. J. Tonge; R. C. Shepherd. Absent: L. F. Vineburg; W. B. Ross; A. D. M. Graham.*

In turn, the Deputy Secretaries are assisted by two Directors — Information Systems; and Properties and Supply; and three Assistant Secretaries — Police Staff and Industrial; General; and Finance.

#### COMPLEMENTARY OBJECTIVES OF THE DEPARTMENT

The primary objectives of the Public Service component are to provide a high quality, cost effective service to the Minister,

the Police and the community of New South Wales within relevant legislation and State Government policy, including:

- timely, accurate and comprehensive advice to the Minister on departmental issues and other matters as requested;
- policy advice and services in property, logistics, finance, information and related functions for the Police Force and associated groups;
- courteous and timely response to community enquiries and requests; and
- efficient processing of revenue.

#### PLANNING TO ATTAIN OBJECTIVES

To assist in attaining the broad objectives of the Police Service, strategic planning is currently

being introduced. In brief, this involves the preparation of a strategic plan for each major component of the Service, which translates the broad objectives into meaningful and, where possible, measurable aims for that area. Each plan identifies the overall 'mission' of the Service component it relates to, stating what that component exists to achieve. It then identifies the important elements of that mission as 'key result areas'. Appropriate performance indicators known as 'measures of achievements' are then determined.

Activities are being intensified to ensure that Strategic Plans are prepared and performance indicators developed for all major areas of the Service during the 1985/86 financial year.





**PUBLIC SERVICE EXECUTIVE**

*Left to Right — Seated: Dr. M. Vane; A. J. Tonge; L. F. Vineburg; C. J. Cantor; G. Johnston. Standing: N. C. Poole; C. K. Brown; R. P. McWhinney.*

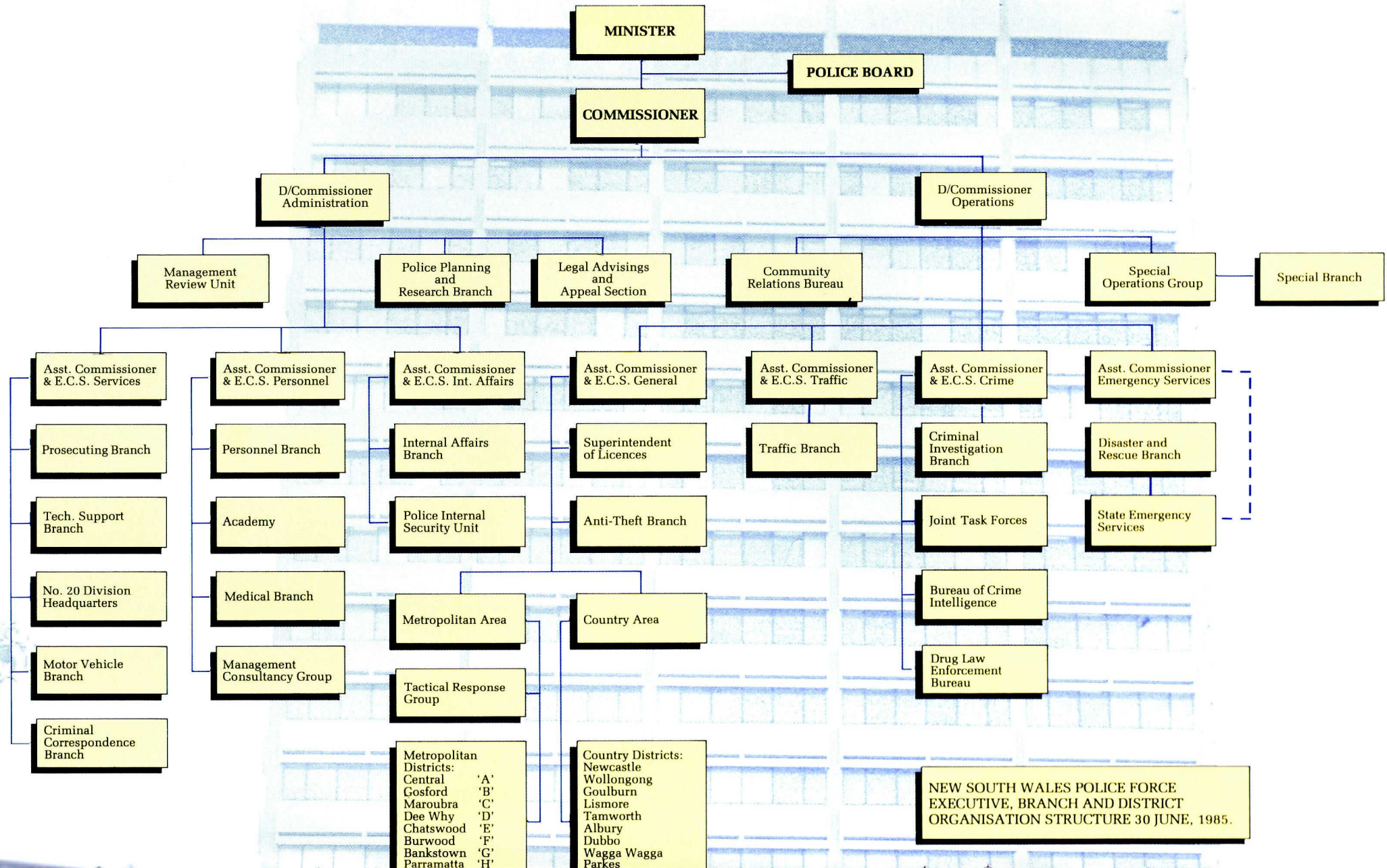


**PUBLIC SERVICE SENIOR MANAGEMENT GROUP**

*Left to Right — Seated: D. R. Leys; J. T. O'Donnell; L. F. Vineburg; R. G. Browne; G. De Fries. Standing: A. M. Gould; E. Edwards; T. R. Bridson. Absent: E. D. Excell.*

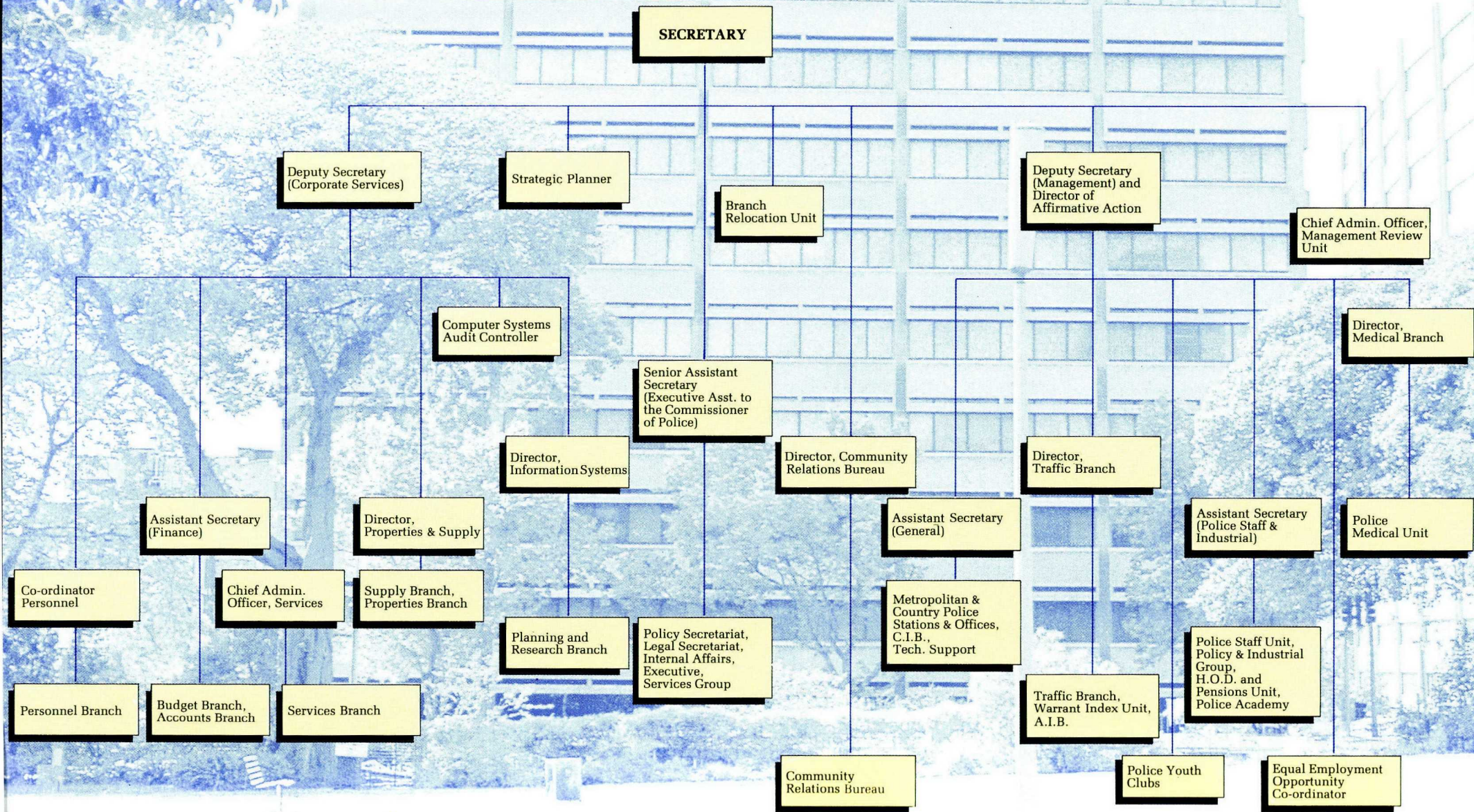


# EXECUTIVE BRANCH AND DISTRICT ORGANISATION STRUCTURE FOR THE NEW SOUTH WALES POLICE FORCE AS AT 30 JUNE, 1985



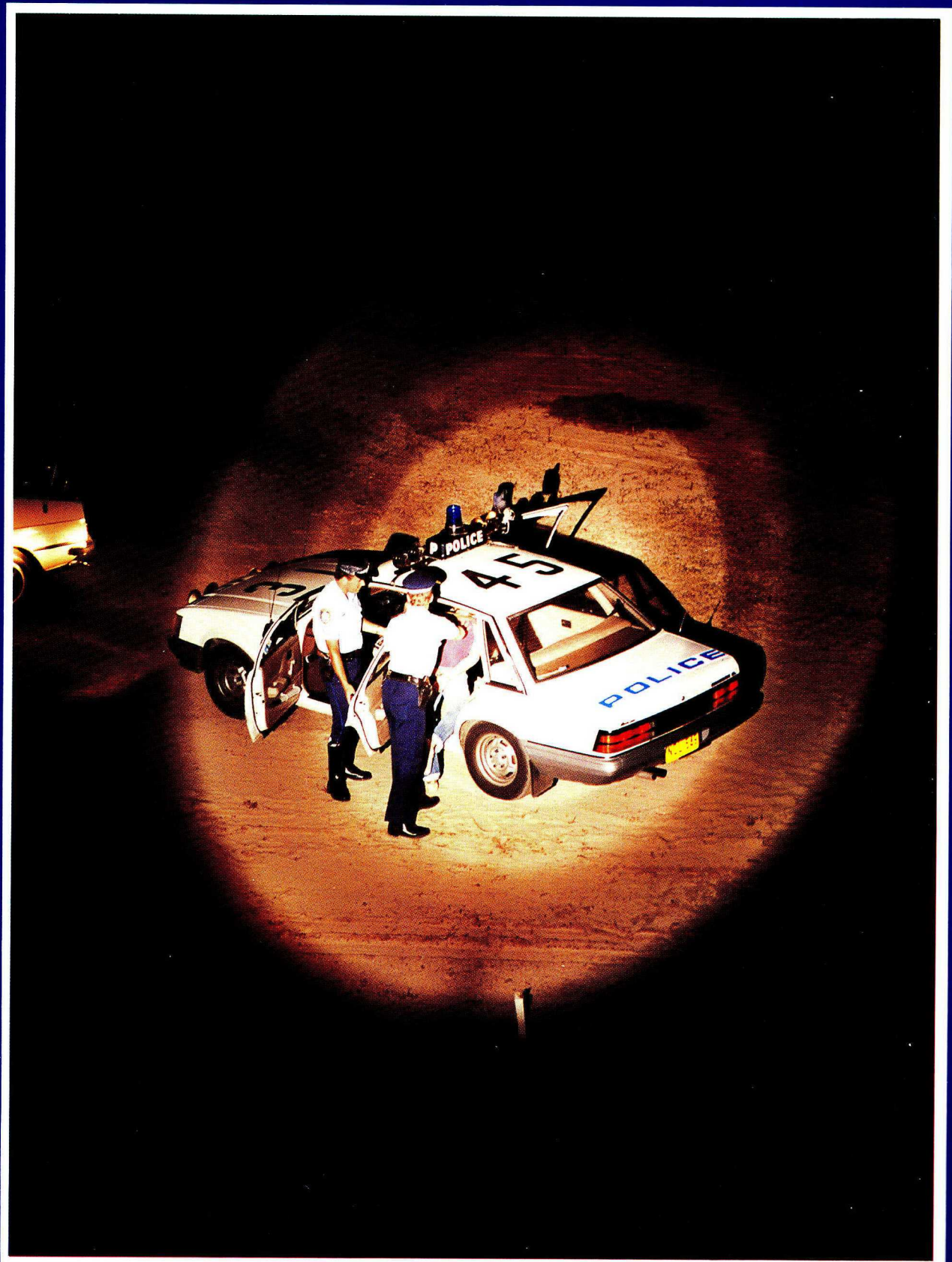


# POLICE DEPARTMENT — ORGANISATION CHART





PART TWO: OPERATIONAL POLICING





## 1: GENERAL POLICING

The New South Wales Police Force has an authorised strength of 10,608 officers, of whom 7,829 perform general policing duties in Districts throughout the State, with the remainder attached to specialised units and squads or to the Police Executive.

Responsibility for general policing rests with the Assistant Commissioner (General) who also has responsibility for the Tactical Response Group, Licensing Administration, and Anti-Theft Branch.

For general policing purposes, the State is divided into two main areas, Metropolitan and Country, with an Executive Chief Superintendent in charge of each. Both the Metropolitan and Country areas are further subdivided into ten Police Districts each under the control of either a Chief Superintendent or a Superintendent. Districts comprise a number of Divisions, each under the direction of a Chief Inspector or an Inspector. (For details see Appendix E.)

This chapter outlines major initiatives/changes which significantly impact on general policing. In addition, it provides information on Licensing Administration and the Tactical Response Group and discusses the role of Public Service Officers at District/Divisional offices and police stations generally.

### MAJOR INITIATIVES

#### District Mobile Foot Patrols

To ensure a more visible Police presence and enhanced community protection, the Government approved the establishment of District Foot Patrols in various areas of the State, with an additional 150 Police being appointed for this

purpose. Permanent patrols now operate in The Rocks, Kings Cross, Maroubra, Drummoyne, Kogarah, Bankstown, Sutherland, Ermington, Fairfield, Campbelltown, Penrith, Blacktown, Hornsby, Dapto and Newcastle.

Each Foot Patrol consists of 10 uniformed Police under the control of a Sergeant responsible to the District Superintendent. Members patrol the areas on foot or by public transport, carrying portable radios to facilitate quick response and as a safety measure. They concentrate on trouble-prone areas where crime, vandalism and hooliganism are likely to occur.

#### District Autonomy

Decentralisation of authorities in operational, administrative and financial matters continued during the year, with Superintendents and Inspectors becoming increasingly accountable for managerial performance and financial control.

The coming year will see the extension of the Strategic Planning process to Police Districts, with District Superintendents being required to establish targets and action plans to improve performance, methods and procedures within their Districts. Priorities will vary from District to District but the Strategic Planning process will cover such areas as improvement to clear-up rates for specific crimes, containment or reduction in the number of serious accidents and road deaths, and introduction of improved methods and procedures aimed at more efficiently and effectively utilising Police and other resources.

Superintendents will be required to periodically report on progress and to update or review plans to meet changing circumstances, particularly new initiatives of Government and revised priorities.

#### District Community Policing

The appointment of Community Relations Officers to each District in October, 1984, is producing major improvements to community policing at a District level. Community Relations Officers have been actively involved in implementing "Neighbourhood Watch" programmes and "Safety House" schemes, and in identifying and fostering programmes specifically tailored to meet the individual needs of Districts.

Initiatives include:

- improving liaison with local media outlets to promote the vital role of the Police Force in community well-being;
- seeking public support in community policing and crime prevention measures;
- establishing better liaison between Police and various minority groups within the community;
- implementing District education programmes designed to meet specific local needs;
- conducting lectures and seminars for the community on various aspects of community policing.

#### District Anti-Theft Squads

The Government provided 210 additional Police during the year to establish Anti-Theft Squads in each Police District.

District Squads report to their respective District Superintendents. Squad members perform duty in uniform and their efforts are directed towards the suppression and detection of crime committed upon property, particularly household property. Further details evidencing the success of this activity are included elsewhere in this report in the section dealing with "Crime".

#### District Computerisation

The year under review saw the commencement of a pilot project at Gosford District aimed at

*Police Airwing assisting in the location of a stolen vehicle. The Airwing is an important operational tool for general duty Police, and assists in the detection of many offenders, e.g. by lighting crime scenes at night.*





Police "On the beat" at Kings Cross.

computerising data to aid District/Divisional management, to streamline crime reporting and to relieve Police from various time consuming manual processes.

The computer system commenced in April 1985 and it is being developed to include word processing; overtime records and statistics; accounting, financial and budgetary matters; records and fleet management, rostering arrangements; and personnel and licensing records. Local computerisation will be extended to the other Metropolitan Districts, Newcastle, Wollongong and Goulburn by December 1985 and to branches and other Country Districts as financial, staffing and other resources permit.

### District Boundaries Review

Following the successful review of Metropolitan boundaries, a special Task Force, under the direction of a Superintendent, was established in the latter half of 1984 to review Police boundaries in Country Areas. This Task Force has been analysing demographic trends, environmental issues and changed patterns of crime and community needs. Also, it is seeking the closer alignment of Local Government areas to Police boundaries where this action will enhance Police operational effectiveness and improve statistical and other information gathering.

The operations of this Task Force have been temporarily suspended while the members participate in the higher priority task of reviewing the use being made of Police and Public Service staff at

police stations throughout the State.

### Special Projects (Staffing) Group

This group, comprised of specially selected Police and Public Service officers, was established in March 1985 to review the deployment of Police and civilian staff at police stations throughout the State, with a view to improving the effectiveness of their contribution.

The group has submitted 'interim reports' as at 30 June, 1985. These reports contain recommendations for the reorganisation of the duties of Police and Public Service officers to improve the efficiency and effectiveness with which work is carried out, as well as recommendations for additional civilian support staff to be provided. These recommendations will be



progressively implemented as circumstances permit. The aim is to free as many Police as possible from routine and clerical functions for outside patrol duty.

### **The Sydney Police Centre Working Party Report**

In view of the time which had elapsed since the construction of the Sydney Police Centre commenced, it was considered prudent to freshly review and make recommendations on policing and staffing arrangements for the opening of the Centre, and on how these arrangements would impact on the communications component of the Technical Support Branch, housed in the nearby Campbell Street building and on the "A" Police Administrative District generally.

A Working Party, set up for this purpose, presented its report to the Commissioner on 30 September, 1984. In essence, the report re-emphasised that, when opened, the Sydney Police Centre would replace existing obsolescent facilities housed in overcrowded accommodation in the Technical Support Branch building; facilitate development of a comprehensive Command and Control system, including computer aided despatch of Police mobile units; and permit all detectives and general duty mobile Police from City Divisions to operate from there, thus optimising resource use.

Also, the Centre will become the major receiving, charging, holding and despatching centre for prisoners taken into custody in the City of Sydney.

Some of the major recommendations contained in the report were that Darlinghurst Police Station be closed; The Rocks, Kings Cross, Redfern and Regent Street Police Stations become satellites of the Police Centre; and that 'beat patrols' operate from these satellites, supported by mobile resources despatched from the Centre.

The latest report from Public Works Department suggests that this much needed facility should be completed by the end of the next financial year.

Another major recommendation of the report, already implemented, is deserving of special mention. This involved the establishment of a centralised Prisoner Security and Transport Unit housed at Regent Street Police Station. This new arrangement has proved extremely effective, improving co-ordination and control, making better use of staff generally, and ensuring better pooling of knowledge about security-risk prisoners.

### **Special Enforcement Programmes**

To contain localised incidents, many special enforcement programmes were introduced including:

- special patrols to overcome problems of assaults on elderly people in Woolloomooloo; assaults and robberies in Redfern; and thefts from jewellery stores and delivery vans in the City. The patrols proved to be most successful and resulted in a number of arrests and a significant reduction in the particular offences in those areas;
- the establishment of District Task Forces to combat the increasing number of 'bag snatching' offences in certain areas;
- deployment of Police to patrol high and serious road accident locations; and
- "Operation Saturation" which was directed, with some success, at drug and drug related crimes in the Kings Cross area.

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### **SIGNIFICANT ACTIVITIES AND EVENTS**

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A number of newsworthy activities and events occurring at District level are briefly described below:

### **Bathurst Motor Cycle Races**

The Bathurst motor cycle races over the 1985 Easter weekend saw a very serious confrontation between Police and a large group of motor cycle riders. Although under extreme provocation and in personal danger, Police handled the situation in a most efficient manner. One hundred and sixty-four persons were arrested on 429 charges. Seventy-eight Police received injuries.

Since the races, several meetings have been held between local Police, senior metropolitan Police representatives, Bathurst Council and the Motor Cycle Union to formulate plans to prevent any recurrence of such violence at future races.

It has been decided that all motor vehicles entering either the car or bike races will be searched for alcohol, and no vehicles carrying alcohol will be permitted entry. Alcohol will be on sale at the races, but in strictly limited quantities: 2 open cans per person at the car races, and plastic cups of alcohol at the bike races. Appropriate changes to Council by-laws are currently being drafted. Police will maintain a high profile throughout the races.

### **Protection of Family Law Court Judges**

Some 19,000 shifts were rostered for this specific purpose, not including security escorts to and from Court. Costs in terms of salaries, overtime, allowances, equipment, indirect overtime and fuel amounted to approximately \$2.5 million in the 1984/85 year. Whilst the security of Judges is of paramount importance, this requirement continues to have a major impact upon the availability of Police for routine patrol work.

### **Motor Cycle Gang "Feud"**

The armed conflict at the Viking Hotel, Milperra, on 2 September, 1984, between two rival motor cycle groups created world wide headlines. It resulted in the





Radio communications room, Surry Hills.

deaths of 7 persons and injuries to 30 others. Police investigations subsequently led to the arrest of 43 persons, each being charged with 7 counts of murder. Committal proceedings commenced on 12 November, 1984, and have involved Police in a security operation requiring a large commitment of manpower and resources.

The costs associated with Police providing security for prisoners, witnesses and the court, excluding investigative Police or prosecuting costs, are of the order of \$1.1 million.

#### **Bell Murders**

A double murder at Bell on 10 August, 1984, resulted in a major search for the armed offender. District Police were assisted by the Rescue Squad, Tactical Response Group and the Special Weapons and Operations Squad. The search, which lasted several days, was unsuccessful but on 12 September, 1984 the offender was found dead in bushland as the result of a gunshot wound, apparently self inflicted.

#### **Eviction of Glebe Squatters**

Public attention was focused upon Police operations involving the eviction of squatters from Housing Commission dwellings at Glebe. Police carried out this task in a most efficient manner and exercised restraint, despite provocation.

#### **Drug Raids**

A number of successful drug raids were conducted by District Police in conjunction with members of the Drug Law Enforcement Bureau.

In Goulburn District, several major policing operations in co-operation with the Drug Law Enforcement Bureau were instrumental in locating Indian Hemp plantations in the Queanbeyan, Cootamundra and Cooma areas. Drugs with an estimated street value of \$2 million were destroyed.

In Tamworth District, Indian Hemp crops ranging from 100 to 5,000 plants were detected and destroyed and a total of 34 persons were arrested.

A large scale drug detection operation, involving Police from New South Wales, Victoria and South Australia, was conducted around Wentworth/Riverland during November and December 1984. While the activity met with limited success the experience gained in planning and organising the joint operation will prove invaluable in future.

#### **LICENSING ADMINISTRATION**

The Superintendent of Licences is responsible for providing a specialised service in all areas of licensing, including liquor, registered clubs, and firearms, to name a few; and is also responsible for the operation of the Firearms Registry.

The Superintendent and his staff work in close liaison with the Special Operations Group, particularly with enforcement of the licensing laws.

The year under review saw the Government enact legislation to:



- amend the Firearms and Dangerous Weapons Act to afford greater protection to persons, and property;
- provide for a Security (Protection) Industry Act to strengthen control over organisations and persons engaged in the security and protection industry; and
- amend the Commercial Agents and Private Inquiry Agents Act to strengthen control over organisations and persons involved in those industries.

The amended legislation, when introduced, will place greater responsibilities on Police for the registration of firearms and processing of applications for licences. The changes have necessitated a major review of the organisational structure of the Office of the Superintendent of Licences and the Firearms Registry.

1985/86 will also see major changes to the existing computerised licensing system to facilitate the introduction of the amended legislation and to integrate, via computer links and message switching, all licensing records.

The Liquor (Amusement Devices) Amendment Act of 1984 led to the establishment of an Amusement Devices Investigation Unit to review applications for the grant of manufacturers', sellers' and technicians' licences provided for in the legislation. Two Accountants were engaged to assist in the review of licence applications because of the complexity and detailed financial analysis required.

### **TACTICAL RESPONSE GROUP**

The Tactical Response Group was set up to provide a highly trained, disciplined and quick response group to assist operational Police.

The Group is commanded by a Superintendent and includes Administrative, Training,

Divisional and Operational elements.

During the year the strength of the Operational element was increased by 50 to permit the establishment of the Western Regional Unit, Parramatta, and the South Western Regional Unit at Macquarie Fields.

As well as providing Police for quick response to incidents of civil disobedience, public disorder, demonstrations and riots, the group is called upon to:

- provide Police for saturation patrols in areas of high crime, violence and hooliganism;
- supplement and support the Special Weapons and Operations Squad in siege/hostage situations, counter-terrorist and close personal protection operations;
- perform duties at prisons during industrial disputes;
- participate in escort of dignitaries and dangerous persons, as required; and
- develop and update techniques in dealing with crowd control and civil disobedience.

### **The Year Under Review**

The Tactical Response Group continues to be a most effective and professional arm of the Police Force. The establishment of the Western and South Western Regional Units has ensured highly trained and fully equipped Police are available for immediate response. Additional Police from the Operational and Divisional Elements can be assembled and deployed at short notice to meet any emergency or "back-up" situation.

During 1984/85, the Tactical Response Group responded to 1701 incidents, and effected 443 arrests including offenders charged with armed hold-up and drug offences. As well, members supported general duty and specialist Police in operations.

The most notable incidents attended by Tactical Response Group personnel were:

- Viking Hotel, Milperra, "Bikie" Massacre.  
The Group responded and, with other Police, contained the situation. They assisted other Police in effecting 43 arrests during following weeks; leading to 43 persons being charged with murder.
- 103 Operational and Divisional Tactical Response Group members were utilised to protect the Mount Panorama Police Station during a riot by spectators at the annual Bathurst Motor Cycle races. With other Police, Tactical Response Group personnel effected 164 arrests and preferred 429 charges.

### **PUBLIC SERVICE SUPPORT STAFF AT DISTRICTS, DIVISIONS AND STATIONS**

There are 434 Public Service administrative and support staff attached to District and Divisional Offices and Police Stations throughout the State.

An Administrative Officer is located at each of the 20 District Headquarters to closely work with Executive District Administrators and to maintain financial and other controls, monitor budgetary performance and manage District Administrative Services staff.

Administrative Service personnel at Police Stations are provided to release Police from routine typing and clerical functions, to assist in the operation of communications networks and to perform specialist tasks, such as accounting and statistical functions.

The introduction of District Autonomy has had a dramatic impact on the role played by Administrative Staff, particularly increased authorities, responsibilities and accountabilities, formulation of strategic plans with defined missions and time frames for achievement, and programme budgeting arrangements.



## 2: CRIME



Members of the Tactical Response Group forcibly entering premises.

The Assistant Commissioner (Crime) is responsible for the Criminal Investigation Branch, Drug Law Enforcement Bureau, Scientific Investigation Section, Bureau of Crime Intelligence and associated groups. These groups are involved in:

- the detection and investigation of criminal acts and omissions and other breaches of the law;
- the apprehension of suspects where evidence is available to support criminal charges being preferred;
- the fair and proper presentation of all available relevant evidence to the courts, irrespective of whether that evidence tends to incriminate or exculpate the accused person;

- the gathering, collating, analysing and using intelligence relating to criminal activity;
- the detection and analysis of crime trends;
- the communication, co-ordination and co-operation between all segments of the Force and, where appropriate, other law enforcement agencies;
- active participation in community activities impacting on crime; and
- recovery of stolen property.

He has responsibility for all but two of the groups discussed in this Section, namely the Special Operations Group which is directly responsible to the Deputy Commissioner (Operations); and the Anti-Theft Branch which reports to the Assistant Commissioner (General).

Administrative support for each of the above groups is provided by Public Service personnel who are responsible to the Secretary through the Assistant Secretary (General). The activities of these personnel are discussed at the end of this Section.

Before considering each group in detail, a brief analysis of significant crime trends over the year is provided.

### SIGNIFICANT CRIME TRENDS — AN ANALYSIS

From the outset, it is pointed out that under revised counting criteria, statistics for 1984/85 have been counted on the basis of the date of offence.

During previous years, statistics were counted on the basis of the



date on which the offence was recorded on the computer.

In order to provide a meaningful base for comparison, statistics reported in the 1983/84 report have again been counted but on the new criteria. These amended figures have been quoted in the following paragraphs.

In future, crime statistics will be counted on the basis of date of offence, which will be more meaningful and facilitate comparison in future years.

(A) GENERAL

The total number of offences committed in New South Wales during the 1984/85 financial year was 363,799, an increase of 6,700 on the 1983/84 total of 357,099. This represents an increase in overall crime for the 1984/85 year of 1.88%.

The increase in the total number of offences in the Country Area was 3.97% (i.e. from 95,568 in 1983/84 to 99,365 in 1984/85) as compared with an increase of 1.11% for the Sydney Metropolitan Area (261,531 in 1983/84 to 264,434 in 1984/85).

More specifically, the Police Districts which experienced the largest percentage increases in total crime during the period under review were as follows:

Albury (C)	_____	+ 14.15%
Tamworth (C)	_____	+ 13.81%
Central (M)	_____	+ 12.79%
Bathurst (C)	_____	+ 11.63%
Penrith (M)	_____	+ 10.24%
Goulburn (C)	_____	+ 9.25%
Lismore (C)	_____	+ 8.40%

Those Police Districts which experienced the largest percentage decreases were:

Burwood (M)	_____	- 6.50%
Dee Why (M)	_____	- 6.38%
Wagga Wagga (C)	_____	- 5.64%
Chatswood (M)	_____	- 1.73%
Wollongong (C)	_____	- 1.28%
Gosford (M)	_____	- 1.06%

Despite the overall increase in the number of offences committed within New South Wales, the total number of offences which were cleared also increased from 83,079 (23.26%) in 1983/84 to 86,281 (23.72%) in 1984/85. This represents an increase in the number of offences cleared of 3.85%, or an increase in the clear-up rate of 0.46 percentage points.

Crime classifications experiencing significant increases in 1984/85 as compared with the previous twelve months are listed in table A.

Those crime classifications which showed a significant decrease are listed in table B.

For full details of these and all other crime categories please refer to chart accompanying this Report.

(B) MAJOR AREAS OF CONCERN

- (i) ARSON.
- (ii) STEALING — GENERAL.
- (iii) BREAKING, ENTERING AND STEALING FROM DWELLING HOUSES.
- (iv) ROB, FIREARM and ROB, WEAPON, NO FIREARM (ARMED HOLD-UPS).
- (v) MOTOR VEHICLE THEFT.

(i) ARSON

This category experienced the most significant increase of any major offence category during 1984/85.

In 1984/85 there were 2,476 reported offences of arson compared with 1,515 in 1983/84. This represents an increase of 63.43%. The number of arson offences increased in every Police District except Gosford (M) (- 13.79%), Dee Why (M) (- 10.00%) and Tamworth (C) (no change).

It is important to note that the increase in the number of arson offences may in some part be attributed to the fact that Police arson investigators are now far better trained in the skills of arson detection than ever before. As a result, many more suspicious fires are now being positively identified as having been deliberately lit.

The nature of arson is such that a clear-up rate of only 7.35% was achieved during 1984/85.

(ii) STEALING — GENERAL

The number of Stealing — General offences reported in New South Wales during 1984/85 was 108,900, an increase of 5,720 or

Table A.	INCREASE %
• Arson	63.43
• Rob, Weapon, No Firearm	27.22
• Drug Offences	24.89
• Sexual Assault — Category 4: Indecent Assault/Act of Indecency	23.12
• Assault — Non Aggravated	9.68
• Assault — Aggravated	9.18
• Stealing — General	5.54

Table B.	DECREASE %
Culpable Driving	19.25
Sexual Assault — Category 3: Intercourse Without Consent	14.70
Breaking, Entering & Stealing from Dwelling Houses	10.55
Offences Against Public Decency or Sexual Morality	10.12
Rob, Firearm	7.41



5.54% on the previous financial year total of 103,180.

Such is the magnitude of this offence category that in 1984/85 it accounts for 29.93% of all reported crime in New South Wales. This compares with 28.89% for 1983/84. This category, of course, includes such offences as shoplifting, steal from dwelling (with no violation of premises), steal from car etc.

The clear-up rate for this category fell somewhat during 1984/85 to 16.91% compared with 17.44% in the 1983/84 year.

Table 'C' reveals the type of premises most affected by this type of offence during 1984/85:

**(iii) BREAKING, ENTERING & STEALING — DWELLING HOUSES**

The number of reported offences of Property Breaking into Dwelling Houses fell significantly during 1984/85 to 62,927, a drop of 7,421 or 10.55% on the 1983/84 figure of 70,348. This represents a significant achievement when viewed in the context of the trends of this category in recent years.

The clear-up rate for this offence during 1984/85 was 5.45% as compared with 5.86% in the preceding twelve months.

From Table 'D' below, it can be

seen that the most common items of property stolen from Property Breakings into Dwellings are video equipment (13.23%), money (cash) (12.13%), colour television sets (9.95%) and miscellaneous jewellery (8.17%).

**(iv) ARMED HOLD-UPS**

Armed Hold-Ups statistics are comprised of two crime classifications:

- (1) Rob, Firearm
- (2) Rob, Weapon, No Firearm

Armed Hold-Up offences have increased from 1,716 in 1983/84 to 1,772 in 1984/85, representing an increase of 56 offences or 3.26%.

The figures do, however, indicate a shift in the nature of Armed Hold-Ups. Robbery with a Firearm fell from 1,187 to 1,099 or 7.41% whilst robbery with a weapon other than a firearm increased from 529 to 673 or 27.22%.

Robbery with a Firearm occurs most frequently in shops (25.0%), followed by banks (17.6%) and then service stations (9.4%). Results for robbery with a weapon other than a firearm indicate that these most commonly occur in the street (24.0%) closely followed by shops (22.1%) and then service stations (11.5%) and dwellings (10.1%).

**(v) MOTOR VEHICLE THEFT**

The number of motor vehicle thefts in New South Wales decreased during the 1984/85 financial year with the number of reports of stolen vehicles decreasing from 53,628 (1983/84) to 53,130 (1984/85). This represents a decrease of 498 or 0.93%.

Both the recovery rate and the clear-up rate for this offence have remained relatively constant. The recovery rate during 1984/85 was 83.36% compared with 83.32% for

**Table C.  
STEALING — GENERAL\***

PREMISES	%	CUM %
1. Motor Vehicle	38.67	38.67
2. Shops Generally	16.40	55.07
3. Dwellings	14.41	69.48
4. Street	3.02	72.50
5. Offices	1.90	74.40
6. Clothes Lines	1.87	76.27
7. Schools/Colleges/Universities	1.85	78.12
8. Others	21.88	100.00
	100.00	

\*This table was based on a sample of all related incidents for the 1984/85 financial year.

**Table D.  
PROPERTY BREAKING INTO DWELLING HOUSES  
TYPE OF PROPERTY STOLEN\***

Property Type	%	CUM %
1. Video Equipment	13.23	13.23
2. Money (Cash)	12.13	25.36
3. Colour Television	9.95	35.31
4. Miscellaneous Jewellery (bracelets, earrings etc.)	8.17	43.48
5. Rings	6.44	49.92
6. Watches	5.37	55.29
7. Radio/Cassette Combined	4.11	59.40
8. Cameras	3.56	62.96
9. Record Player and Amplifiers	1.51	64.47
10. Cassette Player and Decks	1.34	65.81
11. Stoves/Microwave Ovens	1.33	67.14
12. Radio Equipment	1.32	68.46
13. Linen/Blankets etc.	1.28	69.74
14. Handbags/Purses etc.	1.13	70.87
15. Records/Tapes/Cassettes	0.99	71.86
16. Other	28.14	100.00
	100.00	

\*This table was based on a sample of all related incidents for the 1984/85 financial year.



1983/84. The clear-up rate for 1984/85 was 6.90% compared to 7.01% for the preceding twelve months.

For full details on motor vehicle theft please refer to Appendix (A).

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## **CRIME INVESTIGATION**

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This area of police work can be divided into six sections:

- Criminal Investigations Branch
- Special Operations Group
- Bureau of Crime Intelligence
- Drug Law Enforcement Bureau
- Special Task Forces
- Anti-Theft Branch

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## **CRIMINAL INVESTIGATION BRANCH**

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The Criminal Investigation Branch is headed by a Chief Superintendent, assisted by Superintendents in Charge of Administration, Operations and the Scientific Sections.

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## **ADMINISTRATION (Homicide, Fraud, Regional Crime and Stock Squads)**

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### **Homicide Squad**

The role of the Squad is to provide specialised support to Police throughout the State in the investigation of murders, suspicious deaths, skeletal remains and missing persons where foul play is suspected. The Squad, headed by a Chief Inspector, has an authorised strength of 37.

### **Fraud Squad**

The function of the Fraud Squad is to investigate major corporate and commercial crime within the State and to provide specialised support and assistance to other Police involved in the investigation of such crime. It works closely with the Corporate Affairs Commission.

The Squad consists of 43 officers, 2 of whom are engaged full time on bank fraud investigations and 5 officers on secondment to the Corporate Affairs Commission of

New South Wales. Two Company Inspectors have been seconded to the Fraud Squad to assist and advise on accounting issues.

Typical investigations undertaken by the Squad included the collapse of commodity and insurance broking companies, fraud on charitable organisations, defalcations by solicitors and real estate agents and the misappropriation and larceny of company monies.

### **Regional Crime Squads**

The successes of the Western and Southern Regional Crime Squads prompted the establishment of the Newcastle Regional Crime Squad in November, 1984 and at the time of writing this report action is in train to establish a further Northern regionalised squad at Chatswood. Fifty additional positions were made available by the Government, and further positions redeployed from within the Force, to establish the Newcastle and Northern Squads.

Each Regional Squad is made up of members of most of the specialist sections of the Criminal Investigation Branch and is responsible for crime investigation within allotted Police Districts. The concept of regionalised crime investigation has proved to be most effective, allowing Police to address themselves thoroughly to local and regional needs and to interact more closely with other specialist and general duty District Police.

### **Stock Squad**

The Stock Squad is responsible for the investigation of crime related to the rural industry and thefts from abattoirs. The Meat Authority Act, Pastures Protection Act and Wool, Hide and Skin Dealers Act are the major items of legislation administered by the Squad. Six officers are located in the Sydney area with a further 13 attached to country Police Stations.

The last 12 months continued to see protracted investigations into

possible fraudulent claims for drought relief.

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## **OPERATIONS**

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The Detective Inspector, Group 'X', is responsible to the Superintendent, Operations, for the activities of the Major Crime Squad, comprising the following Units — Licensed Dealers; Breaking; Arson; Pillage; Consorting; and Sexual Assault.

Also forming part of Group 'X' are the Motor, Armed Hold-Up, Special Weapons and Operations, and Juvenile Crime Squads; the Child Mistreatment Unit and The Railway Liaison Office.

### **Motor Squad**

The Motor Squad is responsible for the investigation and detection of offenders involved in organised car theft; conversion of stolen vehicles for resale; fraud on insurance companies, motor vehicle dealers and hire firms, and policing licensed motor dealers, auctions, wreckers, reconstructors and panel beaters.

One hundred and sixty-eight persons were charged with 219 offences during the year and 220 searches of Department of Motor Transport records were conducted in attempts to identify motor vehicles used in the commission of crimes. Six hundred and sixty-eight applications for licences under the Motor Vehicle Dealers Act were processed by Squad members during the 1984/85 year.

### **Armed Hold-Up Squad**

The Armed Hold-Up Squad provides specialised support to Police and investigates incidents of armed hold-up.

The influence of drugs is a major contributing factor to armed robberies. Offences committed by escapees and criminals on licence and parole are also of continuing concern to Police. There has been a trend away from armed robbery attempts on banks, building societies and T.A.Bs, because of



adoption of tighter security measures and the offering of rewards by those institutions. Offences have, however, been re-directed towards postal agencies, liquor outlets, service stations and stores.

During the year, Detective Chief Inspector Jackson of the Squad (together with other representatives of the Standing Committee on Bank Security) visited the United States of America and Canada to study overseas trends and security equipment associated with the prevention of armed robberies. A report on the tour is currently under consideration by the Commissioner, the Minister for Police and Emergency Services, and the Premier. In addition, a number of recommendations have been made which will be discussed at the next National Crime Conference, scheduled for October, 1985.

### **Special Weapons and Operations Squad (S.W.O.S.)**

The function of S.W.O.S. is to provide a service to the Force and the community by resolving terrorist, extortion, hijacking, armed offender and siege/hostage problems. It is also involved in the protection of persons under threat.

The Squad has an authorised strength of 8 officers with a further 489 fully trained and equipped officers attached to Regional Crime Squads and Police Stations throughout the State. These officers are available for immediate response to emergency situations.

During the year S.W.O.S. was involved in many operations, including 11 sieges and 8 extortion attempts. Major operations involved planning, organising and co-ordinating the guarding of Family Law Court Judges, the arrest of offenders involved in the armed conflict at Milperra and a major drug detection campaign in the eastern suburbs of Sydney.

Exercise "Blow Wave" was conducted over 2 days in May, 1985 and was designed to exercise the Police, the Special Air Services Regiment and other supporting elements in counter terrorist operations. The exercise proved to be invaluable in terms of experience, co-ordination of resources and in the command and control aspects of a major operation.

### **Arson Unit**

This Unit was formed in 1981 to combat the increasing incidence of arson. Duties of Unit members include the investigation of all suspicious fires occurring in New South Wales, and the investigation of bombings occurring throughout the State.

Unit members receive specialised training in Arson Awareness and investigative techniques. Further, close liaison is maintained between the Unit and the New South Wales Fire Brigade, and a continuous programme of inter-departmental training is taking place.

The operations of the Unit were considerably disrupted during the year when 5 officers were seconded to the Bomb Task Force. This was partly overcome by secondment of Divisional Detectives to the Arson Unit of 2 months' rotational duty.

### **Consorting Unit**

The 13 officers of the Consorting Unit have responsibility for:

- the investigation of extortion and kidnapping offences;
- assisting in the location and apprehension of prison escapees;
- the execution of provisional warrants and the organisation of extraditions from the State;
- the investigation of offences relating to the racing industry;
- assisting interstate Police with inquiries in New South Wales; and
- enforcement of the provisions of the Crimes (Summary Offences) Amendment Act.

Members of the Unit participated in 169 arrests during the year. The majority of arrests by squad members emanated from information elicited rather than as a direct result of reported crime.

### **Licensed Dealers Unit**

The Licensed Dealers Unit is responsible for the issue and renewal of licences and the investigation of crime concerned with second-hand dealers, collectors and hawkers. The Licensed Dealers Index contains some 7,000 names.

During the year, members of the Unit were responsible for 251 arrests. Amendments to the Pawnbrokers and Second-Hand Dealers Acts, which include the licensing of persons involved in art galleries and other types of business where goods are received on consignment, will place an extra burden on members of the Unit over the coming 12 months.

Organisational reviews to allow the efficient management of the additional work load are presently under way.

### **Pillage Unit**

The function of the Pillage Unit is to investigate crime occurring on Sydney Harbour and the surrounding wharves and berths. The Unit also assists Sydney Water Police in the investigation of fatal and serious boating accidents and unidentified bodies recovered from the Harbour.

Joint operations are conducted with Customs Officers as required. Forty-five arrests, covering 85 offences, were effected by the Pillage Unit during the year. Offences ranged from stealing and assault to stowaway and serious drug incidents.

### **Sexual Assault Unit**

This Unit has an authorised strength of 4 officers and is responsible for the analysis of all reports of sexual assaults and the investigation of offences involving persistent offenders.



The Department and Government are particularly concerned about the victims of these vicious attacks. Action is therefore in train to ensure that all Police officers receive specialised training in how to put victims at their ease and take statements from them in a non-threatening manner. The Unit's female component has already undertaken this training.

To date the Unit has been primarily involved in the analysis of sexual assault trends; however, a pilot study is planned for the new financial year in which members will investigate all serious sexual assaults in the Penrith, Parramatta and Liverpool Districts (i.e. the three metropolitan Districts with the highest incidence of sexual assault). Under the pilot study, Unit members will work in pairs (each comprising one male, one female). Contact between each victim and his/her investigating pair will be maintained throughout an investigation, thereby minimising the trauma experienced by victims in relating their experiences to Police. In the longer term, it is hoped that all investigations of sexual assaults will be undertaken by the Unit, thereby ensuring that victims are only questioned by officers who have had considerable experience in dealing with these cases and are therefore sensitive to the issues involved.

The Unit is striving to keep abreast of future developments in the area of victim assistance, and is facilitated in this by the participation of one of its members in the Premier's Task Force on Sexual Assault.

#### **Railway Liaison Office**

Components of the Railway Liaison Office are responsible for assisting the Transport Investigation Branch of the State Rail Authority in all areas of crime investigation involving: rail passengers and freight; training of railway investigation

staff; and maintaining a link between both parties in matters of common interest.

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### **SCIENTIFIC INVESTIGATION SECTION**

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The Scientific Investigation Section is responsible for providing specialised support to Police engaged in the investigation of major crime. The section has a strength of 107 with assistance from 10 Public Service officers and is decentralised to 7 metropolitan and 16 country centres.

The Section is made up of the following Units:

#### **Crime Scene Unit**

Members of this Unit attend scenes of major crime and are fully trained to identify all latent potential evidence to link to the person(s) responsible, the scene or victim of a crime. The evidence is collected and preserved for examination and analysis by Police, or scientific experts, and the results are presented to the courts.

#### **Ballistics Unit**

The 10 highly trained members of the Unit conduct crime scene examination, collect evidence and perform laboratory work associated with the physical and microscopic examination of firearms and used ammunition. Crime involving explosions is also investigated by this Unit.

The most notable crimes attended by the Unit during the year include the armed conflict at the Viking Hotel, Milperra, and the murder of the wife of Mr. Justice Watson of the Family Law Court.

#### **Mapping and Photogrammetry Unit**

This Unit is responsible for the preparation of detailed maps, plans, photographs and terrestrial photogrammetric surveys of serious crime and accident scenes for purposes of investigation and court proceedings.

#### **Photographic Unit**

The 7 members of the Unit are responsible for processing photographs related to criminals and criminal investigation. Over 30,000 photographs were processed during the year.

#### **Document Examination Unit**

The Document Examination Unit provides a specialised service to Police and Government Departments in criminal matters where identification of handwriting, typewriting and the examination of alterations and indentations is required.

#### **Vehicles Examination Unit**

The function of the Unit is to carry out mechanical examinations of vehicles involved in crime or fatal and serious accidents. All members of the Unit possess qualifications in the automotive field.

#### **Breaking Unit**

The responsibility of the Breaking Unit is to investigate major robberies, including safe, warehouse and household break and enter offences where large quantities of property are involved. Offences involving unusual features or demonstrating a certain degree of professionalism are also investigated by this Unit.

Members of the Unit investigated 218 crimes involving property valued at \$5 million. Over 120 persons were arrested on 409 charges and property to the value of \$2.5 million recovered.

#### **Child Mistreatment Unit**

The Unit is responsible for the investigation of physical, sexual and emotional abuse of children by their caregivers or other persons associated with the family unit.

Fifty-nine incidents of sexual abuse and fourteen incidents of physical abuse and 1 of neglect were investigated by the Unit during the year. Investigations resulted in 18 persons being placed before the courts on 74 charges.



Eighteen Constables underwent 4 weeks' training duty at the Unit during the year. All the Constables, who were to be transferred to country areas, gained invaluable training and experience in interviewing victims of child abuse and in the institution of proceedings to protect victims and to prosecute offenders.

The Detective Sergeant in Charge of the Unit attended the World Conference on Child Abuse and Neglect in Montreal, Canada, during August/September, 1984. He also visited a number of Police Forces to study the method of operation of similar units in the United States of America. As a result of this trip, the Detective Sergeant has made a number of recommendations to the Task Force on Sexual Assault established by the Premier, which have been taken into consideration when drafting legislative amendments.

Approval has been given to amalgamate the Juvenile Crime Squad and the Child Mistreatment Unit early in the new financial year to form a Juvenile Services Bureau, thereby enabling a co-ordinated approach to investigation of crime involving young people.

In conjunction with this amalgamation, approval has also been given for an additional 21 officers to be appointed to the Bureau, giving the new Bureau a total strength of 45.

### **Juvenile Crime Squad**

The Squad is responsible for investigation of crime committed by and upon juveniles, to suppress the exploitation of juveniles, trace missing children, maintain records of absconders and to assist in the investigation of arson upon schools. Nine officers are attached to the Squad with other officers attached to Regional Crime Squads.

The Squad conducts operations in places where juveniles congregate and is supported by

the Tactical Response Group and other specialist units in conducting selective enforcement programmes.

### **SPECIAL OPERATIONS GROUP**

The Report for the year ended 30 June, 1984 advised of the amalgamation of the Special Gaming, Special Licensing and Vice Squads to form the Special Gaming, Licensing and Vice Branch.

A further re-organisation during the year under review saw the formation of the Special Operations Group to incorporate the Special Gaming, Licensing and Vice Branch, the Licensed Gaming Investigation Squad (formerly Task Force II) and the Special Branch.

The Special Operations Group is responsible for the suppression of S.P. betting, unlawful gaming, crime in licensed clubs, offences involving pornography, offences against the Liquor Act and the control of soliciting for prostitution.

During the year, the operations of the former Task Force II were recognised by the International Association of Law Enforcement Intelligence Analysts, which has its headquarters in America. The citation commended the Task Force for its highly professional development of intelligence systems in combating organised crime in and on behalf of the registered club industry in New South Wales.

The Special Branch component of the Group gathers information, reports on subversive and extremist activities and potential violence between factional groups and proposes preventative measures where possible. It also has responsibility for organising and conducting security escorts for Royalty, Heads of Government, Heads of State, and other V.I.P.'s. The Branch maintains close liaison with other Australian and overseas security and intelligence agencies.

### **BUREAU OF CRIME INTELLIGENCE**

The Bureau is commanded by a Superintendent, assisted by a Chief Inspector. It encompasses 27 officers of the Organised Crime Squad, 11 officers of the Intelligence Unit, 38 of the Surveillance Unit, 9 of the Technical Survey Unit, and is assisted by 13 Public Service officers.

During the year, the Government increased the strength of the Organised Crime Squad by 8 officers. The Squad's function is to reduce organised crime by "targeting" suspected crime figures and gathering information to substantiate criminal charges. A significant part of the Squad's activities was centred upon national targets such as the marijuana industry. The Squad operates in close co-operation with the Drug Law Enforcement Bureau. The estimated street value of marijuana plants seized as a result of the Squad's activities during the year amounted to \$119 million.

During September, 1984, a Squad member attended the 10th International Motorcycle Gang Conference in Omaha, Nebraska. Another Squad member attended the F.B.I. National Academy in Virginia, where the officer analysed American methods of investigating organised crime. Useful information on criminal activities and enforcement procedures was gained for the State's Police Force at these venues.

The Intelligence Unit is responsible for collecting, collating, recording and analysing crime and intelligence information received from various agencies and for the dissemination of such information to operational Police. Continuing advances in computer technology are proving most beneficial in this information sharing.

The Surveillance Unit is available on request to assist all Police in



the State in gathering evidence on serious crime. During the year, 503 requests for assistance were received.

The Technical Survey Unit provides assistance to the Bureau and other areas of the Department upon request.

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## **DRUG LAW ENFORCEMENT BUREAU**

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In December, 1984, the Minister announced the establishment of the Drug Law Enforcement Bureau (incorporating the former Drug Squad with a staff of 106) to operate with an additional 46 officers.

The objectives of the Drug Law Enforcement Bureau are to:

- detect and apprehend persons engaged in illicit drug trafficking;
- gather information on trends in drug trafficking and monitor the effectiveness of law enforcement strategies and direction;
- co-operate and liaise with other State and Australian Drug Law Enforcement Agencies and Organisations involved in rehabilitation and treatment of drug users, and to assist in community education; and
- control and co-ordinate drug law enforcement operations and release information through the Community Relations Bureau.

Operational priority of the Bureau is the detection, investigation and apprehension of persons trafficking in illicit drugs, with particular emphasis on heroin and cocaine. The Bureau's structure permits concentration of resources on higher level traffickers. Officers are seconded from the Central Unit and from one District to another for special operational purposes.

There were 2,069 charges laid by the Drug Squad in the 6 months prior to the Bureau's establishment, as compared with 3,809 laid in the 6-month period since its establishment, an increase of 84%. Of these, 408

and 616, respectively, related to supply of drugs (i.e. an increase of 50% since the Bureau's formation).

The Bureau has proven to be very effective in enforcing legislation governing drug related offences since its establishment.

See Part 3 for details on "Operation Noah" and "Operation Crime Stop".

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## **SPECIAL TASK FORCES**

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### **Joint Commonwealth/State Task Force into Security of Wharves and Containers**

The Joint Task Force was established by the Federal and State Governments during 1983 following comments by Royal Commissioners Woodward and Williams on the smuggling of drugs into Australia. Chief Superintendent N. A. Sheather, New South Wales, was appointed as Convenor of the Task Force which included representatives from the Australian Federal Police, New South Wales Premier's Department, Australian Customs Service and Maritime Services Board of New South Wales. Three Public Service officers from the Department were made available to comprise a full time secretariat to the Task Force.

The report of the Task Force was tabled in both Parliaments in April, 1985. It contained 51 recommendations relating to improvements to port security, powers of security officers, International standards for container security and future security and enforcement requirements. The report is now the subject of consideration by both the Australian Police Ministers' Council and the Australian Transport Advisory Council.

### **Commonwealth/State Joint Task Force on Drug Trafficking (J.D.T.F.)**

The J.D.T.F. was established in 1979 following recommendations to the Prime Minister and Premier by both Mr. Justice Williams and

Mr. Justice Woodward, who were both engaged independently on Commissions of Inquiry into drug trafficking in Australia.

The objectives of this Joint Task Force are to:

- investigate the identity of persons engaged in drug trafficking or in unlawful activities designed to assist trafficking;
- foster and maintain co-operation between law enforcement agencies; and
- secure the conviction of persons engaged in drug trafficking

The J.D.T.F. comprises 22 Police, 11 from the Australian Federal Police and 11 from the New South Wales Force. Chief Superintendent Willis, New South Wales, is its leader and is responsible to a Committee of Management comprising Commonwealth and State Government representatives.

The J.D.T.F.'s successes during the year included the prosecution of 52 persons for major drug importing and supplying offences, including a major heroin trafficker extradited from Hong Kong, and an operation extending over 13 months during which 10 persons were arrested for major drug offences. In addition, large quantities of drugs as well as money and property in excess of \$200,000 in value were seized.

In 1984, the two Governments commissioned Mr. R. Walton, a former New Zealand Police Commissioner, to evaluate the Joint Task Force. He found it to be "... effective in the investigation of offenders involved in high level drug trafficking and to have attained a level of success that in all probability could not have been gained by conventional methods. The operational achievements of the Force have vindicated its establishment and provided justification for continuation". He recommended that the Joint Task Force operations continue for a further 5 years.



#### Joint Bomb Task Force

Protracted Police investigations were conducted by Criminal Investigation Branch and District Police into incidents involving Judges of the Family Law Court, including:

- the murder of Mr. Justice Opas on 23 June, 1980;
- the attempted murder of Mr. Justice Gee and his family and the bombing of his home on 6 March, 1984;
- the bombing of the Family Law Court building at Parramatta on 15 April, 1984; and
- the murder of the wife of Mr. Justice Watson on 4 July, 1984.

This sequence of atrocities prompted the formation of this Task Force.

The function of the Task Force is to co-ordinate investigations by the Australian Federal Police, the Criminal Investigation Branch and Divisional Detectives. Up to 70 Police were seconded to the Task Force at the height of investigations.

Despite extensive inquiries, no arrests have been made. However, inquiries and investigations are continuing in an attempt to arrest the perpetrator(s) of these attacks.

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#### ANTI-THEFT BRANCH

This Branch was established as part of the Government's package of initiatives to combat the increasing incidence of property crime. The initiatives included an increase in the strength of the Force by 210 officers (and the redeployment of 90 other officers) to provide for the establishment of the Anti-Theft Branch. This has allowed the introduction of specialist anti-theft policing, telephone "hotlines", and Drug Law Enforcement programmes. The Second-Hand Dealers and Collectors, Pawnbrokers, Hawkers, Liquor and Crimes Acts have been amended to provide additional controls to curtail receiving and disposal of stolen property, particularly household

property.

The Anti-Theft Branch administration comprising 10 officers, co-ordinates programmes to combat theft throughout all Police Districts, and also investigates new methods of crime suppression and detection. Anti-Theft Police are attached to each of the 20 Police Districts and report to the District Superintendent, Metropolitan District, Newcastle and Wollongong Squads comprise 8 officers and the balance of the Districts 6 Police. Members of the squads perform duty in uniform or plain clothes, as circumstances dictate.

The District Squads became operational progressively from October to December, 1984 and have achieved outstanding results in their short period of operation. As at 30 June, 1985, over 3,900 offenders were arrested on some 9,600 charges, including 3,200 for property and 560 for motor vehicle theft offences. Property valued at \$783,000 was recovered and warrants to the value of some \$200,000 satisfied.

Furthermore, the incidence of burglary offences (i.e. property breaking into dwellings) fell from 70,348 in 1983/84 to 62,927 in 1984/85.

#### Public Service Support

A total of 69 Public Service administrative and support staff are employed in the squads, sections and units involved in crime detection and apprehension. They provide valuable clerical services and technical assistance as well as carrying out essential management and administrative functions.

The acquisition of modern equipment and introduction of computer technology means that the role and functions of these officers are under constant review. It is hoped that these changes will overcome the difficulties caused by restrictions on staff numbers in recent years.

The Assistant Commissioner (Traffic) reports to the Deputy Commissioner (Operations). He provides a traffic education, control and policing service directed towards:

- reducing the number of street accidents, particularly those resulting in death or injury;
- ensuring the free and safe flow of traffic, and orderly and equitable parking; and
- improving pedestrian and traffic behaviour.

The Assistant Commissioner is responsible for the formulation and general implementation of traffic policy. The District Superintendents are responsible for management of Traffic and Highway Patrol Police and Parking Patrol Officers, as well as for the specific implementation of traffic policy within their respective Districts.

Administrative support in respect of traffic matters is the responsibility of the Director, Traffic Branch Administrative Services.

In addition, a number of ancillary staff are employed to assist Police in traffic areas, including Parking Patrol Officers and Civilian School Crossing Supervisors.

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#### TRAFFIC BRANCH POLICE OPERATIONS

The Assistant Commissioner has established a target to reduce by 50 the number of road deaths in 1985, as compared to 1984.

District Traffic Supervisors have all been alerted to this target and have prepared operational plans identifying 'black spots' (i.e. accident prone areas) and factors contributing to accidents within their respective Districts. Selective enforcement action has accordingly been taken focusing attention on these areas and calling upon back-up assistance from Highway Patrol officers and from the relevant specialised Squads within the Traffic branch. For example, in some country





The Minister, Hon. Peter Anderson, and the Assistant Commissioner (Traffic), launching new R.B.T. buses.

areas, such as Dubbo, particular attention was paid to the enforcement of laws relating to use of heavy vehicles. In other areas, enforcement of laws such as those governing the use of trail bikes, traffic signals and drink driving was given greater emphasis to meet local problems.

Statistics are not yet available for the period to which the Assistant Commissioner's target relates. However, it is pleasing to report that 1984/85 has seen a

continuation of the declining trend in road toll statistics:

1982 — 1,250  
 1983 — 966  
 1984 — 1,028  
 1984 (first 6 months) — 525  
 1985 (first\* 6 months) — 479

\*Road toll statistics are given for the calendar year period to enable ready comparison between post and pre-random breath testing periods.

It is believed that the selective enforcement action described above, the continued application

of random breath testing throughout the State and the involvement of District Community Relations Officers in conducting localised media campaigns, have been instrumental in achieving these results.

The emphasis on preventative measures has led to a reduction in breach reporting. This reduction is clearly reflected in the statistics on radar offences detected by Highway Patrol



Police (reduced from 198,426 in 1983/84 to 189,294 in 1984/85); on-the-spot infringement notices issued by Highway Patrol Police (reduced from 752,120 in 1983/84 to 496,006 in 1984/85) and total arrests made by members of the Highway Patrol (reduced from 20,008 in 1983/84 to 19,919 in 1984/85).

Major breaches detected by the Highway Patrol continued to be "drive with an excess of the prescribed concentration of alcohol in the blood" (9,013), "drive in a manner or at a speed dangerous to the public" (1,163) and "negligent driving" (926).

Random Breath Testing

New South Wales Police continue to be very thorough and diligent in their conduct of the random breath testing programme, carrying out more tests with more effective results than most other Police Jurisdictions. Techniques such as "saturation" random breath testing exercises have kept the public aware of the continuing action to rid the roads of drunken drivers. Relevant statistics are provided in Table 'E'.

It is pleasing to note that there was a significant decrease in the number of positive readings this year, indicating that the drink driving laws are continuing to have the desired effect on public driving habits.

Major Legislative Changes

During the year, the following significant legislative changes were made which had a direct effect on operational traffic Police.

- The Motor Traffic Act was amended effective from 4 April, 1985, to make it an offence:
  - for drivers who are holders of learner's permits and first year provisional licences to have present in their blood a concentration of 0.02 grams of alcohol or more in 100 millilitres; and
  - for persons who are supervising holders of learner's permits to have a blood concentration level of 0.05 or more.
- The same Act was amended to make it an offence for drivers not to keep left in public streets of two or more lanes where the speed limit is 80km/h or more, or where "keep left unless overtaking" signs are displayed.
- Another amendment requires a driver, when approaching a marked footcrossing where "children crossing" flags or signs are displayed, to stop at the stop line whilst any pedestrian is on the crossing and until the crossing is clear.

Future Legislative Changes

The Police Force is keen to implement all measures to reduce

danger on the roads in this State. To this end it co-operates with other bodies in investigating proposals which may improve road safety.

For example, it has long been an offence to drive a motor vehicle under the influence of a drug, but in the absence of an admission from the driver, it has been very difficult to prove to the satisfaction of a court that a driver was affected by drugs. Senior Officers of the Traffic Branch are now involved in discussions and research (in conjunction with a number of Government organisations) into measures available to control the ever increasing problem of the drug affected driver.

In addition, the Branch also worked with the Traffic Authority of New South Wales to examine ways of increasing safety at intersections known to be dangerous. One possibility examined was the introduction of legislation which would allow for the prosecution of traffic offences observed by cameras at such intersections.

Parliamentary Standing Committee on Road Safety

During the year the Assistant Commissioner was required to make submissions to, and appear before, the Parliamentary Standing Committee on Road Safety ("Staysafe") during the Committee's consideration of: traffic law enforcement measures, alleged "quota systems", deployment of Highway Patrol personnel, "blackspots", effectiveness of radar operation and high speed Police pursuits. As at 30 June, 1985, the Committee had released one report on these matters.

Structure of Traffic Branch

The Chief Superintendent in Charge of the Traffic Branch is responsible for the administration, co-ordination and operation of the Police Traffic Branch, through its ten main units:

Table E.				
Roadside Screening Tests				
Country	183,027	578,768	518,485	
Metropolitan	242,156	568,589	550,524	
Total	425,183	1,147,357	1,069,009	
No. of Positive Readings	3,444	7,330	5,721	
Evidential Breath Analysis Tests				
No. of Positive Tests	2,479	5,595	4,718	
% of Total Tests which were positive (i.e. after both roadside screening and evidential breath analysis tests have been completed)	0.58	0.49	0.44	



### **Policy and Planning Unit**

This Unit was established on 1 September, 1984 to advise Police Management on the development and analysis of policy options affecting traffic management and control.

During the year the Unit assisted in research and preparation of submissions to the Parliamentary Standing Committee on Road Safety ("Staysafe"), the 1985 education/enforcement plan and development of District Enforcement plans. Members of the Unit were also responsible for preparation of the Police Force Traffic Policy Statement which outlines overall traffic policy, objectives, goals and strategies and is designed to assist District Superintendents in the implementation of the operational aspects of traffic control and enforcement.

### **Highway Patrol**

During the year, the Traffic Branch component of the Highway Patrol was redesignated the Highway Patrol Response Group. It is to be relocated from North Sydney to Parramatta in the coming months and is responsible for carrying out special traffic law enforcement programmes as determined by analysis of traffic crash data; training programmes, the evaluation of equipment, and the arrangements for V.I.P. and industrial escorts. Members of the Response Group also supplement District Highway Patrol units as required.

Highway Patrol authorised strength within the State consists of 1,013 officers using, on a rostered basis, 305 high speed pursuit vehicles and 163 motor cycles. 30 additional cycles were provided in the financial year. The year also saw the acquisition of 20 small buses for random breath testing.

Highway Patrol officers perform the full range of traffic enforcement and control duties, including random breath testing,

radar enforcement, supervision of clearway and transit lanes and control of off-road recreation vehicles by means of the Trail Bike Squad.

Country Highway Patrol Police underwent extensive retraining courses during the 1984/85 year. The courses were of 2 weeks' duration and were designed to provide further expertise in enforcement, control and public relations aspects of the Highway Patrol's work. Metropolitan units will undergo retraining during the 1985/86 year.

### **Accident Investigation Squad**

The Squad has officers located at Flemington, Newcastle and Warilla and assists local Police with investigations into serious and fatal motor vehicle accidents where preferment of indictable charges is likely. During the year 777 accidents were attended and 284 charges preferred.

The operation of this Squad has proved to be most effective in ensuring a consistent and high standard of investigation into serious accidents and has released plain clothes Police, in these areas, from the necessity of conducting such investigations.

### **Adjudication Section**

This Section is responsible for deciding on the course of Police action on traffic related breach reports, and the review of on-the-spot infringement notices where a person has elected to have a matter determined by the courts. It also advises Police, Government authorities and the public on aspects of traffic legislation.

### **Breath Analysis Section**

There are 47 full time officers of the Breath Analysis Section located in the metropolitan area and at Newcastle and Wollongong. They are supported by 242 part time breath analysis operators strategically located throughout the remainder of the State.

Breath analysis operators are responsible for the operation of

breathalyser instruments where initial roadside tests by Police have proved positive. The full time units are also responsible for training of Police, conduct of experimental programmes and educating Service and community groups on the effects of drink driving.

At the time of writing this Report the National Police Research Unit, Adelaide, is conducting research and evaluation tests on new breathalyser instruments. It may be possible with different equipment to save a significant amount of police time in this Section.

### **Blood Sample Section**

The Blood Sample Section is responsible for processing compulsory blood samples of drivers, riders and pedestrians who receive treatment at hospitals after being involved in street accidents.

The coming year will see computerisation of the existing manual recording system. It is also expected to see an increase in the number of blood samples processed as a result of amending legislation involving a lower blood alcohol level for holders of learner's permits and provisional licences.

### **Permit Section**

The Permit Section is responsible for the issue and authorisation of permits for the movement and control of excess dimension vehicles and loadings on public streets. Permits are available from all country Police Stations, with the number of metropolitan points of issue being increased from 6 to 18 during the year. This initiative has greatly facilitated the service available to business and the general community.

### **Radar Engineering Unit**

The Radar Engineering Unit is responsible for maintenance, calibration and evaluation of radar, breath analysis and random breath testing equipment and participating in the training of Police radar and breath





*Police motorcycle escort leaving Government House, Sydney.*

analysis operators. The Unit is to be transferred to the control of the Assistant Commissioner (Services) during the coming year.

#### **Traffic Planning Section**

This Section provides assistance and advice to Government and semi-Government bodies on transport planning. It also assesses the impact on traffic of planned developments and informs District Police of new methods of traffic management.

In the coming year, the Section will assume overall responsibility for analysis of traffic crash data (see Accident Information Bureau) and dissemination of relevant statistics to District Police for institution of appropriate control and enforcement measures.

#### **Traffic Signals Operation Section**

The equipment in the Traffic Signals Operation Section is provided and controlled by the Department of Main Roads. Police are responsible for monitoring the equipment, and

for controlling traffic light signals at 1,158 intersections throughout the city and metropolitan areas by means of television screens, visual display units, colour-graphic screens and maps, and warning lights and alarms. Operators can alter computer controlled traffic light timing to improve traffic flow.

Cyclists attached to the Section are available for quick response in the event of signal breakdown in the inner city area and at other times are used for traffic and parking supervision.

The coming year will see the Section assume responsibility for an additional 30 cameras designed to improve traffic flows in Victoria and Parramatta Roads. It is also proposed that a computerised recording system be installed to immediately advise the media and public of known or potential traffic problems.

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### **ANCILLARY OFFICERS**

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#### **Parking Patrol Officers**

The State's 377 Parking Patrol

Officers are Ministerial employees and are responsible for assisting Police in the supervision of parking regulations. Whilst the Traffic Branch is responsible for the selection, training and allocation of Parking Patrol Officers, District and Divisional Officers are responsible for management and control of such officers within their respective areas.

A further retraining programme, a major review of effective deployment, and measures to reduce the number of assaults upon Parking Patrol Officers are planned for the coming year.

#### **Civilian School Crossing Supervisors**

Civilian School Crossing Supervisors are engaged as Ministerial employees on a part time basis to supervise and assist school children using marked footcrossings in the vicinity of schools. Sites requiring supervision are analysed and evaluated with emphasis on safety factors and a weighting to sites used by younger pupils. The



year saw the Government increase the number of supervisors by 20 to 340.

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### **TRAFFIC BRANCH (ADMINISTRATIVE SERVICES)**

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The Public Service component of the Traffic Branch has a staff of 252, under the control of a Director, which is responsible for:

- efficiently processing driving and parking infringements, enforcement orders and summonses in accordance with legislative requirements;
- prompt collection and banking of revenue;
- provision of policy advice to the Minister, Police Board, Commissioner and Secretary on the effectiveness of relevant legislation, the level of fines and revenue collection processes;
- providing an expeditious service to the Public, Members of Parliament, the Ombudsman and other interested parties in relation to inquiries and representations generated by the infringement process; and
- providing administrative and policy support to the Assistant Commissioner, Traffic, and all areas under his control.

The Branch consists of three Sections: Operations, Correspondence and Police Support services. The Accident Information Bureau and Warrant Index Unit also report to the Director, Traffic Branch.

During the year, a number of initiatives were taken to streamline revenue collection practices and provide an improved service to the public. That these new procedures are effective is evidenced by the improved payment rate on infringements from 66 percent in 1983/84 to 81 percent in 1984/85, representing an increase in revenue from \$55,770,000 in 1983/84 to \$56,739,019 in 1984/85.

Initiatives which have led to these improvements include

Ministerial approval given for the payment of infringements by Bankcard and the amendment of the Justices Act to enable the Self Enforcing Infringement Notice Scheme to be introduced on 1 July, 1984. The administrative processing of infringements under the new legislation prescribes that reminder "courtesy" letters be sent and that Court Enforcement Orders be issued to those who do not pay within the allowed time. Summonses to attend Court were issued under the previous system. Court hearings generally take place only at the discretion of persons reported and they have consequently reduced by ten fold. Approximately twenty court staff and Magistrates have therefore been made available for other work due to the new scheme. A more convenient and efficient service to the public has resulted.

An on-line computerised system for the Self Enforcing Infringement Notice Scheme also became operational on 1 July, 1984. This was done in conjunction with a complete re-structure of the Branch and re-organisation of work practices. A reduction in staff numbers from 277 to 252 was achieved and administrative procedures associated with revenue collection and enforcement practices were streamlined.

Further initiatives are scheduled for introduction in 1985/86, including:

- computerised 'on-line' cash receipting of infringement payments;
- computer assisted micro-film retrieval systems; and
- payment of infringements at State wide agencies.

Cost/benefit analyses undertaken as part of the feasibility studies for these projects indicate that net annual savings resulting from their implementation will be in the order of \$680,000.

As part of the Government's policy to decentralise

Government services, the Traffic Branch relocated to Parramatta in September, 1984. The change in location, together with improved work procedures, has considerably raised the level of morale and reduced staff turnover within the Branch.

A comprehensive staff training and development programme was implemented during the year to help staff cope with the significant changes in work procedures.

Since moving to Parramatta the Branch has taken a number of steps aimed at becoming more involved with the local community. An on-going programme has been initiated with South Granville High School whereby Year 9 students are given training on computer terminals one day each month. The Branch has also assisted students from 35 schools in the area in work experience programmes.

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### **ACCIDENT INFORMATION BUREAU**

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The Accident Information Bureau is located at Gosford and has a staff of 21 who are also responsible to the Director, Traffic Branch. The Bureau operates a computer system which stores information relating to all reported traffic accidents in New South Wales and provides particulars to interested parties upon payment of a \$20.00 fee.

In 1984/85 the Bureau collected \$1,315,570 in revenue, representing an increase of 30% on the 1983/84 figure of \$1,005,000.

A computerised Traffic Crash Programme is expected to become operational in August, 1985. The Programme will allow the collation and dissemination, particularly to operational Police, of statistics emphasising accident prone intersections, dangerous stretches of roads, etc. Allocation of Police resources will be greatly facilitated by the programme.



## 4: EMERGENCY SERVICES



*Members of the Airwing and Water Police involved in a training exercise.*

The State Emergency Service and Civil Defence Act provides for the appointment of a Director, State Emergency Services (Commissioner of Police) with responsibilities for the administration of services being

vested in the Assistant Commissioner (Emergency Services) as pro-Director. Emergency services in New South Wales are co-ordinated by the Rescue and Emergency Services Co-ordination Committee,

chaired by the Assistant Commissioner, and comprising representatives of the Police Force, Board of Fire Commissioners, New South Wales Ambulance Service, Volunteer Rescue Association,



Youth and Community Services, State Emergency Services, Health Commission and the Bush Fire Council.

The role of the Assistant Commissioner so far as the Police Force is concerned, is to provide specialised policing services with the capacity to respond to emergencies.

The Assistant Commissioner is also a New South Wales representative on the Standing Advisory Committee for the Protection Against Violence (S.A.C.P.A.V.). He is responsible for the development of effective responses, training and conduct of exercises for Police and other organisations involved in terrorist/hijack situations.

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## EMERGENCY OPERATIONS

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### Districts

Operational responsibility for emergency services is vested in the various Police Districts and in the Disaster and Rescue Branch.

All Districts have established Regional Rescue and Emergency Services Co-ordination Committees which report to the parent New South Wales body. Districts also conduct counter disaster exercises with an officer from the Disaster and Rescue Branch attending as 'referee'.

### Disaster and Rescue Branch

The Disaster and Rescue Branch is controlled by a Superintendent with responsibilities for the Water Police, Air Wing, Dog Squad and Rescue Squad. Senior officers of the Branch are represented on numerous committees associated with counter disaster planning and rescue operations.

Disaster and Rescue Branch personnel provide specialised advice to hospitals, schools, airports and large industrial complexes on planning of emergency exercises and assist in the preparation of counter disaster and evacuation

procedures for commercial and sporting organisations.

Two Disaster Controller Commander Courses, each comprising 25 Senior Police, are conducted annually with Police from the Disaster and Rescue Branch acting as Course Directors.

### Water Police (includes Police Diving and Launch Maintenance Sections and Flood Rescue Squad)

The role of the Water Police is to provide a marine service to protect life and property, to prevent, contain and suppress crime and to enforce certain marine laws. Water Police are also responsible for co-ordinating search and rescue operations in accordance with an agreement between the Commonwealth and States.

Water Police effected the rescue of 534 vessels and 1,778 persons from Sydney Harbour, the State's coastline and estuaries, recovered 57 deceased persons from the waters and attended 315 other major incidents during the year.

The Police Diving Section has a strength of 6 full time and 30 stand-by officers. It is responsible for underwater search and recovery operations and generally assisting specialist and emergency Police units in a wide range of operations.

The Police Flood Rescue Squad has a strength of 36 trained part time officers who are available for emergency flood assistance and special operations as required. Assistance for flood rescue operations was required on only two occasions during the year.

The Launch Maintenance Section has a strength of 13 officers with responsibilities for the upkeep and maintenance of all Police vessels and for advising on the purchase of vessels and equipment.

### Police Air Wing

The role of the Air Wing is to provide a support service to all

sections of the Police Force and other Government bodies as required. Activities include general airborne patrols, search, rescue and surveillance operations and taking of aerial photographs for evidentiary and other purposes.

The Service operates three single turbine engined helicopters which flew 3,325 hours during the 12 months under review. A total of 725 hours were flown by hired fixed wing aircraft. Extensive use was made of aircraft during the year for the detection of drug crops.

### Police Dog Squad

The role of the Dog Squad is to provide a support service to all sections of the Police Force in the apprehension of armed and dangerous offenders, location of persons unlawfully on premises, search for and apprehension of offenders at crime scenes, location of lost or secreted items required for evidentiary purposes, detection of drugs, and location of missing persons.

### Police Rescue Squad

The Police Rescue Squad is responsible for the provision of support and emergency services to Police and the community in such incidents as motor vehicle, transport and aircraft accidents; cliff and industrial rescues; bomb explosions and alerts; domestic and animal rescues; bush fires; and searching for lost hikers and other persons.

The Squad has its headquarters at Marrickville with decentralised units at French's Forest, Hornsby, Blacktown, Sutherland, Liverpool, Katoomba, Bathurst, Goulburn, Wollongong, Newcastle, Lismore and Cooma.

The Police Rescue Squad was host to the 16th Annual Conference of the Volunteer Rescue Association attended by 130 delegates in 1984. Addresses were delivered by the Minister for Police and Emergency Services and the Deputy Commissioner (Operations).



## PART THREE: COMMUNITY RELATIONS





# 1: COMMUNITY RELATIONS BUREAU

## ESTABLISHMENT OF A NEW BUREAU

As foreshadowed in last year's Report, a major Police initiative has been the establishment within the service, of the Community Relations Bureau.

The Bureau formally commenced operations on 24 September, 1984 to initiate and co-ordinate community policing activities throughout the State.

Community policing involves the community in partnership with Police in crime prevention and law enforcement. It is a recognition that community support is crucial if the Police are to be successful in reducing crime. Hence, community policing has two focuses: the use of various programmes, such as Neighbourhood Watch schemes (which actively involve both the Police and the community in crime prevention and detection) and the improvement of Police/Community relations, so that the groups interact productively.

This approach is not new and can be traced back to the "founding father" of modern day Police Forces, Sir Robert Peel, who established the London Metropolitan Police on the basis that it was essential for successful policing to have the support and involvement of the community.

More recently, these methods have been used successfully both interstate and overseas. In New South Wales, while Police have generally recognised the value of community support, the potential of the community as an operational Police aid in combatting incidences of crime has never been fully developed.

The establishment of the Community Relations Bureau is seen as the first step in developing community policing as an integral part of policing at all levels in New South Wales.

## Objectives

The overall goals of the new Bureau are to:

- prevent and reduce crime through the introduction of programmes which encourage the community to actively assist Police.
- identify, develop and maintain communications with community groups or organisations and the media, to positively promote the role of Police.
- identify community problems which may affect the incidence of crime in the community, examine their underlying causes, and develop remedial programmes with community involvement.
- encourage all Police to recognise the mutual benefits of working with community organisations.

To achieve these goals, the initial focus of attention has been on the establishment of specific crime prevention community policing programmes, such as Neighbourhood Watch and the Safety Houses Scheme, and the improvement of relations between the Police and various minority groups in the community.

A network of District Community Relations Officers has been established to ensure that these community policing initiatives are applied uniformly and with vigour in all Police Districts in the State. The District Officers are charged with identifying the special problems and needs of their local areas in partnership with the general and particular communities that make up their District.

A key element in the introduction of community policing in this State is the need for Police to be employed in situations which involve interaction with the public in the non-emergency situation. It has been long recognised, not only in New South Wales, but in other States and countries throughout the

western world, that we cannot achieve and maintain a proper level of peace and tranquility unless Police go out into the community to develop a real and practical relationship with the many groups they are responsible for protecting.

District Community Relations Officers move about their Districts addressing social clubs, church and other community groups, and explaining police policy on a wide range of matters. To assist them, a Sergeant 1st Class has been employed at the Community Relations Bureau to act as Co-ordinator. There is a constant exchange of ideas through this Co-ordinator who regularly visits the Districts and supplies material to assist the District Community Relations Officers with the management of programmes in their District.

The notion of consumer satisfaction which is applied by the management of many organisations providing goods and services to the community, can equally be applied to policing. To assist the Bureau in perceiving what each section of the community requires in terms of Police services, these officers work closely with people endeavouring to encourage citizens to play an active part in determining what is needed in their area.

Twenty officers, one to each District, were appointed in October, 1984, and already there is clear evidence that the service they are providing is what is wanted by the community. There are plans to expand the service by further appointments as resources permit, and it is felt that their acceptance will encourage Police generally to follow their example and become more closely involved with the community.

## Structure and Functions of Bureau

The Community Relations Bureau is jointly headed by a Chief Superintendent who reports to the Deputy Commissioner





*Members of the public meeting senior Police officers at Police Week, 1984.*

(Operations) and a civilian Director who reports to the Secretary.

With the exception of those staff attached to the Federation of Police/Citizens Youth Clubs, the 200 specialist Police and civilians employed in the Bureau work in three major sections: Community Policing; Promotions and Publications; and Media Liaison.

### **COMMUNITY POLICING SECTION**

The Community Policing Section comprises a number of specialised liaison units which work with the general public through various programmes, but, in particular, with such minority/disadvantaged groups in the community as Aborigines, non English-speaking community groups and juveniles. This Section also includes the Crime Prevention, Missing Persons and Safety Advisory Units, and the "Neighbourhood Watch" and "Safety Houses" Programmes.

### **Police/Aborigine Liaison Unit**

The Aborigine Liaison Unit, formerly administered by the Personnel Branch, was transferred to the Community Relations Bureau in March, 1985. While the role of the Unit, to encourage co-operation and interaction between Police and the Aboriginal community, remains unchanged, its activities have been given greater impetus by the appointment of an Aborigine as Community Relations Co-ordinator.

The major issue upon which the Unit focused attention this year was concern expressed by the Aboriginal community at the apparent rise in the incidence of juvenile crime, including an increasing use of hard drugs by Aboriginal youth. Emphasis has been placed on developing better relations between Police and young Aborigines.

Following a number of specific complaints of juvenile crime in the western area of the State,

some of which concerned Aborigines, the Unit was directed to assist in the development of diversionary programmes aimed at reducing the incidence of illegal activity. One town visited was Bourke. Those members of the Aborigine Liaison Unit and others involved in Aboriginal affairs who visited the area, concluded that any initiatives made to overcome juvenile crime would need to involve both Aboriginal and other community members.

Some of the programmes being developed include the establishment of a Youth Centre and the setting-up of a cultural learning programme, in an attempt to bring the various groups of local Aborigines together. Also being considered is the development of a "Police Assistants" Scheme, in which appropriate members of the Aboriginal community could be appointed to liaise between Police and Aborigines at local level. This type of scheme has been successful in the Northern Territory.

The Unit continues to visit various centres throughout the State to resolve or reduce the possibilities of conflict.

At Redfern, regular meetings are held between Aboriginal representatives, Senior Police Officers from Redfern Police Station and members of the Aborigine Liaison Unit to maintain interaction and foster co-operation.

Police are also involved in negotiations in the Kempsey area. There has been no further significant violence there and it is clear that a determined effort is being made by the various groups in the area to work together to form a harmonious community. It is also pleasing to record that Aborigines in the area are participating in the Neighbourhood Watch Programme.

Naturally, it is not pleasing to report that there have been a



number of minor incidents involving Police and Aborigines in various other centres throughout the State. The Aborigine Liaison Unit and the local Community Relations Officers will give these areas top priority.

It is intended that the Co-ordinator (Aboriginal Liaison) will visit all Aboriginal communities in New South Wales by December, 1985. Plans for Aboriginal people to visit different sections of the Police service are also proposed, and it is hoped that a seminar on Police/Aboriginal relations will be conducted before the end of 1985.

In the longer term, the Co-ordinator sees an intensification of the activities of the Police/Aborigine Liaison Unit as a priority, both for the Police and the Aboriginal communities, throughout New South Wales.

### **Ethnic Liaison Unit**

The Ethnic Liaison Unit comprises the Inspector responsible for the Community Policing Section (who has held the position of Ethnic Liaison Officer for the past three years) and two positions for civilian Community Relations Co-ordinators only one of which has been filled to date.

An Ethnic Affairs Policy Statement (E.A.P.S.) has been developed to form the basis for the Unit's activities over the next 12 months. The statement concentrates on three main areas, namely Communication, Education and Employment.

The "Communication" strategies, such as providing practical assistance for Police to obtain community language skills, will open new avenues for liaison between Police and ethnic communities.

"Education" strategies are being developed to ensure that Police receive adequate training in the specialised needs of various ethnic groups. All Police can now

receive relevant training either in courses run in conjunction with the Ethnic Affairs Commission (for senior executives), or in the "Police in Multicultural Society" course conducted at the Academy. The latter course is currently being evaluated by a Training Review Committee established to examine the training needs of New South Wales Police. Since January, 1985, Police have also been assisting with a community education programme for non English-speaking people in the area of domestic violence.

In the employment areas, an advertising campaign has been implemented to help the Force to recruit more Police Officers from non English-speaking backgrounds. This is seen as an essential part of improving communication with ethnic groups.

### **Gay Liaison Unit**

A Gay Liaison Unit has been established, to communicate between Police and the Gay community with a view to overcoming existing problems.

The Unit was instrumental in establishing a Police/Gay Liaison Group, which meets regularly. This Group comprises a representative of the Anti-Discrimination Board (Convenor), members of the Police Ethnic Liaison Unit, and representatives of the Gay community — including the organiser of the Gay Mardi Gras and representatives from the Gay Counselling Service, Gay 'Hotline', Metropolitan Community Church (Gay Church) and the Gay Rights Lobby.

Other significant advances of the Unit include the development of rapport between Police and Gays during the organisation and conducting of the Gay Mardi Gras in February. Since the Mardi Gras, work has commenced on the preparation of a pamphlet which will be distributed to both Police and members of the Gay community. The pamphlet

contains articles by Police, a member of the Anti-Discrimination Board and members of the Gay community, aimed at fostering improved communications between Police and the Gay community. Arrangements have also been made for the Police Choir to sing at the Metropolitan Community Church (Gay Church) on Sunday, 14 July, 1985.

Consideration is also being given to a proposal to operate a Gay Hotline over a 48 hour period to enable the Unit to assess the adequacy of the delivery of Police services to the Gay community.

### **Community Relations Co-ordinator (Youth Liaison)**

In an attempt to curb the incidence of juvenile crime in New South Wales, Police have initiated programmes to provide an outlet for young people through positive recreation and entertainment, and to give greater support to youth. The Police/Citizens Youth Clubs have proven a successful link between young people and the Police for over 50 years.

More recently, Police initiated the successful "Blue Light Discos", now operating in 130 areas in New South Wales (see later discussions).

Recognising that juvenile crime is a problem generally, there is a compelling need to liaise with children and youth. A specialist civilian Community Relations Co-ordinator (Youth Liaison) was appointed to the Bureau in March, 1985 to formulate community policing programmes. Since her appointment in March, 1985, the Co-ordinator has interacted with many organisations involved in the provision of youth services. The information gained is leading to the development of appropriate programmes and mechanisms to promote a more constructive and positive relationship between Police and youth generally.



### **Future Plans**

A number of programmes are planned for 1985/86. These include a New South Wales Youth Drug Summit scheduled for 5 December, 1985, in which 120 young people from all parts of the State will participate. The aim is to allow young people to discuss issues of drugs and alcohol with Police, other Government authorities and Parliamentarians who may wish to attend.

The establishment of a Junior Crime Watch Scheme, to provide children and young people with an awareness of their general responsibility to society, and with information on community policing, is proposed in the near future. Community education on the juvenile cautioning system and the legal rights of young people are areas that will also be given attention during 1985/86.

### **Crime Prevention Unit**

Prevention being better than the cure, the Police Force provides advice on positive crime prevention to all interested parties throughout the State. Members of this Unit regularly conduct lectures on topics such as general crime prevention, dangers of drug abuse, business and industrial security to sexual assault prevention and home and personal protection.

Security surveys are conducted by the Section upon request, or in response to reported crimes. They are conducted at private business offices, hospitals, schools, Government offices, and private dwellings. Some 580 were conducted during the year compared with 769 in 1983/84.

The Unit is also responsible for maintenance of the extensive permanent crime prevention display and liaison with the thousands of visitors it attracts. The display is the largest and most comprehensive of its type in Australia and exhibits a wide range of equipment suitable for installation in homes and

commercial premises. During the year, some 2,000 people visited the display, compared with approximately 4,500 people in 1983/84. It should be noted that the Unit's display has been temporarily closed since February, 1985 during ongoing building renovations and will be re-opened as soon as practicable at a more suitable location.

In addition to its traditional role of lecturing to community organisations and conducting security surveys, a significant proportion of the Unit's time was taken up with lecturing on the Neighbourhood Watch Programme. This Programme has generated an even greater interest in the activities of the Crime Prevention Unit as members of the community become increasingly aware of the need to improve security in both the domestic and commercial areas.

### **Safety Advisory Unit**

The Safety Advisory Unit lectures school students on safety matters and to adults on various aspects of law and order. In addition, the unit has been heavily involved in the Safety Houses Scheme.

Lectures to school students cover topics such as general road safety, danger of drink driving, water safety, bicycle safety and "stranger danger". A total of 804 schools were visited during the year.

Adult lectures included talks to groups from non English-speaking backgrounds on the role of law and order generally in New South Wales, and lectures to various other groups on specific aspects of law enforcement of particular relevance to them.

### **Missing Persons Unit**

The Missing Persons Unit is responsible for tracing persons reported missing and for identifying bodies. The Unit was formerly a component of the Technical Support Branch and was transferred to the Community Relations Bureau upon the Bureau's establishment.

During the year 4,185 people were reported missing, of whom 2,295 were under the age of 16 years. Of those reported missing, 4,093 have been found. In addition, 33 reports of unidentified bodies were received of which 27 have been identified. It should be noted that 879 of those reported missing were absconders (i.e. escapees from institutions).

It is anticipated that the Unit's records will be computerised in the near future which will enable them to be used more effectively in analysing the relationship between reports of missing persons and crime generally.

### **Neighbourhood Watch Programme**

Neighbourhood Watch is a community-based crime prevention programme in which members of a particular neighbourhood accept that they have a personal and social responsibility to assist in the reduction of crime in their areas. The programme is primarily directed at reducing the incidence of burglaries in residential areas, but is also aimed at reducing general crime including personal assault.

Since the programme was officially launched by the Minister for Police in March, 1985, the public response has been overwhelming. To date, 79 Neighbourhood Watch areas have been established and a further 99 meetings have been arranged. At 28 June, the total number of homes encompassed by the 79 operating areas was 63,200, of which 29,200 now display Neighbourhood Watch plaques.

On current projections, Neighbourhood Watch will reach 100 areas by 22 July, 1985, and the original target of encompassing 100,000 homes in the first 12 months of operation (i.e., by 4 March, 1986) will be attained by 13 August, 1985.

Initially, the programme was restricted to the Sydney metropolitan area, with a country



pilot programme established in Kempsey on 14 March. The programme is now being extended to all areas of the State with Neighbourhood Watch programmes being established at Newcastle, Wollongong, Dubbo, Lismore and Tamworth.

Although aimed primarily at reducing the level of residential break and enters, it is anticipated that Neighbourhood Watch will have an impact on all residential crime and on community attitudes to Police.

In view of the relatively short time the programme has been in operation, it is not yet valid to draw correlations between the programme and break and enter statistics. Consequently, for the purposes of this report, statistical material has been confined to the establishment of Neighbourhood Watch areas.

### **How To Establish a Neighbourhood Watch Scheme**

Interested persons are asked to contact the State Co-ordinators at Police Headquarters to obtain a Neighbourhood Watch kit, indicating the steps involved in establishing a Neighbourhood Watch area.

A Neighbourhood Watch Programme can be set up only with support from 50% of local residents and a 200-signature petition certifying this support.

A Neighbourhood Watch area comprises between 600 and 800 residences and is divided into groups of approximately 50 residences. Once appropriate community support is gained, the State Co-ordinator is contacted to arrange a public meeting. At the first meeting, volunteers are called upon to assist with the implementation of the programme. These volunteers become group co-ordinators provided they pass a *confidential* Police name check to ensure they have no criminal record.

The Co-ordinators hold monthly meetings to discuss crime prevention in their area. They are

also required to maintain close and continuous liaison with Police and local residents.

Following the initial public meetings, a member of the Crime Prevention Unit lectures to all participants in a Neighbourhood Watch area on practical methods of crime prevention, and advises on how to identify and report criminal activity. Residents are encouraged to participate in Operation Identification, a programme through which all valuable household items, such as television or stereo, are marked with the owner's driver's licence number by use of an etching pen.

The current waiting period from the date of obtaining the petition to the date of holding the first public meeting is three months. This waiting period is unavoidable, given the huge demand on the project team's resources, and is also considered necessary to provide the time needed to solicit support from the remaining homes in the proposed Neighbourhood Watch area. It is anticipated that the project team will soon be increased in strength to prevent any increase in waiting time.

### **Safety House Scheme**

Following the successful operation of Safety House Schemes both interstate and overseas, a similar scheme was launched in New South Wales in April, 1984. The aim is to provide a network of safety houses to which a child, enroute to or from school, can run if approached by a stranger or if encountering any other difficulty. The householder then has a responsibility to call the Police or make any other contact as circumstances warrant. The scheme ensures that a child in trouble has an identified safety house to run to, knowing that someone will be at home.

Since the scheme's introduction, 400 communities throughout the State, covering at least 1,000 schools, have been incorporated in the scheme. Also, 9,000

homes/shops are currently displaying the logo on their premises, and it is anticipated an additional 9,000 will soon be displaying the logo.

After initial interest is expressed by the local community (both parents and the local schools), a public meeting is held at which a Safety House Co-ordinator, or another member of the Crime Prevention Unit, explains the scheme to interested parties.

A local committee is formed at the meeting, which then encourages as many people as possible to offer their premises as a Safety House. Premises may only be nominated if an adult member of the household is usually at home when children would be in transit to and from school.

All occupants over the age of 15 years of nominated houses are screened by the Police to ensure that they do not have a criminal history which would disqualify them.

Once houses are selected, the local committee is responsible for purchasing and distributing the Safety House signs within the area. Each school participating in the scheme conducts a six week education programme to teach the children how to use the scheme in their area. Children also attend a 'Stranger Danger' lecture given by a member of the Crime Prevention Unit. At the completion of the education programme, the local committee conducts a monthly monitoring check on all the approved homes.

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## **PROMOTIONS AND PUBLICATIONS SECTION**

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The Promotions and Publications Section incorporates a number of units which were formerly part of the Public Relations Branch, including the Film and Television Unit, the Display Unit and the Photographic Unit. The Section also encompasses the Police Military and Pipe Bands, the Police Choir, the Mounted



Police and the proposed Police Museum.

In general, the Section is responsible for keeping the public informed of the activities of the Police Force in New South Wales. This is achieved by way of photographic and general displays, lectures and the distribution of various brochures and pamphlets etc. The specific functions of the various components of the Section are discussed below.

### Film and Television Unit

This Unit liaises with organisations involved in film making, television series, documentaries, commercials and stage plays. It provides advice on Police procedures and considers requests from any organisation (other than news media) wishing to film in public streets.

In many cases, assistance is given to these organisations through the supply of uniforms and relevant equipment, such as Police car door stickers, lights and sirens.

During the period under review, it is estimated some 300 requests were made for such assistance. This number is a reflection of the increasing interest being shown by film makers etc. in the activities of the New South Wales Police.

### Display Unit

The Display Unit is responsible for providing static displays of various Policing activities for use at exhibitions, fairs, centenaries etc. Several displays were held throughout the year and, as usual, the public showed greatest interest in historical artifacts and Police uniforms. Major displays planned for 1985/86 and beyond include Police Week and the "Police Women's 70th Birthday" celebrations.

Work is also well underway for the launching of "Constable Careful", a 'Star Wars' robot developed to encourage identification of Police by young children.





### Photographic Unit

The Photographic Unit is responsible for taking all official photographs covering the full range of Police activities including Passing Out Parades, searches and rescues, Police training, highway patrol work and new capital works projects.

This year, an Australia-wide Police Photographic competition, entitled "National Rollei Police Photographic Award", was held with entries depicting Police, invited from all members of the community. The competition was a first in Australia and was an overwhelming success, drawing over 300 entries. From these, 250 were selected and displayed. The exhibition was officially opened on 31 May, 1985, at the Blaxland Gallery and has since been shown at the Commonwealth Bank in Parramatta. It will be touring all capital cities throughout Australia in the New Year and plans are underway for a similar competition to be held next year.

### Military Band

The Police Military Band, formed in 1894, is recognised as the State Ceremonial Band, and is therefore required to perform at: Regal and Vice Regal parades and receptions; at Police parades; and to provide a service to civic and charitable organisations throughout the State.

During the year, the Band participated in 158 functions.

Major performances included: the opening of the World Computer Conference in the Concert Hall at the Sydney Opera House; Senior Citizens' Week at the Sydney Town Hall; in the launch of the Darling Harbour Scheme at Parliament House; and the first passing out parade at Goulburn Academy.

### Pipe Band

The Police Pipe Band plays at a wide range of official functions.



*Police Military Band's lunch hour concert in Martin Place.*

During the year, the Band played at 120 official functions, ranging from charitable functions to parades for the State Governor.

Highlights of the year included participation in: a three-day bush carnival held at Blayney; the first passing out parade held at the new Academy; and the Australian Heritage Council "Scottish Week" festivities.

### Police Choir

The Choir has continued to perform at charitable functions for various clubs and church organisations and at concerts for entertaining aged and incapacitated persons.

Falling numbers in the Choir have led to a curtailment of its activities this year.

*Police Choir performing for members of the public.*



*Top left: 1st prize community category.*

*Bottom left: Merit award community category.*





Mounted Police exercising in Centennial Park.

### **Mounted Police**

The authorised strength of the Mounted Police is 34 officers.

These officers perform a dual role, the first relating to public relations duties and the second to general operational Police duties on horseback. With regard to the former, members performed in a total of 200 engagements during the year, and provided 21 official tours of the Mounted Police establishment to members of the general public.

Operational duties of the mounties include control of traffic, crowds, parks and streets. Patrol of specific trouble-prone areas are also conducted, including regular patrol of Centennial and Queens Parks, Mrs. Macquarie's Chair and the Domain, plus patrols of Martin

Place, The Rocks, Redfern, Yarra Bay, Haymarket and Woolloomooloo areas.

These patrols have proven to be extremely successful in reducing the incidence of street offences, particularly in the Redfern and Woolloomooloo areas.

### **Police Museum Project**

Government approval has been given for the establishment of a Police Museum (to preserve and exhibit appropriate historical items, relics and artefacts), as part of the Bicentennial Celebrations, in the former Phillip Street Police Station/Court House complex. While planning is still at an early stage, it is anticipated that restoration work will commence before the end of 1985.

### **Other Community Relations Functions**

#### ***Community Relations Co-ordinator (Promotions and Programmes)***

This Officer's role is to establish liaison between relevant organisations/industrial bodies to gain sponsorship of community policing programmes, such as the Neighbourhood Watch and Safety Houses scheme. Other areas in which the Co-ordinator provides support include preparation of press releases and speeches relating to community policing issues.

In conjunction with the Department of Youth and Community Services, the Bureau presented a small information stand at the 1985 Royal Easter Show. Planning for a far bigger



display for the 1986 Show commenced in May, 1985. This display will occupy an entire pavilion and is expected to be the largest Easter Show display ever undertaken by the Department.

Detailed planning has also been undertaken for a Youth Driver Training Programme which is expected to be offered throughout the State. Approaches are being made to potential sponsors to underwrite this Programme.

#### **Publications and Displays**

A Publications and Displays Officer was appointed to the Bureau during the year to take responsibility for co-ordinating Police mobile and static displays and editing the monthly edition of the Police Newsletter "Nemesis".

The major activities undertaken by this Officer include

co-ordination of Police Week, a biennial event held at various shopping centres throughout the State to stimulate closer liaison between the Police and the community.

As with previous Police Weeks, Police Week 1984 combined a series of displays and demonstrations and included a "Meet the Police" function at each centre. This function proved to be a great success with representatives of various public organisations meeting a range of Police officers, including District Superintendents, Highway Patrol officers and representatives of the Community Relations Bureau on an informal basis. The theme of Police Week 1984 was "Know Your Police and Public Safety" and featured home, water and road safety.

Police Week 1984 was the fourth held in New South Wales and it

is clear that this programme is increasing significantly in popularity, both with the community and with the Police.

In conjunction with Police Week 1984, a poster competition for primary school students and an essay competition for secondary schools were conducted. The response was outstanding and similar competitions are planned for next year.

#### **Research**

This area provides members of both the public and the Force with historical information relating to Police Officers and their activities.

Publications available from the Bureau's Historian include "Documents on Police in New South Wales 1789-1879" and "Dismissals From the New South Wales Police Force 1862-1971".

*Police Week, 1984: young members of the public being breath-tested.*





## MEDIA LIAISON SECTION

The Media Liaison Section is responsible for:

- keeping the media informed on current Police investigations which are of public interest.
- attending scenes of disasters and serious crime.
- providing the Police Force with a media monitoring facility.
- assisting operational Police with their investigations by circulating relevant information to the media (e.g. descriptions of offenders).
- lecturing Police on their responsibilities.

To keep the media informed of current Police investigations, the Section conducts press conferences twice daily (8.00 a.m. and 4.00 p.m.) under the supervision of the Superintendent in Charge, Criminal Investigation Branch. A standby unit is available on a 24 hour basis to assist media and Police at the scenes of disasters and serious crimes. During the period under review, demands on this Unit increased significantly in comparison with previous years, as Police now generally recognise the benefit of using the standby media liaison services.

### Operation Narcotics Opium Amphetamines Hashish (N.O.A.H.)

A 12 hour phone-in known as Operation N.O.A.H. was co-ordinated by the Media Section, on 14 November, 1984, to enable members of the public anonymously to provide Police with any information concerning drug offences.

A total of 2,061 phone calls were received which resulted in 278 arrests as at 30 June, 1985 and 600 charges preferred. Due to the large number of calls received, many investigations are still continuing. Of the total number of charges made, the greatest percentage related to Indian Hemp (437 charges). Large crops were uncovered at Newcastle, Tamworth, Parkes and in the

metropolitan area, each worth an estimated street value of approximately \$300,000.

Perhaps the most significant result of the operation was the arrest of 78 persons for supplying drugs. Of those, 21 were for supply of heroin, 8 for amphetamines, 47 for Indian Hemp and 2 for miscellaneous supply. Total charges involving heroin numbered 70.

Operation N.O.A.H. was a success, leading to a number of arrests for trafficking offences. Further, the Commonwealth/State Joint Drug Task Force has made several significant arrests, and seizures of heroin, as a result of information passed on. In addition, the operation demonstrated that there are a large number of people who ARE willing to supply information on illicit drug use. Plans are now underway to hold a co-ordinated Operation N.O.A.H. throughout Australia in November 1985.

### Operation Crimestop

Following the success of Operation N.O.A.H., a permanent 'hotline' known as "Operation Crimestop" was established on 8 December, 1984 to enable members of the community to anonymously provide Police with information of relevance to any crime.

Operation Crimestop operates 24 hours per day [phone 332-3555 (metropolitan); (008) 422-199 (country)]. Reports received on the Crimestop 'hotline' are delivered to the Superintendent in Charge, Criminal Investigation Branch, for appropriate investigation, with any urgent matters receiving immediate attention.

Since the inception of Operation Crimestop, 1,705 calls have been received from the public. The vast majority of these concerned drug related offences (1,675).

Of the total number of reports received and investigated, a large proportion provided insufficient

information to enable an effective investigation to be carried out. The remaining reports have led to the arrest of 152 persons and have resulted in 422 drug or drug-related charges being preferred to date. Some reports are still under investigation.

### Blue Light Discos

Blue Light Discos operate throughout New South Wales providing a suitable venue for young people to dance and socialise in an environment free of drugs, alcohol and objectionable behaviour. These discos are established and supervised by off-duty Police with support from interested citizens and valuable assistance from members of service clubs (Rotary, Lions and Apex).

The Community Relations Bureau is particularly grateful for the support given to the Blue Light Discos scheme this year by the Dairy Promotion Council.

The first Blue Light Disco in New South Wales was conducted at Deniliquin in October, 1982 and was followed by discos at Mt. Drutt and Bourke in February, 1983. There are now 135 discos operating in New South Wales as compared with 93 as at 30 June, 1984. These discos are proving extremely popular with attendances averaging 1,000 in the metropolitan area.

During the period under review, Blue Light Disco Conferences were held in each District and Zone, with each Disco being represented by two Delegates (a Police Officer and a civilian). These Conferences resulted in a great deal of favourable publicity in the press, on radio and on television — particularly in the country areas.

Whilst the prime objective of Blue Light Discos is to provide suitable entertainment for the young, they have proven to be invaluable in establishing close relationships between Police and members of the Community. They have been very successful in breaking down barriers



between Police and youth. It is also believed that the Discos are acting as an effective crime prevention tool.

### **FEDERATION OF NEW SOUTH WALES POLICE CITIZENS YOUTH CLUBS**

The Federation is a privately registered charitable company, which provides supervised recreation for New South Wales youth, both male and female, aged between 8 and 21 years. The Federation aims to instil a sense of responsible citizenship and a feeling of comradeship in those who attend. Although the Federation exists primarily to cater for the needs of youth, its facilities are used by a variety of community groups including organisations for the disabled, senior citizens and ethnic groups.

The company operates on a calendar year basis and is controlled by a Board of

Directors. Under the Articles of Association, the President of the Federation must be a Superintendent of Police. In addition, some 125 Police and 7 Public Servants are seconded to the Federation in a full time capacity. The Federation also employs a number of administrative personnel and is assisted by hundreds of volunteers, both civilian and Police.

As anticipated in last year's Report, the 49 recommendations of the Inter-Departmental Committee, set up to review the management of the Clubs, have now been considered and the majority have been implemented. New Memorandums and Articles are being drawn up and action is underway to officially change the name of the company to the Federation of Police/Citizens Youth Clubs, in recognition of the fact that the Clubs cater for both male and female.

A total of 52 Clubs operate throughout the State, each of which is administered by a Management Committee comprising local Police and citizens with the Officer in Charge of Police in the relevant area as President. In addition, a youth holiday camp, "Camp Mackay", is run by the Federation. During the year, Clubs recorded attendances of nearly 2 million youths throughout the State.

These Clubs are largely financially autonomous, though the State Government does make an annual grant towards the capital cost of establishing clubs (\$250,000 in 1984 as compared with \$200,000 in 1983) and effectively contributes a further \$3.5 million to the Federation in the form of salaries and services, etc.

*Members of the Federation of Police-Citizens Youth Clubs, learning judo.*













## PART FOUR: LEGAL AND DISCIPLINARY SERVICES





## 1: INTERNAL AFFAIRS

The Police Internal Affairs Branch, which is responsible for internal investigation and investigation of complaints against Police, is under the direction of the Assistant Commissioner (Internal Affairs), who reports to the Commissioner through the Deputy Commissioner (Administration). As indicated in last year's Report, the position of Assistant Commissioner (Internal Affairs) was established in late 1983 in recognition of the importance of this area.

The Assistant Commissioner (Internal Affairs) has formally defined the overall purpose of the Police Internal Affairs Branch in the Strategic Plan, as the elimination of unethical conduct within the New South Wales Police Force, by:

- investigating and reporting to the Commissioner of Police, the Ombudsman and the Minister for Police and Emergency Services on complaints of unethical conduct by Police.
- identifying potentially corrupt practices or procedures and consciously moving to eradicate them.
- devising and implementing policies aimed at instilling ethical standards in Police of all ranks.

Under the Strategic Plan, a target of containing the upward trend in public complaints to the 1984 level, was set. It was not considered realistic to target for a reduction in ratio of complaints at this stage, as the number of complaints has been increasing steadily by approximately 10 percent per year since 1979.

The Branch also has a statutory responsibility to report on the background of senior Police being recommended for promotion.

### Structure

The Branch is headed by a Superintendent of Police and is divided into three main areas:

- (1) *The Investigative Section*, which is responsible for investigation of complaints falling under the ambit of the Police Regulation (Allegations of Misconduct) Act. The Section is headed by a Detective Superintendent (Director of Investigations) and has a total strength of 59 officers;
- (2) *Administrative and Special Services Section*, which is responsible for carrying out special covert operations in respect to such matters as bribery of Police and the abuse of sick leave privileges (especially in respect of work related injuries), and for performing various administrative functions. The Section comprises an Inspector as Officer in Charge and 15 specially selected Police Officers;
- (3) *Internal Police Security Unit*, which was established to carry out the functions imposed by Section 35 (1) (C1) of the Police Regulation (Allegations of Misconduct) Act, namely to perform a pro-active role in identifying potentially corrupt areas and practices of the Force and consciously moving to eradicate them. The Unit is now headed by a Detective Superintendent who reports directly to the Assistant Commissioner (Internal Affairs), thereby giving the Unit a degree of autonomy. It contains 30 officers.

The Branch also has a substantial public service support component responsible for the examination of submissions and drafting of correspondence for the Minister, Commissioner, Deputy Commissioner (Administration) and Assistant Commissioner (Internal Affairs).

### Investigative Procedures

Briefly, where a complaint in writing is made in respect of the conduct of a member of the Police Force, that complaint is first registered with the Ombudsman. Lesser matters have traditionally been investigated by senior officers at a District, Divisional or Branch level, whilst those of a more serious nature are dealt with by members of the Investigative Staff of the Police Internal Affairs Branch.

In all matters received, it is the practice for the Investigating Officer to contact the complainant as soon as practicable so that he or she may be interviewed and, where necessary, a more detailed written statement obtained. Then, aware of the exact nature of the complaint and all relevant details, the Investigating Officer will proceed to interview all Police either directly or indirectly involved and any civilian witnesses who may be available.

Sometimes the conduct complained of constitutes an important contested area in Court proceedings instituted by Police against the complainant. In such cases an application is normally made to the Ombudsman for his consent to defer investigation pending completion of those proceedings.

At the conclusion of an investigation, a submission is made to the Ombudsman containing a recommendation and attachments of all evidence gathered during the course of inquiries.

It is the normal practice of the Ombudsman to invite the complainant to view the information and material furnished, following which further inquiries may be conducted before a determination is made by the Ombudsman as to whether or not the complaint is sustained.

In cases where the Ombudsman is unable to make a decision on the basis of the Police investigation,



he is empowered to initiate his own investigation [Ombudsman (Amendment) Act, 1984].

#### **Statistics:**

During the year a total of 1,199 persons lodged complaints against Police in terms of the Police Regulation (Allegations of Misconduct) Act. This compares to 1,023 for the previous 12 months.

Of the complaints received, 441 were investigated by staff of the Internal Affairs Branch, 694 were investigated at the District level, with the balance not investigated by direction of the Ombudsman for various reasons.

Following investigation of these complaints under the Police Regulation (Allegations of Misconduct) Act, 11 Police were charged with a total of 19 criminal offences, while 24 departmental charges were preferred against 21 Police.

As a result of investigation of matters not coming within the ambit of the Police Regulation (Allegations of Misconduct) Act, 30 Police were charged with a total of 50 criminal offences, with 75 departmental charges preferred against 51 Police.

Following criminal proceedings, 8 Police were dismissed from duty, 1 was paraded and warned, 1 was demoted and 2 resigned. As a result of Service proceedings, 1 officer was dismissed, 30 Police were fined, 9 were demoted, 3 were cautioned, 4 were paraded and warned and 4 had their cases held in abeyance. In addition, 7 resigned during the course of Service inquiries.

The single area attracting the most complaints was once again that of alleged Police assault of members of the public. The next largest area of complaint concerned acts of incivility and/or harassment. On the other hand, only a very small percentage of complaints lodged contained allegations of bribery or other forms of corruption.

No real comparison can be made of the number of complaints received in 1984/85 with the target of containing the level of complaints to the 1984 level, as this target relates to the calendar year period.

It is difficult to provide more precise statistical details at this stage as the Internal Affairs Branch maintains its statistics on a calendar year basis. Moreover, a change in classification of complaints was introduced on 1 January, 1985. However, the Assistant Commissioner (Internal Affairs) submits an independent report to Parliament each year and full details for the calendar year period (1985) will be provided therein.

#### **Significant Activities and Initiatives During the Period Under Review**

The rising incidence of complaints made against Police is a matter of grave concern to the Commissioner of Police, the Assistant Commissioner (Internal Affairs) and the Police service generally. In this regard the administration is firmly committed to the detection of any form of criminal behaviour or unethical conduct amongst Police. Further, willingness and ability to fight corruption are now recognised as important measures of an Officer's fitness for promotion and wider responsibility.

Whilst the great majority of New South Wales Police Officers are of high integrity, it is recognised that there is an element that does not meet these high standards and that there is at least a degree of truth in many of the complaints lodged. For this reason, little real comfort can be drawn from the small percentage of complaints which are determined to be sustained by the Ombudsman.

Accordingly, a number of remedial initiatives have been taken during the year in a definite endeavour to improve current trends.

For example, complaints received are now analysed to determine whether any significant patterns are emerging or whether any deficiencies have been revealed in supervision, training or departmental policies and procedures. This is a significant step forward from the past in which the tendency has been to examine each complaint on its own merits and regard a matter as closed once that particular complaint has been investigated and a statutory determination reached.

Results are starting to flow from this. For example, following receipt of a number of complaints concerning one section of the Force, action was taken to replace the supervising officer with obvious beneficial results. In another case, following complaints of non-acknowledgement of a series of letters, procedures have been altered in the Branch concerned to ensure that acknowledgements and interim replies are forwarded to writers as appropriate.

A number of additional areas which have been the focus of several public complaints have been under review this year to determine what remedial action can be taken. These include:

- the issue as to whether or not copies of search warrants should be furnished to the person concerned at the time of the warrant execution.
- a review of the policies and practices of the Criminal Records Unit to prevent inadequate information being placed before Magistrates on 'name checks'. Action has been taken to ensure the fullest information goes before the Magistrate.
- a review of departmental practices and procedures concerning criteria for arrest.
- Police reviews of procedures and training relating to the Intoxicated Persons Act.
- a review of Police instructions regarding notification of





First "Passing Out" Parade at Goulburn Police Academy.

next-of-kin of the conduct of inquests. Improved procedures have now been instituted in these matters.

In conjunction with this general analysis of complaints received, detailed analyses are now being prepared on a District basis to show trends and comparisons and, most importantly, highlight apparent problem areas. District Superintendents are required to examine these closely, institute their own remedial programmes and report accordingly to the Assistant Commissioner (Internal Affairs) who is closely monitoring the situation.

Thus, it is becoming evident that a useful by-product of the investigation of public complaints can be the recognition of Police Force practices requiring review and/or amendment. Accordingly, the Branch will remain alert to future instances where remedial action, or at least further examination, appear warranted.

A second and extremely important initiative taken during the year, is in the area of Police education and training. In this regard, a comprehensive programme of education seminars was compiled and delivered to Police of all ranks throughout the

State. These seminars covered in depth the content and requirements of the amended Police Regulation (Allegations of Misconduct) Act and related legislation, and the proper conduct of investigations under the Act. In this regard Officers have been clearly advised that improperly conducted investigations will leave them open to censure and will certainly be taken into account when their claims for further promotion are advanced. Considerable emphasis was also placed on supervision and training of junior Police and the standard of ethical conduct demanded of all officers.

Initial reaction to, and feedback from, these seminars has been excellent. The vast majority of Police are concerned at the public image of the Force and are anxious to play their part in improving the situation. If necessary, the exercise will be repeated in the future.

Allied with these education seminars, which basically drew to Police attention the consequences of not acting ethically, there has been an upgraded input to all Police in-service training courses designed to indicate what constitutes ethical conduct.

Through these courses appropriate ethical standards of Police conduct are taught. Police are reminded of the National Code of Ethics of Australian Police Forces, first brought to their attention during the initial eight weeks training at the Academy, and are instructed as to the practical application of this Code, having particular regard to their moral responsibility to report any incident of Police corruption.

The compilation and introduction of these two programmes has placed an additional strain on the resources of the Police Internal Affairs Branch during the period under review. However, it is believed this short term inconvenience will prove to be outweighed by the long term improvements in Police conduct which will result.

A further initiative taken during the year was the formulation of a pro-active Management Plan by the Internal Security Unit with a view to formalising and directing the activities of this highly specialised Unit. The Plan focuses on action to eradicate institutionalised corruption within the Force. As part of this initiative, a study was undertaken of the Tow Truck Industry, an Industry associated with many suggestions of Police corruption. Following this review, a number of recommendations were made covering both Departmental instructions and possible legislative amendment, which are now under careful consideration.

Unfortunately, however, the pro-active efforts of the Unit were restricted by its responsibility to investigate the many allegations of serious corruption which were referred to it. For example, information was made available to the Unit by the Australian Federal Police, as a result of legal telephone intercepts conducted by that Force. This information made suggestions of serious corruption involving certain members of the New South Wales Police Force and the resultant



## 2: LEGAL SERVICES

inquiries have been complex. A second inquiry has proven to be of such magnitude that 10 additional Police have been seconded to the Unit to form a special task force to investigate the matter. That inquiry is still ongoing.

Finally, in recognition of the fact that corruption has in some instances reached senior levels of the Force, the Government has approved of the upgrading of all senior positions in the Internal Security Unit and the Investigative Section of the Internal Affairs Branch. In future, all senior investigators will have the rank of Inspector or above, thereby ensuring that investigative staff have the necessary authority to investigate Police at all levels of the Force.

In addition, the Premier announced in February that the strength of the Internal Security Unit would be increased from 20 to 30 officers. Twenty extra officers are also being recruited for the Branch as a whole, and action is now underway to fill those positions.

Through the Secretary of the Department, application is also being made for a substantial upgrading and increase in the Public Service component of the Branch as the present structure, established some years ago, is now quite inadequate to cope with the mass of correspondence being generated and the demand for top level administrative advice and support.

### Evaluation

Although it is too early to tell whether the initiatives taken during the year to reduce corruption in the New South Wales Police Force will enable the 1985 calendar year target of maintaining a 10.79 complainant to Police officer ratio, it is clear that these initiatives are having a significant impact. This is particularly true in the area of analysis of complaints received where such analysis is leading to

positive action to overcome the problems highlighted by public complaints.

It is also very apparent, in the area of education, that the seminars given throughout the State on the implications of the Police Regulation (Allegations of Misconduct) Act, and the in-service training courses focusing on the meaning of ethical behaviour, are having a significant impact on Police at all levels. Moreover, it is anticipated that the recent upgrading of senior investigating officers throughout the Branch and the increases in strength will also have a beneficial effect on the Branch's future success in eradicating corruption.

It is believed that acknowledging that there is some corruption in the Force is the first step towards eradicating it. What is needed now is an unremitting commitment from the vast majority of Police to this eradication and it is hoped that the steps undertaken this year, particularly those in the education field, will go a long way towards achieving this. Attainment of this goal is crucial if the Force is to have the public confidence and co-operation so necessary in its fight to reduce crime.

## 2: LEGAL SERVICES

Two main areas of the Police service are responsible for the provision of legal services to Police Officers and civilian staff, namely the Police Prosecuting Branch which advises on criminal matters and the Legal Advisings and Police Appeals Section, which comments on departmental matters. The Chief Superintendent in Charge of the Police Prosecuting Branch is responsible to the Deputy Commissioner (Administration) through the Assistant Commissioner (Services), whilst the Legal Advisings and Police

Appeals Section reports directly to the Deputy Commissioner (Administration).

### POLICE PROSECUTING BRANCH

The Police Prosecuting Branch was established in 1941 to overcome the system whereby arresting Police prosecuted their own cases. It consists of members of the Police Force who have been especially trained in criminal law, the rules of evidence, Court Procedure and public speaking. Accordingly, the Branch's main function is to represent Police informants in all cases before the lower Courts. Police Prosecutors also appear in the Coroner's Courts, Children's Courts and licensing jurisdiction. The type of charges presented range from minor street and traffic offences to murder, complicated frauds, conspiracies, armed robberies and sexual assaults. Branch members also perform a prosecuting function for a range of other Government departments and authorities. In addition, the Officer in Charge is required to "express an opinion" in respect of internal affairs issues where there is a possibility of a criminal charge being laid.

In February, 1985, the Branch also assumed responsibility for provision of legal assistance to Police involved in difficult inquests when the Police Coronial Unit was transferred to the control of the Chief Superintendent, Prosecuting Branch.

### Workload

The Branch's workload has been increasing steadily in recent years, due mainly to the increase in jurisdiction of magistrates for serious offences which were previously dealt with in the District Court. Now more than 90% of criminal proceedings emanating from Police charges are finalised in the lower courts with the remainder being dealt with to committal stage, by Branch members. Criminal proceedings can be instigated by



a Police charge, or by a summons initiated by either Police or a private informant or, in extremely rare instances, by indictments from the Attorney-General (e.g. in cases involving a public inquiry).

### Problems

The Branch has recently been through an extremely difficult and destabilising period due to the uncertainty surrounding its future. For some time pressure has been placed on the Government by a number of minority groups to disband the Branch. In addition Mr. Justice Lusher, in his inquiry into the New South Wales Police Force and the Chief Justice of the Street Royal Commission, made similar recommendations.

The period of uncertainty caused a serious drop in morale of Branch members. The situation was exacerbated by rapidly increasing workloads when a number of staff left for more secure positions. In particular an acute shortage of suitably trained officers for appointment as Prosecutors resulted.

However, the Premier announced in May, 1984, that the Branch would continue to operate. The Branch's competence and professionalism is also acknowledged by the Magistracy, members of the Legal fraternity and other professional organisations operating in the lower Court system.

### Significant Improvements in 1984/85

In July/August, 1984, an internal committee was formed to examine the structure and staffing of the Branch. Ministerial approval has been given for an increase in the Branch's strength, from 207 to 223 officers.

Approval was also given for a computerised case law system to be introduced. The computer has now been installed and, once operational, will enable quick access to all relevant up-to-date case law by prosecutors throughout the State. This

additional service should resolve the problems previously experienced by Branch Prosecutors who were required to adopt the antiquated method of carrying rough case law notes taken during time consuming research using a manual indexing system.

During the year the Branch took action in response to an increasing need for specialised prosecutor services. The need was particularly apparent in areas such as child abuse and sexual assault. The Branch has now formed a Special Prosecutors Unit comprising senior and experienced prosecutors to handle these issues on a state-wide basis. The Unit is proving very successful and has met with the approbation of the Government Task Force set up to monitor these issues.

A further initiative introduced this year is for Prosecutors to attend major public events where it is anticipated trouble may erupt and provide advice to the supervising Police.

### Evaluation

The Branch has recovered extremely well from its period of destabilisation, with morale now at a peak. This, together with the improved staffing and research resources, and the restructuring of the Branch to include a specialised Unit, should ensure a very successful 1985/86, in which the Branch is well equipped to cope with its steadily increasing workload.

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### LEGAL ADVISINGS AND POLICE APPEALS SECTION

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This Section was established under the name "Appeals Section" as part of the Internal Affairs Branch, following the enactment of the Police Regulation (Allegations of Misconduct) Act in December, 1978, to provide an advocacy service to the Commissioner of

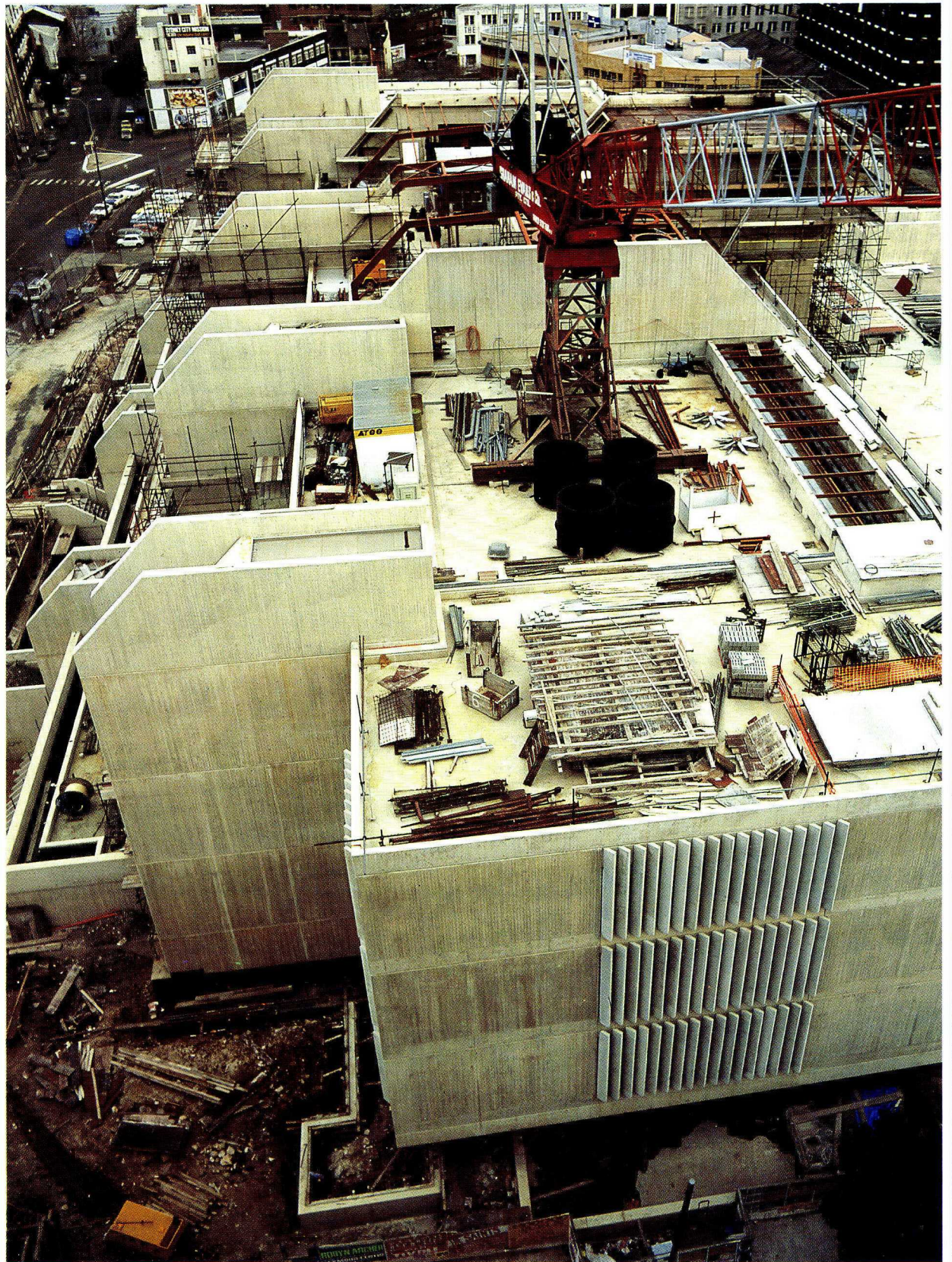
Police. Accordingly, Section members were required to act as the Commissioner's advocate in appeals by Police Officers to the Police Tribunal, and the Government and Related Employees Appeal Tribunal. These appeals covered disciplinary, promotional and medical issues. As a secondary role, Section members were also required to provide local advice to Officers from the Internal Affairs Branch on disciplinary investigations.

Following the release of the Lusher Report in 1981, the role of the Section was expanded to include the provision of legal advice on a wide range of issues to Senior Police. The Section's title was changed to reflect this added responsibility and it became directly responsible to the Deputy Commissioner (Administration). Matters now handled by the Section include acting as the Commissioner's advocate before the State Compensation Court and at the Government and Related Employees Appeals Tribunal; applications presented to the Supreme Court under the recently enacted Listening Devices Act; and advice on Freedom of Information issues. This expanded role has led to an 80% increase in legal correspondence. In addition, the introduction of positional promotion has led to an increase in the number of promotional appeals by Police Officers.

Because of the Section's increased responsibility and workload, four legally qualified Police Officers are now attached to the Branch, including two Solicitors of the Supreme Court and two Barristers. Furthermore, the Minister has recently approved the upgrading of the Section's senior officers to Chief Inspector (Officer in Charge) and Inspector (three positions). This is in recognition of the necessity of providing a highly qualified legal service to the Commissioner of Police.



## PART FIVE: ADMINISTRATION AND SUPPORT





## 1: MANAGEMENT AND PLANNING

This chapter focuses on the management of the Police service, considering first the introduction of Strategic Planning; then the new Executive arrangements for policy determination and review and aimed at facilitating the decision-making process; and finally, considering the role of the Management Review Unit as an objective auditor of the progress made in the implementation of strategic plans, and the way its activities interact with the role of the Audit Committee set up in terms of the Treasurer's Guidelines for the implementation of the Public Finance and Audit Act 1983.

### Strategic Planning

During the period under review, the Police service Senior Executive introduced Strategic Planning throughout the Police Force and Department. This was done in recognition of the fact that such planning is crucial for an organisation committed to achieving its objectives in a constantly changing political, social, economic and technological environment, within the prevailing constraints on human, financial and other resources. Obviously a planning process which is uniform, simple and malleable such as Strategic Planning has much to offer managers who are vitally interested in better performance and cost effective operations, and who need to quickly decide on priorities and persuasively argue for resource allocation.

Consequently, prompt and positive action was taken to set up a central Strategic Planning Group comprising Police and Public Service officers, exclusively dedicated to the Strategic Planning activity. The principal functions of this Group are, in conjunction with the managers of the areas involved, to identify and document strategic goals and objectives, provide line management and

specialist areas with advice and assistance in the preparation of strategic plans, and participate in the development and monitoring of programme budgeting. The Group then ensures that all strategic plans, when developed, are submitted to the Senior Executive for approval, prior to implementation.

Essential to the process and indicative of top Management's commitment to its introduction and successful implementation, were two Strategic Planning Seminars held with the guidance of a specialist consultant. The first, held from 25 to 27 October, 1984, was attended by all senior Public Service managers. They were taken away from their working environment and spent three days on the initial preparation of overall strategic plans and plans for their particular work areas.

The second, far more meaningful in terms of its overall impact and long term implications, was held at Bowral from 14 to 16 February, 1985. It was attended by the Commissioner, the Deputy and Assistant Commissioners and the Secretary and Deputy Secretaries, and was extremely successful. It served to familiarise those who attended with the strategic planning process and started them on the development of strategic plans for their direct areas of responsibility. At the outset, it was decided that separate strategic plans should be developed for the Force, focusing on operational policing, and the Department, concentrating on support for the Force and its operational role.

At 30 June, 1985, strategic plans had been developed for the Commissioner and his Senior Executive team and for each of the seven Assistant Commissioners. Work is well under way for plans to be developed for every District and specialised Branch of the Force and members of the Strategic Planning Group are in the process of visiting each Branch/District to

assist in the preparation of these plans.

As far as the Secretary and his administration are concerned, strategic plans have been developed for every major area of activity.

### Policy and Priority Group and Related Committee Activity

A Senior Executive Policies and Priorities Group, comprising the Commissioner, Secretary and the Deputy Commissioners, was established during the year to streamline the decision-making process and for policy determination and review.

The Group is intrinsically involved in the management of an effective, disciplined Police service, ensuring that its activities are carried out in compliance with relevant legislation, defined mission, the highest ethical standards and recognising contemporary community needs. Some idea of the range of activities undertaken by the Group is gained from the following list of functions seen by the Group as coming within its ambit:

- initiates and defines strategies, policies and priorities for action, as part of corporate planning.
- finalises budgets and financial plans for submission to Government and re-orders priorities in light of Government decisions.
- allocates available financial and other resources to Districts, Branches and other cost centres.
- defines the duties of all staff, particularly the co-ordination of responsibilities between Police officers and civilian staff, delegating to lower management levels appropriate responsibilities and powers.
- ensures the development and operation of necessary management and financial information systems.
- ensures adequate management review processes.
- co-ordinates policies and activities crossing portfolio lines.



- ensures appropriate co-ordination with other Police services and other Government agencies.
- communicates Police policies and decisions to the Government, Minister, Police Board, Senior Management staff, the media and public, as necessary.
- visits Police installations and attends Police functions, as necessary, in both city and country areas.
- ensures that personally, or by delegation, the Police service is represented at appropriate community functions and activities.

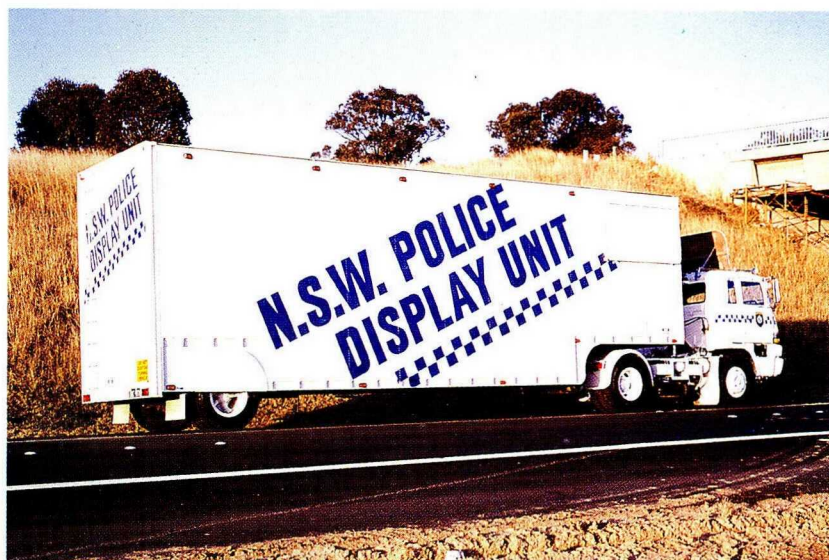
Formal meetings are held weekly, with financial issues taking precedence at the first meeting each month. Every fourth meeting is also attended by Assistant Commissioners and Deputy Secretaries.

There is also a Computerisation Control Committee which is responsible for making recommendations in respect of the implementation of computer systems and the use of new computer technology.

- Deputy Commissioner (Administration)  
Deputy Secretary (Corporate Services)  
Chairmanship of the Committee is on a rotating basis.  
Assistant Commissioner (General)  
Assistant Commissioner (Services)  
Chief Superintendent, Planning and Research Branch  
Director, Information Systems, Planning and Research Branch
- EXECUTIVE OFFICER: Special Projects Officer, Policy Unit.

## MANAGEMENT REVIEW UNIT

The Management Review Unit was established in 1983, to carry out regular and systematic reviews of work being performed in all areas of the Police service to ensure the efficiency and continued relevance of systems, procedures and controls. The



The new Mobile Display Unit.

Unit is a joint Police/Public Service operation with a Chief Superintendent reporting to the Deputy Commissioner (Administration) and Chief Administrative Officer reporting to the Secretary. It provides an independent auditing and review service to senior management.

The Unit is giving priority to strategic planning, working closely with District and Branch management to define suitable performance indicators for operational policing, and general police administration.

To date, such indicators have been developed for the Public Service groups located in District offices and action is now in train to develop indicators for Police at District level. Indicators for specialist branches will be developed in the new financial year.

When the development of suitable performance indicators is completed, the Unit will use them in carrying out its efficiency/effectiveness audits.

## AUDIT COMMITTEE

The Audit Committee consists of:

- Secretary, Police Department — Chairperson

- Commissioner of Police
- Deputy Commissioner (Administration)
- Deputy Commissioner (Operations)
- Assistant Secretary (Finance)

Also in attendance:

- Chief Superintendent — Management Review Unit
- Chief Administrative Officer — Management Review Unit
- Executive Officer (from Management Review Unit)

The Audit Committee may call any other member of the organisation to attend meetings as it considers necessary.

The Audit Committee is responsible for the:

- (a) management Review Unit's charter.
- (b) review of audit/review reports.
- (c) provision of informed comment thereon.
- (d) approval of any special projects for the Unit.
- (e) approval of the annual programme, including budgeted times, costs and completion dates.
- (f) approval of the long term audit/review plan.
- (g) review of the Annual Report of the operations of the Management Review Unit.



## 2: PERSONNEL, TRAINING AND INDUSTRIAL RELATIONS

### POLICE

The New South Wales Police Force currently has an authorised strength of 10,608 officers, representing an increase of 176 officers since 30 June, 1984. Included in this increase was approval for an additional 21 Commissioned Officers (i.e. rank Inspector and above).

Since 1976, the strength of the Police Force has been steadily increasing. (See Table below.)

Police Strength in N.S.W.

	Strength
1976	8,274
1977	8,549
1978	8,774
1979	8,974
1980	9,197
1981	9,297
1982	9,397
1983	9,797
1984	10,432
1985	10,608

In conjunction with this year's strength increases, Government initiatives have resulted in a number of organisational changes within the Force. The most notable include the establishment of Anti-Theft Squads in each District, the Drug Law Enforcement Bureau, Community Relations Bureau and District Foot Patrols. (Full details of strength figures and deployment of officers are shown in Appendix C, as are details of the occupants of Police Executive positions, Appendix B.)

Personnel, training and industrial matters affecting these officers are the responsibility of the Assistant Commissioner (Personnel), and are dealt with by the Police Personnel Branch, Police Academy and Medical Branch. The Police Staff and Industrial Branch provides administrative support in each of these areas, and is responsible to the Assistant Secretary (Police Staff and Industrial Relations).

The functions and structure of all of these areas are described more fully below.

### POLICE PERSONNEL BRANCH

This Branch is headed by a Chief Superintendent and comprises the following components: Recruiting Section; Equal Employment Opportunity Unit; Staff Appraisal Unit; Staff Deployment and Analysis Unit; Transfer Co-ordination Unit; Police Training, Development and Examination Branch; Staff Development and Career Guidance Unit; Police Promotion Unit; Management Consultancy Group; and Welfare Unit.

#### Points of Significance

##### *Recruitment and Equal Employment Opportunity*

During the year the Unit received 2,231 applications to join the Police Force as compared with 2,655 in 1983/84 (16% reduction). Of these 481 (21.5%) were from female applicants; 122 (5.5%) were from citizens of Ethnic origin and 7 from Aborigines.

Although figures for female and applicants of ethnic origin have remained fairly constant over the past two years, figures for Aboriginal applicants have risen significantly (from 0 to 7), following an intensive publicity campaign designed to attract these applicants.

A total of 1,229 applicants satisfied all recruitment criteria

and have either commenced training (911) or are currently awaiting a class vacancy. Of these 317 (25.8%) are female, 16 (1.3%) are of ethnic origin and 3 are of Aboriginal descent (see Table A).

Qualifications of those who have commenced training are indicated (see Table B).

The number of female Police Officers employed in the Force increased during the year by 29.9 percent to 733, with Police Women now being employed in all facets of Police work excluding Water Police and Tactical Response Group activities. At 30 June, 1985, female Officers comprised 7 percent of the total Police Force strength.

### POLICE ACADEMY

The Academy is headed by a Chief Superintendent (Principal) and staffed by specially trained Police instructors, with public service administrative support.

As foreshadowed in last year's Report, training has been progressively transferred to the modern and highly specialised residential Academy at Goulburn, with a view to phasing out the fragmented and inadequate accommodation and facilities in Sydney.

Table A Applications Received and Accepted for Entry into the Police Force (By Sex and Nationality)

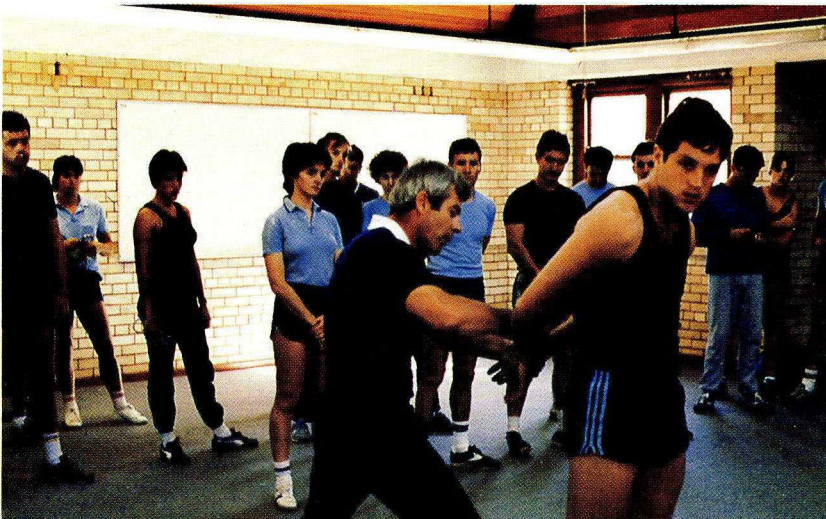
	Aborigine	Born Overseas	Australian Born	Total
Male	2	14	896	912
Female	1	2	314	317
Total	3	16	1,210	1,229

Table B Qualifications of Recruits (911) who commenced Training for Entry into the Police Force\*

Higher School Certificate	492
Trade Certificate	220
TAFE Certificate	78
Degree or College Diploma	12

\*In all cases where applicants held more than one qualification all those qualifications are listed.





During 1984/85 courses of instruction were conducted in the following areas:

- Initial Training (12 weeks' duration), to prepare recruits for entry into the Police Force.
- Secondary Training (6 weeks' duration), to complete the training of Probationary Constables prior to confirmation of their appointment to the Police service.
- Constables 1st Class (2/4 weeks' duration), to develop junior officers for future advancement in the service, with particular emphasis on such areas as supervision and equal employment opportunity.
- Sergeants (4 weeks' duration), to prepare Senior Constables for future promotion to the rank of Sergeant with particular emphasis on Police procedures, legislative considerations and management principles.
- Inspectors/Senior Sergeants (3/8 weeks' duration respectively), to further prepare officers for future advancement in the service with particular emphasis on management, law, human relations and communication.
- Detectives Training (minimum 9 weeks' duration over a 27-week period), to provide specialised training to plainclothes Police appointed to perform Criminal Investigation duties.
- Criminal Assaults Complaints (1 week duration), to equip female members of the service to deal with the special needs of the victims of sexual assault.
- Methods of Instruction (2 weeks' duration), Induction and Training Officers (2 weeks' duration), and Field Training Officers (2 days' duration), all aimed at training selected staff

*Top: The official opening of Goulburn Police Academy.*

*Centre: Recruits participating in fitness training at the Goulburn Police Academy.*

*Bottom: Handcuffing techniques being demonstrated to Police trainees.*



at the workplace for the on-the-job training and instruction of others.

- Arson Investigators Awareness (1 week duration), to specially train selected Officers in Arson issues.
- Driver Training (random duration), to provide Driver/Rider training to all Police and selected Public Service personnel covering a wide range of vehicles and appliances.

In addition, special units attached to the Police Academy provide specialised training to officers throughout the service in physical education, weapons training, and resuscitation.

The on-going review of design of Police courses of training and instruction continued during the year through the efforts of the Training Review Committee and the Training Development and Examination Branch to maintain Police awareness and understanding at a level in keeping with changing community attitudes and needs.

The Training Review Committee, in particular, has the task of determining and implementing a new system of Police education, training and service progression.

The Committee is developing a comprehensive programme which will have far reaching effects on both recruit training and continued Police education and on career structure. The Committee's recommendations are now under examination.

The Government has allocated some \$12.5 million for the further development of the Academy. These developments include:

- additional and higher standard residential accommodation of 150 beds.
- a driver training track located at Kenmore.
- an indoor pistol range.
- a training pool.
- an all weather parade ground.

At the close of the year, the contract for the construction of

residential accommodation, on a design and construct basis, at a cost of \$3.5 million, had been awarded and documentation of the other projects was proceeding or tenders were being considered. It is anticipated that all these projects will be completed by the latter part of 1986.

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### MEDICAL BRANCH

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The Medical Branch is headed by a Director (Senior Police Medical Officer) and consists of five medical officers, three occupational health sisters and a small complement of Police and Public Service support staff. Primarily the Branch is responsible for the provision of readily available medical services within the Police service.

Medical officers are engaged in a wide range of service activities, including:

- examination of Police recruits and examination of serving officers for promotional and general health purposes.
- provision of clinical forensic medical services, including the conducting of medical examinations, taking of forensic samples, giving of medical advice to Police in criminal matters, and presenting specialist forensic evidence at court proceedings.
- advising Police on general and occupational health care.

Sisters attached to the Branch provide general assistance to the Medical officers, offer a valuable first aid service to all staff of the Police Headquarters complex, as well as being available to advise on general occupational health matters.

During the year staff of the Police Medical Branch prepared in excess of 500 medical briefs for the Crown Solicitor. Further, Medical officers gave evidence at 125 court proceedings, and gave direct medical assistance to Police in 174 criminal cases.

Staff of the Medical Branch increased by one Medical officer and one Sister during the year to

maintain an appropriate level of service to members of the Police Force and Departmental staff. Planning has commenced to transfer elements of the Branch to Parramatta early in the next financial year as a contribution to the Government's commitment to decentralisation of functions to the western metropolitan region.

In addition, the skills of medical staff will be further developed in the field of occupational health, and extended to include underwater medical care and treatment, and development of a capability useful to disaster and rescue situations during the coming year.

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### POLICE STAFF AND INDUSTRIAL BRANCH

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This Branch is responsible to the Assistant Secretary (Police Staff and Industrial Relations) for the provision of administrative and clerical support within the framework of the personnel management of the Police Force. It is also responsible for the examination and negotiation of industrial issues and the processing of Police pensions.

The Branch is staffed entirely by Public Service personnel and is comprised of the following specialist units:

*Policy and Industrial Groups* whose role it is to negotiate, interpret and apply industrial awards, agreements and other conditions of Police service.

The Group also provides a central advisory service to management on industrial and personnel policy issues affecting members of the Police service and ancillary units, such as Parking Patrol Officers, Security Officers, Police Band Special Constables and Matrons.

*Police Staff Unit* is responsible for implementation of policies and procedures relating to the entitlements of members of the Police service, and for the maintenance of individual Police personnel records.



*The Pensions and Hurt on Duty Unit's* function is to determine Hurt on Duty (Workers' Compensation) claims made by Police pursuant to the provisions of the Police Rules and Police Regulation (Superannuation) Act, 1906 as amended.

The Unit also acts as a secretariat to the Police Superannuation Board which administers benefits to members and former members of the Police Force and/or their dependants under certain circumstances in respect of death, retirement and medical discharge.

Applications processed for pensions during the year totalled 196 of which 90 were for medically retired officers (including 36 resulting from an injury sustained during the course of an officer's duty), 6 for increased Hurt on Duty benefits, and 4 for lump sum redemptions. Thirty-eight applications for gratuities were also dealt with, of which 6 related to medical retirement of officers and 15 related to the death of serving members.

*The Police Medical Board* is an independent body comprised of two Medical officers appointed by the Governor, and exists to give determinations as to the extent of incapacity in all cases where a Police officer seeks to be retired as "medically unfit" for duty. The Police Commissioner's certification and Police Medical Board's acceptance of the unfitness as being duty related, must be obtained before the Police Superannuation Board will consider an officer's pension entitlements.

### Industrial Issues

During 1984/85 the following major improvements were made to conditions of Police service:

- salaries, shift and certain other allowances were increased in accordance with the State Wage Case effective from 19 April, 1985.
- Special Duties Allowances were restructured and increased

retrospective to 7 October, 1983.

- allowance in lieu of Uniform and Stocking Allowance were increased to \$726 and \$70 per annum, respectively, effective from 10 October, 1984.
- Special Expense Allowances to Detectives and Police on Criminal Investigation Duty were increased retrospective to 19 October, 1984.
- approval was given for payment of Night Officers' Allowances, effective from 13 July, 1984, to Commissioned Officers who perform duty as Duty Operations Inspector and Detective Inspector Night Officer.
- approval was given to pay an annual leave loading of 20 percent retrospective to 1 December, 1980 to Commissioned Officers who satisfied the definition of "shift worker" prescribed in the Non-Commissioned Police Officers' Industrial Agreement.
- The Conciliation Committee awarded, by consent, a Uniform Award to take effect from 1 July, 1985.
- approval was given for Police to avail themselves of leave without pay.
- approval was given for Police in high risk areas to be vaccinated against Hepatitis B.

### Unresolved Issues

Despite extensive negotiations during the year a number of industrial issues remained unresolved, the most significant of which were:

- civilianisation — consideration is still being given to implementation of the Lusher recommendation that Police be released from clerical duties to perform the policing duties for which they have been trained. The replacement of 50 such Police with Public Service personnel as an initial step in the implementation of the recommendation, is still the subject of complex industrial negotiations.
- 38-hour week claim by Police.

- rationalisation of Sergeant's rank to provide for "Senior Sergeant" and "Sergeant" ranks only.
- claim for permanency by Parking Patrol Officers.

### PUBLIC SERVICE PERSONNEL AND STAFF BRANCH

This is comprised of the Personnel, Staff Administration, Staff Development and Training and Recruitment Units and is responsible for:

- providing advice and assistance to ensure the most effective use of human resources.
- devising policies, practices and procedures relating to personnel management.
- recruiting, selecting and placing staff in order to most effectively meet the Department's needs.
- monitoring and reviewing organisational structures.
- processing matters pertaining to conditions of employment and wage administration and maintaining relevant staffing records.
- maintaining staffing and establishment numbers within determined levels.
- training and developing staff in order to meet Departmental and personnel needs.

### Achievements During the Year

Computerisation of all personnel and establishment records was completed during the year. In addition, procedures were introduced to place greater emphasis on officer development, in accordance with Equal Employment Opportunity requirements, when selection of Officers to relieve on higher grades is made.

Branch staff also provided assistance to line managers to achieve large scale organisational change. This included devising programmes for re-training and re-deploying staff to Campbelltown and Parramatta in accord with decentralisation of many Departmental functions.



### 3: ADMINISTRATIVE SERVICES

New training courses were introduced to enhance management and negotiation skills. In addition, development of a programme of courses to prepare and educate staff in the philosophies of strategic planning, was undertaken.

#### EQUAL EMPLOYMENT OPPORTUNITY CO-ORDINATOR

The Equal Employment Opportunity Co-ordinator continued the role of monitoring and reviewing the policies and practices relating to employment of Public Service personnel throughout the Department. The purpose of this position is to ensure that there is no discrimination in employment on the grounds of race, sex, marital status, physical disability or sexual preference.

Implementation of the strategies of the Department's Equal Employment Opportunity Management Plan continued during the year with emphasis being given to training and development issues.

Major developments in this area during 1984/85 included:

- establishment of an Aboriginal Clerical Staff Support Group to attend to the interests of Departmental Staff of Aboriginal origin.
- the introduction of a programme of Stress Management Courses aimed at all levels. This was implemented in close consultation with the Department's Staff Development and Training Unit and Medical Branch Staff.
- appointment of an Ethnic Liaison Officer to provide counselling and assistance to Public Service staff of ethnic background.
- an increase in representation of women in the Department to 60% of the total Public Service staff complement. At March, 1985, women occupied 27.5% of all graded clerical positions.

A number of groups, as identified hereunder, exist within the Police Headquarters to provide direct specialist administrative and clerical support to senior management.

#### CRIMINAL CORRESPONDENCE BRANCH

The Criminal Correspondence Branch provides senior Police Management with specialist and highly confidential administrative support on a wide range of criminal matters.

Issues dealt with by the Branch include extraditions from overseas countries; disposal of exhibits; attendance of interstate and overseas witnesses at court; Police visits interstate and overseas; Interpol inquiries; informant rewards; interstate prisoner transfers; withdrawal of criminal proceedings; processing of subpoenas and bail applications; and general inquiries interstate and overseas on criminal matters.

#### POLICY SECRETARIAT

The Policy Secretariat continued a specialised central policy review and development function for senior management by:

- providing analysis and advice on policy issues.
- preparing correspondence in complex issues.
- preparing briefing material for the Minister, Commissioner, Secretary and other senior officers for a wide variety of purposes; ranging from conferences of Ministers and Commissioners of Police, to tours of inspection.

A special unit staffed by Police personnel was added to the Policy Secretariat during the year, to provide policy advice on Police operational issues.

Some of the major policy issues considered by the Secretariat during 1984/85 included:

- developing a three year strategic plan for expanded

computerisation of Police services.

- developing improved procedures for motor vehicle accident reporting, motor vehicle repair and insurance claim processing.
- the use of tape recording/read-back options in the interview of suspects for indictable offences.
- expansion of the Police Air Wing to include a fixed wing capability.
- improvement in procedures for investigation of Police shootings and fatal accidents involving Police, with particular emphasis on post trauma counselling.
- a major review of the content, quality and supply of prisoners' meals.

In addition, the Policy Unit provided administrative support in the preparation and conduct of the 1984 Australasian Crime Conference held in Sydney.

#### MINISTERIAL CO-ORDINATION UNIT

This independent Unit was established this year in order to improve control of the processing of Ministerial matters and preparation of Ministerial correspondence.

Close and regular liaison is now possible between this Unit and the Office of the Minister for Police and Emergency Services. A computer link is being developed to further improve that liaison.

#### SERVICES BRANCH

This Branch co-ordinates a wide range of central services for management and head office functions at Police Headquarters including administrative records, library, printing, reception, telephone, typing, word processing and food services.

Achievements this year include the following improvements to:

- records handling and



## 4: TECHNICAL SUPPORT



*Ergonomic Work Station, designed by Police Department staff — received Industrial Design Council Award.*

processing — development of a computerised records management and control system (to commence operations in September, 1985).

- operational efficiency of the Department's Courier Service — transfer of that Unit's central base to the geographic centre of the Sydney region, Parramatta.
- printing services — the transfer of the Department's central printing facility from Police Headquarters to Government Printing Office control; and amalgamation of the Police Academy Printing Section with the Government Printing Branch Office at Goulburn.
- development of ergonomic work stations: a design developed in this Branch has been accepted into Contract and a Design Council Selection Award was presented to the Police Department on 4 December, 1984, for the design.

At 30 June, 1985, 180 work stations had been supplied to keyboard operators within the Department, and the Australian Federal Police and Australian Bureau of Criminal Intelligence have ordered large numbers of the work stations.

Technical support to operational Police is supplied by two main branches, the Planning and Research Branch and the Technical Support Branch.

### POLICE PLANNING AND RESEARCH BRANCH

#### Role and Functions

The role of the Police Planning and Research Branch is to:

- assess the application of modern computer technology and automatic data processing methods to the organisation's requirements;
- ensure the co-ordinated computerisation of operational and management information systems;
- co-ordinate and control the operation of the Computer Centre; and
- oversee and review the operation of manual information systems.

These functions are carried out jointly by Police and Public Service Officers. The Branch is headed by a Chief Superintendent while Computer Services are controlled by a Public Service Officer.

During the year a three-year Strategic Plan for computerisation of both operational and management information systems was developed.

As part of the plan, two committees were established to overview computerisation projects:

- *Computer Projects/Systems Steering Committee* monitors and co-ordinates the implementation of all computer projects and systems and assesses the need for the introduction of further computer systems. This Committee's recommendations on extensions and changes to the Police Computer System must be approved by the Computerisation Control Committee, prior to implementation.
- *Computerisation Control Committee* ensures that developments to the Police Computer System are in accordance with the strategic plan and corporate aims and is responsible for the allocation of priorities and resources.

### COMPUTERISATION PROJECTS

The potential contribution of computer technology to the improvement of Police efficiency and capacity in the fight against crime is inestimable. Already computerisation is revolutionising policing, making vital information available within seconds to officers throughout the State and to Interstate, Federal and Territory Police Forces and Agencies. It is pleasing to report that computerisation and related communications technology have been given a very high priority by the New South Wales Government. Consequently this State is significantly further advanced than any other State in the development and implementation of computer networks and systems.

In 1984, it was decided to replace the existing computer





*District staff using computer terminal.*

communications network with one with a larger capacity. The new system operates on WANG equipment, and much of the computer and terminal equipment has been installed. The task of providing all Police Districts and major Branches with the equipment and expertise to tap the central computer and to input information directly into it is well under way.

Expenditure on computers this year has been in excess of \$7M. Included in this was a new central FACOM computer which doubled previous Police computer capacity and WANG computers and associated terminals for each of the ten metropolitan districts and Newcastle, Wollongong and the Goulburn Police Academy.

Each of these areas will have its own computer, controlling its own systems and intra-district communications, and each District computer will be linked to the Central Computer and through it to other District computers for inter-district communications. If further funding becomes available during the 1985/86 financial year, the remaining Country Districts and the major Branches will be drawn into the system, creating a truly Statewide network.

## **MAJOR PROJECTS IMPLEMENTED**

### **National System**

During 1983, a direct link was established between the Police computers of New South Wales and Victoria as a pilot scheme to establish the feasibility of an exchange of Police information on a national basis. The 'vehicles of interest' system was selected as a pilot scheme and provided a duplicate data base of a National System with on-line data entry and enquiry from terminals in either Victoria or New South Wales. Further steps were taken to develop the National System, including:

- direct input of 'vehicles of interest' information to the National Data Base from the Australian Federal Police and Queensland.
- a link between the Australian Federal Police, Canberra and New South Wales, providing access, if required, to the New South Wales Police System from approximately 300 terminals on the Australian Federal Police network throughout Australia, including State offices of the A.B.C.I.

In view of the success of the pilot scheme, the co-operative attitude of the participating Agencies, the

supporting recommendations of the National Exchange of Police Information Management Group, and the confirmation by independent consultants that the scheme was moving in the right direction, the Australian Police Ministers' Council resolved in May, 1985, that a National System be developed.

The Police computers of each State will be directly linked to New South Wales which forms the hub of a national computer network.

New South Wales will maintain a national index of persons of interest with pointers to the State in which full details of the person are maintained. New South Wales will also maintain the National System for stolen and other vehicles of interest.

Action is proceeding to establish the computer links between the remaining States and to modify the software to enable the computers to communicate on a national basis.

### **Crime Information and Intelligence System**

The first phase of the new Crime Information and Intelligence System was implemented on 28 February, 1985, and provides:

- the ability to hold more detailed records of crimes, incidents and persons of interest.
- a wanted persons system.
- a missing/located persons system.
- on-line enquiries into the Incident and Persons of Interest Sub-system including enquiries by personal description as well as scars, tattoos, deformities, etc.
- on-line enquiries into the statistics sub-system.

The system has considerably improved the previous Crime Information and Intelligence System and provides the storage capacity for data in a much wider framework, thereby overcoming the need for supportive manual records.



Phase two of the project is the remote data entry of crimes, incidents and persons of interest information from the Districts linked by the new Wang terminal network. A pilot study for this phase has commenced in 'B' District (Gosford).

### **Central Names Index**

The Australian Police Ministers' Council has also resolved that the New South Wales Criminal Records Office be upgraded to form the basis of the National Criminal Records Bureau.

In conjunction with the new Crime Information and Intelligence System, the New South Wales Criminal Names Index was expanded to become the Central Names Index, a computerised record of all persons of interest including those recorded within the Central Fingerprint Bureau. This index will form the basis of the national index of persons of interest, available to all users on the National Police System. In developing the system, the following factors were considered:

- security/privacy.
- interaction with other systems.
- proposals for revised procedures.
- elimination where possible of manual records and reports.

### **Computerised Intelligence Retrieval System**

The Department's computers have been used extensively during the year to record, store and index vast amounts of data in respect of major incidents and special operations such as the 'NOAH' exercise.

The 'log' or 'running sheet' of these major incidents is being entered direct into the computer and its capacity to cross reference like data has proved most successful. It has eliminated the time consuming exercise of trying to index all relevant information and has proved much more effective and reliable in providing

information to investigating officers.

### **Public Service Personnel System**

This system, implemented in June, 1985, is a comprehensive management information system which receives and stores personal data in respect of Public Service Officers. It provides on-line retrieval capabilities and considerably facilitates the preparation of statistical and other management reports required in this area.

### **New System for Processing Driving and Parking Infringements**

The new legislation for self enforcing infringement notices came into effect on 1 July, 1984, and a new on-line computer system was developed to facilitate the processing of these notices.

The computer system records particulars of all infringement notices issued for parking and traffic violations and if the penalty is unpaid three weeks after the offence, additional particulars are obtained from the Department of Motor Transport and a courtesy or reminder notice is sent to the offender or to the registered owner in respect of parking matters.

It is very pleasing to report that since the implementation of the new procedures, the payment rate of infringement notices has increased to 81% from 66% for 1983/84.

If the penalty remains unpaid at the expiration of the extended period, the computer system produces an Enforcement Order for issue by the Local Court.

Up to that time the offender has the opportunity of electing to have the matter determined by Court proceedings.

If the matter is not finalised by payment of the Enforcement Order, a warrant is automatically produced.

A major feature of the new system is the interaction between the

computers of the Police Department, the Department of Motor Transport and the Local Courts Administration. The whole process is facilitated by computer tape transfer saving many hours of work, eliminating duplication of data entry and enabling a much faster production of warrants. This substantial reduction in the time between the date of the offence, the increased payment rate, the reduction in matters requiring Court proceedings and the earlier issue of warrants establishes the real effectiveness of the new procedures.

### **MINSUB Information System**

In January, 1985, a Ministerial/Submission Information System (MINSUB) was brought on-line, operating in both the Department and the Minister's Office. The system maintains comprehensive current and historical records of action on Ministerial correspondence and submissions.

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## **COMPUTER SYSTEMS BEING DEVELOPED**

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During the period under review, work continued on developing the following systems:

### **Fingerprint Computer System**

The objective of this system is the computerisation of the National Central Fingerprint Bureau in Sydney with the ability to store and retrieve fingerprints. This will be Australia's first computerised fingerprint identification system and will provide Australian Police Forces and Agencies with one of the most powerful crime fighting systems available. The system will automatically match fingerprints stored in the computer's memory, against those found at the scene of the crime. This will release highly skilled Police from the arduous task of manually checking fingerprints, enabling them to more readily visit the scenes of



crimes, facilitate fingerprint checking and other crime solving activities.

In a fingerprint search, fingerprint matching processors will scan over 770 fingerprints per second. Further processors can be installed as required. A total scan of all the fingerprints will be done in minutes rather than the days, even months, it would take by manual methods.

From the outset the process for acquisition of the fingerprint computer has been a co-ordinated effort between the representatives of all Police Agencies throughout Australia. All Agencies reviewed and concurred in the systems specification and were consulted and subsequently agreed with the evaluation of tenders and selection of the successful contractor.

The initial order is for a central computer in Sydney with remote work stations at Newcastle and Wollongong.

Other work stations will be obtained by interstate forces and other Police agencies, providing a truly national system for matching, processing and recording fingerprints. It will enable the National Criminal Records Bureau in Sydney to process all fingerprints taken by Police agencies throughout Australia.

### **Criminal Histories**

The criminal history records of all persons for whom fingerprints are held, are maintained manually and as an initial step, both to ensure back-up facilities under the manual system and as part of the computerisation process, all criminal history cards are being microfilmed.

The microfilm copy will form an integral part of the computer system and will greatly facilitate storage and subsequent computer aided retrieval.

The new computer system is scheduled for introduction in December, 1985, coinciding with

the move of the Criminal Records Bureau to Parramatta.

### **Other Systems**

In addition to the major systems already listed, work is underway on the following computer systems:

- management and recording of Police overtime.
- police rostering and other aspects of personnel management.
- charging offenders.
- intelligence/major incident information gathering.
- case law retrieval.
- analysis of trends in traffic accidents.
- management of Motor Vehicle Fleet.
- records management.
- review of system for processing warrants.

### **TRAINING**

The Planning and Research Branch is responsible for training Police and civilians in the use of computers and terminals being introduced throughout the service. To this end, additional resources have been assigned to give increased impetus to this important aspect. All involved officers receive instruction on the computerised Police systems to ensure they not only appreciate the scope of computer resources

available to them, but are also confident and competent in the use of them.

Officers will be guided through the phased introduction of new systems intended to be incorporated into the Police Station computer system (e.g. on-line charging, warrant inquiries, etc.), as they become available.

The long term success of computers in the Police Station environment, depends on how well Police and civilians in these initial stages accept and cope with the computer terminals. The training programmes planned and already introduced will ensure Police understand and accept this technological advancement.

### **OTHER COMPUTER PROJECTS NOT DIRECTLY UNDER THE CONTROL OF THE PLANNING AND RESEARCH BRANCH**

Two major computer systems are under development as special projects and although not directly under the control of Planning and Research, that Branch has contributed to their development.

#### **Command and Control Project**

A large undertaking to computerise the functions of the Radio Operations area within the Sydney Police Centre and to

*New recruits being trained in the use of visual display equipment.*





provide greater management information and control mechanisms over available resources.

Calls for assistance will be routed through this system and immediately recorded on computer. The computer will record the status of resources available through radio contact and will assign the most appropriate resource and priority to the task. The computer will keep track of the task until completed, thereby ensuring faster attention and safety of resources despatched to the assignment.

Upon completion of the Message Switching System, Police Stations will use terminals to communicate through the Command and Control System, calls for assistance, relay messages to vehicles etc.

The Command and Control System will incorporate a comprehensive Geographic Data Base to validate localities and to facilitate the allocation of resources.

### **Central Licensing Registry Project**

A team has been established to develop a computer based Central Licensing Register, and all other new systems that will be needed to give effect to the new licensing legislation discussed in Chapter 3.

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### **TECHNICAL SUPPORT BRANCH**

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The Technical Support Branch is headed by a Chief Superintendent, and is staffed jointly by Police and Public Service personnel who are responsible for the:

- provision of Police communications throughout the State.
- collection, storage, maintenance and/or processing of:
  - ☐ criminal information and intelligence data.
  - ☐ information regarding the theft and recovery of motor vehicles.
  - ☐ records relating to the receipt and movement of Warrants.
- provision of firearms, ammunition and handcuffs to Police.

The activities outlined above are carried out by specialist units within the Technical Support Branch, as described below:

#### **Communications Section**

During 1984/85 the Communications Section designed, installed and maintained appropriate radio and telephone services for Police use throughout the State.

Funds to the extent of \$4.624 million were allocated both for the upgrading and maintenance of the statewide radio network and the introduction of more sophisticated and highly technical mobile and portable radio services.

Additional funds of \$1.5 million were also provided during the year to permit expansion and improvement of Police telex, telephone and data facilities throughout the State. In particular, the programme for provision of Eaglephone services was extended to include a further 30 Police Stations. This most essential service provides members of the community with direct contact to a nearby 24 hour Police Station when the Station they visit is unattended. This programme will continue as funds are made available until all non-24 hour Police Stations are provided with an Eaglephone facility.

#### **Information Section**

The Information Section is comprised of a number of specialist groups with functions as indicated below.

#### **Central Fingerprint Bureau**

This is the central repository for fingerprint information for Australia, which services all State

and Commonwealth Law Enforcement Agencies and overseas law authorities. The Bureau is responsible for:

- classification, searching and identification of fingerprints on record.
- developing, processing and searching of fingerprints obtained at crime scenes for identification of criminal offenders.
- storage and maintenance of fingerprint records of all offenders fingerprinted in New South Wales, and major crime offenders fingerprinted in other Australian Police jurisdictions.
- recruitment and ongoing training of specialist fingerprint technicians.

During the period under review improvements introduced were: the introduction of computerised records; increased staff resources; and the decentralisation of fingerprint technicians to a number of Districts.

Introduction of the computerised fingerprint system is expected to commence on a staged basis around the end of 1985, with full implementation in the following 2 years.

Decentralisation of fingerprint technicians to the Newcastle, Gosford, Wollongong and Taree regions has also proven of considerable value in the prompt detection and apprehension of offenders in those areas.

Fingerprint technicians continued their most valuable role in the bringing to justice of offenders, and their efforts during the year directly contributed to the apprehension and conviction of offenders in many major criminal matters. A total of 120,031 fingerprints were collected of which 68,979 were identified, during 1984/85.

Technicians also continued their most important function of educating officers throughout the service in the nature of their work by participating in many training and instruction courses. In addition, the Bureau has



continued to provide an avenue for the training in fingerprint matters of officers from law enforcement agencies throughout Australia and the nearby Pacific region.

Criminal history material continued to be transferred to microfilm for more efficient retention purposes, with completion of that task also expected towards the end of 1985.

In the microfilming project, staff resources have been supplemented for a 12 months period by 15 Public Service officers under a Community Employment Programme sponsored by the Commonwealth Government, and by 56 persons for three monthly periods under the State Government's Job Creation Scheme.

### Modus Operandi Unit

This Unit is responsible for the collection, storage, maintenance and issue of crime and criminal intelligence information for use by Police generally throughout the Service.

Using sophisticated and computerised/micrographic facilities the Unit maintains records of the habits, characteristics, mode of operation, etc. of all known criminals and their associates; as well as information on instances of crime, fire, missing persons and lost/found property.

The Unit also operates a central service to provide information to insurance companies in relation to stolen property, upon payment of a prescribed fee. In excess of \$618,350 was received in respect of 31,962 insurance enquiries of recorded crime information.

During the year criminal information reports processed in the Unit increased by 7% to 321,362. In addition, operational Police were provided with positive recorded identification of 417 criminal offenders.

A backlog of 28,500 Crime

Reports awaited data entry into the Crime Information and Intelligence System in February, 1985. This backlog was temporarily inflated to 36,000 forms with the introduction of the new Crime Information and Intelligence System on 28 February, 1985 as operators had to adapt to the new system and rethink traditional processing techniques.

Wales and is accessible by all law enforcement agencies in Australia.

During 1984/85 the reported theft of all classes of vehicles decreased by 496 with a recovery rate of 83% being maintained.

Details of vehicles stolen and recovered during 1984/85 as compared with 1983/84, are outlined in the table below:

**Motor Vehicles Stolen in N.S.W. — 1983/84 and 1984/85\***

	1983/84	1984/85	PERCENTAGE CHANGE
Number Stolen _____	53,628	53,130	- 0.93
Number Recovered _____	44,684	44,291	- 0.88
Percentage Recovered _____	83.32	83.36	
Number of Offences Cleared _____	3,762	3,666	- 2.55
Percentage Cleared _____	7.01	6.90	
Number of Persons Arrested _____	5,794	5,119	- 11.65
Number of Registered Vehicles _____	2,861,000	2,940,000	2.76
Ratio of Vehicles Stolen to Vehicles Registered _____	1:53.35	1:55.34	

\*The stolen vehicle figures in the above table comprise motor cars, motor lorries, motor cycles, motor scooters, caravans and trailers. The number of registered vehicle statistics were supplied by the Department of Motor Transport and include all vehicles in the N.S.W. D.M.T. register except tractors, trailers and trader plate registrations.

The backlog of forms has now been reduced to 16,900 using the new system and adopting a number of initiatives including: appropriate training of officers in the new system; a reclassification of a number of crimes as "secondary" (data entry of "secondary" crime is much simpler than crimes in the "primary" category); and an intensive overtime operation involving seven shifts over one weekend, which reduced the backlog by 15,790. Future overtime operations are planned to further reduce the backlog.

Progressive microfilming of records and photographs of offenders continued during the year with completion of that task expected before the end of 1985.

### Stolen Vehicle Unit

The Stolen Vehicle Unit maintains a computerised central record of the theft and recovery of vehicles throughout New South

Wales and is accessible by all law enforcement agencies in Australia. It is very pleasing to note that there has been a marginal decrease in the number of vehicles stolen in 1984/85 as compared with 1983/84, even though the number of registered vehicles in New South Wales has increased by 2.76 percent in this period.

### Warrant Index Unit

The Warrant Index Unit is responsible for the central processing of warrants issued by a court for the collection by Police of unpaid court penalties. The Unit undertakes computerised recording of details of the receipt, processing and movement of warrants until execution, satisfaction or the return of warrants to the court of issue as unexecuted.

Initiatives introduced during the year include the installation of telex and visual display units at many Police Stations throughout the State, with direct access to the Warrant Computer system, and commencement on the



## 5: PROPERTIES

development of a computer system to facilitate a higher rate of execution/satisfaction of warrants. This system is expected to become operational in early 1986.

The processing of warrants by personal cheque or Bankcard was also introduced to encourage the prompt satisfaction of warrants. At 30 June, 1985, in excess of \$3 million had been collected by this means.

A new system of 'self enforcing' warrants resulting from traffic infringement offences, was also introduced during the year to speed up processing of such matters through the Court and Warrant Index Unit systems.

A number of initiatives were also introduced during the year to recover lost revenue due to unexecuted warrants. Those initiatives involved:

- re-processing of filed warrants of a value exceeding \$50.
- creation of a special Task Force to give special attention to selected filed warrants.
- engaging the services of a private company to undertake exhaustive address inquiries in respect of selected filed warrants.

At 30 June, 1985 approximately \$620,000 had been collected in respect of previously filed warrants.

During the year under review, a total of 440,160 new warrants were processed with a value of \$44.76 million. In all 307,552 warrants were executed/satisfied during 1984/85 at a value of \$33.95 million.

### Police Armoury

In 1984/85 the Police Armoury became formally attached to the Technical Support Branch and continued its role of effectively arming Police through the provision of appropriate firearms, ammunition and handcuffs necessary for the execution of a wide range of Police Operational duties.

The provision and maintenance of adequate premises for Police activities are essential components of efficient policing.

Many Police Stations in New South Wales, built early this century (and often for non-police uses), have been rebuilt, upgraded or renovated. Shifts and increases in population, and development of new technology and methods must be reflected in Police accommodation.

The Properties Branch is responsible for the purchase and development of entirely new facilities as well as for the renovation and upgrading of existing facilities. It has two separate sources of income for these functions:

### Capital Works

Funds for Capital Works for properties are allocated to the Branch through the Minister for Police and Emergency Services. In this year, a total of \$30.92M was allocated for Capital Works to be spent as follows:

	Allocation 1984/85 \$
Site Acquisition	247,000
Major Works in Progress	24,900,000
Deferred Works in Progress	3,812,000
New Major Works	550,000
Minor Works	730,000
Annual Provisions	681,000
	<u>30,920,000</u>

### Recurrent Expenditure

Funds for recurrent expenditure are allocated through the Department of Public Works, which arranges renovation and maintenance work at Police premises. This year, a total of \$5.5M was allocated in response to the Property Branch's submission for such work.

### MAJOR PROJECTS

Details of major projects are provided below:

#### Sydney Police Centre

Development of the Sydney

Police Centre project continued during the year, but under considerable difficulties due to extensive industrial problems. Project completion is not now expected until early 1986, with total estimated costs escalating to \$65M.

Nevertheless, when completed the Centre will provide one of the most sophisticated and professional policing facilities in the southern hemisphere. As well as the inclusion of a large Police Station complex to service the inner Sydney area, the Centre will house the Department's major computer facility; and offer specialised scientific, technical, communication, armoury, disaster and rescue, and command and control services.

### Other Police Stations

#### Maitland Divisional Police Station

The former Shortland County Council premises at Maitland have been purchased, and its redevelopment as a much needed

new Police facility has commenced.

Accommodation will also be provided within the complex for the local Member of Parliament and a local regional youth training service. Redevelopment of the accommodation is due for completion in mid 1986.

#### Macquarie Fields Police Station

A modern functional Police Station was constructed at Macquarie Fields at a cost of \$1.6M to provide a 24 hour service for that rapidly growing area. This replaces the limited facilities at Ingleburn.





*Campbelltown Police Station.*

Operations commenced from the new station in May, 1985.

#### ***Campbelltown Police Station***

In a departure from the traditional means of providing Police Station accommodation, the Department successfully negotiated for the State Superannuation Board to finance the construction of a District Police Station at Campbelltown, and to lease the facility to the Department on a long term basis.

Although the building has been designed to meet the long term needs of a District Head Station, operations have commenced on a smaller Divisional basis. Initially, available space has been used to house the decentralised Warrant Index Unit.

#### ***Cabramatta Police Station***

In another innovative method of

providing Police Station accommodation, the Department transferred land reserved for Police purposes at Cabramatta to a private development company in exchange for construction of a functional purpose-built Police Station at a more suitable location in Cabramatta.

No costs were incurred in providing the new Station, which commenced operation in June, 1985.

#### ***Dapto Police Station***

A modern Police Station was also provided at Dapto, at a cost of \$660,000, to replace inadequate existing accommodation and provide capacity for future development of a new 24 hour Police presence in the Dapto community.

Operations commenced from the new Station in May, 1985.

#### ***Lord Howe Island Police Station and Residence***

Construction of Lord Howe Island's first permanent Police Station and residence commenced during 1984/85. Completion is anticipated by October, 1985, with a total project cost of approximately \$200,000.

Police operations are due to commence on the Island from temporary accommodation in July, 1985.

#### ***Goulburn Police Academy***

Late last financial year, action was initiated by the Government to replace previous inappropriate, antiquated and fragmented Police Academy accommodation. After much investigation, the former College of Advanced Education complex at Goulburn was identified as





*Ferguson Police Centre, 130 George Street, Parramatta.*

suitable for development as a modern residential Police Training establishment. The complex was set aside for Police use. The existing classroom and student residential facilities were upgraded and general ground improvements were made. Additional residential accommodation, a driver training circuit, swimming training tank, and an indoor pistol range are being constructed.

Training classes have commenced at the Goulburn Academy, but full completion of the project is not expected until late 1986, with total costs estimated at \$12.6M (indexed).

#### **Servicing Facilities**

Development of the Police Services Centre, Waterloo, continued during the year. When completed in 1986, the Centre will provide the most modern

facilities available for the servicing, detailing, refuelling and garaging of Police vehicles, along with sophisticated facilities for the scientific examination of vehicles.

Action has also commenced on the provision of a leased regional garage to cater for the needs of the Highway Patrol and all other Police units within the general Parramatta area. This garage is expected to commence operations early in the new financial year.

Following the transfer of control of Police uniform matters from the Government Supply Department to the Police Department, the Police Uniform Store commenced operations in March, 1985. It provides a modern specialised facility for the fitting, storage, distribution and collection of all items of Police uniform.

#### **Decentralisation and City Accommodation Surrender**

In keeping with the Government's policy of decentralising public services from the City to western suburban areas, the Department progressively relocated its Traffic, Properties, Supply and Accounts Branches to leased Government accommodation at 130 George Street, Parramatta.

During the first six months of the next financial year, the Department will complete its occupation of the Parramatta premises with transfer of the Highway Patrol Headquarters and other miscellaneous Traffic Branch groups, the Bureau of Crime Intelligence and the Technical Support Branch.

Services now available at Parramatta include inquiries concerning general traffic matters, receipt of "over the counter" payments of traffic and parking infringement penalties; receipt and processing of applications for Police certificates for visa purposes and acceptance of subpoenae.

#### **Asbestos Removal at Police Headquarters**

Following extensive investigations in conjunction with the State Superannuation Board (Police Headquarters building owner) and various health authorities, action was commenced to remove potentially hazardous asbestos insulation from the Police Headquarters building, at State Superannuation Board cost. Complete asbestos removal is anticipated by the end of 1985.

In association with the asbestos removal programme, action was also commenced to generally refurbish and improve accommodation in the Headquarters building with particular attention given to the provision of special purpose accommodation for the Department's greatly expanded Community Relations Bureau.



## 6: FINANCIAL SERVICES

Financial Services are provided for the Police Department by three Branches — Budget Management, Accounts, and Purchasing and Supply, each of which is responsible to the Assistant Secretary (Finance).

### BUDGET OVERVIEW

The Department received funding to the extent of \$394M on its recurrent budget and a further \$38.92M for Capital Works (including properties and equipment).

During the year the Department encountered difficulties in funding unforeseen occurrences such as guarding Family Law Court Judges and the extensive Police commitment arising from the Milperra armed conflict. However, by reducing expenditure in lesser priority areas and re-allocating funds saved the Department was able to conclude the year with a balanced budget, with minimum impairment to the efficient and effective delivery of services overall.

Table 'A' gives details of the major categories of operating expenditure and indicates how the Police dollar is spent. It will be seen from this Table that an increasing proportion of the budget is being spent on the provision of Police accommodation. This reflects the impact of the Department's upgrading programme for Police Buildings. Expenditure on supplies is very significant as the supplies required by Police to perform their operational functions include expensive items such as special uniforms, firearms, computer and other sophisticated technical equipment.

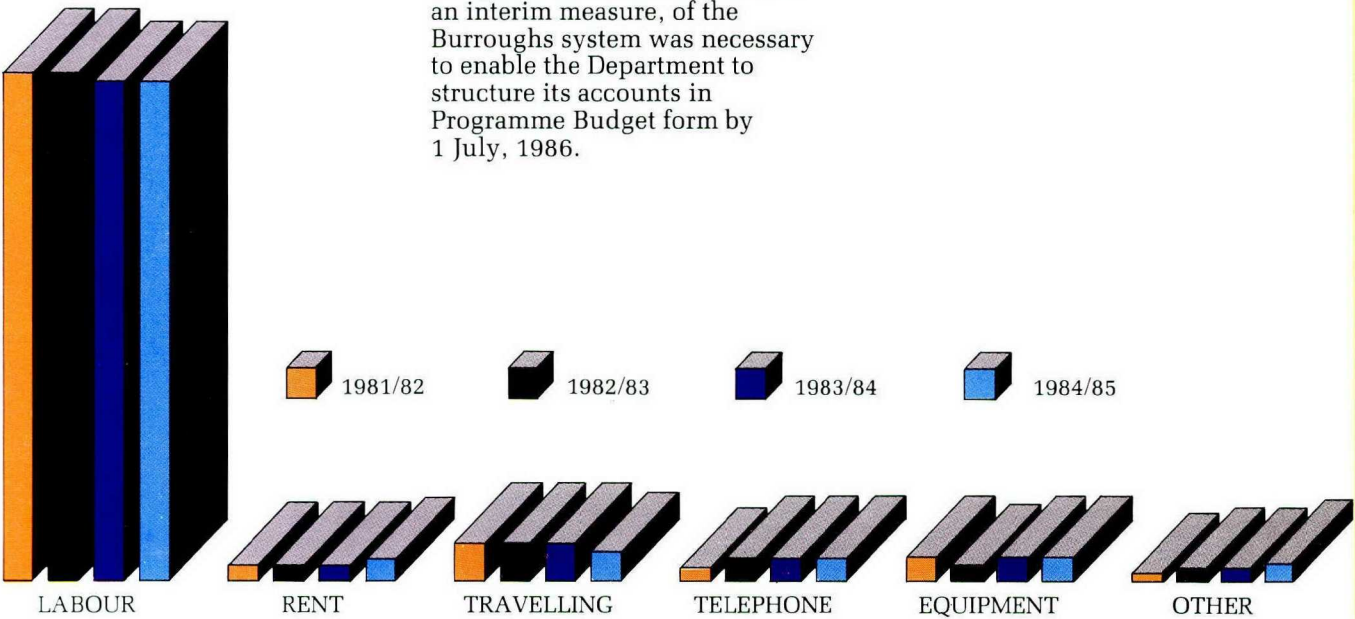
Details of recurrent expenditure compared with that of previous years are included in Table 'B'.

### IMPROVED FINANCIAL INFORMATION SYSTEMS

The Department's accounting systems were maintained on a Visible Record Computer for most of the financial year. However, they have now been transferred to a Burroughs B20 series micro computer. The introduction, as an interim measure, of the Burroughs system was necessary to enable the Department to structure its accounts in Programme Budget form by 1 July, 1986.

While the Department will be utilising the Burroughs computer during the 1985/86 financial year, the equipment has limited capacity having regard to the size and structure of the organisation, the extent of funding and expenditure, and the quality of management reporting required. For this reason consultants will be engaged next year to design a comprehensive financial management system utilising existing main frame facilities. It is envisaged that this system will provide much more detail of the accounting, financial and budgetary activities of Districts and Branches within each programme; improve reporting on activities classified by major areas of responsibility; and facilitate the further decentralisation of financial authorities and controls to Districts and Branches.

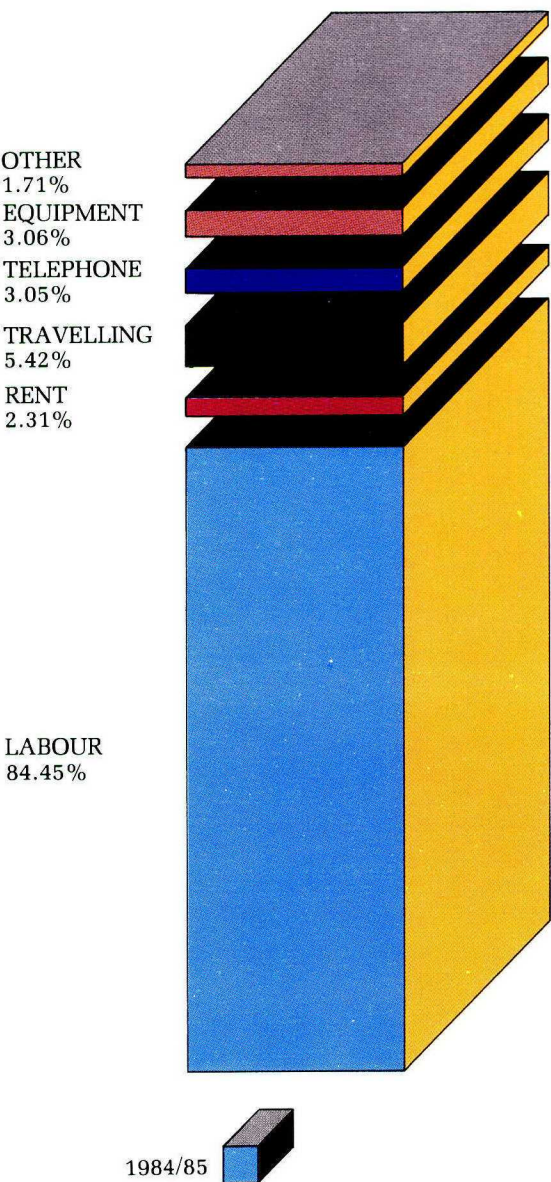
With the introduction of full programme budgeting from July, 1986, management will need to be provided with expanded information in order to develop more reliable estimates, better plan expenditure priorities and generally make the most effective use of available funds.



Labour Costs: Rent, Rates & Buildings; Travelling & Transport; Telephone, Postage, Power & Heating; Equipment & Supplies



FINANCIAL BREAKDOWN BY MAJOR CLASSIFICATION 1984/85



Labour Costs; Rents, Rates & Buildings; Travelling & Transport;  
Telephone, Postage, Power & Heating; Equipment & Supplies; and  
Other Items

Increasing demands for financial management information led to the staffing of the Budget Management Branch being increased during the year with a consequent improvement in the availability and quality of financial information. It is proposed to further strengthen financial analysis capacity within the Department during 1985/86. A major task to be performed by the Budget Management Branch next year will be to review the present programme budget structure so as to be consistent with strategic plans being developed throughout the Department.

Action is also being taken in the Purchasing and Supply Branch to computerise stock records, for both General Supply and Uniforms. This will lead to significant improvements in stock controls which will, in turn, provide greater efficiencies. The Department's Motor Vehicle Fleet management information was also computerised during the year.

TABLE A — COMPARATIVE FINANCIAL INFORMATION BY MAJOR CLASSIFICATION

	1984/85	1983/84	1982/83	1981/82
Labour Costs	84.45	84.58	85.49	85.70
Rent, Rates & Buildings	2.31	2.03	1.86	1.84
Travelling & Transport	5.42	5.93	5.76	5.90
Telephone, Postage, Power, Heating	3.05	3.11	3.17	2.73
Equipment & Supplies	3.06	2.99	2.72	3.12
Other Items	1.71	1.36	1.06	.66
TOTAL	100.00	100.00	100.00	100.00



**TABLE B — POLICE DEPARTMENT RECURRENT EXPENDITURE FINANCIAL YEAR ENDING 30 JUNE**

	1984/85 Expend \$000	1983/84 Expend \$000	1982/83 Expend \$000	1981/82 Expend \$000
Salaries and Payments in the Nature of Salary				
A1. Salaries, Wages and Allowances _____	305,326	278,408	248,270	227,270
A2. Payments for Leave on Retirement, Resignation, etc. _____	6,731	5,773	7,623	7,683
A3. Overtime _____	16,750	12,799	20,597	20,434
Maintenance and Working Expenses _____	328,807	296,980	276,490	255,387
<b>B1. SUBSIDIARY STAFF CHARGES</b>				
Workers' Compensation Insurance _____	625	435	339	364
Meal Allowances _____	66	47	23	16
Allowances to Police on Plain Clothes Duty, etc. _____	3,147	2,623	1,968	1,841
<b>B2. EXPENSES IN CONNECTION WITH BUILDINGS</b>				
Rent, Rates, etc. _____	8,843	7,076	5,785	5,531
Maintenance, Alterations, Additions, Renewals, etc. _____	250	113	98	141
<b>B3. SUBSISTENCE AND TRANSPORT</b>				
Travelling, Removal and Subsistence Expenses _____	7,837	5,787	4,918	4,847
Motor Vehicles, Launches, Aircraft, etc. — Running, Maintenance, Hire & Insurance _____	13,439	15,190	13,789	12,794
Freight, Cartage & Packing _____	97	68	77	80
<b>B4. GENERAL EXPENSES</b>				
Postal & Telephone _____	8,101	7,656	7,386	6,478
Advertising & Publicity _____	163	19	44	+
Books, Periodicals & Papers _____	215	155	126	79
Gas & Electricity _____	3,914	3,340	2,920	1,721
Fees for Services Rendered _____	2,882	2,470	1,447	1,024
Laundry Expenses _____	32	14	8	3
Stores, etc. _____	12,057	10,622	8,849	9,367
Printing _____	1,429	1,028	1,032	+
Other Insurance _____	26	10	16	32
Minor Expenses NEI _____	69	41	35	27
	63,192	56,694	48,860	44,345
<b>OTHER SERVICES</b>				
C1. Purchase of Computers & related payments _____	695	—	—	—
D1. Contribution towards Cost of Establishing Police Youth Clubs _____	250	200	200	200
D2. Volunteer Rescue Association — Grant to meet Insurance costs _____	15	10	9	13
E1. Meals, etc. for Prisoners in Lock ups _____	562	624	474	359
E2. Funeral & Other Expenses — deceased Members of Police Force _____	4	6	—	3
E3. Overseas Visits _____	17	30	24	35
E4. National Police Research Unit — Contribution towards costs _____	100	45	—	—
E5. Purchase of Horses _____	*	—	—	—
E6. Fees & Expenses of Police Courses _____	40	77	70	72
Non Recurring services _____	224	109	30	165
	1,907	1,101	807	847
<b>TOTAL RECURRENT EXPENDITURE</b> _____	393,906	354,775	326,158	300,579

\*Less than \$1000.

+Funded by Government Printer 1981/82.



## PART SIX: APPENDICES





**APPENDIX A: Crime Statistics**

Preface

- (i) Summary of Offences Reported and Cleared by Major Crime Classification; 1 July, 1984 to 30 June, 1985.
- (ii) Detailed Breakdown of Offences Reported and Cleared by Crime Classification; 1 July, 1984 to 30 June, 1985.
- (iii) Summary of Offences Reported and Cleared by Major Classification; Comparison of 1983/84 with 1984/85.
- (iv) Detailed Breakdown of Offences Reported and Cleared by Crime Classification; Comparison of 1983/84 with 1984/85.
- (v) Motor vehicles stolen in New South Wales; Comparison of 1983/84 with 1984/85.

The insert shows:

- (a) a summary of 1984/85 crime statistics for each Police District.
- (b) 1984/85 crime statistics for each major category of criminal offence, broken down by Police District.

**APPENDIX B**

Police Executive.

**APPENDIX C**

- (i) Authorised Strength and Deployment of New South Wales Police as at 30 June, 1985.
- (ii) Approved Staff Number and Deployment of Police Department Public Service Personnel as at 30 June, 1985.

**APPENDIX D**

Awards and Scholarships.

**APPENDIX E**

Police Stations by District, Division and Station.

**APPENDIX A**

**NEW SOUTH WALES CRIME STATISTICS**

**PREFACE**

- The 1984/85 crime statistics were extracted from the Police Crime Information and Intelligence System on 17 September, 1985.
- The 1984/85 crime statistics in this Report have been prepared using a different reporting criterion to that used in previous years. From 1984/85, crime statistics produced in this Department's Annual Report will be based on a 'Date of Offence' criterion, i.e., based on the number of offences committed during the financial year. Previous Annual Report statistics were based on the date that the computerised record of the offence was created.

As a result of this change in criterion, it is not possible to directly compare the 1984/85 figure with those published in previous Annual Reports. However, in order to facilitate some comparison, the figures for the 1983/84 financial year have been recalculated using this new reporting criterion.

The figures for 1983/84 and 1984/85 were extracted at the same time. Therefore as offences committed during 1983/84 have had an additional twelve months in which to be cleared, it is not unexpected that the 1984/85 clear-up rate for many major offence categories may be marginally lower than those for the previous financial year.

**1983/84 REPORT CORRECTIONS**

1. As a result of an undetected error in 1981, figures in this Department's Annual Reports since 1981 had mistakenly interchanged the statistics for the categories of "Robbery, No Weapon" with those for "Robbery, Firearm".
2. The "Motor Vehicles Stolen 1973-1982 (calendar years) and henceforth Financial Years" table (Appendix E (XXXVIII)) contained errors in the 'number of arrests' figures. The Arrest figures should have read as follows:

1973	3,192	1979	2,736
1974	2,863	1980	3,039
1975	2,814	1981	3,417
1976	3,768	1982	3,399
1977	3,364	1982/83	3,762
1978	2,833	1983/84	3,911



(i) SUMMARY OF OFFENCES REPORTED & CLEARED BY MAJOR CRIME CLASSIFICATION;  
1 JULY, 1984 TO 30 JUNE, 1985.

OFFENCE CATEGORY	ACCEPTED REPORTS	CLEARED UP	PERCENTAGE CLEARED
Offences Against the Person	15,176	8,383	55.24
Motoring Offences (Crimes Act)	433	417	96.30
Sexual Offences	2,866	1,324	46.20
Property Breakings	95,032	6,687	7.04
Theft Without Violation of Premises	115,642	18,781	16.32
Motor Vehicle Thefts	53,130	3,666	6.90
Offences Involving Fraud	15,807	10,553	66.76
Drug Offences	23,118	22,529	97.45
Arson	2,476	182	7.35
Malicious Injury and Damage to Property	28,268	4,141	14.65
Other Coded Offences	11,851	9,528	80.40
<b>GRAND TOTAL</b>	<b>363,799</b>	<b>86,281</b>	<b>23.72</b>

(ii) DETAILED BREAKDOWN OF OFFENCES REPORTED & CLEARED BY CRIME CLASSIFICATION;  
1 JULY, 1984 TO 30 JUNE, 1985.

	ACCEPTED REPORTS	CLEARED UP	PERCENTAGE CLEARED
<i>Offences Against the Person</i>			
Abduction	71	28	39.44
Abortion and Attempts	2	1	50.00
Rob, No Weapon	1,947	248	12.74
Rob, Weapon, No Firearm	673	153	22.73
Rob, Firearm	1,099	224	20.38
Assault — Aggravated	2,033	1,379	67.83
Assault — Non Aggravated	8,920	6,144	68.88
Demand Money with Menaces	255	71	27.84
Extortion	14	5	35.71
Manslaughter (other than motoring offences)	11	10	90.91
Murder	101	79	78.22
Murder — Accessory to/Conspiracy to	1	1	100.00
Murder — Attempts	49	40	81.63
	<u>15,176</u>	<u>8,383</u>	<u>55.24</u>
<i>Motoring Offences (under Crimes Act)</i>			
Culpable Driving	411	396	96.35
Manslaughter	22	21	95.45
	<u>433</u>	<u>417</u>	<u>96.30</u>
<i>Sexual Offences</i>			
Carnal Knowledge (including Carnal Knowledge under 10)	73	61	83.56
Incest	5	3	60.00
Homosexual Offences	43	39	90.70
Offences Against Public Decency or Sexual Morality	1,394	466	33.43
<i>Sexual Assault — Category 1</i>			
Inflict Grievous Bodily Harm	8	3	37.50
<i>Sexual Assault — Category 2</i>			
Inflict/Threaten Actual Bodily Harm	167	90	53.89
<i>Sexual Assault — Category 3</i>			
Intercourse Without Consent	441	273	61.90
<i>Sexual Assault — Category 4</i>			
Indecent Assault/Act of Indecency	735	389	52.93
	<u>2,866</u>	<u>1,324</u>	<u>46.20</u>



(ii) DETAILED BREAKDOWN OF OFFENCES REPORTED & CLEARED BY CRIME CLASSIFICATION:  
1 JULY, 1984 TO 30 JUNE, 1985 — *continued*

	ACCEPTED REPORTS	CLEARED UP	PERCENTAGE CLEARED
<i>Property Breakings</i>			
Breaking, Entering and Stealing from Dwelling Houses _____	62,927	3,428	5.45
Breaking, Entering and Stealing from other than Dwelling Houses _____	31,611	2,784	8.81
Housebreaking Implements in Possession _____	494	475	96.15
	<u>95,032</u>	<u>6,687</u>	<u>7.04</u>
<i>Theft Without Violation of Premises</i>			
Steal From Person _____	5,988	397	6.63
Stealing — General _____	108,900	18,419	16.91
Stock Stealing _____	754	55	7.29
	<u>115,642</u>	<u>18,871</u>	<u>16.32</u>
<i>Motor Vehicle Thefts</i>			
Motor Cars and Motor Lorries _____	49,419		
Motor Cycles and Motor Scooters _____	2,796		
Caravans and Trailers _____	915		
	<u>53,130</u>	<u>3,666</u>	<u>6.90</u>
<i>Offences Involving Fraud</i>			
Fraudulent Acquisition of Property, including attempts (False Pretences, Embezzlement, Conspiracy etc.) _____	15,807	10,553	66.76
<i>Drug Offences</i>			
Drugs Manufacture Unlawfully _____	18	18	100.00
Drugs, Obtain Unlawfully _____	9,705	9,514	98.03
Drugs, Supply _____	2,056	1,975	96.06
Drugs, Use _____	6,816	6,647	97.52
Drugs, Import _____	24	24	100.00
Drugs, Cultivate (Indian Hemp) _____	2,132	2,061	96.67
Drugs, Other Offences _____	2,367	2,290	96.75
	<u>23,118</u>	<u>22,529</u>	<u>97.45</u>
<i>Arson</i> _____	2,476	182	7.35
<i>Malicious Injury and Damage to Property</i> _____	28,268	4,141	14.65
<i>Other Coded Offences</i>			
Carry Cutting Instrument _____	369	358	97.02
Goods in Custody _____	2,762	2,649	95.91
Receiving _____	1,275	1,223	95.92
Offences not coming within classified headings of this summary _____	7,316	5,173	70.71
Unlicensed Pistol _____	129	125	96.90
	<u>11,851</u>	<u>9,528</u>	<u>80.40</u>
<b>GRAND TOTAL</b> _____	363,799	86,281	23.72



CRIME STATISTICS — *continued*(iii) SUMMARY OF OFFENCES REPORTED AND CLEARED BY CRIME CLASSIFICATION:  
COMPARISON OF 1983/84 WITH 1984/85.

Offence Category	83/84 ACCEPT. OFFEN.	83/84 CLEAR OFFEN.	83/84 C/UP RATE %	84/85 ACCEPT. OFFEN.	84/85 CLEAR OFFEN.	84/85 C/UP RATE %	% CHANGE OFFENCES	% CHANGE CLEARED
Offences Against the Person	14,256	8,134	57.06	15,176	8,383	55.24	6.45	3.06
Motoring Offences (Crimes Act)	520	513	98.65	433	417	96.30	- 16.73	- 18.71
Sexual Offences	2,961	1,408	47.55	2,866	1,324	46.20	- 3.21	- 5.97
Property Breakings	101,445	7,556	7.45	95,032	6,687	7.04	- 6.32	- 11.50
Theft Without Violation of Premises	109,937	18,500	16.83	115,642	18,871	16.32	5.19	2.01
Motor Vehicle Thefts	53,628	3,762	7.01	53,130	3,666	6.90	- 0.93	- 2.55
Offences Involving Fraud	16,127	11,675	72.39	15,807	10,553	66.76	- 1.98	- 9.61
Drug Offences	18,511	18,389	99.34	23,118	22,529	97.45	24.89	22.51
Arson	1,515	220	14.52	2,476	182	7.35	63.43	- 17.27
Malicious Injury and Damage to Property	27,715	4,146	14.96	28,268	4,141	14.65	2.00	- 0.12
Other Coded Offences	10,484	8,776	83.71	11,851	9,528	80.40	13.04	8.57
<b>GRAND TOTAL</b>	<b>357,099</b>	<b>83,079</b>	<b>23.26</b>	<b>363,799</b>	<b>86,281</b>	<b>23.72</b>	<b>1.88</b>	<b>3.85</b>

(iv) DETAILED BREAKDOWN OF OFFENCES REPORTED AND CLEARED, AND CRIME RATE PER 100,000 PERSONS BY CRIME CLASSIFICATION:  
COMPARISON OF 1983/84 WITH 1984/85.

Offences Against the Person	83/84 REPORTS	83/84 CLEARED	83/84 C/UP %	83/84 RATE/ 100,000	84/85 REPORTS	84/85 CLEARED	84/85 C/UP %	84/85 RATE/ 100,000	% CHANGE REPORTS	% CHANGE CLEARED
Abduction	79	40	50.63	1.47	71	28	39.44	1.31	- 10.13	- 30.00
Abortion and Attempts	1	—	—	0.02	2	1	50.00	0.04	100.00	—
Rob, no Weapon	2,009	263	13.09	37.35	1,947	248	12.74	35.81	- 3.09	- 5.70
Rob, Weapon, no Firearm	529	125	23.63	9.84	673	153	22.73	12.38	27.22	22.40
Rob, Firearm	1,187	351	29.57	22.07	1,099	224	20.38	20.21	- 7.41	- 36.18
Assault — Aggravated	1,862	1,354	72.72	34.62	2,033	1,379	67.83	37.39	9.18	1.85
Assault — Non Aggravated	8,133	5,736	70.53	151.22	8,920	6,144	68.88	164.06	9.68	7.11
Demand Money with Menaces	268	108	40.30	4.98	255	71	27.84	4.69	- 4.85	- 34.26
Extortion	12	4	33.33	0.22	14	5	35.71	0.26	16.67	25.00
Manslaughter (other than motor offences)	13	13	100.00	0.24	11	10	90.91	0.20	- 15.38	- 23.08
Murder	91	77	84.62	1.69	101	79	78.22	1.86	10.99	2.60
Murder — Accessory to/Conspiracy to	2	2	100.00	0.04	1	1	100.00	0.02	- 50.00	- 50.00
Murder — Attempts	70	61	87.14	1.30	49	40	81.63	0.90	- 30.00	- 34.43
	<b>14,256</b>	<b>8,134</b>	<b>57.06</b>	<b>265.07</b>	<b>15,176</b>	<b>8,383</b>	<b>55.24</b>	<b>279.13</b>	<b>6.45</b>	<b>3.06</b>
<b>Motoring Offences (Under Crimes Act)</b>										
Culpable Driving	509	502	98.62	9.46	411	396	96.35	7.56	- 19.25	- 21.12
Manslaughter	11	11	100.00	0.20	22	21	95.45	0.40	100.00	90.91
	<b>520</b>	<b>513</b>	<b>98.65</b>	<b>9.67</b>	<b>433</b>	<b>417</b>	<b>96.30</b>	<b>7.96</b>	<b>- 16.73</b>	<b>- 18.71</b>



<i>Sexual Offences</i>										
Carnal Knowledge (including Carnal Knowledge under 10) _____	90	82	91.11	1.67	73	61	83.56	1.34	- 18.89	- 25.61
Incest _____	3	2	66.67	0.06	5	3	60.00	0.09	66.67	50.00
Homosexual Offences _____	29	22	75.86	0.54	43	39	90.70	0.79	48.28	77.27
Offences Against Public Decency or Sexual Morality _____	1,551	582	37.52	28.84	1,394	466	33.43	25.64	- 10.12	- 19.93
<i>Sexual Assault — Category 1</i>										
Inflict Grievous Bodily Harm _____	13	10	76.92	0.24	8	3	37.50	0.15	- 38.46	- 70.00
<i>Sexual Assault — Category 2</i>										
Inflict/Threaten Actual Bodily Harm _____	161	82	50.93	2.99	167	90	53.89	3.07	3.73	9.76
<i>Sexual Assault — Category 3</i>										
Intercourse Without Consent _____	517	345	66.73	9.61	441	273	61.90	8.11	- 14.70	- 20.87
<i>Sexual Assault — Category 4</i>										
Indecent Assault/Act of Indecency _____	597	283	47.40	11.10	735	389	52.93	13.52	23.12	37.46
	<u>2,961</u>	<u>1,408</u>	<u>47.55</u>	<u>55.05</u>	<u>2,866</u>	<u>1,324</u>	<u>46.20</u>	<u>52.71</u>	<u>- 3.21</u>	<u>- 5.97</u>
<i>Property Breakings</i>										
Breaking, Entering and Stealing from Dwelling Houses _____	70,348	4,124	5.86	1,308.00	62,927	3,428	5.45	1,157.41	- 10.55	- 16.88
Breaking, Entering and Stealing from other than Dwelling Houses _____	30,685	3,024	9.85	570.53	31,611	2,784	8.81	581.42	3.02	- 7.94
Housebreaking Implements in Possession _____	412	408	99.03	7.66	494	475	96.15	9.09	19.90	16.42
	<u>101,445</u>	<u>7,556</u>	<u>7.45</u>	<u>1,886.19</u>	<u>95,032</u>	<u>6,687</u>	<u>7.04</u>	<u>1,747.91</u>	<u>- 6.32</u>	<u>- 11.50</u>
<i>Theft Without Violation of Premises</i>										
Steal from Person _____	6,083	466	7.66	113.10	5,988	397	6.63	110.14	- 1.56	- 14.81
Stealing — General _____	103,180	17,995	17.44	1,918.45	108,900	18,419	16.91	2,002.98	5.54	2.36
Stock Stealing _____	674	39	5.79	12.53	754	55	7.29	13.87	11.87	41.03
	<u>109,937</u>	<u>18,500</u>	<u>16.83</u>	<u>2,044.08</u>	<u>115,642</u>	<u>18,871</u>	<u>16.32</u>	<u>2,126.98</u>	<u>5.19</u>	<u>2.01</u>
<i>Motor Vehicle Thefts</i>										
Motor Cars and Motor Lorries _____	49,667	N/A	N/A	923.47	49,419	N/A	N/A	908.96	- 0.50	N/A
Motor Cycles and Motor Scooters _____	3,068	N/A	N/A	57.04	2,796	N/A	N/A	51.43	- 8.87	N/A
Caravans and Trailers _____	893	N/A	N/A	16.60	915	N/A	N/A	16.83	2.46	N/A
	<u>53,628</u>	<u>3,762</u>	<u>7.01</u>	<u>997.12</u>	<u>53,130</u>	<u>3,666</u>	<u>6.90</u>	<u>977.21</u>	<u>- 0.93</u>	<u>- 2.55</u>
<i>Offences Involving Fraud</i>										
Fraudulent Acquisition of Property, including Attempts (False Pretences, Embezzlement, Conspiracy etc.) _____	16,127	11,675	72.39	299.85	15,807	10,553	66.76	290.74	- 1.98	- 9.61
<i>Drug Offences</i>										
Drugs, Manufacture Unlawfully _____	6	6	100.00	0.11	18	18	100.00	0.33	200.00	200.00
Drugs, Obtain Unlawfully _____	7,723	7,711	99.84	143.60	9,705	9,514	98.03	178.50	25.66	23.38
Drugs, Supply _____	1,559	1,554	99.68	28.99	2,056	1,975	96.06	37.82	31.88	27.09
Drugs, Use _____	5,233	5,228	99.90	97.30	6,816	6,647	97.52	125.37	30.25	27.14
Drugs, Import _____	39	39	100.00	0.73	24	24	100.00	0.44	- 38.46	- 38.46
Drugs, Cultivate (Indian Hemp) _____	2,013	1,959	97.32	37.43	2,132	2,061	96.67	39.21	5.91	5.21
Drugs, Other Offences _____	1,938	1,892	97.63	36.03	2,367	2,290	96.75	43.54	22.14	21.04
	<u>18,511</u>	<u>18,389</u>	<u>99.34</u>	<u>344.18</u>	<u>23,118</u>	<u>22,529</u>	<u>97.45</u>	<u>425.21</u>	<u>24.89</u>	<u>22.51</u>
Arson _____	1,515	220	14.52	28.17	2,476	182	7.35	45.54	63.43	- 17.27
Malicious Injury and Damage to Property _____	27,715	4,146	14.96	515.31	28,268	4,141	14.65	519.93	2.00	- 0.12
<i>Other Coded Offences</i>										
Carry Cutting Instrument _____	389	384	98.71	7.23	369	358	97.02	6.79	- 5.14	- 6.77
Goods in Custody _____	2,432	2,409	99.05	45.22	2,762	2,649	95.91	50.80	13.57	9.96
Receiving _____	1,360	1,350	99.26	25.29	1,275	1,223	95.92	23.45	- 6.25	- 9.41
Offences not coming within classified headings of this summary _____	6,170	4,502	72.97	114.72	7,316	5,173	70.71	134.56	18.57	14.90
Unlicensed Pistol _____	133	131	98.50	2.47	129	125	96.90	2.37	- 3.01	- 4.58
	<u>10,484</u>	<u>8,776</u>	<u>83.71</u>	<u>194.93</u>	<u>11,851</u>	<u>9,528</u>	<u>80.40</u>	<u>217.97</u>	<u>13.04</u>	<u>8.57</u>
<b>GRAND TOTAL</b> _____	<u>357,099</u>	<u>83,079</u>	<u>23.26</u>	<u>6,639.63</u>	<u>363,799</u>	<u>86,281</u>	<u>23.72</u>	<u>6,691.29</u>	<u>1.88</u>	<u>3.85</u>

NOTE: Population figures used to calculate the crime rate per 100,000 persons are the latest estimates available from the Australian Bureau of Statistics at 31 December, 1983, for the 1983/84 financial year and 31 December, 1984, for the 1984/85 financial year. New South Wales Population 1983/84: 5,378,300 1984/85: 5,436,900.



**CRIME STATISTICS — continued**

**(v) MOTOR VEHICLES STOLEN IN N.S.W.: 1983/84 AND 1984/85**

	1983/84	1984/85	PERCENTAGE CHANGE
NUMBER STOLEN _____	53,628	53,130	- 0.93
NUMBER RECOVERED _____	44,684	44,291	- 0.88
PERCENTAGE RECOVERED _____	83.32	83.36	
NUMBER OF OFFENCES CLEARED _____	3,762	3,666	- 2.55
PERCENTAGE CLEARED _____	7.01	6.90	
NUMBER OF PERSONS ARRESTED _____	5,794	5,119	- 11.65
NUMBER OF REGISTERED VEHICLES _____	2,861,000	2,940,000	2.76
RATIO OF VEHICLES STOLEN TO VEHICLES REGISTERED _____	1:53.35	1:55.34	

These figures comprise motor cars, motor lorries, motor cycles, motor scooters, caravans and trailers. The number of registered vehicle statistics were supplied by the Department of Motor Transport and include all vehicles in the D.M.T. register except tractors, trailers and trader plate registrations.

**APPENDIX B**

**POLICE EXECUTIVE**

As at 30 June, 1985, the occupants of the Police Force executive positions were:

POSITION	OCCUPANT	DATE APPOINTMENT
Commissioner _____	J. K. Avery, M.A., Dip.Crim.	07.08.84
Deputy Commissioner (Operations) _____	W. B. Ross, Q.P.M.	12.02.82
Deputy Commissioner (Administration) _____	J. C. Perrin, Q.P.M., Dip.Law(B.A.B.)	23.07.82
Assistant Commissioner (Internal Affairs) _____	R. C. Shepherd, B.A.	04.05.84
Assistant Commissioner (Services) _____	N. C. Scott	12.02.82
Assistant Commissioner (Personnel) _____	A. D. M. Graham	12.02.82
Assistant Commissioner (General) _____	E. F. Bunt, Dip.Crim., LL.B.	12.12.84
Assistant Commissioner (Traffic) _____	W. Fleming	12.04.84
Assistant Commissioner (Crime) _____	Vacant	22.05.85
Assistant Commissioner (Emergency Services) _____	M. K. Gruggen	26.05.83
Exec. Chief Supt. (Internal Affairs) _____	J. M. Pry	21.06.84
Exec. Chief Supt. (Services) _____	J. R. Howard	06.09.84
Exec. Chief Supt. (Personnel) _____	K. R. Wark, A.Dip.J.A.	14.11.84
Exec. Chief Supt. (General) _____	J. E. Merrett	20.03.85
Exec. Chief Supt. (General) _____	D. H. Freudenstein	14.03.83
Exec. Chief Supt. (Traffic) _____	J. M. Dunlop	21.06.84
Exec. Chief Supt. (Crime) _____	E. R. Nixon, B.E.M.	17.09.82

**APPENDIX C (i)**

**DEPLOYMENT OF POLICE OFFICERS AS AT 30 JUNE, 1985 — AUTHORISED STRENGTH**

**GENERAL POLICING**

Metropolitan Districts	AUTHORISED STRENGTH	Country Districts	AUTHORISED STRENGTH
Bankstown _____	603	Newcastle _____	655
Burwood _____	690	Lismore _____	349
Central _____	756	Tamworth _____	276
Chatswood _____	382	Dubbo _____	224
Dee Why _____	392	Parkes _____	195
Gosford _____	238	Wagga Wagga _____	201
Liverpool _____	436	Goulburn _____	314
Maroubra _____	414	Wollongong _____	413
Penrith _____	451	Albury _____	151
Parramatta _____	516	Bathurst _____	173
<b>TOTAL</b> _____	<b>4,878</b>	<b>TOTAL</b> _____	<b>2,951</b>



APPENDIX C (i) — continued

CRIMINAL INVESTIGATION AND SPECIAL OPERATIONAL GROUPS	
Authorised strength criminal investigation bodies.	
UNIT/SQUAD	AUTHORISED STRENGTH
CRIMINAL INVESTIGATION BRANCH	
Administration _____	10
Major Crime Squad	
Administration _____	3
Licensed Dealers Unit _____	27
Breaking Unit _____	23
Arson Unit _____	12
Pillage Unit _____	10
Consorting Unit _____	20
Sexual Assault Unit _____	4
	99
Armed Holdup Squad _____	52
S.W.O.S. _____	8
Fraud Squad _____	42
Motor Squad _____	29
Homicide Squad _____	37
Juvenile Crime Squad _____	13
Child Mistreatment Unit _____	7
Stock Squad _____	6
Scientific Investigation Unit _____	56
Inquiry Office _____	14
Regional Crime Squads (West, South and North) _____	73
Regional Crime Squad Newcastle _____	25
Task Force I _____	1
Task Force II (Poker Machines) _____	13
TOTAL CRIMINAL INVESTIGATION BRANCH (Sub-total) _____	485
Drug Law Enforcement Bureau _____	151
Bureau of Crime Intelligence _____	87
Special Branch _____	27
Special Operations Group _____	56
	321
TOTAL CRIME INVESTIGATION _____	806
SPECIAL OPERATIONAL SUPPORT	
Tactical Reponse Group _____	93
Licensing Branch _____	25
Prosecutors _____	207
Anti-Theft Branch _____	10*
TOTAL OPERATIONAL SUPPORT _____	335
*Remaining 290 Anti-theft Squad personnel are included in the District Allocation.	



**APPENDIX C (i) — continued**

<b>EMERGENCY SERVICES</b>	
Authorised strengths of the various components of the Disaster and Rescue Branch are:	
<i>UNIT/SQUAD</i>	<i>AUTHORISED STRENGTH</i>
<b>DISASTER AND RESCUE BRANCH</b>	
Administration	5
Police Rescue Squad	22
Dog Squad	14
Water Police	63
Airwing	26
<b>TOTAL DISASTER AND RESCUE BRANCH</b>	<b>130</b>
 <b>COMMUNITY RELATIONS BUREAU</b>	
Authorised strength of the various components of the Community Relations Bureau.	
<i>UNIT/SQUAD</i>	
<b>Community Relations</b>	
Administration	3
Youth Clubs	29
<b>Promotions and Publications</b>	
Administration	1
Public Relations	8
Mounted Police	34
Pipe Band	14
Military Band	25
<b>Community Policing</b>	
Administration	1
Aboriginal Liaison	8
Crime Prevention	7
Safety Advisory	32
Missing Persons	5
<b>Media Liaison</b>	
Administration	1
Media Liaison	8
<b>TOTAL</b>	<b>176</b>



APPENDIX C (i) — continued

INTERNAL AFFAIRS BRANCH	
	AUTHORISED STRENGTH
Authorised strengths of the Internal Affairs Division	98
Internal Security Division	30
<b>Total Internal Affairs Branch</b>	<b>128*</b>
TRAFFIC BRANCH	
Authorised strength of the various areas involved in traffic matters is:	
UNIT/SQUAD	
TRAFFIC BRANCH	
Administration	16
Breath Analysis and Blood Sampling Unit	48
Court Process and Traffic Court Staff	5
Adjudication Section	26
Adjudication Review Unit	2
Traffic Signals Operation Section	18
Traffic Planning Section	8
Radar Engineering Unit	8
Accident Investigation Squads	14
Permit Section	5
Highway Response Group	78
<b>TOTAL TRAFFIC BRANCH</b>	<b>228</b>
PERSONNEL TRAINING AND INDUSTRIAL RELATIONS	
Authorised strength of the various sections is:	
UNIT/SQUAD	
Personnel Branch	65
Police Academy	99
Medical Branch	1
Management Consultancy Group	2
<b>TOTAL</b>	<b>167</b>
ADMINISTRATIVE SUPPORT SERVICES	
Authorised strength of the various sections is:	
UNIT/SQUAD	
Supervisory and Safety Office	6
Criminal Correspondence Unit	8
Printing and Ancillary Services	4
Uniform Design and Development Unit	1
Executive and Support Staff	48
Library	1
Motor Vehicles Branch	91
Miscellaneous (Includes Special Projects Officers and Liaison Officers)	26
<b>TOTAL</b>	<b>185</b>
*This figure includes officers seconded to the Ombudsman's Office, officers of the Legal Advising and Police Appeals Section, and various other liaison officers.	



APPENDIX C (i) — continued

<b>TECHNICAL SUPPORT</b>	
Authorised strength of the various areas is:	
<i>UNIT/SQUAD</i>	<i>AUTHORISED STRENGTH</i>
<b>PLANNING AND RESEARCH BRANCH</b>	15
<b>TECHNICAL SUPPORT BRANCH</b>	
Administration	2
Armoury	6
<b>INFORMATION SECTION</b>	
Administration	2
Modus Operandi Unit	20
Stolen Vehicles Unit	18
Warrant Index Unit	14
Fingerprint Section	76
Criminal Records Unit	25
<b>COMMUNICATIONS</b>	
Administration	3
Telecommunications Unit	11
Radio Operational Unit	79
Radio Technical Unit	35
Radio Design and Development Unit	5
<b>TOTAL TECHNICAL SUPPORT BRANCH</b>	<b>311</b>
<b>FINANCIAL AND AUDITING SERVICES</b>	
Authorised strength of the Management Review Unit	10
<b>TOTAL AUTHORISED POLICE STRENGTH AS AT 30 JUNE, 1985</b>	<b>10,608</b>

APPENDIX C (ii)

<b>APPROVED STAFF NUMBER AND DEPLOYMENT OF POLICE DEPARTMENT PUBLIC SERVICE PERSONNEL AS AT 30 JUNE, 1985</b>	
<i>Where Deployed</i>	<i>Approved Staff Number</i>
Administrative Branch	40
Policy Secretariat	14
Legal Secretariat	14
Public Service Personnel Branch	25
Accounts Branch	46
Accident Information Bureau	20
Criminal Investigation Branch	88
Traffic Branch	250
Metropolitan Area	250
Country Area	178
Boys' Club	7
Planning and Research Branch	61
Properties Branch	40
Supply Branch	39
Police Staff Branch	55
Services	86
Technical Support Branch	217
Medical Branch	8
Internal Affairs	26
Management Review	13
Community Relations Bureau	36
Goulburn Academy	93
Warrant Index Unit	52
	<b>1,687</b>



## APPENDIX D

### APPENDIX D: AWARDS & SCHOLARSHIPS

#### AWARDS

##### (i) Bravery

Members of the New South Wales Police Service were presented with the following Awards during the 1984/85 year:

##### *Commissioner's Commendation*

This award is presented by the Commissioner in recognition of outstanding service, meritorious conduct or courageous actions on the part of Police:

- Constable S. L. Fowler, Regent Street, for outstanding courage and policing at Pymont on 13 February, 1984, when he was lowered down a steep embankment to a small ledge on top of a railway cutting to assist a person who had become hysterical and was hanging from undergrowth, 15 metres above the ground;
- Constable P. D. Dunworth, Dubbo, for outstanding courage and policing at Coonabarabran on 17 June, 1984, when he climbed down the face of Timor Rock, without climbing equipment, to assist a person trapped 200 metres above the ground;
- Senior Constable G. C. Hampson, Coffs Harbour, for outstanding courage and policing at Coffs Harbour on 11 November, 1983, who after confronting the driver of a stolen vehicle, maintained a hold on the vehicle as it was driven away at high speed and in an erratic manner. The driver deliberately collided with a traffic sign, causing the Senior Constable to be thrown from the vehicle and suffer serious injuries;
- Senior Constable B. V. Brett, Dubbo, and Constable 1st Class S. L. Johnson, Campsie, for outstanding courage and policing at Marrickville on 30 November, 1983, in confronting a person armed with a pump action shotgun and holding a number of persons hostage. The offender discharged a shot, without warning, at Police who returned the fire, resulting in fatal injuries to the offender;
- Detective Senior Constable K. F. Henderson, Belmont, for outstanding courage and policing at Toronto on 25 March, 1984, when he grappled with a disturbed person armed with a loaded sawn off rifle. The Detective Senior Constable restrained the person to allow other police to disarm and handcuff the offender;
- Sergeant 3rd Class D. E. Ward, Griffith, for outstanding courage and policing at Griffith on 19 February, 1984, in approaching a building occupied by a person who had shot and fatally wounded his estranged wife. Despite threats from the offender and being in clear view, the Sergeant lifted the woman in his arms and carried her to an ambulance;
- Sergeant 3rd Class P. Simpson, Newcastle, for outstanding courage and devotion to duty at Coleambally on 28 August, 1982, when he confronted, pacified and arrested an intoxicated and emotionally disturbed person armed with a loaded and cocked rifle from which he had earlier discharged shots.

##### *Awards by the Royal Humane Society of New South Wales*

These awards are presented where persons have risked their lives in rescuing, or attempting to rescue, others from death or serious injury by water, fire, foul air, or other causes.

- Sergeant 3rd Class B. S. J. Lemme, Flemington, presented with the Bronze Medal for his actions at Mulawa Women's Detention Centre on 19 January, 1983 when he entered a smoke filled and burning building on numerous occasions to release prisoners from their cells and to help extinguish the fire;
- Constable S. L. Fowler, Regent Street, presented with the Bronze Medal for his actions at Pymont on 13 February, 1984, as discussed under "Commissioner's Commendation" in this part;
- Senior Constable J. A. Byers, Sutherland, presented with a Certificate of Merit for his actions at Audley Weir on 8 September, 1983, when he entered extremely cold and swift flowing water in an endeavour to rescue two persons trapped in a submerged motor vehicle.

##### *Thiess Toyota Award*

This award is presented annually to recognise the most meritorious act performed by members of the Police Rescue Squad, Water Police or Police Diving Section:

- Senior Constables C. D. Hiley and G. L. Thornton, Katoomba Rescue Squad, for their outstanding actions at Katoomba on 20 May, 1984, when at considerable risk to their own safety, they undertook a hazardous rescue of 2 climbers stranded on a cliff face of the Three Sisters.

##### (ii) Scholastic Achievement

##### *Sir Robert Askin Memorial Award*

This award is presented annually for attainment during the Senior Police Course:

- Detective Inspector R. D. Millington, Bureau of Crime Intelligence.

##### *Police Association of New South Wales Award*

This award is presented to the Probationary Constable attaining the highest assessment in each Secondary Training Course:

- Constable A. R. Conwell, Sutherland (Class 196)
- Constable P. C. Paynting, Narromine (Class 197)
- Constables J. G. Hiesley, Wollongong, and C. J. Burn, Chatswood (Class 198).



**APPENDIX D — continued**

**SCHOLARSHIPS**

Senior Constable Christine Nixon of the Commissioner's Policy Unit, was awarded a Harkness scholarship in 1984 to study for a Master's Degree at Harvard University, United States of America. Senior Constable Nixon was awarded the Degree of Master of Public Administration on 6 June, 1985, and has now been awarded a research scholarship by Harvard University to study matters closely allied to forward planning, Police Community Relations and Child Mistreatment issues.

Acting Sergeant Barbara Fraser was awarded a Churchill Fellowship to study developments in the employment and utilisation of Police Women in the U.S.A. Sergeant Fraser left for the U.S.A. on 2 June, 1985. It is anticipated her findings and recommendations will assist in the formulation of new guidelines for the employment and use of N.S.W. female Police officers.

Sergeant 1/C Cioccarelli of the Commissioner's Policy Unit was awarded a Churchill Fellowship, to undertake a study of Police higher education in North America. Sergeant Cioccarelli visited a wide range of tertiary institutions offering criminal justice courses, and his findings are now being considered as part of the overall review of Police training.

**APPENDIX E**

**POLICE STATIONS BY DISTRICT, DIVISION AND STATION**

METROPOLITAN		
DISTRICT	DIVISIONAL HEAD STATIONS	OTHER POLICE STATIONS
'A' — CENTRAL	Central	
	Darlinghurst Redfern The Rocks	Kings Cross Regent Street Lord Howe Island
'B' — GOSFORD	Gosford	Terrigal Woy Woy
	Wyang	The Entrance Toukley
'C' — MAROUBRA	Maroubra	Mascot Randwick Botany Mascot Airport
	Waverley	Bondi Paddington Rose Bay Vaucluse
'D' — DEE WHY	Dee Why	Manly Frenchs Forest
	North Sydney Mona Vale	Mosman Collaroy Avalon Broken Bay (Water Police)
'E' — HORNSBY	Hornsby	Berowra Brooklyn Pennant Hills
	Chatswood	Lane Cove Pymble
	Eastwood	Gladesville Ryde



APPENDIX E — continued

'F' — ENFIELD	Balmain	Annandale Glebe Leichhardt
	Burwood	Five Dock Drummoyne Enfield
	Campsie	Earlwood Lakemba Punchbowl
	Newtown Petersham	Marrickville Ashfield
'G' — BANKSTOWN	Bankstown	Bass Hill Revesby
	Hurstville	Kingsgrove Peakhurst
	Sutherland	Cronulla Engadine Miranda
	Kogarah	Rockdale Sans Souci (Water Police)
'H' — PARRAMATTA	Parramatta	Granville Ermington
	Castle Hill	Windsor Richmond Wisemans Ferry
	Flemington	Lidcombe Auburn
	Merrylands	Wentworthville
'T' — LIVERPOOL	Liverpool Campbelltown	Green Valley Camden Picton The Oaks Macquarie Fields
	Fairfield	Cabramatta
'J' — PENRITH	Penrith	St. Marys Warragamba Dam
	Blacktown	Mt. Druitt Riverstone Seven Hills
	Springwood	Katoomba Mt. Victoria Lawson Blackheath

COUNTRY			
WOLLONGONG DISTRICT			
<b>Wollongong</b> Bulli Helensburgh Scarborough Austinmer Corrimal	<b>Warilla</b> Unanderra Kiama Berkeley Albion Park Port Kembla Dapto	<b>Nowra</b> Kangaroo Valley Berry Vincentia Sussex Inlet Milton	<b>Bega</b> Moruya Eden Candelo Bermagui South Bemboka Batemans Bay Narooma Merimbula Cobargo Bodalla



**APPENDIX E — continued**

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**WAGGA WAGGA DISTRICT**

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**Wagga Wagga**

Temora  
Lockhart  
Ganmain  
Ariah Park  
Yerong Creek  
Urana  
The Rock  
Tarcutta  
Junee  
Coolamon

**Narranderra**

Yanco  
West Wyalong  
Grong Grong  
Ardlethan  
Barmedman  
Barellan  
Whitton  
Ungarie  
Tallimba  
Leeton

**Griffith**

Yenda  
Weethalle  
Rankins Springs  
Hillston  
Hay  
Goolgowi  
Darlington Point  
Coleambally  
Carrathool

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**TAMWORTH DISTRICT**

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**Tamworth**

Werris Creek  
Tambar Springs  
Somerton  
Nundle  
Manilla  
Kootingal  
Gunnedah  
Curlewis  
Quirindi

**Moree**

Pallamallawa  
Narrabri  
Boggabilla  
Bellata  
Wee Waa  
Mungindi  
Garah  
Boomi  
Boggabri

**Inverell**

Yetman  
Warialda  
Tingha  
Delungra  
Bundarra  
Ashford  
Barraba  
Gravesend  
Bingara

**Armidale**

Uralla  
Nowendoc  
Guyra  
Emmaville  
Bendemeer  
Walcha Road  
Walcha  
Tenterfield  
Glen Innes  
Deepwater

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**PARKES DISTRICT**

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**Parkes**

Tullibigeal  
Lake Cargelligo  
Bogan Gate  
Condobolin  
Tullamore  
Trundle  
Tottenham  
Peak Hill

**Forbes**

Eugowra  
Cowra  
Caragabal  
Canowindra  
Quandialla  
Grenfell  
Greenethorpe  
Goolagong  
Koorawatha  
Woodstock  
Young

**Broken Hill**

Wilcannia  
Tibooburra  
Menindee  
Ivanhoe  
Wentworth  
Pooncarie  
Dareton  
Buronga

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**ALBURY DISTRICT**

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**Albury**

Corowa  
Culcairn  
Holbrook  
Hume Weir  
Khancoban  
Mulwala  
Walla Walla  
Henty  
Howlong  
Oaklands  
Rand  
Tumbarumba

**Deniliquin**

Euston  
Jerilderie  
Moulamein  
Barham  
Balranald  
Berrigan  
Finley  
Mathoura  
Moama  
Tocumwal



APPENDIX E — continued

NEWCASTLE DISTRICT

**Newcastle**

Carrington  
Adamstown  
Stockton  
Mayfield  
Lambton  
Hamilton

**Taree**

Tea Gardens  
Nabiac  
Gloucester  
Coopernook  
Wingham  
Forster  
Comboyne  
Bulahdelah

**Wallsend**

West Wallsend  
Wangi Wangi  
Toronto  
Teralba  
Morisset  
Cardiff

**Muswellbrook**

Denman  
Aberdeen  
Jerrys Plains  
Merriwa  
Moonan Flat  
Murrurundi  
Scone  
Willow Tree

**Maitland**

Clarence Town  
Dungog  
East Maitland  
Karuah  
Lemon Tree Passage  
Morpeth  
Raymond Terrace  
Stroud  
Nelson Bay  
Beresfield  
East Gresford  
Lochinvar  
Paterson

**Cessnock**

Singleton  
Bulga  
Abermain  
Wollombi  
Kurri Kurri  
Branxton

**Belmont**

Boolaroo  
Catherine Hill Bay  
Charlestown  
Dudley  
Swansea

LISMORE DISTRICT

**Lismore**

Woodburn  
Nimbin  
Evans Head  
Coraki  
Casino  
Bonalbo  
Ballina  
Alstonville  
Wardell  
Tabulam

**West Kempsey**

Laurieton  
Port Macquarie  
South West Rocks  
Bellbrook  
Ellenborough  
Gladstone  
Kew  
Wauchope

**Tweed Heads**

Mullumbimby  
Woodenbong  
Bangalow  
Brunswick Heads  
Byron Bay  
Kingscliff  
Kyogle  
Murwillumbah  
Urbenville

**Grafton**

Yamba  
Ulmarra  
Nymboida  
Maclean  
Iluka  
Glenreagh  
Lawrence  
Copmanhurst

**Coffs Harbour**

Woolgoolga  
Urunga  
Sawtell  
Nambucca Heads  
Dorrigo  
Coramba  
Bellingen  
Macksville  
Bowraville



**APPENDIX E — continued**

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**GOULBURN DISTRICT**

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**Goulburn**

Taralga  
Tarago  
Marulan  
Crookwell  
Collector  
Bigga

**Queanbeyan**

Binalong  
Captains Flat  
Gunning  
Yass  
Boorowa  
Braidwood  
Bungendore  
Michelago

**Moss Vale**

Mittagong  
Berrima  
Bowral  
Bundanoon  
Robertson

**Cootamundra**

Talbingo  
Harden  
Gundagai  
Batlow  
Bethungra  
Adelong  
Wallendbeen  
Tumut  
Stockinbingal  
Jugiong

**Cooma**

Nimmitabel  
Jindabyne  
Bombala  
Berridale  
Adaminaby  
Delegate

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**DUBBO DISTRICT**

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**Dubbo**

Yeoval  
Wellington  
Warren  
Trangie  
Gulargambone  
Gilgandra  
Tooraweenah  
Stuart Town  
Narromine  
Geurie

**Walgett**

Pilliga  
Lightning Ridge  
Gwabegar  
Carinda  
Burren Junction  
Baradine  
Goodooga  
Coonamble  
Collarenebri

**Mudgee**

Mendooran  
Dunedoo  
Coonabarabran  
Gulgong  
Coolah  
Cassilis  
Binnaway

**Bourke**

Wanaaring  
Brewarrina  
Nyngan  
Nymagee  
Hermidale  
Enngonia  
Coolabah  
Cobar

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**BATHURST DISTRICT**

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**Bathurst**

Tuena  
Trunkay Creek  
Rockley  
Hill End  
Oberon

**Orange**

Molong  
Millthorpe  
Mandurama  
Cumnock  
Cudal  
Blayney  
Manildra  
Carcoar

**Lithgow**

Rylstone  
Kandos  
Wallerawang  
Portland  
Capertee







"Night Riders"



