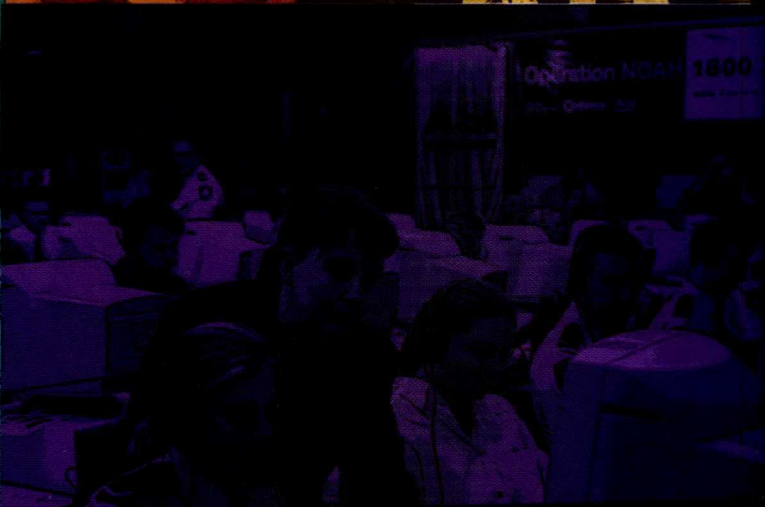
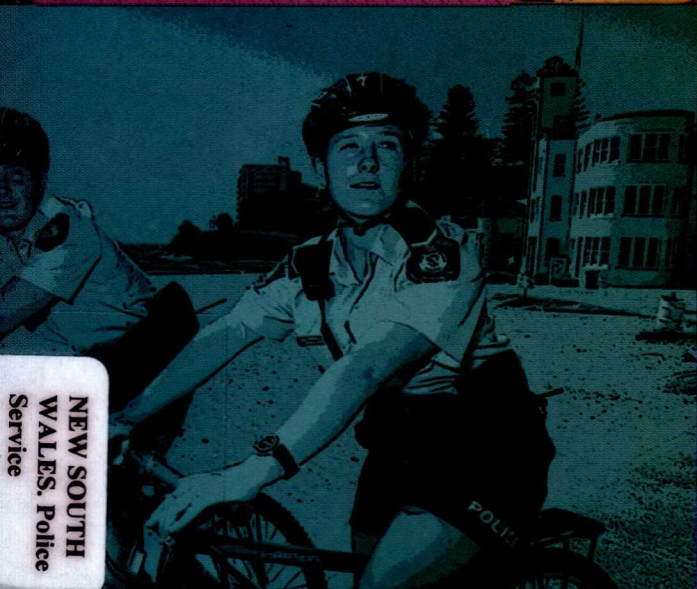
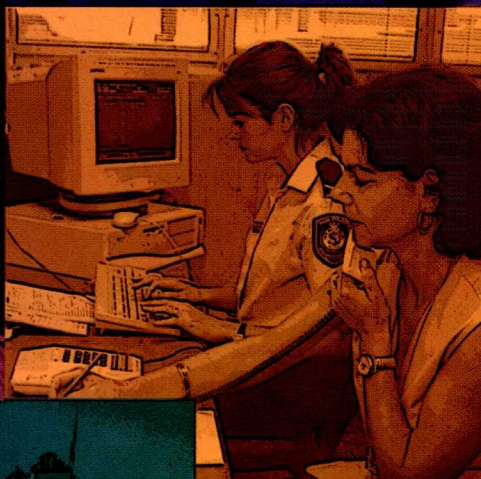




NSW POLICE SERVICE

# ANNUAL REPORT

1997-98







Paul Whelan, Minister for Police

## Letter of Transmission

*Provided in accordance with s11A, ARDA 1985.*

24 December 1998

The Hon Paul Whelan LLB MP  
Minister for Police  
Parliament House  
Sydney 2000

Dear Minister

I am pleased to submit to you the NSW Police Service Annual Report for the year ending 30 June 1998, for tabling in Parliament.

The report is being submitted late following an extension granted by Treasury to incorporate changes to accounts affected by the *Appropriation (1997-98 Budget Variations) Bill 1998* (see page 8).

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

Yours sincerely

P J Ryan, Commissioner of Police

**TITLE:** NSW Police Service  
Annual Report 1997-98

**COMMAND RESPONSIBLE:** Public Affairs

**DATE OF ISSUE:** December 1998

**REVIEW DATE:** November 1999

**ISSN:** 1036-9228

**PUBLICATION NUMBER:** 0000009

© NSW POLICE SERVICE

## Profile

*Provided in accordance with Schedule 1, ARDR 1995.*

### The New South Wales Police Service

- ▶ is Australia's oldest and largest police organisation and one of the largest in the English speaking world
- ▶ has 17,245 employees, including 13,414 police
- ▶ operates on land and water and from the air
- ▶ polices an area of more than 801,600 square kilometres, which is comparable in size to Texas in the USA and double the combined geographic areas of England, Scotland and Wales
- ▶ serves a population of six million people in a state where more than 130 languages are spoken
- ▶ provides community based policing from 80 local area commands
- ▶ is a nonprofit department of the NSW Government funded in 1997-98 at a net cost of \$1.28 billion.

### Our overall objectives are to

- ▶ reduce crime and violence to maximise the community's sense of safety and security
- ▶ reform the Police Service to attain a high level of public trust and confidence in police integrity
- ▶ deliver effective, appropriate quality policing services.

### Our major activities include

- ▶ preventing, detecting and investigating crime
- ▶ community support
- ▶ ensuring safety of road travellers
- ▶ maintaining good order
- ▶ performing and coordinating emergency and rescue functions
- ▶ traffic control
- ▶ intelligence analysis
- ▶ judicial support
- ▶ security coordination for the Sydney 2000 Olympics and Paralympics.

### Our history

- ▶ in August 1789, Governor Arthur Phillip established the first civilian police force in Australia
- ▶ the NSW Police Service was established by the *Police Regulation Act 1862*, which was replaced by the *Police Regulation Act 1899*
- ▶ in June 1987, the NSW Police Force (operations) and the NSW Police Department (policy and administrative support) were amalgamated and formalised by the *Police Service Act 1990*, which, as amended, is the legislation governing the organisation.

### Authority

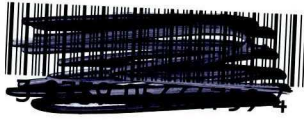
The Commissioner of Police is the employer of all members of the Police Service under the *Police Service Act 1990*.

The Commissioner reports directly to the Minister for Police.



# Performance Summary

Details on pages 4-7, 15-26.

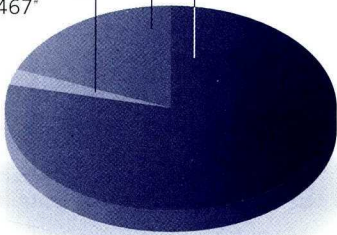


DEC 1999

## EMPLOYEES (TOTAL STRENGTH)

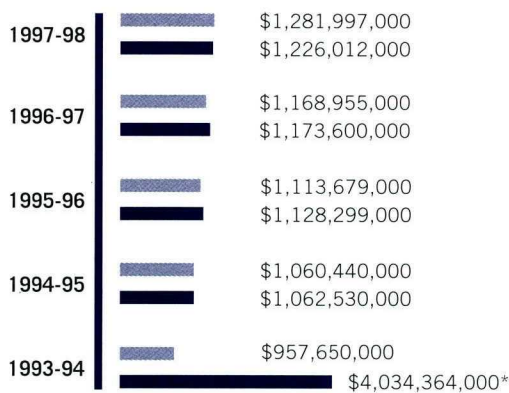
Total: 17,245

Administrative Officers 3,364  
Other Officers 467\*  
Police Officers 13,414\*



\*Includes a small number of officers seconded to other public sector agencies.  
\*Includes ministerial officers and former State Rail transit police working as special constables with police officers on the public transport network.

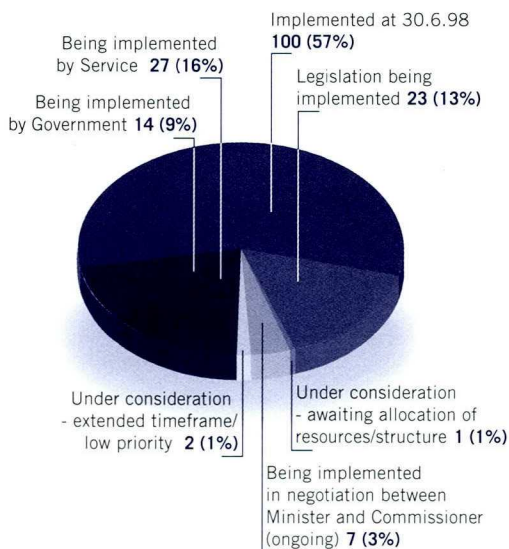
## COSTS AND CONTRIBUTIONS



■ Net Cost of Services ■ Total Government Contributions

\*The \$4 billion Government contributions resulted from changes in accounting policy. Following a Treasury directive, the \$3.086 billion Police Service liability for Police Superannuation was transferred to the State. This was shown in the Service's 1993-94 Operating Statement and formed part of the total Government contributions.

## IMPLEMENTATION OF ROYAL COMMISSION FINAL REPORT RECOMMENDATIONS



## VISION

To be recognised as a world class police service providing excellent service to the community.

## MISSION

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

## OVERALL SUCCESS MEASURE

A high level of community confidence in police and satisfaction with policing services.

Australian Bureau of Statistics Population Survey Monitors of the public conducted over two years show:

- improved confidence in police:
  - 71% of those surveyed believed police perform their job professionally
  - 70% agreed with the statement "Most police are honest"
  - 54% agreed "Police treat people fairly and equally"
- maintained satisfaction with policing services:
  - 76% of those who had personal contact with police in the past year were satisfied/very satisfied
  - 66% of all those surveyed were satisfied/very satisfied with services provided by police.

## KEY PRIORITIES

### *Crime reduction.*

New intelligence led strategies were putting the brakes on crime rates, which have marginally increased over the past five years for assault, break and enter, motor vehicle theft, robbery and stealing. (Pages 4-5, 11-16.)

### *Rationalised and improved work practices.*

Restructure took effect aimed at better use of resources; crime review panels improved intelligence sharing and accountability; Police Assistance Line pilot programs and work on the Employee Management system will improve reporting and complaint handling for public and employees. (Pages 4-5, 16-17.)

### *Employee job satisfaction and motivation.*

The strong and improving public confidence in police has influenced satisfaction and motivation; management and support areas are being reformed, a need indicated by the results of an internal culture survey; pay increases make NSW police the best paid in Australia; a Behavioural Change Program promotes healthy, positive and constructive work places. (Pages 6-7, 17-20.)

### *Public satisfaction and police responsiveness.*

Results are steady and expected to improve as policing initiatives foster police and community partnerships and responsiveness is better monitored through the now state wide Computerised Incident Dispatch System. (Pages 6-7, 20-26.)



# Significant Events

of 1997-98

- Commissioner's Reform Phase 2 took effect with the restructure of the organisation and the appointment of region and local area commanders.
- Of the 174 recommendations of the Wood Royal Commission Final Report, 100 (57%) had been implemented by the end of the year and 27 (16%) others were being implemented by the Service.
- The Royal Commission's report on its paedophile inquiry was released in August 1997 with 140 recommendations. The Police Service was made responsible for 14 of these.
- Police responded to more than 1.5 million calls. The Customer Assistance Unit handled 32,655 telephone calls, a 25% increase from 1996-97.

- The number of police put on the 'front line' increased 8% from the previous year.
- As the State's emergency coordinator, police organised and supervised the Thredbo landslide disaster recovery operation.

- Police coordinated emergency

services during fire fighting in the Blue Mountains in November 1997 and helped with evacuations of people from the Sutherland area during December bushfires.

- Commissioner's Operations and Crime Reviews were introduced in January to focus on operational priorities and share intelligence to tackle crime.
- Crime Agencies was created as a new response to detecting and investigating major crime.
- Joint Investigation Teams with police and Department of Community Services representatives were launched to investigate child abuse.
- A Safer Communities Action Plan was introduced to encourage local communities to work in partnership with police to prevent crime.
- In the spirit of reconciliation, the Police Commissioner, on behalf of the chief executive officers of the State's justice system, delivered an apology to Aboriginal and Torres Strait Islander peoples "for the prominent role that police played in enforcing past unjust laws".
- Police TV News, a weekly program of important operational information, began closed circuit satellite broadcasts to 104 police locations across the state.
- The *CRIME Code of Practice*, *Young Offenders Act*, and new laws concerning knives outlined major changes to police powers and rights of the accused.
- A Diploma of Policing Practice was introduced, changing the way police are educated.

- A 22% pay increase made NSW police the best paid in Australia.
- 182,302 guns were handed in under the Firearms Buyback Scheme.
- A Women in Policing Strategy was introduced to give greater job security, flexibility and protection to Police Service employees.
- Notifications of work related illness, injuries and incidents increased more than 4% from the previous year but the severity rate was marginally lower and the number of physical assaults against police fell by more than 3%.
- Successful piloting in Campbelltown of the Police Assistance Line for reporting crime by telephone put more police on streets.
- Technological achievements included major upgrades to Service wide communications and management systems that support the new local area commands.
- 100,000 people attended Police Open Day.



## Major Operations

- Operation Gynea, one of the largest operations ever conducted against organised criminals, targeted a major narcotics dealing syndicate; \$10.2 million in drugs seized, 60 people arrested including three police officers.
- Operation CitySafe targeted 'hot' crimes, times and places in the Sydney CBD with intelligence led high profile policing.
- Operation Safe & Well, conducted during Missing Persons Week, uncovered 224 missing people.
- Operation Paradox targeting child abuse received 1,450 calls with information, almost double 1996, with eight emergency call outs to children at risk on the day.
- Operation Puccini continued to clean up the illicit drug trade in Cabramatta.
- The Service's anti domestic violence information campaign resulted in 80% of those surveyed being aware that domestic violence is a crime and that victims should call police.
- Operation Catch a Thief recorded more than 400 calls with tipoffs about property theft.
- Operation NOAH phone in received more than 3,000 reports of illegal drug supply and manufacture.
- Estimated potential street value of all drugs seized by Crime Agencies strike forces in operations was more than \$67 million. About \$5.5 million in assets were seized and about \$15 million in assets were restrained.



# Contents

NSW Police Service Annual Report  
1 July 1997 to 30 June 1998

This report provides performance results against the Police Service's 1998-2001 Corporate Plan and meets the requirements of the *Annual Reports (Departments) Act 1985*, *Annual Reports (Departments) Regulation 1995*, and *Public Finance and Audit Act 1983* as amended.

<b>Performance Summary</b>	<b>1</b>	13. Performance Statements for Senior Officers	70
<b>Significant Events</b>	<b>2</b>	14. Awards	71
Contents	3	15. Valedictory	72
<b>Results: Key Priorities Summary</b>	<b>4-7</b>	16. Code of Conduct and Ethics	72
<b>Financial Statement Summary</b>	<b>8</b>	17. Guarantee of Service	73
<b>Commissioner's Review</b>	<b>9</b>	18. Research and Development	74
<b>The Year in Review</b>	<b>10</b>	19. Significant Committees	75
Commissioner's Reform Agenda	10	20. Membership of Significant Statutory Bodies and Interdepartmental Committees	76
Royal Commission Update	10	21. Significant Committees Established	79
Crime Strategies	11	22. Significant Committees Abolished	79
Results: Major Operations	12	23. Sponsorships	79
The Corporate Plan	14	24. Details of Overseas Travel	80
Thredbo Emergency Response	24	25. Police Involvement in High Speed Pursuits	86
<b>The Future</b>	<b>26</b>	26. List of Major Assets	87
<b>The Organisation</b>	<b>28</b>	27. Asset and Risk Management	87
Organisation Chart	29	28. Property Disposals	88
The Executive Team	36	29. Major Works in Progress	88
<b>FINANCIAL REPORT</b>	<b>37</b>	30. Use of Consultants	89
<b>APPENDICES</b>		31. Creditors' Payments	90
1. Employee Statistics	64	32. Legal Changes	91
2. Total Strength Details	64	33. Use of Listening Devices	92
3. Strength Details (Police Officers)	64	34. Freedom of Information Statistics	92
4. Senior Executive Officers	65	35. Documents Held	94
5. Age of Staff	65	36. An Apology to Aboriginal and Torres Strait Islander People	95
6. Years of Service of Staff	66	37. Publications	96
7. Police Separations	66	38. Annual Report Production Details	97
8. Administrative and Ministerial Officer Separations	66	39. Abbreviations	97
9. Employment - EEO Target Groups	67		
10. Occupational Health & Safety	68	<b>INDEX</b>	<b>98</b>
11. Alcohol Testing Results	69	<b>INSIDE BACK COVER:</b> Map of Region Commands	
12. Ethnic Affairs Statement	69	<b>BACK COVER:</b> Contacts: addresses, phones, web site	



## Results: Key Priorities

*Results are discussed in more detail on pages 15-26.*

## 1) CRIME REDUCTION

PERFORMANCE MEASURE	TARGET	RESULTS	
		1997	1996
<ul style="list-style-type: none"> <li>Crime rates for: <ul style="list-style-type: none"> <li>Households victimised</li> <li>Break and enter</li> <li>Motor vehicle theft</li> <li>Persons victimised</li> <li>Robbery</li> <li>Assault</li> </ul> </li> </ul>	Arrest/reduce rates of crime	10%	10%
		6%	5%
		2%	2%
		4%	3%
		0.3%	0.4%
		3%	3%
<ul style="list-style-type: none"> <li>Community fear and concern about: SAFETY</li> <li>People who feel unsafe/very unsafe at home alone at night</li> <li>People who feel unsafe/very unsafe on public transport at night</li> <li>People who feel unsafe/very unsafe jogging/walking at night</li> </ul>	Reduce rates	13%	11%
		42%	43%
		41%	42%
SOCIAL DISORDER People concerned they may be affected by: <ul style="list-style-type: none"> <li>Assault</li> <li>Robbery</li> <li>Housebreaking</li> <li>Motor vehicle theft</li> <li>Bag snatching/pickpocketing</li> </ul>	Reduce rates		
		*N/A	45%
		*N/A	50%
		62%	63%
		50%	52%
		*N/A	39%
<ul style="list-style-type: none"> <li>Victim satisfaction with criminal investigation</li> </ul>	Establish baselines	Not available	Not available

## 2) RATIONALISED AND IMPROVED WORK PRACTICES

PERFORMANCE MEASURE	TARGET	RESULTS	
		1997	1996
• Crime investigation outcome	Increase finalisation rates		
• Proportion of employees who see system improvement has helped them work better and easier	Increase positive levels, reduce negative levels	17% positive 53% negative 30% neither positive or negative	No survey conducted for this period
• Guided self assessment results and Australian Quality Awards evaluation	Increase number of self assessments		



## COMMENT

The level of victimisation remained unchanged between 1996 and 1997 according to the ABS Crime and Safety Surveys. Results of the 1998 Crime and Safety Survey will not be available until December 1998.

Graphs of reported crime (recorded on COPS), however, show:

- assault follows a seasonal and upward trend
- robbery reports rose sharply in the early part of 1997 but the rate of increase appeared to be arrested until a further upward trend in 1998
- break and enter has been tending upward steadily over the last few years to reach a new plateau of about 10,500 incidents per month
- stealing reports indicate a seasonal and rising trend. The tapering of reported incidents in the latter part of 1997-98 may indicate a correction in the rate of increase.
- stolen vehicles - the last few months of 1997-98 display an upward trend after it appeared the trend had been corrected.

**The target for 1998-99 is to reduce crime, particularly of these five groups, to the 1995-96 level.**

Levels unchanged for the measures of fear: 'staying at home alone after dark' or 'feelings of safety jogging or walking alone at night' and for fear about public transport. Results are consistent with those reported in past community attitude surveys.

*Source: ABS Population Survey Monitor*

\*The Police Service Community Attitude Survey stopped in January 1997 (shown here as 1996-97 figures). The Service now participates in an ABS National Satisfaction of Police Services survey as part of its Population Survey Monitor. Figures shown for 1997-98 are from that survey.

This is a new performance measurement. Questions are being developed for a new survey.

## COMMENT

The finalisation of investigation of crimes against people is significantly higher than for crimes against property (see Chart 4, page 17).

The Service is examining how to better communicate the changes which have been made.

*Source: 1997 Police Service Culture Survey, item 7*

Three business units conducted guided self assessments and are implementing improvements based on the data. No corporate wide guided self assessment was conducted. The Service intends to apply for a corporate Quality Award in 2001.



### 3) EMPLOYEE JOB SATISFACTION AND MOTIVATION

PERFORMANCE MEASURE	TARGET	RESULTS	
		1997	1996
• Employee job satisfaction and motivation	Increase positive levels, reduce negative levels	57% positive 15% negative	No survey conducted for this period
• Internal assessment of - leadership and support at a local level - openness	Increase positive levels, reduce negative levels	34% positive 32% negative  Overall, openness is at an expected level for any organisation going through similar changes.	No survey conducted for this period
• Employee perception of organisational ethical behaviour	Improve	67% positive 8% negative	No survey conducted for this period
• Employees' belief there are 'sufficient avenues and safeguards for me to report wrong doing'	Improve	55% agree 15% disagree	No survey conducted for this period
• Staff satisfaction with support and development provided	Increase positive levels, reduce negative levels	30% positive 39% negative	No survey conducted for this period
• Community perception of service image and integrity: - <i>I think police perform their job professionally</i> - <i>Police treat people fairly and equally</i> - <i>Most police are honest</i> - <i>I do not have confidence in police</i>	Improve	71% agree or strongly agree 54% agree or strongly agree 70% agree or strongly agree 11% agree or strongly agree	68% agree or strongly agree 50% agree or strongly agree 65% agree or strongly agree 12% agree or strongly agree
• Number and outcomes of complaints (internal/external) - Total complaints - Total allegations - Complaints conciliated	Increase conciliations	<b>1997-98</b>  6,175 8,500 35%	<b>1996-97</b>  6,096 10,414 34%

### 4) PUBLIC SATISFACTION AND POLICE RESPONSIVENESS

		JULY 1998	DECEMBER 1997
• Responsiveness to calls for service - Response time to attend urgent calls  - Response time to attend non urgent calls	Establish baselines	Police attended to: 50% calls in 8 minutes 80% in 19 minutes 50% calls in 22 minutes 80% in 55 minutes	50% calls in 10 minutes 80% in 21 minutes 50% calls in 22 minutes 80% in 54 minutes
• Proportion of police at front line	Increase proportion	82.5%	74%
• External customer satisfaction with service quality and availability - Satisfied/very satisfied with services provided by police - Satisfied/very satisfied with police service (personal contact)	Improve	66%  76%	66%  78%
• Police visibility: - Police seen driving around - Police seen having friendly conversation - Police seen walking around	Improve	<b>1997-98</b>  * Not available * Not available * Not available	<b>1996-97</b>  84% 36% 57%
• Community Consultation	Establish baselines	Consultation framework reviewed	-



## COMMENT

Staff feel strongly their work has purpose and meaning. They are strongly positive in terms of their working relationships, sharing a common team purpose and ability to work as a team. *Source: 1997 Police Service Culture Survey, item 12*

Caring and supportive leadership was balanced on a statewide basis.

Many measures in the Culture Survey contributed to the overall measurement of openness.

*Source: 1997 Police Service Culture Survey, item 1*

These are encouraging, positive responses as is the relatively low proportion of negativity. However, the 31% of employees who neither agree nor disagree need to be convinced the Service is committed to doing the right thing the right way.

*Source: 1997 Police Service Culture Survey*

New development and support approaches are being adopted, including new management and leadership styles which stress the need to involve staff in the decision making process.

*Source: 1997 Police Service Culture Survey, item 3*

Improvement achieved in the public perception of police professionalism, equity and honesty.

*Source: ABS Population Survey Monitor*

A new Employee Management system was trialed to resolve customer service complaints locally as a management issue, often by conciliation with the complainant.

*Source: CIS Internal Affairs*

Baselines established. The figures for December 1997 are not strictly comparable to July 1998 since the call dispatch system was progressively implemented across the State during the year. In December, coverage related primarily to metropolitan Sydney. In June, the whole State was covered.

*Source: CIDS*

'Front line' refers to community based police at local area commands and Police and Community Youth Clubs. *Source: HR Millennium*

Results are steady and expected to improve as community policing initiatives foster police and community partnerships.

*Source: ABS Population Survey*

The 1996-97 figures are from the Police Service Community Attitude Survey, last conducted in January 1997. The Service now participates in an ABS National Satisfaction of Police Services survey as part of its Population Survey Monitor. The ABS survey does not canvas police visibility. High profile operations and other initiatives (discussed on page 21) are expected to improve visibility levels. *\*Questions are being developed for a new survey.*

Following the restructure taking effect July 1 1997 Local Area Commands have reviewed existing consultative committees and established a range of consultative committees with the local community. The number of consultations and consultative committees will be reported on in the 1998-99 Annual Report.



# Financial Summary

The 1997-98 financial results for the Police Service were affected by a number of factors generally flowing from the implementation of the recommendations of the Royal Commission, the Commissioner's Reform Agenda, salary increases to sworn and unsworn officers, and the Gun Buy-Back Scheme.

Employee related expenses were \$1,025.2 million representing 80% of the Net Cost of Services. Of this, \$812.6 million or 79.3% was spent on salaries, wages and recreation leave. Overall, employee related expenses increased 10.4% from 1996-97.

Maintenance of police stations, residences and leased premises was \$9.6 million.

Revenue from the sale of goods and services was \$25.9 million - around 12.4% up on 1996-97, while revenue from grants and contributions was \$4.8 million.

Major revenue contributions were \$6.7 million

from the Commercial Services Unit, Infringement Processing Bureau; almost \$5 million for minor user charges and \$4.6 million from inventory sales to other agencies. The Roads & Traffic Authority contributed almost \$3.7 million as part of its Road Trauma Program.

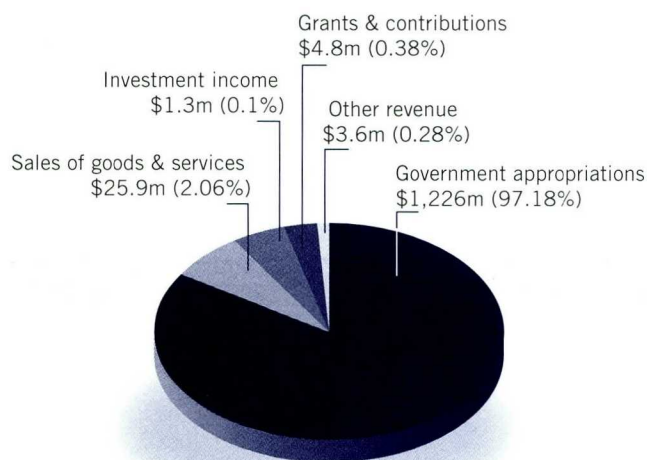
Total Government contributions were \$1,226 million. This contribution is comprised of a Recurrent appropriation, Capital appropriation and Crown acceptance of certain Employee Related costs such as Superannuation and Long Service Leave expenses.

Capital appropriation was \$34 million.

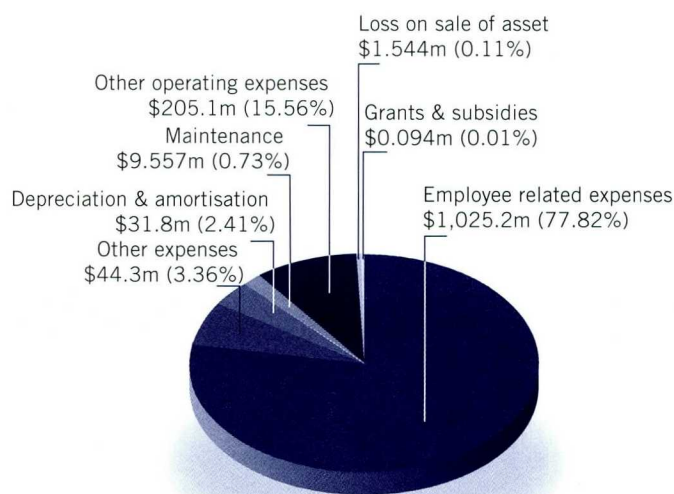
There were no changes to accounting policies made during the financial year which would have materially affected performance or reporting.

The Service's complete financial report appears on pages 37-62.

## TOTAL REVENUE \$1,262 MILLION (100%)



## TOTAL EXPENDITURE \$1,318 MILLION (100%)



This pie chart reflects the full accrued cost of the Police Service. These costs include accrued expenses such as leave liability and non-cash flow items such as depreciation and amortisation. The deficit was funded from the Police Service's cash balances and hence the Consolidated Revenue Fund appropriations were not exceeded.

**Note:** "Under the [Annual Reports (Departments) Act 1985/Annual Reports (Statutory Bodies) Act 1984] the NSW Police Service would normally be required to submit an annual report for the year ended 30 June to the Minister for Police by 31 October. The *Appropriation (1997-98 Budget Variations) Act (No 2) 1998* retrospectively made valid certain expenditures of budget dependent agencies including the NSW Police Service. While awaiting the Act's assent (which occurred on 30 November 1998) the NSW Police Service was granted an eight week extension to the requirement to submit financial statements by 31 October 1998. The *Appropriation (1997-98 Budget Variations) Act (No 2) 1998* further provides that an authority may within 28 days after the assent of that Act, submit its annual report for the financial year ended 30 June 1998 to the appropriate Minister"



# Commissioner's Review

This report heralds a new era for the NSW Police Service. Over the past 12 months every person in the Police Service has experienced enormous change stemming from our own Reform Agenda (page 10) and the Police Royal Commission (page 10).

As an organisation we have made great progress in implementing these reforms and consolidating the many other reforms that were set in place in the last financial year. We have established a strong foundation for the continued improvement of the Service, and the engine that will drive this improvement process into the new millennium is the Police Service Corporate Plan 1998-2001.

The Plan acknowledges that policing is a business and that our business is reducing crime, improving our work practices, motivating and satisfying our employees, and satisfying the needs of the public.

This Police Service Corporate Plan allows the organisation to set in place a solid structure, construct sound technological and administrative systems, and to build state of the art management processes which focus on customers, their needs and the delivery of a quality policing service.

A major part of our business is crime reduction and we have increasingly been using smarter and more sophisticated methods to do this.

In January, I established Operations and Crime Review panels that are intelligence driven forums to focus local area commanders on the business of reducing crime. These panels have encouraged the use of crime data and crime mapping to identify repeat offenders, repeat victims and repeat locations of crime. With this information, we are more effectively and efficiently targeting our valuable policing resources.

But the Police Service has not been able to do this alone. In particular we have needed the help of other agencies to address the social and economic causes of crime, in an attempt to stop crime before it happens.

In November 1997, Community Safety Officers were appointed to all local area commands around the state. These officers have an important role in coordinating government, non government and community agencies at the local level, to develop strategies and solutions to tackle these social and economic causes of criminal behaviour.

We know that one of the main causes of criminal behaviour is drug use and as an organisation we have continued to stem the drug flow and continued to work with others to endeavour to stop people using drugs in the first place.

One way we have been addressing drug related and other crime, has been to put more emphasis on the front line. This has allowed us to more effectively prioritise our workload, to provide a higher police profile in the street, and to respond more effectively to the needs of the public.

To achieve all of this we have needed motivated and satisfied employees. We have supported and developed our people in the field, and encouraged initiative in the workplace. Our assessment centres have also been vital in providing merit based leadership that recognises and encourages excellence.

The past year has also been one of significant challenges for the Police Service. We were responsible for coordinating the emergency response for the landslide tragedy at Thredbo. We have taken pride in the efforts of our own officers, and have acknowledged the great work of the other emergency service personnel, volunteers from many support organisations, the media, and the public.

During the year, we also faced significant loss. The murder of a young dedicated police officer, Constable Peter Forsyth, the more recent loss of an experienced and well-respected Highway Patrol Officer, Senior Sergeant Ray Smith, and the sudden death of my valued Deputy Commissioner Field Operations and friend, Bev Lawson, were tragic events that have left a void within the organisation.

Of course responding to all victims of crime, accident and disaster is core policing business and during the last 12 months we have been working to improve our response and services to victims. Our focus has been to deliver an effective and empathetic response to victims that allows victims as much choice and control as possible.

I am proud of the achievements of my officers and employees in a year of significant culture change.

With the continued dedication of Service employees, the cooperation of the community and the support of government, the NSW Police Service is on track to be one of the best in the world.



A stylized, handwritten signature in dark ink, appearing to read 'P J Ryan'.

P J Ryan  
Commissioner of Police



# The Year in Review

*Provided in accordance with s11(1)(d), ARDA 1985 and c3(d), ARDR 1995*

The NSW Police Service is undergoing the most sweeping change in its history. This meets the Police Commissioner's Reform Agenda which addresses findings and recommendations of the Wood Royal Commission.

A major restructure took effect at the start of the 1997-98 report year. This saw 11 regions and 80 local area commands replace four regions, 25 districts and 164 patrols, enabling reallocation of resources to areas of greatest need. Staffing of this restructure was a major thrust during the year (page 28).

At the end of July, the Service faced one of its most challenging roles as the State's emergency management coordinator following the landslide disaster at Thredbo (page 24).

But the main focus throughout the report year was to put the brakes on crime (page 11).

## COMMISSIONER'S REFORM AGENDA

A three-phase, 30 month reform program affecting every facet of policing was launched by Police Commissioner Peter Ryan in November 1996 to repair the breach of trust between the Service and the community.

Phase 1 was completed at the end of June 1997. It established the structures to weed out corruption, increase local autonomy, further devolve accountability and clarify roles.

Phase 2 refocuses the Service's attention onto reducing crime and improving community safety. During 1997-98, key issues were identified that will have the greatest impact on establishing a more credible, customer focused and service oriented Police Service.

In September 1997, the Service made its four key priorities

- crime reduction
- rationalised and improved work practices
- employee job satisfaction and motivation
- public satisfaction and police responsiveness.

Nine key breakthrough reform priorities supporting the key priorities are also in the works. They concern

- crime management
- civilianisation of some traditional police jobs
- success indicators that measure performance

- a needs based local area command resources system
- integrated information systems which support front line policing
- the Police Assistance Line to provide the community with a single point of contact for 24 hour reporting and processing of minor crimes and incidents
- the *CRIME* (Custody, Rights, Investigation, Management & Evidence) *Code of Practice* to improve police accountability regarding arrest, search, seizure, detention, evidence, interviewing and treatment of people in custody and to protect their rights and the integrity and professionalism of investigation
- an Employee Management system, providing a streamlined, fair, fast and equitable review of complaints against police and recognition of good police work
- human resource management concerns regarding career path/remuneration, the assessment process, performance management, policing education, management and leadership development, and human resource systems improvement.

## ROYAL COMMISSION UPDATE

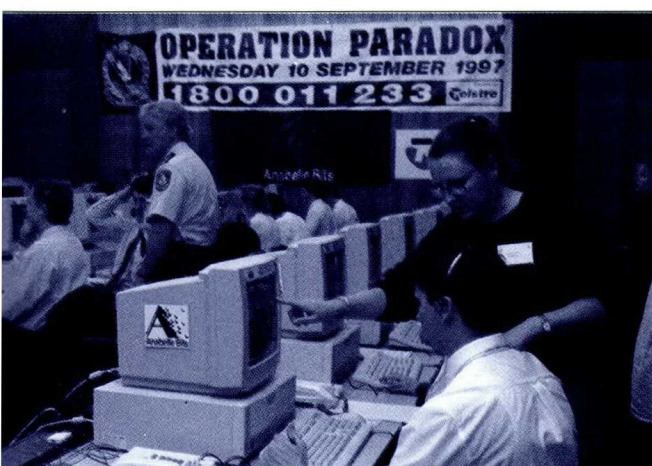
Thirteen months after the Final Report of the Royal Commission into the NSW Police Service was handed down by Justice James Wood in May 1997, 100 of its 174 recommendations (57%) had been completed by the Service while work continued on the remainder.

Of the implemented Final Report recommendations, 68 were completed in the year to June 1998 and most were directly connected to the breakthrough reform priorities. The remaining recommendations are expected to be finalised by the end of 1999.

Justice Wood released his final report, *The Paedophile Inquiry*, in August 1997. Recommendations for Police Service action ultimately aim at providing quality services for abused children and improving investigations to apprehend offenders.

The Service leads the implementation of 14 recommendations and is working with other government departments on 21 other recommendations. The Paedophile Recommendations Coordination Working Party, established in December 1997 to drive this work, is chaired by the Deputy Commissioner and





*Operation Paradox operators were kept busy with almost double the calls of the previous year during the annual phone in to report child abuse.*

attended by senior officers of Crime Agencies, Human Resources, Legal Services, Operational Programs, Public Affairs, Special Services Group, and the State Intelligence Group.

During 1997-98, the Service developed and adopted strategies to address significant issues that included:

- better service delivery through specific programs (eg. the joint investigation response with the Department of Community Services to child abuse allegations)
- centralised child protection service delivery, via the Service's Child Protection Enforcement Agency (CPEA), to better resource child protection functions
- specialist police training in child abuse matters
- support to maintain quality staff and services in child protection policing
- enhancing intelligence gathering capacity about paedophile activity
- more involvement in an interagency approach to child protection.

Since its inception, the CPEA has investigated incidents of paedophilia and child pornography

*Each Joint Investigation Team responded to 30-70 cases per month of alleged child abuse, including sexual assaults on children under 18 years of age and cases of serious physical abuse.*



and prostitution, resulting in 589 people arrested and charged with 2,341 offences. The arrested included three men named as paedophiles in evidence at the Royal Commission inquiry.

### **Corruption, misconduct**

Commissioner's Confidence provisions under Section 181D of the amended *Police Service Act* gives the Police Commissioner the power to remove officers if he does not have confidence in their competence, integrity, performance or conduct and to act judiciously in relation to matters of discipline and occupational health and safety issues. During 1997-98, there were 206 new nominations made for Section 181D. Fifty-two officers left the Service during the year. Forty-one nominations were terminated early in the process as they were not considered appropriate and 59 Performance Warning Notices were issued to officers under consideration. Warning notices are issued when it is decided not to remove an officer. The officer is informed of the issues considered and standards of conduct required.

### **CRIME STRATEGIES**

When comparing crime rates from year to year, it is important to note that crime statistics are affected by the increasing willingness of people to report crimes. As some crimes, such as domestic violence, have been under reported, police are encouraging more reporting. More reports, of course, affect the statistics.

Crime trend figures compiled by the NSW Bureau of Crime Statistics and Research suggest that police initiatives are putting the brakes on crime across a range of important areas.

For 1996, increases from 1995 were recorded for 11 offence types and there were no recorded decreases. In comparison, by the end of 1997 there were increases across eight offence types and fewer reports of theft from retail stores.

Police watch monthly crime trends, comparing one month to the previous month and to the same period of previous years to work out patterns that will affect policing strategies.

Many old procedures for combating crime are being overhauled and new procedures are being introduced.





*Senior officers front up to share crime intelligence and strategies during Operations and Crime Reviews.*

One of the most important innovations is the Operations and Crime Review (OCR) introduced by the Commissioner in January 1998.

The fortnightly OCR provides a regular forum for commanders and their management teams to share and implement intelligence driven strategies that produce positive results in line with the Service's priorities.

Region and local area commanders appear before the Commissioner and his Executive Team to report crime reduction strategies and outcomes concerning the major crime categories of assault, break and enter, motor vehicle theft, robbery and stealing. The OCR is a direct link between the field and the executive to ensure all commands are focused on the right issues and the Service's key performance measures.

Intelligence led policing, such as crime density mapping, helped to target 'hot' crimes, times, locations and likely offenders. By noting patterns of what crimes are committed when and where, crime managers better allocate front line resources to get results and discourage offenders. Every local area command is now identifying potential repeat offenders, crime areas and repeat victims.

Operation CitySafe was an example of intelligence led policing. During May and June 1998, resources were allocated to 'hot' areas of Sydney's central business district at 'hot' times for crimes. As a result, the rate of serious assault and car theft dropped to their lowest levels in two years and thefts and robberies decreased (pages 12-13). The operation will continue through 1998.

In profiling high risk repeat offenders, warrant defaulters were also targeted. The aim was to bring to justice

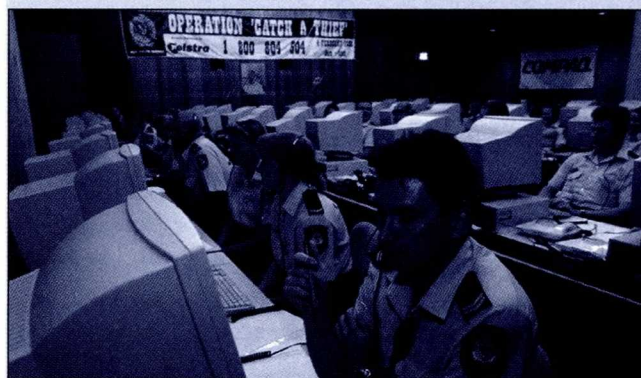
*Continued page 14*

## RESULTS: MAJOR OPERATIONS

The following operations are indicative of the work police are doing to reduce crime and encourage partnerships with the community in the reporting of crime.

- **Operation Gynea**, a major intelligence driven investigation into drug manufacture and supply which began in December 1996.

Results: 60 people arrested, including three police officers who were charged with serious corruption offences and drug offences; drugs valued at \$10.2 million, including 8.9 kg of compressed cannabis and over 300 grams of cocaine, were seized, a clandestine laboratory was discovered, and proceedings were started to confiscate assets worth \$2.6 million.



*The Operation Catch a Thief phone in focuses on getting information from the public about property theft.*

- **Strike Force Gumel** investigated armed robbery of hotels and clubs between June 1997 and April 1998 within the Macquarie, Georges River and City East Regions.

Results: break up of a criminal group considered violent and dangerous; 12 people arrested and charged with 114 incidents of armed robbery in company.

- **Operation Puccini** (ongoing from July 1997) targets drug suppliers in the Cabramatta area.

Results: More than 16,000 people had their details checked by police, 1,883 people arrested and 3,023 charges laid, of which 1,084 were for offences other than drugs.

- **Operation CitySafe**, two month crackdown on street crime and anti-social behaviour in Sydney's CBD using high profile policing. It is ongoing for 1998.



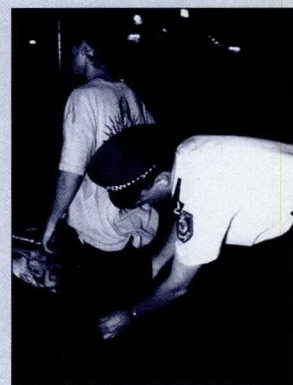
Results: 136 arrests resulting in 280 charges ranging from armed robbery, bag snatches, stolen motor vehicles, stealing, assaults, drug possession and supply to street related offences; over the two-month period, crime rates dropped for theft, robbery, serious assault and vehicle theft. CitySafe will be a model for summer when crime is usually at its highest.

- **Operation Ivy**, third annual crackdown on property theft and goods handled illegally by pawn shops and second hand dealers. Results: more than \$1.5 million in property recovered, much of which was returned to owners; 528 arrests, 2,420 charges laid.
- **Operation Safe and Well** conducted as part of National Missing Persons Week. More than 7,000 people are reported missing in NSW every year and over half of them are young people. Results: 300 calls received, 224 missing people taken off police books; the Service's location rate of 98% is the highest in the world.
- **Operation Paradox** phone in targeted information about child sexual abuse with the theme "Child Molesters Don't Stop at One". Results: 1,450 calls received during 12 hour phone in, up 39% from 1996. 1,520 alleged victims of child abuse identified, 623 of them less than 11 years old; 1,448 suspects to be investigated; Joint Investigative Teams were deployed immediately where children were believed to be threatened.
- **Strike Force Bagnara** was one of several Crime Agencies focuses on armed robberies and robberies of financial institutions and businesses. Results: 35 arrested on 128 charges.
- **Operation Aquila** dealt with the supply and use of heroin within the Campbelltown CBD. Results: 31 arrests, 80 charges, reduction of this activity in the area.
- **Operation Catch a Thief**, second annual phone in about property theft. Results: more than 400 calls with tipoffs about ram raids, break and enters, commercial fraud and others.
- **Operation Groenlo** (ongoing) targets crime in the Brisbane Waters and Tuggerah Lakes Local Area Commands. Results: after three months, 345 arrests on 1,128 charges to significantly affect crime on the Central Coast.

- **Operation NOAH** phone in for reporting the supply and manufacture of illegal drugs. Results: 3,014 calls received, the majority coming from rural areas; all calls were logged on COPS, the police computer system that immediately passes on information to local area commands for action.

- **The Joint Asian Crime Group**, made up of Australian Federal Police, Customs, the NSW Crime Commission, National Crime Authority and NSW Police worked with the Royal Thai Police on a drug importation operation in April, May and June 1998. Results: 6 men arrested, 13.5 kg heroin seized.

- **Strike Force Equina**, an ongoing drug eradication program on the Mid North Coast. Results: 9 people arrested, 2,000 cannabis plants valued at \$4 million seized.
- **Operation Dundak** targeted drug and property theft in the Northern Region. Results: 3 arrests, drug seizures of more than \$500,000, more than 200 items of suspected stolen property recovered.
- **Operation Huntsville** swooped known crime black spots in eight Sydney suburbs. Results: 21 people arrested for offences including armed robbery, drug possession and supply, and possessing stolen goods.
- **Eight state wide traffic enforcement operations** were conducted during the year. Several featured penalties of double demerits. Traffic results were:
  - 2,179,769 breath tests were conducted by police
  - three less deaths on NSW roads than 1996-97, including a record low Easter holiday death toll; there were 581 deaths resulting from 518 fatal crashes
  - 2% fewer people were injured on NSW roads than for 1996-97; 25,432 injured
  - 77,992 major crashes were reported, slightly up from last year.



*Operation CitySafe used high profile policing to target Sydney CBD street crime.*



*Continued from page 12*

outstanding first instance warrant defaulters who had failed to appear at court to answer charges for malicious wounding, car theft, stealing, assault, intent to rob, drug and serious traffic matters. By the end of the year, almost 29,000 warrants had been executed.

Detecting and acting on crime requires cooperation between the community and the Police Service. As part of a Safer Communities Action Plan launched by the State Government at the end of April 1998, police officers were appointed as Community Safety Officers (CSOs) for the 80 local area commands throughout the State to work with the community to reduce local crime.

The specially trained CSOs assist local area commanders to develop and implement operational policing programs and work with other police liaison officers. CSOs conducted community safety audits, advised on home security, coordinated volunteers to assist police and liaised with local schools and councils.

The Government announced it will spend more than \$4.25 million on implementing the Safer Communities Action Plan. This includes revitalising Neighbourhood Watch and Safety House programs, and reviewing the role of the Volunteers in Policing in supporting CSOs.

'Hate crime' motivated by prejudice is being targeted in a scheme believed to be an Australian first. Police can now identify prejudice motivated factors within crimes, as alcohol and drugs are identified in other crimes.

The reporting system was developed after five years research and consultation with the NSW Privacy Commission, Anti Discrimination Board, Ethnic Affairs Commission and various victim support groups. Partnerships were being established between police and hotel licensees to reduce alcohol related crime. Accords will target irresponsible operators who contribute to alcohol related crime and anti-social behaviour and will assist operators to enforce licensing regulations.

### **Laws assist policing**

New laws give police new powers and responsibilities. The *CRIME Code of Practice and Procedures Under the Evidence Act*, effective from February 1998 along with *Crime (Detention After Arrest)* laws, incorporate new arrest and custody laws and set out police legal and work practice obligations that protect the rights of a detained person and in doing so, protect the

investigation, court evidence and the police involved.

*The Law Enforcement (Controlled Operations) Act 1997* better controls police undercover operations, which must be authorised and monitored.

*The Young Offenders Act*, which took effect in April 1998, significantly changed the way police and the justice system deal with young people who break the law. It encourages involvement of victims and the community in facing young offenders, makes the offenders responsible for their actions and aims to reduce the number of young people going to court.

In February 1998, the stabbing murder of Constable Peter Forsyth (page 72) while questioning suspected drug dealers in inner Sydney shocked the public.

The crime precipitated the *Police and Public Safety Act* which amends the *Summary Offences Act 1988* to ban carrying knives in public places and schools without a lawful reason. Importantly, it gives police powers to search for knives if they suspect on reasonable grounds someone is carrying one.

The law, effective 1 July 1998, is expected to help reduce knife-related crimes, especially robbery with a weapon other than a firearm. The Service coordinated a major public education campaign about the new law, with emphasis on providing information to young people.

Crime reduction is discussed further in the Corporate Plan's performance measures which follow.

### **THE CORPORATE PLAN**

The Corporate Plan 1998-2001 sets the Service's future direction and priorities. It was developed in line with the Commissioner's Reform Agenda, prepared during on-going reform, incorporates internal and external input and focuses on organisational structure, systems and processes, culture and qualifications/ training.

In September 1997, the Commissioner's Executive Team identified the Service's key priorities as:

- crime reduction
- rationalised and improved work practices
- employee job satisfaction and motivation
- public satisfaction and police responsiveness.

The plan includes a new program structure based on service delivery classes. The four programs comprise policing services and activities provided to the people



of NSW. These services deliver on the key priorities. The programs, supported by a sub-program of internal services, are:

1. Community support
2. Criminal investigation
3. Traffic services
4. Judicial support

*The Corporate Plan* is a simple, concise document available electronically to police personnel across the State. It provides Service wide direction and a framework for developing local actions that best meet local needs.

Key Performance Measures

To address the key priorities, the Service follows Australian Quality processes: data intelligence/ information (management by fact), risk management, quality assurance (plan, do, check, improve cycle) and evaluation.

The Service’s overall success measure is “a high level of community confidence in police and satisfaction with policing services”. Surveys in 1996-97 and 1997-98 (Chart 1) show improved confidence in police and maintained satisfaction with policing services.

Crime reduction

Crime rate

The main crime prevention target in 1997-98 was to reduce the rate of increase in the five crime areas of assault, break and enter, motor vehicle theft, robbery and other stealing.

The Australian Bureau of Statistics (ABS) Crime and Safety Survey gives a true indication of actual crime levels rather than relying on reported crime. Chart 2 shows a marginal, but not statistically significant, increase in the crime rate over the past five years. The Service’s proactive and intelligence based strategies mounted during 1997-98 aim initially to contain and then to reduce these rates.

CHART 1: OVERALL SUCCESS MEASURE	1997-98	1996-97
<b>Confidence in police - agree/strongly agree:</b>		
I think the police perform their job professionally	71%	68%
Police treat people fairly and equally	54%	50%
Most police are honest	70%	65%
<b>Satisfaction with policing services</b>		
Satisfied/very satisfied with services provided by police	66%	66%
Satisfied/very satisfied with police service (personal contact)	76%	78%

Source: ABS Population Survey Monitor

Target levels are part of performance indicators used by local area commands in their business plans.

Targets may cover the whole local area command or just particular ‘hot spots’ depending on the local need.

The main strategy to reduce crime is to use intelligence data to focus on ‘hot spots’, ‘hot times’ and repeat offenders. Operational planning based on such data has produced major positive results in terms of arrests, charges and goods seized (pages 12-13). Commands report progress in crime reduction at the Operations and Crime Reviews.

The Service encourages crime reporting and promotes community safety through strategically targeted marketing and public information campaigns measured for their effectiveness by the 1997 Communication Effectiveness Survey. During the year, campaigns highlighted domestic violence as a crime (80% of the population is now aware that domestic violence is a crime and that people should call the police), informed the public of requirements of the Firearms Buyback (a brochure was distributed to all NSW households) and the *Young Offenders Act*, and advertised major phone

CHART 2: CRIME RATE FOR PARTICULAR INCIDENT TYPES	1997-98	1996-97	1995-96	1994-95	1993-94
<b>Households victimised</b>	10%	10%	10%	9%	9%
Break and enter	6%	5%	5%	5%	4%
Motor vehicle theft	2%	2%	2%	2%	2%
<b>Persons victimised</b>	4%	3%	NA	NA	NA
Robbery (reclassified in 1996, earlier data not comparable)	0.3%	0.4%	NA	NA	NA
Assault	3%	3%	3%	2%	2%

Source: ABS Crime and Safety Survey. Note: The ABS survey only reports people victims while police reports include businesses as victims.



in operations (88% public awareness of Operation NOAH as a positive police anti drug activity, 76% public awareness of Operation Paradox as a positive police anti child sexual abuse campaign).

It promoted the special Asian community Dragon Line crime reporting number, arranged seminars about security and personal protection for senior citizens, provided resource material about property and car theft, and published gay and lesbian antiviolence information. Materials included award winning television and radio advertising, videos, and posters and publications in 10 languages.

Community fear about safety and social disorder ABS surveys show community concern about safety and social disorder is stable (Chart 3). The introduction of the Community Safety Officer position in all local area commands is expected to increase community feelings of safety as well as contribute to crime prevention through increased public education.

**Rationalised and improved work practices**

Work practices are changing to ensure all activities provide added value to Service programs and relate to the key priorities. Reviews of work practices are part of business planning and activity based costing approaches used by managers to prepare the budget for 1998-99 and coming years.

Important initiatives during 1997-98, not already mentioned, included:

- establishment in January of Police TV, weekly closed circuit satellite broadcasts to more than 100 police centres featuring important operational information presented by the people involved
- Control Risk Self Assessment, a Canadian model closely aligned with the Australian and NZ Standard for Risk Assessment, tested and modified to look at a command's objectives and measure them against what they do to achieve those objectives
- improvement of the Customer Assistance Line to process compliments, complaints and comments about service
- piloting the Police Assistance Line at Campbelltown to tailor service to customer needs, including over the phone reporting, which allows front line police to better respond to more urgent calls.



*Police TV, the popular closed circuit weekly program, records a training exercise for broadcast to police across the State.*

CHART 3: COMMUNITY FEAR AND CONCERN ABOUT SAFETY AND SOCIAL DISORDER					
	1997-98	1996-97	1995-96	1994-95	1993-94
<b>Safety</b>					
People who feel unsafe/very unsafe at home alone at night	13%	11%	11%	13%	11%
People who feel unsafe/very unsafe on trains at night	NA	NA	73%*	73%*	78%*
People who feel unsafe/very unsafe on public transport at night	42%	43%	NA	NA	NA
People who feel unsafe/very unsafe jogging/walking at night	41%	42%	41%	41%	NA
* In 1996-97, wording of questions was changed to ask about safety on public transport, rather than trains. Source: ABS Police Service Community Attitude Survey 1993-94 to 1996-97.					
<b>Social disorder</b>					
People who are concerned that crime type may affect them					
Assault	Results to be released  Dec 1998	45%	43%	46%	53%
Robbery		50%	47%	47%	46%
Housebreaking		63%	61%	63%	69%
Motor vehicle theft		52%	51%	53%	59%
Bag snatching/pickpocketing		39%	37%	40%	49%
Source: ABS Population Survey Monitor 1997-98. Note: The ABS survey only reports people victims while police reports include businesses as victims.					



**CHART 4: OUTCOME OF INVESTIGATIONS**

NSW 1997	Murder	Attempted murder	Assault	Kidnapping /abduction	Robbery	Break & enter property	Motor vehicle theft	Other theft
Number of victims	110	100	55,998	271	12,570	137,437	54,711	165,201
30 days								
Investigation finalised	65%	65%	53%	29%	12%	5%	4%	10%
Investigation not finalised	35%	35%	47%	71%	88%	95%	96%	90%
60 days								
Investigation finalised	72%	79%	56%	30%	15%	6%	5%	11%
Investigation not finalised	28%	21%	44%	70%	85%	94%	95%	89%

Source: ABS Recorded Crime Australia 1997

## Crime investigation outcome

Service wide improvement of crime investigation is a major focus (Chart 4). Currently NSW has lower major crime investigation finalisation rates than other states. This must be considered in the context that NSW records about half the national total of major crimes.

It is contended that a significant proportion of crime is committed by a small number/proportion of offenders who commit a large number of offences of a given type. A strategy this year was to target people who had failed to appear in court and bring them to justice. Further intelligence gained doing operations is used in planning future operations.

In July 1997, there were almost 58,000 outstanding first instance warrants. At the end of the year, almost 29,000 had been executed. Another 30,000 were received during the period. The Service is exploring ways to reduce warrant numbers as part of intelligence based activity to reduce crime overall.

Proportion of employees who see system improvement has helped them work better and easier

The Culture Survey conducted in October 1997 provided baselines, some more positive than others but all indicating the need to rationalise work practices, processes and paperwork.

Human Resources and Development and Management Services commands, as well as other sections, have reviewed functions and activities to improve competitiveness and consider outsourcing where appropriate.

Police practices and procedures have traditionally been dictated by a set of rules embodied in the *Commissioner's Instructions*. These were reviewed during the year and will be reprinted in plain English.

## Guided self assessment results and Australian Quality Award evaluation

Crime Agencies, Firearms Registry and Internal Affairs conducted guided self assessments this year and are implementing improvements based on the results. Further unit assessments are planned for the coming year. No corporate wide guided self assessment was conducted during 1997-98. The Service intends to apply for a corporate Quality Award after 2001.

## Employee job satisfaction and motivation

Overall, the 1997 Culture Survey presents a profile of high job satisfaction and motivation among staff. The majority report their work has meaning and purpose (57%) and that it contributes to the Service's ultimate purposes (58%). The most positive cluster of survey results reflected a high degree of positive working relationships, common team purpose and the ability to work as a team.

On the other hand, staff were negative about not being involved in the decision making process at the local level. The most negative results concerned the Service's ability to work as a total organisation in terms of communications and sharing information with staff.

According to the IBM Consulting's Executive Report on the 1997 Culture Survey, staff fully support the Reform Agenda and across the organisation there is a



#### STATEMENTS (from 1997 Police Service Culture Survey)

*The Police Service's organisation, policies and procedures are changed in response to changes inside and outside the Service*

**Positive responses: 31%**

**Negative responses: 16%**

*I see evidence that management is removing unnecessary paperwork, rules, traditions and procedures*

**Positive responses: 17%**

**Negative responses: 53%**

clear indication of readiness to change. A positive indicator of employee motivation is that 76% of staff state they are prepared to use their own initiative to make decisions and solve problems not covered by written guidelines.

However, they are negative concerning local management who they feel do not let them make choices or be involved in the decision making process. Employees are also critical of the Service's ability to work cohesively as a total organisation.

Survey results were discussed through focus groups throughout the Service, and staff were able to make concrete recommendations for improvements directly to local management. Negative issues were more clearly defined and resolved as a result of this ongoing process.

The Service is responding to these employee concerns by introducing new leadership and management styles which stress the need to involve staff in decision making. Specifically, the Performance Management System will highlight this important aspect of effective work relationships.

Major organisational changes have included the restructure and improved supervision and guidance to less experienced staff.

Assessment centres determined applicant suitability for identified key positions throughout the Service, such as region and local area commanders, ensuring appointment by merit.

A recruitment campaign targeted Aboriginal and Torres Strait Island peoples to contribute to the organisation's diversity. To improve the Service's professionalism, a Diploma of Policing Practice was introduced to provide university training prior to recruitment.

About 8% more resources were moved to the 'front line' - those police officers dealing directly with the public (see page 22). As far as possible, identified positions are being filled by civilians rather than sworn police officers. Duty officers and field supervisors now provide role modelling and mentoring.

Internal assessment of  
leadership, support, openness

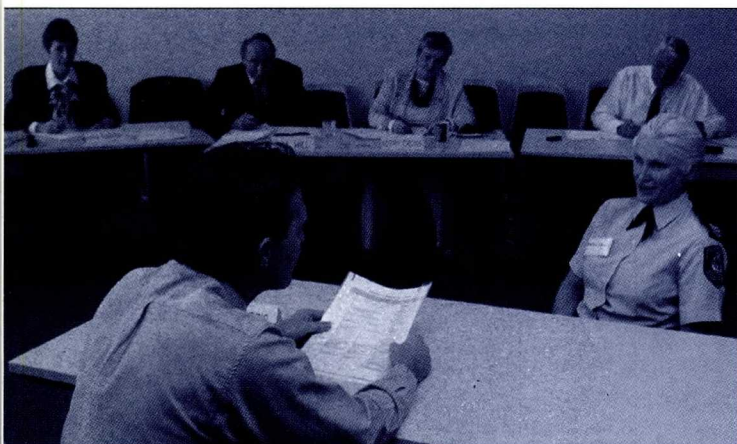
The 1997 Culture Survey indicates wide variations in the assessment of leadership styles between local area commands. Overall, 34% of survey respondents considered their local leadership as positive while 32% did not find their leadership 'caring and supportive'.

However, the more positive the assessment of local leadership, the more positive were staff perceptions of other issues such as support, ability to report wrongdoing, and an adequate understanding of the Service's direction. This underscores the importance of leadership at the local level.

Critical to this issue, the Service proposed changes to legislation that has hindered managers in positively responding to job performance problems in a non punitive manner. These changes, to be made during 1998-99, will enable more flexible and positive management responses to minor problems and complaints and are expected to increase staff perception of support by managers.

Employee perception of  
organisational ethical behaviour

Sixty-five percent of respondents answered positively, versus 8% negatively, to a statement in the 1997 Culture Survey that the ethical behaviour of Service employees is at a very high standard. Most (55%) believe there are sufficient avenues and safeguards to report wrongdoing if they become aware of it.



*Role plays are part of the assessment centre process for promotion.*



In 1996, the National Police Research Unit issued a report on practical ethics following a study in which NSW Police officers participated. Respondents considered that clarifying rules about ethical behaviour would improve practical ethics. The report recommended making guidelines on ethics more explicit and useful.

The 1997 Culture Survey indicated that 73% of staff believe the Service's new *Code of Conduct and Ethics* is clear about standards of behaviour expected in the Service. Only 7% thought it was not clear.

**Community perception of service image and integrity**  
As previously reported, the Police Service Community Survey (Chart 1, page 15) shows improvement in the public perception of the professionalism, equity and honesty of police.

A number of special responses reflected the Service's integrity and concern for the community. In May, the Commissioner, on behalf of the Police Service and the chief executive officers of NSW justice agencies, delivered an apology to Aboriginal and Torres Strait Islander peoples "for the prominent role that police played in enforcing past unjust laws". (Full text page 95.)

Other responses saw Service employees contribute to special causes:

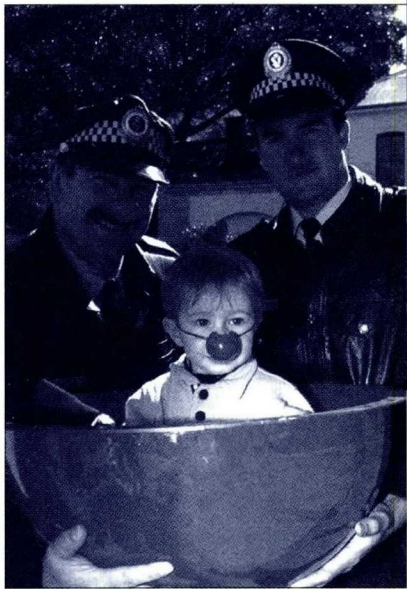
- 1,200 police raised \$400,000 by having their heads shaved for Crop-a-Cop, the national fund raiser for children living with cancer
- police vehicles across the State sported red noses on Red Nose Day to support research into Sudden Infant Death Syndrome

- police participated with motorcyclists in the Summer Blood Challenge where 2,755 volunteers donated 1,295 litres of blood that would assist more than 8,200 lives.

**Number and outcomes of complaints**  
The Customer Assistance Line recorded 574 complaints, an increase of 33% on the 1996-97 level. 51% were conciliated over the phone and the rest were referred to Internal Affairs for attention by local area commands.

Although since 1995-96 there has been a slight increase in the number of complaints, distribution of the nature of complaints has remained static (Chart 5). For 1997-98 there was a statistically significant decrease (-18%) in the number of allegations. Improved work practices have led to a reduced number of custody complaints. The increase in the 'Other' category can be traced to traffic offence complaints.

The increase in complaints can partly be attributed to a more vocal public encouraged to voice their concerns about police service. Strategies are being developed to identify problem areas or those needing improvement.



*Police and their vehicles participate in the Red Nose Day appeal, for which the Commissioner is patron.*

**CHART 5: COMPLAINT ALLEGATIONS**

	1997-98	1996-97	1995-96	1994-95
Total complaints	6,175	6,096	5,919	5,502
Base total allegations	8,500	10,414	10,986	11,425
<b>Nature of allegation</b>	<b>%of total</b>	<b>%of total</b>	<b>%of total</b>	<b>%of total</b>
Criminal allegations	19%	20%	19%	22%
Custody	5%	6%	13%	12%
Conduct/departmental	18%	19%	21%	20%
Customer service	20%	18%	14%	14%
Investigations	16%	16%	12%	11%
Harassment	6%	7%	5%	6%
Misuse of power	4%	4%	4%	3%
Other	13%	11%	12%	11%

Source: CIS Internal Affairs



**CHART 6:****METHOD OF DEALING WITH WRITTEN COMPLAINTS AGAINST POLICE**

	1997-98	1996-97	1995-96	1994-95
Base total complaints	6,175	6,096	5,919	5,502
Internal Affairs investigation	3%	3%	6%	7%
Command line investigation	11%	9%	9%	10%
Preliminary inquires only	25%	25%	28%	25%
Declined by Ombudsman	13%	16%	20%	19%
Declined by Ombudsman but investigated by Police	2%	3%	10%	8%
Conciliation	35%	34%	20%	22%
Departmental matter	8%	10%	8%	9%
Ombudsman Act Inquiry	*	*	*	*

\*Less than 0.01 percentage point

Source: CIS Internal Affairs

Information will be sent to regions and local area commands for action.

In line with police strategy to devolve decision making to the local level, in the past two years all but the most serious complaints have increasingly been handled locally. An Employee Management system is being developed to streamline such complaint handling. Improved practices have also resulted in one third of complaints being handled by conciliation.

### Public satisfaction and police responsiveness

A major police responsibility is to provide the appropriate response to calls for service. This covers courtesy and consideration, the allocation of suitable resources and personal attendance where necessary.

The Culture Survey shows most police (57%) believe they are customer focused. A 1998 Australian Institute of Police Management evaluation of the Police Assistance Line, piloted in Campbelltown (CPAL) from September 1997, reported more than 90% of users surveyed rated the service either good or very good and 96% were satisfied with their matter being dealt with CPAL. This service was successfully piloted in other areas.

#### Responsiveness to calls for service

The Service responds to 1.5 million calls per year, a figure increasing at an average rate of 8% annually. As shown on page 15, the ABS Population Survey Monitor indicates customer satisfaction remains high.

Customers' satisfaction is determined by their assessment of the quality of service. This includes time taken to respond (in turn, dependent on the urgency and nature of the incident), appropriateness (right resources for that situation), professionalism,

understanding of the process and being kept informed.

The Service's ability to respond to calls for assistance has been reviewed. In December 1997, the Audit Office reported that within the Sydney metropolitan area police responded to 50% of urgent calls within 10 minutes and 80% within 21 minutes.

Service comparative data for July 1998 showed state wide urgent call response time to be 8 minutes for 50% of calls and 19 minutes for 80% of calls.

Non urgent calls were responded to in 22 minutes for 50% of cases and 54 minutes for 80% of cases.

A sample of 800 urgent (P1, P2) calls for police assistance were manually analysed in three metropolitan local area commands. For one of these local area commands, the recorded response time for P2 (urgent, as soon as possible) calls showed 68% were attended in 10 minutes. However, the analysis of hard copy records established that 93% of calls were attended in 10 minutes.

As from 1 December 1998, enhancements to the Computerised Incident Dispatch System (CIDS) will provide a more accurate measurement of response times. The enhancement entails the electronic logging by operators of Priority 1 and 2 calls of the time an officer attends the scene and leaves it. Other enhancements including CIDS/COPS interface, digital radio technology, data terminals in cars and SMART rostering will provide the capacity to improve responsiveness.

#### Proportion of resources at the front line

One of the aims of restructure was to provide more personnel and equipment to the front line. This supports the community policing strategy with the local area command as the centre of service delivery.



CHART 7: NSW POLICE SERVICE - TIME TO ATTEND PERCENTAGE OF CALLS (in minutes) IN METROPOLITAN SYDNEY				
Percentage of calls attended	Urgent (P1, P2) Calls		Non-urgent (P3) Calls	
	July 1998	Dec 1997	July 1998	Dec 1997
	Metro (mins)	Metro (mins)	Metro (mins)	Metro (mins)
50%	8	10	22	22
80%	19	21	57	54

Source: December 1997: Audit Office report covering Sydney Metropolitan Area. Times taken may be overstated.

The nature of policing requires substantial infrastructure to support each person on the front line, especially those in car crews. All proactive operations need considerable ‘backroom’ support. Research is being conducted to determine these ratios.

Front line personnel include those stationed at local area commands and those involved in specialist operations, including youth clubs. Over the year, sworn personnel levels at the front line increased by 8% while those in specialist operations and headquarters decreased by 2% and 6% respectively.

1998	Pre-restructure
Local area commands	Patrols, District operational
Specialist operations	Region support, Region operational
Regions	Region non-operational,
Headquarters	Districts non-operational Headquarters

Chart 8 shows differences between the 1997 baseline (prior to the restructure) and 1998.

CHART 8: RESOURCES	1998	1997
Location		
Local area commands	82.5%	74.1%
Specialist Operations	12.7%	15%
HQ Regions	4.8%	10.7%
Total	100%	99.8%

Source: HR Millennium

### Police visibility

Police visibility has been measured through the Police Service Community Attitude Survey. Over the past five years, more people saw police driving around



CPAL involves telephone reporting of less urgent incidents, such as minor traffic accidents.

(84%), about the same saw police having a friendly conversation (36%) and slightly fewer saw police walking around (57%). The Service will commission further community attitude surveys to update figures on important aspects.

Visibility levels are expected to increase as a result of high profile special operations such as CitySafe, the reintroduction of bicycle patrols and the corporate policy that all sworn officers are to be in uniform unless it is operationally inadvisable (eg covert operations, dealing with sexual assault victims, etc.). Police visibility is also a road trauma reduction strategy of the Highway Patrol.

Other initiatives emphasising police visibility include Police Open Day which saw 100,000 people visit 135 police stations to meet local police, view equipment and see displays of policing activities; the Service’s web site, which offers a wide array of information about policing; and use of regional media to advise communities of crime trends and police responsiveness.

### Program structure

Services are grouped into programs based on service delivery classes to improve management, planning and resource allocation. The new programs better reflect current policing services and align with those in other Australian police jurisdictions. The new structure also better meets Treasury guidelines.

CHART 9: POLICE VISIBILITY	1997-98	1996-97	1995-96	1994-95	1993-94
Police seen driving around	*NA	84%	78%	79%	71%
Police seen having friendly conversation	*NA	36%	36%	36%	42%
Police seen walking around	*NA	57%	58%	57%	61%
*No survey was conducted in 1997-98.					

Source: Police Service Community Attitude Survey



The program structure is based on the Service's core business of:

- maintaining safety, peace and good order in neighbourhoods, including on roads
- responding to emergencies
- managing criminal investigation leading to apprehension of offenders
- containing crime, based on understanding its patterns and community priorities
- helping to solve community problems and preventing their recurrence.

Measures for the Service's individual programs are discussed below.

#### Program 1.0 Community Support

- Our 24 hour service provides a timely and flexible response to emergencies and other calls for help through attendance at incidents, reception, radio dispatch and general patrolling. The Service maintains more than 500 police stations across NSW and in 1997-98 field units responded to 1.5 million calls. As part of the Service's restructure, duty officers were established at local area commands to provide 24 hour supervision and control of major incidents.
- Crime prevention covers ongoing liaison with stakeholder groups (government and community), Firearms Registry and the mounting of special operations, such as Puccini and CitySafe. Intelligence officers work with crime managers to provide data for targeted operations. Special operations in 1998-99 will be increasingly

intelligence based to focus on assault, break and enter, motor vehicle theft, robbery and stealing.

As part of the Service restructure and commitment to the Government's Safer Communities program, Community Safety Officers were appointed at each of the 80 local area commands. Domestic Violence Liaison Officers support victims of domestic violence and police in dealing with this crime.

Youth Liaison Officers work

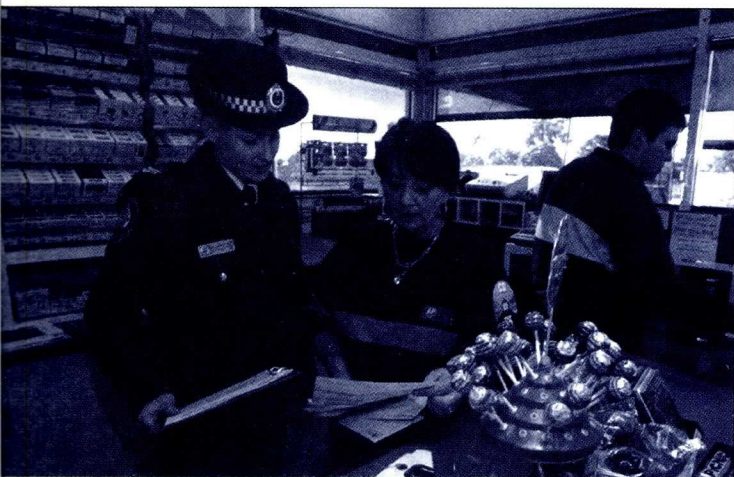
with young people, Volunteers in Policing help police with victim support and community liaison activities, Ethnic Community Liaison Officers assist police with ethnic communities, Aboriginal Liaison Officers nurture relationships with Aboriginal peoples and Gay/Lesbian Liaison Officers improve communication links with the gay and lesbian community.

- Events and emergency management aim at improving community safety and security by maintaining peace and good order. Police ensure crowd control at industrial, political and environmental situations. The Service managed the disaster recovery operation at Thredbo (page 24), coordinated emergency services during fire fighting in the Blue Mountains in November, helped with evacuations of people from the Sutherland area during December bush fires, were on the line to maintain peace on the Sydney waterfront and at several other industrial disputes throughout the State, attended plane crashes and a major train derailment and searched for missing people.

Operational police are also charged with control and supervision of numerous street events such as New Years Eve celebrations, the Gay and Lesbian Mardi Gras parade, the Anzac Day march, various sporting and cultural events and more than 600 demonstrations annually.



*Police coordinated emergency services during a major bush fire in the Sutherland area in December.*



*Community Safety Officers conduct free safety audits for businesses identified as being most at risk for robbery and theft.*



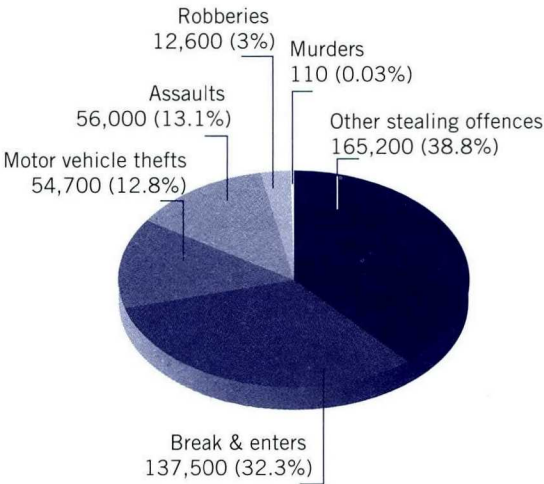
Progress continued on security planning for the Sydney 2000 Olympics and Paralympics. The Service runs an Olympic security command as part of its contract with the Sydney Organising Committee for the Olympic Games to coordinate State and Federal agencies in providing security for the event.

When the International Olympic Committee visited Sydney in October 1997, Commissioner Ryan briefed the IOC's security consultants and was told that Sydney's security planning was ahead of previous Olympic hosts' timetables. In March 1998, the command helped sponsor an Olympic Security Expo to build relationships with private security providers to give the Sydney Games the highest standard of security ever seen.

Program 2.0 Criminal Investigation includes local and centralised investigation of crime and all technical investigation support.

Major initiatives this year were the appointment of crime managers at all local area commands and the release of the *CRIME Code of Practice and Procedures*.

Chart 4, page 17, shows published outcomes of investigations for 1997. Crimes against the person show a significantly higher finalised level than do crimes against property. However, this must be seen in the context that in 1997-98 there were reported:



Total base for percentage: 426,110 crimes reported

Source: ABS Recorded Crime Australia 1997

Program 3.0 Traffic services aimed to minimise road trauma and ensure the free flow of traffic. This is done with high police visibility and use of technology including speed cameras and random breath tests. Inputs are highway patrol, parking officers and accident investigation squads.

There were 552 fatal crashes, six more than 1996-97 despite high visibility policing and increased holiday period penalties. The crash trend has been steady for some years - with monthly averages of 46 fatal crashes, 1,175 injury crashes and 5,200 serious non injury crashes (Chart 10).

CHART 10: FATAL AND SERIOUS INJURY CRASHES	1997-98	1996-97	1995-96	1994-95
Road toll (RTA data)	286*	584	607	639
	Police Service data		RTA data	
Fatal crashes	552	546	554	557
Injury crashes	14,112	14,661	19,497	18,968
Non injury crashes#	61,704	61,247	33,039	30,825

\* July-December 1997. No 1998 data available.  
 # RTA data cover only tow-away crashes; Police data cover all crashes/tow away and where damage exceeds \$500.

CHART 11: TRAFFIC INFRINGEMENT DETECTION	1997-98	1996-97	1995-96	1994-95	1993-94
Random breath tastes conducted	2,180,000	2,593,000	2,692,000	2,155,000	2,117,000
Infringement detection method:					
Speed camera	1,427,000	1,549,000	962,000	526,000	312,000
Red light camera	720,000	690,000	798,000	724,000	771,000
All other traffic infringement notices	6,486,000	6,484,000	7,770,000	NA	NA
Drivers charged after breath tests	18,270	18,100	21,016	15,589	15,221
% tested drivers charged	0.84%	0.70%	0.78%	0.72%	.072%



## EMERGENCY RESPONSE MANAGEMENT AT THREDBO

Eighteen people died when two ski lodges collapsed at 11.40 pm, 30 July 1997, following a landslide at Thredbo Village, 550 km south of Sydney.

The NSW Police Service successfully managed one of the State's most challenging disasters under arrangements formalised by the *State Emergency & Rescue Management Act (SERM Act)* in 1989.

In accordance with the Snowy River Local Disaster Plan, Sgt Chris Ingram assumed initial control of the operation, having been appointed as Local Emergency Operations Controller. Because the scale of the tragedy demanded greater resources and specialised equipment, South East Region Commander Bruce Johnston then assumed control as the District Emergency Operations Controller in accordance with the Monaro District Disaster Plan, and established an Emergency Operations Centre at Jindabyne to control the operation until the situation was resolved or scaled down. Commander Johnston was backed up by City East Region Commander Ken Moroney and Monaro Local Area Commander Charlie Sanderson.

Police coordinated 2,500 rescuers and support personnel working around the clock in extreme weather conditions on a dangerously unstable site to remove 4,000 tonnes of dirt and boulders which had slipped from the mountainside and rubble from the collapsed lodges. On the third day of the operation, ski instructor Stuart Diver was found and rescued.

Rescuers worked for nine days until the last victim was recovered. Fearing further movement of the site,

workers used a variety of techniques, including tunnelling, using supports and wedges to shore up every step of the way.

Commander Johnston credited the rescue operation's success to the use, for the first time, of teams of rescuers from a variety of services. "The pooled expertise of multi disciplinary teams meant many skills contributed to the responses to the daily challenges," he said.

Working alongside and supporting the Police were the NSW State Emergency Service, NSW Ambulance Service, NSW Fire Brigades, Mines Rescue Service, NSW Rural Fire Service, Australian Aerial Patrol, Royal Australian Navy, Volunteer Rescue Association, National Parks and Wildlife Service, various agencies within the health, welfare, engineering, media and environmental services functional areas, ACT Police, Ambulance and Fire Brigades, Victoria Fire Brigades, Emergency Management Australia, and the Snowy River Shire Council.

During the nine day rescue operation

- the State Emergency Operations Centre at the Sydney Police Centre monitored the operation around the clock to coordinate support from Sydney.
  - the Police Media Unit handled local, national and world media enquiries as coordinator of the Media Services Functional Area, which included the media liaison officers from other agencies. This ensured the information flow was consistent and supported.
- At the two media conferences each day, police,

ambulance, fire and rescue services experts, working as a team, updated developments and answered questions.

- Physical Evidence, Missing Persons, Disaster Victim Registration and other specialist areas all executed their standing operating procedures.

Final actions involved stabilising the site and making the area safe, and the recovery of personal property and effects.

The Police Service returned the site to Kosciuszko Thredbo Pty Ltd and the National Parks and Wildlife Service on 11 September 1997.





CHART 12: ALTERNATIVE TO CHARGE								
	1997-98		1996-97		1995-96		1994-95	
Base: persons under notice	151,201		132,103		142,778		121,780	
No formal action	33,648	22.4%	26,039	19.7%	21,453	15%	14,188	11.6%
Caution	2,085	1.4%	4,279	3.2%	4,971	3.5%	4,249	3.5%
Court Attendance Notice	42,140	28.1%	8,941	6.8%	7,806	5.4%	7,331	6.1%
Summons*	12,443	8.2%	4,394	3.3%	4,633	3.2%	3,341	2.7%
Charge	59,875	39.9%	88,450	66.9%	103,918	72.8%	92,671	76.1%
*Note: Figures not strictly comparable since not all summons matters were previously recorded.								

Source: COPS Persons of Interest

Fewer breath tests were conducted (Chart 11, page 23), but a higher proportion of those tested were charged. This reflects better use of resources.

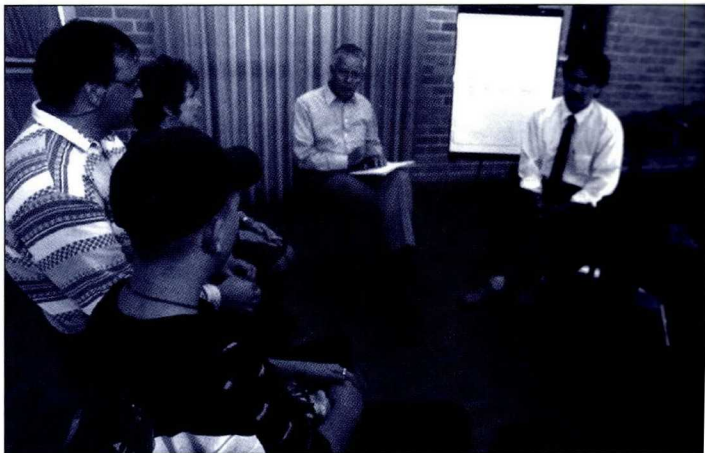
Program 4.0 Judicial support services assist judiciary and custodial services.

Chart 12 shows the proportion of offenders dealt with by alternatives to charges. The number of people coming under notice increased more than 14% from 1996-97, but there were 32% fewer charges laid. Trends continued to rise for situations where no formal action is taken (22% of total notices), where court attendance notices are issued (28%) and summonses issued (8%). The number of formal actions is expected to increase with the introduction of the *Young Offenders Act* giving rise to ‘warning’. A major initiative was the introduction of custody managers and custody officers to manage cells. As well, the Service successfully negotiated with the Department of Corrective Services to streamline the custody process in some areas and will continue to work for improvement.

The *Young Offenders Act 1997* came into effect in April 1998 as a new approach to dealing with young people who break the law. It gives police four ways to deal

with offenders aged 10 to 17 years: newly worded warnings and formal cautions, youth justice conferences and court. Through the use of youth justice conferences between offenders, victims (and/or representatives), families, convenors and supporters, it is hoped that fewer juveniles will go to court.

Youth justice conferencing is a combined initiative of the Police Service, the Attorney General’s Department, the Department of Juvenile Justice and the Department of Public Prosecutions and is administered by the Department of Juvenile Justice.



*Young offenders are held responsible for their actions when they face their victims during youth justice conferences.*



# The Future

*Provided in accordance with s11(1)(d),  
ARDA 1985 and c3(d), ARDR 1995*

The Commissioner's Reform Agenda for 1998-99 will build on the progress made in Phase 2. Phase 3 incorporates a Police Integrity Commission audit of reform, scheduled for early next year, and the implementation of all Royal Commission recommendations.

All commanders will communicate these changes to the rest of the Service and help integrate the new practices and systems into everyday policing.

Further activity arising from recommendations of the Royal Commission's Paedophile Inquiry will include the start of videotaping children's evidence, strengthening an interagency approach to child protection, and the enhancement of employment screening requirements for those working with children.

As part of the rural joint response to child abuse, Child Protection Investigation Teams will be established at Albury, Broken Hill, Inverell, Queanbeyan and Wagga Wagga.

## CRIME CHALLENGES

Crime reduction remains the chief operational thrust. The 1998-99 target is to reduce the rate of the five targeted crime areas - assault, break and enter, motor vehicle theft, robbery and other stealing - to at least the 1995-96 levels.

To do this, Operations and Crime Reviews will focus at local area command level to share intelligence, work

smarter and account for results. They will continue to target 'hot' crimes and locations, repeat offenders and organised crime.

'Civilianisation' of positions will allow more police to attend front line duties. Operational police will be supported through leadership, consultation, empowerment and physical resources.

The Service faces special challenges over which it has little control.

The great majority of crime is committed in metropolitan areas with large populations - Sydney, Wollongong and Newcastle. While residential areas in these cities continue to expand, job opportunities are static or decreasing. For example, greater Newcastle and Maitland are growing but the region's major employers are downsizing facilities and automating operations. Unemployment puts more pressure on the community and welfare agencies and can be a key influence on property theft, personal safety issues, drug and alcohol related crime.

Policing in country areas in a large state like NSW is a different challenge. Residents of country areas face the stresses of natural phenomena, such as the State's recent prolonged drought followed by flood, international economic factors affecting crop and livestock prices and shrinking population bases. Importantly, a limited police presence may be stretched over large areas.

The Police Service must identify problems and use its resources efficiently and effectively. It will continue to build relationships with its communities to address community needs and encourage help from the people it serves.



*Country policing presents challenges to limited resources spread over large areas.*



*Police distributed personal alarms to inner city seniors to make them feel more secure in their communities. Reducing the rate of public fear remains a major goal for 1998-99.*



## BUDGET HIGHLIGHTS

The 1998-99 recurrent budget is \$1,103 million. This includes funding of more than \$18.2 million for enhancements, major components of which are \$8.6 million for the restructure of the state wide '000' emergency communications service and more than \$7.1 million for Olympic security.

A further \$18 million has been allocated to meet costs of implementing the recommendations of the Royal Commission and the Commissioner's Reform Agenda.

## OLYMPIC SECURITY

In the lead up to the Sydney 2000 Games and Paralympics, the Service's Olympic Security Command Centre will move from project based planning to venue specific planning. This involves survey teams applying risk management methodology at individual venues and sites. They will identify risks and recommend security treatment options and contingency arrangements to deal with an increased level of risk.

All Olympic venue commanders are to be appointed by December 1998. As well, the Olympic Security Volunteers in Policing recruitment drive will be completed, with about 3,500 volunteers enlisted from the ranks of the Rural Fire Service and State Emergency Service.

## A LOOK AHEAD

Major projects for 1998-99 include:

- implementation of Police Assistance Line call centres at Lithgow and the Central Coast, to be fully operational by May 2000
- roll out of the Employee Management system to more fairly manage complaints and allegations of police misconduct and unsatisfactory performance, following the passage of appropriate legislation
- replacement of the current National Automated Fingerprint Identification System with new technology providing a vastly improved fingerprint service



*The Service is on target for providing Olympic and Paralympic security in 2000.*

- the holding of forums on motor vehicle theft and property theft
- continuing the roll out of the Aboriginal Strategic Plan
- coordination of an education and support program for Community Safety Officers
- development of the Service's second Ethnic Affairs Priority Statement to include new strategies for improving services to ethnic communities
- network modernisation that continues to address the Year 2000 'Millennium Bug' (see page 33).

Human resources issues will focus on:

- a performance management system for constables and clerical/administrative officers
- practitioner career paths (service delivery police officers)
- development of pre Service degree programs
- further development of business planning processes, human resource information systems, strategies to redress discrimination within the work force, evaluation of previously implemented reforms, and identification of more efficient service delivery mechanisms
- planning for staffing Olympics and Paralympics security.



# The Organisation

*Provided in accordance with s11(1)(d), ARDA 1985 and c3(d), ARDR 1995.*

Organisational restructure, announced in February 1997, took effect from July 1997. Eleven regions and 80 local area commands replaced four regions, 25 districts and 164 patrols.

In undertaking recruitment action for the restructured Service, an assessment centre process was adopted that ensures a fair and equitable promotion and selection process, matching performance against the operational difficulties of the command. To date, this process has seen the appointment of region commanders to three to five year contracts, local area commanders, Joint Investigation Teams and local area managers. Duty officers and crime managers will be appointed by the end of 1998.

The Service completed the financial year with 17,245 employees: 13,414 police, 3,364 administrative officers, 409 ministerial officers and 58 former State Rail transit police working as special constables with police officers on the public transport network. This was 110 more police than 1996-97.

Commissioner Peter Ryan is the chief executive and is the employer of all staff under the amended Police Service Act 1990.

For the first half of the year, the Commissioner's Executive Team comprised two deputy commissioners and two executive directors. Following the sudden death of Deputy Commissioner Field Operations Beverley Lawson in January 1998 (page 36), the Commissioner gave the Field Operations command

to Deputy Commissioner Specialist Operations Jeff Jarratt and created the position of Assistant Deputy Commissioner to provide executive development opportunities for region commanders.

The Executive Directors are Christine Nixon, Human Resources & Development, and Des Mooney, Management Services.

City East Region Commander Ken Moroney served as Assistant Deputy Commissioner in February and March 1998 while Macquarie Region Commander Dick Adams held the position from the end of March through June.

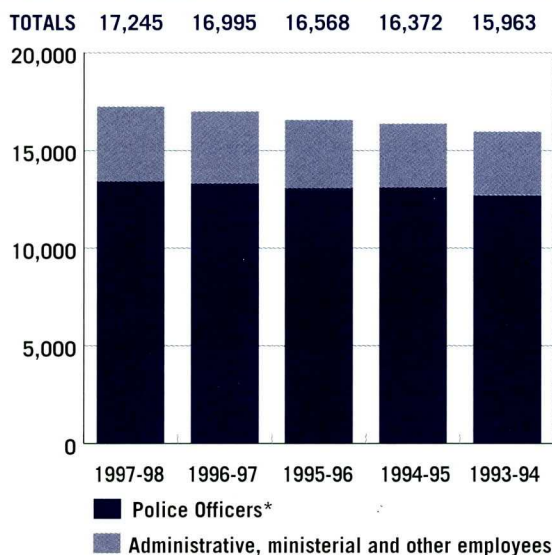
The Commissioner's Executive Team is involved in strategic decision making and must meet Government requirements by implementing agreed courses of action within specified time frames. Collectively, it is responsible for setting and maintaining strategic direction and achieving agreed milestones outlined in the reform program.

## CHANGES

Important organisational actions during the year included:

- introduction of a Behavioural Change Program identifying work and personal behaviours which promote healthy, positive and constructive work places and those that need to be abandoned. It highlights new ways of working and produces teamwork and collaborative problem solving, making work more interesting.
- creation of Crime Agencies in October 1997. It includes the Child Protection Enforcement Agency, Homicide & Serial Violent Crime Agency, Commercial Crime Agency, the Drugs & Organised Crime Strike Force Program, the Joint Asian Crime Group, the Violence & Major Offenders Unit, the Licensing Agency and Legal Services and Asset Confiscation Units. Crime Agencies detects and investigates major crimes, apprehends offenders and assists the Service and other State and Federal law enforcement and regulatory agencies.
- the complete restructure of the Internal Affairs command. It is responsible for the detection and investigation of serious corruption and crime within the Service and external corruption influences, and develops strategies which minimise the risk of corruption.

**EMPLOYEES (ACTUAL STRENGTH)**  
at end of financial years

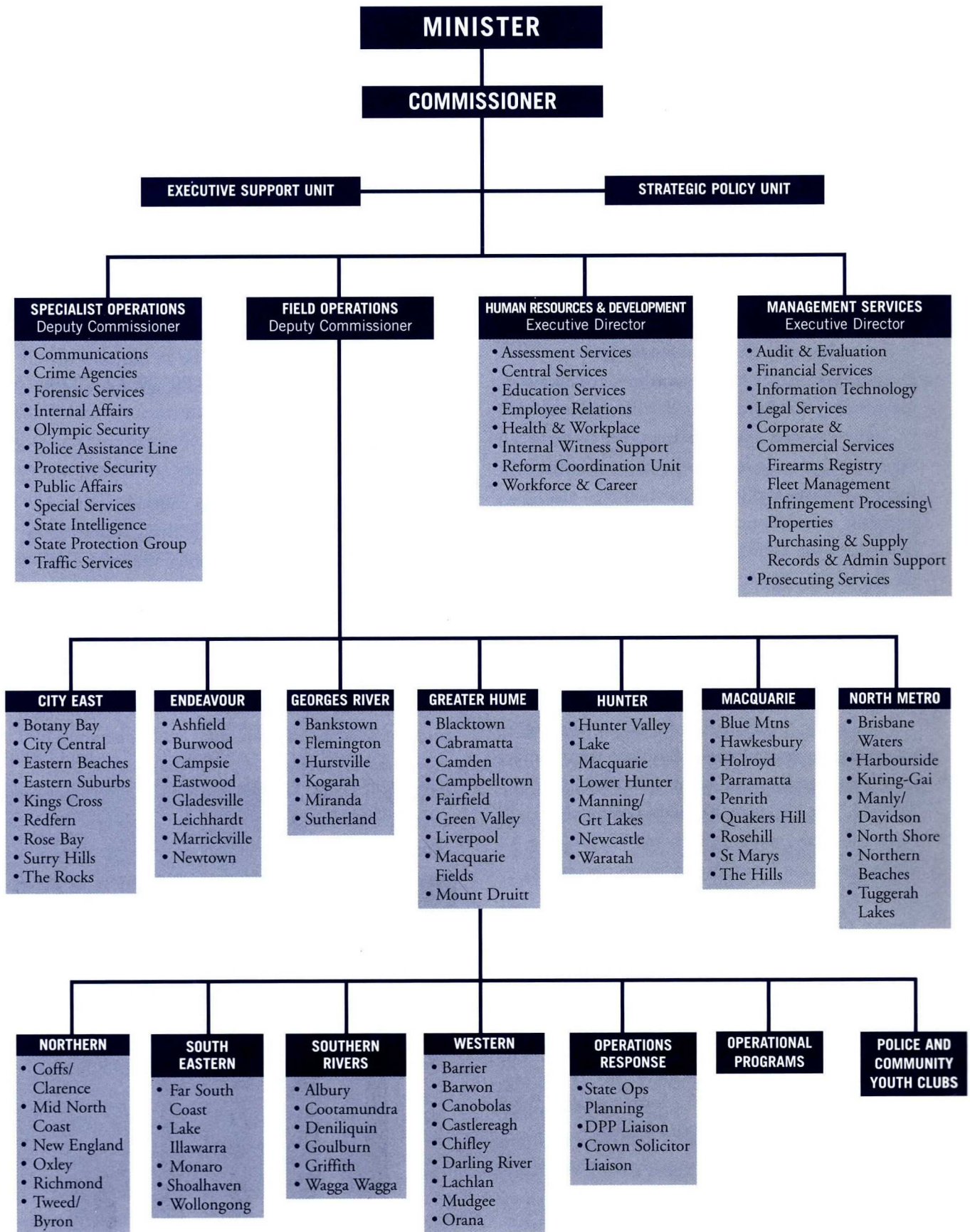


\* Includes a small number of officers seconded to other public sector agencies.  
Details on page 64.



# NSW POLICE SERVICE STRUCTURE

as at 30 June 1998





- the Police Integrity Commission inquiry into the discredited Special Branch, abolished by the Commissioner in March 1997, was submitted to Parliament in June 1998. The VIP Security Unit, established as an interim group to perform some Special Branch functions, will become the Protective Security Group from July 1998 to protect dignitaries and gather intelligence associated with politically motivated violence.
- custody manager positions were established in local area commands after the *Crimes Amendment (Detention After Arrest) Act* amended the *Crimes Act* in February 1998. The Act empowered police to detain a person after arrest for the purposes of investigating his/her involvement in an offence and provided for the rights of the detained person. Custody managers ensure detainees are aware of their rights, provide facilities for them to contact friends, relatives and legal representatives, and maintain a custody management record. The role is reflected in the *CRIME Code of Practice* launched by the Service to address the legislation.
- the August 1997 introduction of Joint Investigation Teams, with Police Service and Department of Community Services representatives, to investigate child abuse. After four years of planning, piloting and evaluating the approach of agencies working together to investigate child abuse, the teams, under the Crime Agencies command, were established at Ashfield, The Entrance, Kogarah, Liverpool, Newcastle, Parramatta, Penrith and Wollongong. Child Protection Investigation Teams operate at Bathurst, Chatswood, Coffs Harbour, Dubbo, Forster, Griffith, Lismore and Tamworth as part of the rural joint response.
- following a review during the year of the Service's role in Police and Community Youth Clubs (PCYC) - a Royal Commission recommendation - a working party was established to implement the review's recommendations. The PCYC, formerly called Police Boys Clubs, celebrated its 60th birthday.
- the redesign of jobs using competencies and the job streaming process.

## BUSINESS PLANNING

Business planning is part of an overall strategic planning framework and the basis of unit resourcing in line with corporate directions. The Service took its first major step in a three to five year business planning development program with the development and adoption of the business planning process at local area command level to improve management and accountability.

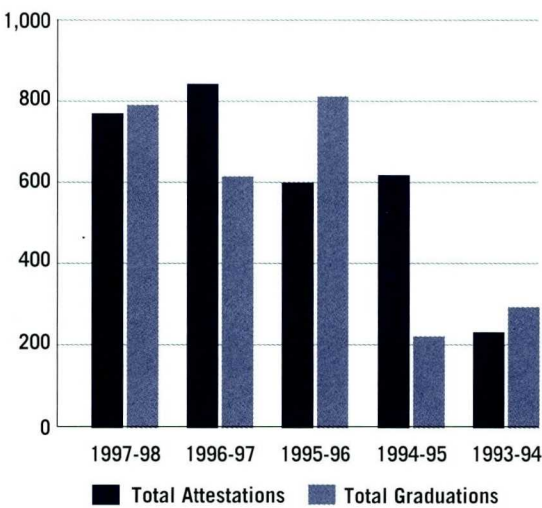
All local area commands prepared a business plan for the 1998-99 budget based on a pilot field study. Other Service business units drew up activity based costing proposals as an initial step in developing their business plans. The result will be an outcome driven organisation providing appropriate and cost effective services to the NSW community.

## EDUCATION AND TRAINING

A new university based policing course launched in April 1998 changes the face of policing education in Australia. New police recruits will complete a Diploma of Policing Practice offered through a partnership between the Service and Charles Sturt University, an internationally recognised leader in the education and training of police.

Also known as the Constable Education Program, the course combines academic study with supervised field experience to increase the professional status of policing in NSW. The two year diploma level award, a response to the Royal Commission, achieves the combined outcomes of three previous courses that

### ATTESTATIONS AND GRADUATIONS





took five years to complete. After one year of university study, successful students are sworn in as probationary constables and spend their second year in police stations. On successful completion of the second year, they graduate with a diploma from Charles Sturt University and are confirmed as constables in the NSW Police Service.

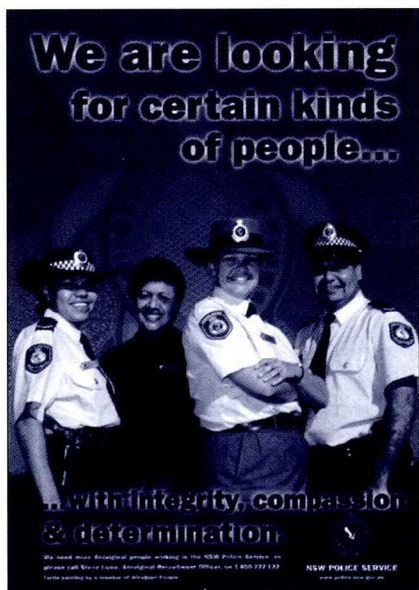
The current Detective Education Program (DEP) was redesigned to meet national competency standards for detectives. It recognises prior learning and current competency principles and leads to the nationally agreed standard award level of Advanced Diploma in Criminal Investigation. Three student groups completed the DEP by the end of 1997-98 with seven others to complete it by the end of 1998-99.

The Police Academy at Goulburn provides some 90 programs, courses and/or modules spanning a broad range of pre-service and in service education that support training needs of Service personnel. For the report year, 776 constables were sworn in and 797 probationary constables graduated. More than 11,000 people attended Academy courses/programs.

## RECRUITMENT

The total number of applications received for 1997-98 was 2,823. As well, nearly 900 applications were received by Charles Sturt University for entry to the new Diploma of Policing Practice, bringing the total

interest in police employment to nearly 4,000 for the fiscal year. More than 800 people applied for the 250 student places for the new diploma's first course, which began in May 1998.



*Aboriginal and Torres Strait Islander recruitment supports the Service's Aboriginal Employment Strategy.*

In all, 975 students commenced police training. This included 365 women, 11 Aboriginals and 122 people from a non English speaking background.

Marketing activities during the year included an Aboriginal and Torres Strait Islander recruitment campaign launched at Parliament House at the end of May 1998. The campaign was designed to increase the number of Aboriginal and Torres Strait Island peoples in sworn and unsworn positions and resulted in widespread media coverage in metropolitan and rural areas.

## INDUSTRIAL RELATIONS

Non commissioned police officers achieved salary increases of 22% during the year, following an interim 6% increase in 1996-97, making NSW police the highest paid in Australia.

Some limited industrial action was imposed by non commissioned officers during their salary campaign but this was resolved after referral to the Industrial Relations Commission.

In handing down a recommendation following a late night sitting, the then president of the Commission, Mr Justice Fisher, remarked that "this amount (22%) was the highest ever offered . . . in settlement of a public sector pay claim, but it reflected the enormity of the task (of change) . . . (and) of major reform . . . (and) would give recognition to the overwhelming wish of the citizens of this State in their need for a modern, professional Police Service of undoubted integrity".

Commissioned officers were negotiating their salaries at the end of the report period. The Police Service and the police employee associations were also working towards agreements entered into under Statements of Intent and Position, much of which reflects Royal Commission recommendations.

Both non commissioned and commissioned officers continued to be covered by the provisions of their existing enterprise agreements. Competency based incremental progression for commissioned officers was fully implemented from 1 July 1997.

All commissioned police officers are now employed under the fixed term employment provisions of their enterprise agreement.



Administrative officers received salary increases of 3% from 1 July 1997 and 2% from 1 January 1998 in accordance with their current salaries award.

Some limited industrial action was pursued by administrative staff and clerical staff in the wider Public Service in support of a full 5% increase to be applied from 1 July 1998. Agreement on this was reached between the Public Employment Office and the Public Service Association.

Consent awards were entered into, or were varied during the year, covering nurses, doctors, parking patrol officers, special constables (security) and members of the Police Concert Band.

A total of 28 industrial disputes were lodged in the Industrial Relations Commission during the year. Of those matters, 14 involved alleged unfair dismissals, of which eight were applications for review by police officers 'removed' under section 181D of the Police Service Act. Of the 28 matters, six remained unresolved as at the end of June 1998, while a further four matters of the 10 carried forward unresolved from 1996-97 also remained unresolved. All are matters relating to alleged unfair dismissals. Of those, three are now appeal matters.

Other matters successfully resolved included disputes involving the staffing of the Radio Communications Centre (VKG) in Sydney and the provision of rain suits to police officers.

## **OCCUPATIONAL HEALTH AND SAFETY**

For 1997-98, there were 6,386 notifications of work related illness, injuries and incidents, up 4.3 % from 1996-97 notifications. Contributing factors included employees' growing awareness of occupational health and safety issues and their preparedness to report incidents affecting the Service's operation.

Overall, the severity rate (based upon lost time injuries) fell marginally: 22.5% of reported incidents resulted in lost time.

Reported incidents of physical assault fell by 3.5% compared with 1996-97. Physical assault continued to be the most significant cause of work related injury/illness.

Incidents involving hypodermic needles/syringes more than doubled although they constitute less than 1% of the total number of incidents reported. The Service implemented a universal Infectious Disease Control Policy to address this problem.

Incidents related to manual handling increased and programs are being developed for this.

Slips/trips and falls continued to be significant: 19.05% of total incidents reported, slightly less than 1996-97. (See page 69.)

Almost 7,000 random alcohol tests were conducted on police in line with the Service's Drug and Alcohol Policy (page 69). As a direct result, referrals to the Service's drug and alcohol counsellor from officers seeking help increased 68%, compared to the previous year's responses.

The first phase of a drug testing program formed part of a qualitative research project to determine the extent of illicit drug use within the organisation. Research conducted by Westmead Hospital involved 1,032 random samples. The research also involved officers selected for testing purposes being requested to complete a related questionnaire in relation to general lifestyle issues. Results will be reported by the end of 1998.

## **Health and fitness initiatives**

The Service introduced a comprehensive health assessment program for all employees. The purpose was to integrate healthy lifestyle programs into the organisation's ongoing initiatives and to enhance employee awareness of the benefits of maintaining lifestyles that help their work performance.

During the reporting period, a wide range of employees participated in the first year of the Healthy Lifestyles Program. More than 3,300 participated in the healthy heart program.



## TECHNOLOGY

More than \$2.4 million was spent upgrading or refurbishing police radio communications centres at Newcastle, Tamworth, Wagga Wagga and Warilla and radio black spot eradication to improve security and protection for regional communities.

Over the last three years, \$8.4 million has been spent replacing and improving vital communications equipment.

ALEIN (Australian Law Enforcement Intelligence Net), an Australian Bureau of Criminal Intelligence initiative that allows police across Australia access to a variety of intelligence information, is being trialed at a local area command. It provides a gateway to the Australian Criminal Intelligence Database, national information desks, on line document publications and standard operating procedures.

Other achievements included

- MEMO implemented as the corporate electronic mail system
- Management Information System, the primary systems tool for local area commands, upgraded and rolled out to all local area commands, along with the Executive Information System, to reflect the new structure and command boundaries. It includes information on cases, charges, crime reports and rostering information
- deployment of the Charge Management System which supports all police activities, from the initiation of legal action against an offender, to custody administration and the maintenance of the offender's criminal history. The system addresses concerns raised by the Royal Commission about the completeness, consistency and accuracy of criminal records
- Person Find, a new intelligent facility to detect and find persons in sub-second response times is expected to provide productivity savings of more than \$2.9 million per year
- Major Vehicle Accident Recording replaced an old accident recording module for a productivity saving of more than \$500,000 annually

- an Event Self Verification process was trialed, then implemented. It is expected to save a minimum 7,000 supervisor hours per year amounting to almost \$280,000 in productivity savings.

## 'THE MILLENNIUM BUG'

NSW Government departments are required to report on progress in addressing a major computer challenge known as the 'Year 2000 problem' or 'Millennium Bug' to ensure systems function correctly with dates beyond 31 December 1999.

When the Service's Computerised Operational Policing System (COPS) was being built in 1992, the design took Year 2000 requirements into account, ensuring a major element of the Service's systems are Year 2000 compliant.

The Service is on track to adjust or replace vulnerable systems. An Information Technology Service Year 2000 Business Risk Assessment of the corporate systems and technical infrastructure was provided to the Auditor General's Office in June, 1998. All corporate computer application systems are scheduled to be year 2000 compliant by June 1999.

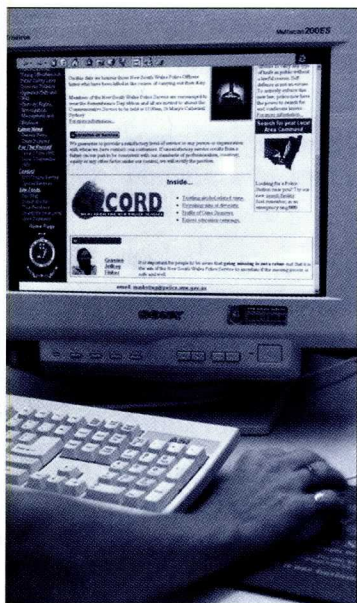
## COMMUNICATION

Clear and timely communication is vital to the Service's external stakeholders and employees.

During the year, a number of initiatives ensured accurate, relevant and timely information was delivered. These included:

- Police TV, a Service produced program launched in January 1998 and televised weekly to more than 100 police locations throughout the State. A first for law enforcement in Australia, it uses a digitally encrypted signal to provide secure transmission only to authorised police locations. The program provides fast dissemination of a wider range of operational information and is used for training, operational briefings, crime fighting and question and answer sessions on major issues.
- focus groups, an education pack, visits by the Commissioner, presentations by commanders and supervisors and articles in the *Police Service Weekly*





A wealth of information is available on the Police web site: [www.police.nsw.gov.au](http://www.police.nsw.gov.au)

magazine for staff, as well as special programs on Police TV, communicated the Commissioner's Reform Agenda. The MEMO system allows Service members to ask questions of the reform coordinators and get answers.

- the Police Service web site was updated and by the end of the year was being totally redesigned to provide a large amount of information in an attractive, easy to use format. It has recorded more than 100,000 'hits' since it was established early in 1997.

- *For the Record*, a newsletter to specially targeted government and community stakeholders, was produced to encourage police and community partnerships. It reports on crime initiatives, explains new laws, promotes phone in campaigns to get information on crime and outlines the Service's priorities.

As well, more than 900 media releases helped operational police with their investigations and advised the community of potential offenders and emergencies. Major media strategies and campaigns are designed to improve the community's perceptions of policing and inform it of current police efforts, strategies and operations to reduce crime.

Service produced communications were honoured nationally during the year. The *Police Service Weekly* was awarded the Golden Serif for magazines, presented by the Society of Business Communication and the Australian Institute of Professional Communicators recognising excellence and innovation across a range of professional communication activities; three major police advertising campaigns were recognised in the Advertising Federation of Australia Women in Advertising Awards, with the "Shattered Dreams" domestic violence TV advert winning the Community Service category; and the *1996-97 Annual Report* won a bronze award for corporate communication in the national Annual Report Awards Inc. judging.

## POLICIES AND PROCEDURES

Important policies during the year included:

- a Women in Policing Strategy, the State's first plan to give women greater job security, flexibility and protection within the Service was developed by a Ministerial working party.
- the Victims Support Policy and Procedures was finalised and distributed to police. It states the Service's position on victims' issues and provides guidelines on procedures for dealing with victims.
- an Ethnic Affairs Priorities Statement was completed to report on progress of existing ethnic affairs policies and programs and highlight new programs to be implemented in 1998-99 (page 69).

As well, the Service entered into the first Ethnic Affairs Agreement in NSW under changes to the *Ethnic Affairs Commission Act*. Under the agreement, the Ethnic Affairs Commission will fund two \$2,000 Ethnic Affairs Scholarships per year to allow Service personnel to undertake research into issues relating to policing in a culturally diverse society. The first two scholarships were awarded in May 1998.

Two Service achievements won Certificates of Commendation in the Premier's Public Sector Awards for 1997: the Drug and Alcohol Policy and Education Development Program and the Gay and Lesbian Liaison Officers Program.

## CONTINUAL IMPROVEMENT IN POLICING

Several team achievements in process improvement this year addressed Total Quality Management methods. The Criminal Records Section established several cross functional and interagency teams to improve procedures in managing criminal histories and court results. Another cross functional team studied key processes within the police response system, identifying eight areas for process improvement.

Crime Agencies, Internal Affairs and the Firearms Registry conducted initial Guided Self Assessments in preparation for applying for an Australian Quality Award Business Improvement Level in 1999.

The Firearms Registry submitted a 1998 application for Business Improvement.



The annual Quality Teams Conference will be held in November 1998 with many teams showing their achievements.

### **SUGGESTION AWARD SCHEME**

During the year, 12 suggestions were implemented of 62 received in the Service's Suggestion Award Scheme. These have led to better work practices and improved customer service. They ranged from changes in the method of keeping records concerning juvenile offenders to a training manual to assist police in dealing with warrants. Some suggestions benefited other Government agencies, such as the introduction of a second 'court copy' of the Traffic Infringement Notice, which has led to improved court procedures. The Register of Best Practice is a listing of local practices which may be beneficial to other commands. It went on-line and is available on the MEMO system.

### **EQUIPMENT**

The Police Air Wing received two new Squirrel PolAir 2 helicopters, making it the first operator of these high performance aircraft in this region. The Government provided \$4.4 million for the helicopters as part of its commitment to rebuild the Air Wing. The choppers are rated for night and over water flights and have the latest thermal imaging equipment for search and rescue operations.

Glock .40 calibre self loading pistols, with magazines holding 15 rounds, became the new standard issue for police, replacing the six shot .38 Smith & Wesson which had been the standard Service weapon since 1965. The semi automatic Glock is easier to aim and handle. It was trialed and evaluated in a variety of environments by a wide range of officers. All police attended three-day training programs before receiving the pistol.

Oleoresin capsicum spray will be used as an optional non lethal device to subdue dangerous offenders in the next financial year.

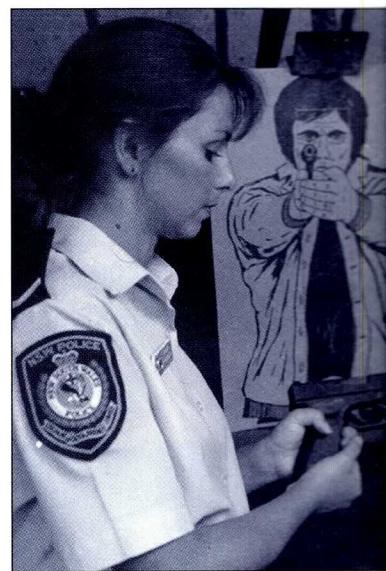
The cayenne pepper liquid extract in aerosol cans was trialed during the year. All police will be trained to use it. Capsicum sprays are used in Queensland and Victoria, the US and Canada. In Australia, they will remain a prohibited article unavailable to the public.

### **ENERGY CONSERVATION**

Major projects were completed at Headquarters, the Sydney Police Centre and the Police Academy. New electricity purchase contracts were entered into for 62 more sites with expected savings of \$1.1 million in 1998-99 while existing contracts for Headquarters and the Sydney Police Centre were extended until June, 1999. A gas supply agreement for the Academy was negotiated with savings of \$23,000 in 1998-99. The Service received an Excellence Award for Outstanding Commitment to the Government's Energy Smart Program from the Sustainable Energy Development Authority.

### **AUDITS**

More than 40 audits/projects conducted by the Comprehensive Audit Section included the Firearms Buyback Scheme, National Exchange of Police Information, Telephone Interception Branch, Task Force Bax, Control Risk Self Assessment and Local Area Command Checklist Projects, Security Management Branch and the Informant Management System.



*The Glock self loading pistol became standard issue.*



## THE EXECUTIVE TEAM 1997-98

*Provided in accordance with Schedule 1, ARDR 1995.*

- COMMISSIONER OF POLICE  
Peter Ryan QPM, BA, MSc
- DEPUTY COMMISSIONER (OPERATIONS)  
Jeff Jarratt APM, BA, MBA
- EXECUTIVE DIRECTOR  
HUMAN RESOURCES & DEVELOPMENT  
Christine Nixon APM, MPA, BA, Dip Labour Law
- EXECUTIVE DIRECTOR MANAGEMENT SERVICES  
Des Mooney MBA (Syd), B Surv (Hons), MIS  
Aust, FAICD Dip, FAIM

## VALE

### DEPUTY COMMISSIONER FIELD OPERATIONS

Beverley Ann Lawson APM, Assoc Dip Admin

The Service suffered a great loss with the death of Beverley Ann Lawson, 57, on 22 January 1998, from a stroke.

One of the Service's most dedicated and loyal police officers, Ms Lawson was the highest ranking female police officer in Australia and had achieved much for the Service and women in policing during her 34 years of service.

She joined the Service in May 1964 as the sole woman in a class of 111 at the Sydney Police Academy, becoming a role model for women over the years by achieving a number of firsts in policing: first place in the Policewomen's Course, Surveillance Course and Sergeants' Course; first female licensing sergeant; first female patrol commander; first female chief superintendent and district commander; first woman appointed State Emergency Operations Controller; first woman to act as Deputy Commissioner in NSW.

Her distinguished career reached its peak in February 1997 when she was appointed Deputy



Commissioner Field Operations after serving as Acting Deputy Commissioner from February 1996.

"Bev was more than a deputy to me," said Commissioner Ryan. "She was a great friend who was very supportive. No one could have given more to her work and the people of NSW."

"Her energy and enthusiasm, as well as her warmth and great sense of humour, were an inspiration to everyone who came into contact with her. Her contributions to the Police Service and the community are immeasurable and she will be sadly missed."

Ms Lawson was awarded the National Medal in 1981, 1st Clasp to the National Medal in 1990 and the Australian Police Medal in 1993.

She was President of the Board of Directors, (Illawarra chapter) House With No Steps (1985-97) and had previously held the positions of President of the Management Committee of the Wollongong Police Citizens Youth Club (1988-97) and Member of the Wollongong University Council (1993-97). She was an Associate Fellow of the Australian Institute of Management and a Fellow of Wollongong University.



# Financial Report

FOR THE YEAR ENDING 30 JUNE 1998

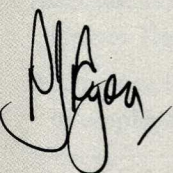
Pursuant to section 45F of the Public Finance and Audit Act 1983, I state that:

(a) the accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the *Financial Reporting Code for Budget Dependent Agencies*, the applicable clauses of the *Public Finance and Audit (General) Regulations 1995*, applicable Australian Accounting Standards, the Urgent Issues Group Consensus Views and other Treasury accounting policy statements.

(b) the statements exhibit a true and fair view of the financial position and transactions of the Police Service; and

(c) I am not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Independent Audit Report	38
Operating Statement	39
Statement of Financial Position	40
Statement of Cash Flows	41
Program Statement - Expenses and Revenue	42
Summary of Compliance with Financial Directives	44
Notes to and Forming Part of the 1997-98 Financial Report	45



P.J. Ryan QPM  
Commissioner  
Dated: 4.12.98



Piyush Bhatt  
General Manager,  
Financial Services  
Dated: 2.12.98





## INDEPENDENT AUDIT REPORT

### NSW POLICE SERVICE

To Members of the New South Wales Parliament and the Commissioner

#### Scope

I have audited the accounts of the NSW Police Service for the year ended 30 June 1998. The Commissioner is responsible for the financial report consisting of the accompanying statement of financial position, operating statement, statement of cash flows, program statement - expenses and revenues and summary of compliance with financial directives, together with the notes thereto and information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament and the Commissioner based on my audit as required by sections 34 and 45F(1) of the *Public Finance and Audit Act 1983*. My responsibility does not extend here to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

In addition, other legislative requirements which could have an impact on the NSW Police Service financial report have been reviewed on a cyclical basis. For this year, the requirements examined comprise compliance with Treasurer's Directions in respect of usage of fuel cards, credit cards and cash advances.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the *Public Finance and Audit Act 1983*, Accounting Standards and other mandatory professional reporting requirements so as to present a view which is consistent with my understanding of the Service's financial position, the results of its operations and its cash flows.

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

#### Audit Opinion

In my opinion, the financial report of the NSW Police Service complies with section 45E of the *Public Finance and Audit Act 1983* and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the NSW Police Service as at 30 June 1998 and the results of its operations and its cash flows for the year then ended.

#### Inherent Uncertainty Regarding Year 2000 Compliance

Without qualification to the opinion expressed above, attention is drawn to the following matter because of the implications of any adverse effects on the Service's operations. As indicated in note 1(o) to the financial statements, the NSW Police Service is investigating the extent to which date changes involving the year 2000 will affect its activities. It has established a program to minimise the impact of the transition to the year 2000 by seeking to ensure that its significant/core computer hardware, software and/or systems are year 2000 compliant. The success of the program is dependent on the milestones and achievements that the NSW Police Service is expected to meet. NSW Police Service's activities might also be affected by the ability of third parties dealing with the Service to manage the year 2000 date change. Because third parties have not been willing to provide assurances that their systems are year 2000 compliant, the outcome of the date change on the Service's operations cannot presently be determined with confidence.

A handwritten signature in dark ink, appearing to read "A. C. Harris".

A. C. HARRIS



**NSW POLICE SERVICE**  
**OPERATING STATEMENT**  
*for the year ended 30 June 1998*

	Notes	Actual 1998 \$000	Budget 1998 \$000	Actual 1997 \$000
<b>Expenses</b>				
Operating expenses				
Employee related	2(a)	1,025,199	1,010,053	928,516
Other operating expenses	2(b)	205,122	183,735	193,720
Maintenance	2(c)	9,557	10,000	11,106
Depreciation and amortisation	2(d)	31,751	43,900	35,832
Grants and subsidies	2(e)	94	270	19
Other expenses	2(f)	44,309	71,621	45,105
<b>Total expenses</b>		<b>1,316,032</b>	<b>1,319,579</b>	<b>1,214,298</b>
Less:				
<b>Retained Revenue</b>				
Sale of goods and services	3(a)	25,854	23,656	23,010
Investment income	3(b)	1,300	2,220	3,083
Grants and contributions	3(c)	4,830	5,895	18,276
Other revenue	3(d)	3,595	160	1,563
<b>Total Retained Revenue</b>		<b>35,579</b>	<b>31,931</b>	<b>45,932</b>
<b>Loss on sale of non-current assets</b>	<b>4</b>	<b>(1,544)</b>	<b>(585)</b>	<b>(589)</b>
<b>NET COST OF SERVICES</b>	<b>23</b>	<b>(1,281,997)</b>	<b>(1,288,233)</b>	<b>(1,168,955)</b>
<b>Government Contributions</b>				
Recurrent appropriation	5	1,055,337	1,087,543	1,014,761
Capital appropriation	5	34,007	35,332	36,902
Asset sale proceeds transferred to the Crown Transactions Entity		(1,659)	(1,397)	(901)
Acceptance by the Crown Transactions Entity of employee entitlements and other liabilities	7	138,327	154,584	122,838
<b>Total Government Contributions</b>		<b>1,226,012</b>	<b>1,276,062</b>	<b>1,173,600</b>
<b>SURPLUS / (DEFICIT) FOR THE YEAR</b>		<b>(55,985)</b>	<b>(12,171)</b>	<b>4,645</b>

The accompanying notes form part of these statements.



## STATEMENT OF FINANCIAL POSITION

as at 30 June 1998

	Notes	Actual 1998 \$000	Budget 1998 \$000	Actual 1997 \$000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	22	27,061	26,282	27,171
Receivables	8	4,210	3,323	20,352
Inventories	9	4,064	4,825	4,460
Other		3,019	6,344	5,885
<b>Total Current Assets</b>		<b>38,354</b>	<b>40,774</b>	<b>57,868</b>
<b>Non-Current Assets</b>				
Land and buildings	11	480,488	456,543	462,043
Plant and equipment	11	97,672	78,204	89,739
<b>Total Non-Current Assets</b>		<b>578,160</b>	<b>534,747</b>	<b>551,782</b>
<b>Total Assets</b>		<b>616,514</b>	<b>575,521</b>	<b>609,650</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Accounts payable	13	16,413	14,060	14,738
Borrowings	14	245	-	-
Employee entitlements	15	78,085	39,939	51,313
Other	16	13,517	3,217	10,161
<b>Total Current Liabilities</b>		<b>108,260</b>	<b>57,216</b>	<b>76,212</b>
<b>Non-Current Liabilities</b>				
Borrowings	14	-	-	245
Employee Entitlements	15	8,495	7,921	7,852
<b>Total Non-Current Liabilities</b>		<b>8,495</b>	<b>7,921</b>	<b>8,097</b>
<b>Total Liabilities</b>		<b>116,755</b>	<b>65,137</b>	<b>84,309</b>
<b>Net Assets</b>		<b>499,759</b>	<b>510,384</b>	<b>525,341</b>
<b>EQUITY</b>				
Reserves	17	27,270	-	-
Accumulated funds	17	472,489	510,384	525,341
<b>Total Equity</b>		<b>499,759</b>	<b>510,384</b>	<b>525,341</b>

The accompanying notes form part of these statements.



NSW POLICE SERVICE

**STATEMENT OF CASH FLOWS**

*for the year ended 30 June 1998*

	Notes	Actual 1998 \$000	Budget 1998 \$000	Actual 1997 \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(873,522)	(849,251)	(820,936)
Grants and subsidies		(94)	(270)	(19)
Other		(251,663)	(263,483)	(246,609)
<b>Total Payments</b>		<b>(1,125,279)</b>	<b>(1,113,004)</b>	<b>(1,067,564)</b>
<b>Receipts</b>				
Sale of goods and services		24,334	25,239	24,492
Interest received		2,625	2,220	2,552
Other		7,037	6,055	17,416
<b>Total Receipts</b>		<b>33,996</b>	<b>33,514</b>	<b>44,460</b>
<b>Cash Flows from Government</b>				
Recurrent appropriation		1,055,337	1,087,543	1,014,761
Capital appropriation		34,007	35,332	36,902
Asset sale proceeds transferred to the Crown Transactions Entity		(1,659)	(1,397)	(901)
Cash reimbursements from the Crown Transactions Entity		33,794	-	26,466
<b>Net Cash Flows from Government</b>		<b>1,121,479</b>	<b>1,121,478</b>	<b>1,077,228</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>23</b>	<b>30,196</b>	<b>41,988</b>	<b>54,124</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of property, plant and equipment		3,137	1,895	1,885
Purchases of property, plant and equipment		(33,443)	(35,830)	(44,112)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(30,306)</b>	<b>(33,935)</b>	<b>(42,227)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings and advances		-	-	(2,318)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>-</b>	<b>-</b>	<b>(2,318)</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>(110)</b>	<b>8,053</b>	<b>9,579</b>
Opening cash and cash equivalents		27,171	18,229	17,592
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<b>22</b>	<b>27,061</b>	<b>26,282</b>	<b>27,171</b>

The accompanying notes form part of these statements.



## PROGRAM STATEMENT - EXPENSES AND REVENUES

for the year ended 30 June 1998

	Program 59.1.1*		Program 59.1.2		Program 59.1.3	
	1998 \$000	1997 \$000	1998 \$000	1997 \$000	1998 \$000	1997 \$000
<b>SERVICE'S EXPENSES AND REVENUES</b>						
<b>Expenses</b>						
Operating expenses						
Employee related	255,170	234,079	137,685	124,328	194,892	190,903
Other operating	50,173	48,837	26,912	25,939	38,747	39,829
Maintenance	2,415	2,800	1,303	1,487	1,825	2,283
Depreciation and amortisation	7,627	9,033	4,023	4,798	5,750	7,367
Grants and subsidies	23	5	23	3	48	4
Other expenses	15,920	11,370	8,538	6,040	12,296	9,274
<b>Total Expenses</b>	<b>331,328</b>	<b>306,124</b>	<b>178,484</b>	<b>162,595</b>	<b>253,558</b>	<b>249,660</b>
<b>Retained Revenue</b>						
Sale of goods and services	4,643	5,801	2,531	3,081	3,526	4,731
Investment income	330	777	179	413	248	634
Grants and contributions	209	4,607	144	2,447	217	3,758
Other revenue	899	394	494	210	697	321
<b>Total Retained Revenue</b>	<b>6,081</b>	<b>11,579</b>	<b>3,348</b>	<b>6,151</b>	<b>4,688</b>	<b>9,444</b>
Loss on sale of non-current assets	(377)	(148)	(193)	(79)	(280)	(121)
<b>NET COST OF SERVICES</b>	<b>(325,624)</b>	<b>(294,693)</b>	<b>(175,329)</b>	<b>(156,523)</b>	<b>(249,150)</b>	<b>(240,337)</b>
Government contributions	307,129	295,866	165,388	157,145	235,253	241,292
<b>SURPLUS / (DEFICIT) FOR THE YEAR</b>	<b>(18,495)</b>	<b>1,173</b>	<b>(9,941)</b>	<b>622</b>	<b>(13,897)</b>	<b>955</b>
<b>ADMINISTERED EXPENSES AND REVENUES</b>						
<b>Administered Revenues</b>						
Consolidated Fund						
- Taxes, fees and fines						
- Other						
<b>Total Administered Revenues</b>						

\* The name and purpose of each program is summarised in Note 10.



Program 59.1.4		Program 59.1.5		Program 59.1.6		Total	
1998	1997	1998	1997	1998	1997	1998	1997
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
194,787	167,504	113,182	103,344	129,483	108,358	1,025,199	928,516
39,753	34,947	23,241	21,561	26,296	22,607	205,122	193,720
1,737	2,004	1,001	1,236	1,276	1,296	9,557	11,106
7,195	6,464	3,248	3,988	3,908	4,182	31,751	35,832
-	3	-	2	-	2	94	19
195	8,137	7,236	5,020	124	5,264	44,309	45,105
<b>243,667</b>	<b>219,059</b>	<b>147,908</b>	<b>135,151</b>	<b>161,087</b>	<b>141,709</b>	<b>1,316,032</b>	<b>1,214,298</b>
10,858	4,151	1,893	2,561	2,403	2,685	25,854	23,010
237	556	133	343	173	360	1,300	3,083
3,573	3,297	616	2,034	71	2,133	4,830	18,276
652	282	382	174	471	182	3,595	1,563
<b>15,320</b>	<b>8,286</b>	<b>3,024</b>	<b>5,112</b>	<b>3,118</b>	<b>5,360</b>	<b>35,579</b>	<b>45,932</b>
(351)	(106)	(161)	(66)	(182)	(69)	(1,544)	(589)
<b>(228,698)</b>	<b>(210,879)</b>	<b>(145,045)</b>	<b>(130,105)</b>	<b>(158,151)</b>	<b>(136,418)</b>	<b>(1,281,997)</b>	<b>(1,168,955)</b>
237,735	211,717	136,832	130,621	143,675	136,959	1,226,012	1,173,600
<b>9,037</b>	<b>838</b>	<b>(8,213)</b>	<b>516</b>	<b>(14,476)</b>	<b>541</b>	<b>(55,985)</b>	<b>4,645</b>
						Not Attributed	Total
						1998	1997
						\$000	\$000
						128,427	137,390
						1,677	926
						<b>130,104</b>	<b>138,316</b>
						<b>130,104</b>	<b>138,316</b>



## SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES

for the year ended 30 June 1998

	Actual Appropriations		Estimated Expenditure**	Actual Appropriations		Estimated Expenditure**
	Original 1998 \$000	Revised 1998 \$000	1998 \$000	Original 1997 \$000	Revised 1997 \$000	1997 \$000
<b>Recurrent appropriations</b>						
Program 59.1.1*	286,655	272,699	272,699	217,891	255,821	255,821
Program 59.1.2*	150,064	146,797	146,797	170,958	135,876	135,876
Program 59.1.3*	213,530	208,957	208,957	127,446	208,635	208,635
Program 59.1.4*	183,754	179,091	179,091	212,890	183,063	183,063
Program 59.1.5*	124,199	121,575	121,575	99,616	112,943	112,943
Program 59.1.6*	129,341	126,218	126,218	135,653	118,423	118,423
	1,087,543	1,055,337	1,055,337	964,454	1,014,761	1,014,761
<b>Capital appropriations</b>						
Program 59.1.1*	-	7,672	7,672	9,404	9,304	9,304
Program 59.1.2*	-	4,158	4,158	7,602	4,941	4,941
Program 59.1.3*	-	5,753	5,753	5,654	7,587	7,587
Program 59.1.4*	35,332	9,296	9,296	9,677	6,657	6,657
Program 59.1.5*	-	3,097	3,097	4,330	4,107	4,107
Program 59.1.6*	-	4,031	4,031	5,684	4,306	4,306
	35,332	34,007	34,007	42,351	36,902	36,902
<b>Total appropriations</b>	<b>1,122,875</b>	<b>1,089,344</b>	<b>1,089,344</b>	<b>1,006,805</b>	<b>1,051,663</b>	<b>1,051,663</b>

\* The name and purpose of each program is summarised in Note 10.

\*\* In New South Wales, agencies are not required to separately record cash expenditures which are financed by the Consolidated Fund as distinct from cash expenditures financed by their own user charges. As a result, they are not able to determine accurately the exact amount of the expenditures that are related to the Consolidated Fund. However, the amount of revised appropriation should approximate the actual cash expenditure of Consolidated Fund monies by agencies.

	1998 \$000	1997 \$000
<b>Appropriations in Budget Papers</b>		
Section 24 -	1,085,744	1,006,805
Transfers of functions	-	-
between departments		
Section 26 -	-	-
Commonwealth Specific		
Purpose payments		
Additional Appropriations	37,131	-
<b>Original appropriation</b>	<b>1,122,875</b>	<b>1,006,805</b>

**Note to Additional Appropriations:**

Under Appropriation (1997-98 Budget Variations) Bill 1998 passed by Parliament in July 1998, additional funds were allocated to the following programs: Property Theft - \$14,925,000, Street Safety - \$3,762,000, Personal Safety - \$5,328,000, Road Safety - \$5,324,000 & \$1,162,000 (capital works), Alcohol and Drug Related Crime - \$3,092,000 and Safety in Custody - \$3,538,000.



## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Reporting Entity

The NSW Police Service, as a reporting entity, comprises all the entities under its control, including the Service's commercial activities, namely: commercial infringement processing, uniform sales and academy operations.

In the process of preparing the consolidated financial statements for the economic entity consisting of the controlling and controlled entities, all inter-entity transactions and balances have been eliminated.

### (b) Basis of Accounting

The Service's financial report is a general purpose financial report which has been prepared on an accrual accounting basis and in accordance with applicable Australian Accounting Standards and other mandatory professional reporting requirements, the requirements of the *Public Finance and Audit Act and Regulations*, and the Financial Reporting Directions published in the *Financial Reporting Code for Budget Dependent Agencies* or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed. Statements of Accounting Concepts are used as guidance in the absence of applicable Accounting Standards, Urgent Issues Group Consensus Views and legislative requirements.

Except for property plant and equipment, some of which are recorded at valuation (refer Note 1(i)), the financial statements are prepared in accordance with the historical cost convention. All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency. The accounting policies adopted, except for those outlined in Note 1(p), are consistent with those of the previous year.

### (c) Administered Activities

The Service administers, but does not control, certain activities as detailed in Note 25 on behalf of the Crown Transactions Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the Service's own objectives.

Transactions and balances relating to administered revenues are not recognised as the Service's revenues but are disclosed in the accompanying schedules as 'Administered Revenues'.

The cash basis of accounting has been adopted for the reporting of the administered activities.

### (d) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies (including grants and donations) are recognised as revenues when the Service obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained on the receipt of cash.

### (e) Employee entitlements

#### (i) Wages and Salaries, Annual Leave, Sick Leave and On-Costs

Liabilities for wages and salaries and annual leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the entitlements accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.



(ii) Long Service Leave and Superannuation

The Service's liabilities for long service leave and superannuation are assumed by the Crown Transactions Entity. The Service accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Transactions Entity of Employee Entitlements and Other Liabilities'.

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salaries. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(iii) Non Renewal Benefit

Police officers employed under fixed term appointment are entitled to the payment of non renewal benefits equal to 12.5% of the total salary earnings for each completed term appointment. Such benefit will only be payable upon the officer's termination from the Service.

Liabilities for non renewal benefits are recognised from the beginning of the first fixed term appointment of each officer and are measured on the accumulated salary earnings of the officers at reporting date.

Total non renewal benefit liability as at 30 June 1998 was \$7.946 million.

**(f) Insurance**

The Service's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on experience and comparison with interstate benchmarks.

**(g) Acquisition of Assets**

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Service. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

**(h) Plant and equipment**

Plant and equipment individually costing \$5,000 and above is capitalised. Personal computer systems (including printers valued at \$500 or more, but excluding component upgrades) are capitalised regardless of cost.

**(i) Revaluation of Physical Non-Current Assets**

The Service has commenced the progressive revaluation of its fixed assets. The revaluation of buildings will be carried out over a three-year cycle commencing with the 1997-98 financial year. Approval was granted by



Treasury to this progressive method of revaluation. Building assets owned within the City East, Endeavour, Georges River, Macquarie and Western Regions have been completed in the first stage, with the date of revaluation being 30 June 1998. The remaining building assets will be completed over the next two financial years with the date of revaluation being 30 June in each respective year. The Service will also revalue Marine Craft in 1998-99 and Aircraft in 1999-2000. Again the date of revaluation for these classes of assets will be 30 June in the respective financial year.

The Service's building portfolio consists of Land, Police Stations and Police Residences. All Land components and Police Residences revalued to date have been revalued at market value, whereas Police Stations and associated administrative areas have been revalued at written down replacement value. All building revaluations have been undertaken by accredited valuers employed by the State Valuation Office. The Office has been engaged to undertake the building revaluations in 1998-99 and 1999-2000 which will ensure consistency in the valuation of buildings.

**(j) Depreciation of Non-Current Physical Assets**

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Service. Land is not a depreciable asset.

Current depreciation rates are as follows: Aircraft & radio communications equipment 15%; Buildings, furniture & fittings 2.5 - 10%; Computer equipment 25%; Plant, machinery & motor vehicles 10 - 15%; Marine craft & equipment 5 - 10%; Office & training equipment 2.5 - 15%; Scientific equipment & apparatus 7.5 - 15%; Firearms & dangerous weapons 10%; Musical instruments 5 - 15%; Livestock 7.5 - 12.5%.

**(k) Leased Assets**

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Operating lease payments are charged to the Operating Statement in the periods in which they are incurred. The Service does not have any finance leases.

**(l) Inventories**

Inventories are valued on the basis of the lower of cost or net realisable value. The cost of goods sold is calculated using the standard cost method.

**(m) Trust Funds**

The Service receives monies in a trustee capacity for various trusts as set out in Note 24. As the Service performs only a custodial role with these monies, and because they cannot be used for the achievement of the Service's own objectives, they are not brought to account in the financial statements.

**(n) Program Allocations**

Operating expenses have been directly apportioned to programs using the same proportions used in allocating the 1997-98 budget. This budget was based on a number of work surveys conducted throughout the previous financial year. Where capital expenditure could be directly allocated to a specific program capital expenditure has been allocated, otherwise capital expenditure has been apportioned across all programs using the same methodology as used for operating expenses. The Service will adopt a different program structure from 1 July 1998 to better reflect the activities of the Service as a result of the Royal Commission recommendations and the Commissioner's Reform Agenda.



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

**(o) Year 2000 Compliance**

The Service is investigating if and to what extent the date change from 1999 to 2000 may affect its activities. The Service has established a program to ensure that the impact of the transition to the year 2000 on the Service is minimised by seeking to ensure that its significant/core computer hardware, software and/or systems are year 2000 compliant. There can be no assurance that this program will be successful or that the date change will not materially affect the Service's activities and financial results. At the date of this financial report, the Service is not aware of any reasons why the program should not be achieved.

The Police Service's activities may also be affected by the ability of third parties dealing with the Service to also manage the effect of the year 2000 change. These third parties have not been willing to provide assurance that their systems are year 2000 compliant.

Treasury has allocated \$4.695 million in the 1998-99 Budget for the Police Service's Year 2000 Conversion Program.

**(p) Change in accounting policies**

**(i) Capitalisation of assets**

The Service has obtained approval from Treasury, effective from 1st July 1997, to charge to expense all upgrades to personal computers and desktop printers acquired at less than \$500. The change in policy did not have a material impact in the current financial year.

**(ii) Payroll-related liabilities**

Treasury has advised the Service that, with the introduction at Treasury of full accrual accounting, the use of the year end Salaries Suspense Account is to be discontinued, from and including the 1997-98 year. All payroll-related liabilities outstanding as at 30 June 1998 are now shown in the Statement of Financial Position.

**(iii) Cash Reimbursements from the Crown Transactions Entity**

Long service leave and First State Superannuation payments were, in previous financial years, netted against their corresponding recoupments from Treasury. An amendment to the *Financial Reporting Code for Budget Dependent Agencies* now requires these recoupments to be shown separately in a new line item in the Statement of Cash Flows called, 'Cash reimbursements from the Crown Transactions Entity'.

**(iv) Major Periodic Maintenance**

The Service has developed an Asset Maintenance Plan for all existing major non-current physical assets. This plan indicates the appropriate level and cost of maintenance to achieve optimal operation, the predetermined service potential and expected useful life of the assets.

Major periodic maintenance is part of a planned program of maintenance. An expense reflecting the estimated cost of major periodic maintenance is recognised systematically over the period up to the performance of the planned maintenance. The Service commenced its major periodic maintenance program on 1 July 1997.

The decision was made by the executive of the Police Service that the introduction of periodical maintenance for buildings would be determined where a project has an estimated total cost greater than \$500,000.

With regard to the aircrafts of the Police Service, funding has been provided to adhere to required maintenance standards.



## 2. EXPENSES

	1998 \$000	1997 \$000
<b>(a) Employee related expenses comprise the following specific items:</b>		
Salaries and wages (including recreation leave)	812,622	737,155
Superannuation	83,827	91,700
Long service leave	48,759	24,857
Workers' compensation insurance	11,986	11,695
Payroll tax and fringe benefits tax	67,523	62,785
Other	482	324
	<b>1,025,199</b>	<b>928,516</b>
<b>(b) Other operating expenses</b>		
Auditor's remuneration	330	267
Bad and doubtful debts	102	27
Rental expense relating to operating leases	21,547	21,145
Insurance	16,654	16,493
Other building expenses	10,608	9,902
Subsistence and transport	15,664	15,419
Motor vehicles, launches and aircraft	32,190	28,282
Fees for services rendered	41,610	38,654
Gas and electricity	6,607	6,863
Postal and telephone	25,340	20,619
Maintenance contracts and agreements	11,298	10,575
Stores, printing and other	23,172	25,474
	<b>205,122</b>	<b>193,720</b>
<b>(c) Maintenance</b>		
Repairs and routine maintenance		
Police stations	6,220	8,777
Police residences	968	2,214
Leased premises	584	115
Major periodic maintenance	1,785	-
	<b>9,557</b>	<b>11,106</b>
<b>(d) Depreciation and amortisation</b>		
Buildings	12,677	12,456
Computer equipment	8,809	9,009
General plant and equipment	10,265	14,367
	<b>31,751</b>	<b>35,832</b>



## FINANCIAL REPORT

*Notes to and forming part of the 1997-98 Financial Report*

	1998 \$000	1997 \$000
<b>(e) Grants and subsidies</b>		
Neighbourhood Watch Committee	1	5
Community Safety Program	93	14
	<b>94</b>	<b>19</b>
<b>(f) Other expenses</b>		
Witness expenses	1,984	1,629
Firearms compensation	42,325	43,476
	<b>44,309</b>	<b>45,105</b>

**3. REVENUES**

<b>(a) Sale of goods and services:</b>		
Rents and leases	2,787	2,816
Officers on loan	2,729	2,274
Interviews regarding accidents	1,445	1,382
Academy operations	2,568	2,601
Commercial Infringement Bureau	6,710	5,858
Inventory sales to other agencies	4,634	4,253
Minor user charges	4,981	3,826
	<b>25,854</b>	<b>23,010</b>
<b>(b) Investment income</b>		
Interest - NSW Treasury	1,300	3,083
	<b>1,300</b>	<b>3,083</b>
<b>(c) Grants and contributions</b>		
Roads & Traffic Authority Road Trauma Program*	3,682	3,921
Alcohol and Drug Related Crime Program	-	579
Australian Traineeship Scheme	-	343
Commonwealth Aboriginal Training Program	143	249
Firearms Administration Costs**	-	12,100
Other	1,005	1,084
	<b>4,830</b>	<b>18,276</b>

\* RTA and the Police Service have put in place an Enhancement Enforcement Program (EEP) to augment traffic enforcement services where RTA provides ancillary funds for additional activity through overtime and rostered days for police overtime. The Service is reimbursed costs incurred through this program.

\*\* The Service received a one-off grant of \$12.1 million from the Commonwealth Government for the implementation of the new Firearms legislation.



**NSW POLICE SERVICE**  
**FINANCIAL REPORT**

*Notes to and forming part of the 1997-98 Financial Report*

	<b>1998 \$000</b>	<b>1997 \$000</b>
<b>(d) Other revenue</b>		
Stock revaluation *	2,017	-
Discount on inventory purchases	102	129
Other	1,476	1,434
	<b>3,595</b>	<b>1,563</b>

\* Stock revaluation comprises \$1.443 million standard cost inventory revaluation and \$574,000 purchase price variance and stock adjustments.

#### **4. LOSS ON SALE OF NON-CURRENT ASSETS**

Loss on disposal of property, plant and equipment		
Proceeds from sale	3,137	1,885
Written down value of assets sold	(4,681)	(2,474)
Net loss on disposal of property, plant and equipment	<b>(1,544)</b>	<b>(589)</b>

#### **5. APPROPRIATIONS**

Total recurrent appropriations	1,055,337	1,014,761
(Per Summary of Compliance)		
Less: Transfer payments	-	-

<b>Recurrent appropriations</b>	<b>1,055,337</b>	<b>1,014,761</b>
---------------------------------	------------------	------------------

(Per Operating Statement)

Total capital appropriations	34,007	36,902
(Per Summary of Compliance)		
Less: Transfer payments	-	-

<b>Capital appropriations</b>	<b>34,007</b>	<b>36,902</b>
-------------------------------	---------------	---------------

(Per Operating Statement)

#### **6. ABNORMAL ITEM**

Depreciation*	-	4,707
	<b>-</b>	<b>4,707</b>

\* As a result of the change in the capitalisation of assets policy made during the previous financial year, ie. to capitalise only those assets with a value of \$5,000 and above, a one-off adjustment representing accelerated depreciation relating to fixed assets valued between \$2,000 and \$4,999 was made and is shown as an abnormal item.

## 7. ACCEPTANCE BY THE CROWN TRANSACTIONS ENTITY OF EMPLOYEE ENTITLEMENTS AND OTHER LIABILITIES

	1998 \$000	1997 \$000
The following liabilities and/or expenses have been assumed by the Crown Transactions Entity or other government agencies:		
Superannuation	83,827	91,700
Long service leave	48,759	24,857
Payroll tax	5,741	6,281
	<b>138,327</b>	<b>122,838</b>

## 8. CURRENT ASSETS - RECEIVABLES

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off.

A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales are made on 30 day terms.

	1998 \$000	1997 \$000
Sale of goods and services	3,903	3,160
Accrued group tax paid to NSW Treasury*	-	8,326
Accrued salaries and wages paid to NSW Treasury*	-	7,154
Other debtors	462	1,787
	<b>4,365</b>	<b>20,427</b>
Less: Provision for doubtful debts	(155)	(75)
	<b>4,210</b>	<b>20,352</b>

\* Refer to Note 1p (ii).

## 9. CURRENT ASSETS - INVENTORIES

Raw materials	720	286
Work in progress	20	281
Finished goods	3,974	4,861
Forms and stationery	461	152
Stores	4	6
	<b>5,179</b>	<b>5,586</b>
Less: Provision for inventory loss	(1,115)	(1,126)
	<b>4,064</b>	<b>4,460</b>



## 10. PROGRAMS / ACTIVITIES OF THE SERVICE

### 59.1 Policing Services

#### 59.1.1 Property Theft

Objective: To reduce the incidence of property theft.

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

#### 59.1.2 Street Safety

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

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

#### 59.1.3 Personal Safety

Objective: To reduce the incidence of personal violence and abuse. To increase feelings of safety in the community.

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

#### 59.1.4 Road Safety

Objective: To reduce the number and severity of road accidents by concentrating police activities on identified crash locations and emphasising alcohol and speed related crashes.

Description: Responding to requests for assistance and information and to reports of traffic accidents. Identifying and reducing the influence of problem locations and problem driver behaviour in order to minimise road accidents and damage to life and property.

#### 59.1.5 Alcohol and Drug Related Crime

Objective: To minimise the harmful effects of alcohol and drug related crime. To reduce the quantity of illicit drugs available at street level.

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

#### 59.1.6 Safety in Custody

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

Description: Arresting, processing and supervising of prisoners. Identification and reduction of the incidence of prisoner injury. Identification of the problem locations and high risk prisoners and taking action to prevent prisoner injury before it occurs.

**NOTE** From 1 July 1998, the Police Service will be adopting a new Program Structure resulting from recommendations of the Royal Commission and the Commissioner's Reform Agenda.

**NSW POLICE SERVICE**  
**FINANCIAL REPORT**

*for the year ended 30 June 1998*

**11. NON-CURRENT ASSETS**

**(a) Property, plant and equipment**

	<b>Land</b>	<b>Buildings</b>	<b>Computer Equipment</b>	<b>Gen. Plant &amp; Equipment</b>	<b>Total</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
<b>At cost or valuation</b>					
Balance, 1 July 1997	117,071	408,302	81,807	93,764	700,944
Additions	250	9,138	7,806	20,131	37,325
Disposals	(2,705)	(1,714)	(2,855)	(3,429)	(10,703)
Revaluations	26,400	29,425	-	-	55,825
<b>Balance, 30 June 1998</b>	<b>141,016</b>	<b>445,151</b>	<b>86,758</b>	<b>110,466</b>	<b>783,391</b>

**Accumulated depreciation**

Balance, 1 July 1997	-	(63,330)	(46,416)	(39,416)	(149,162)
Depreciation for the year	-	(12,677)	(8,809)	(10,265)	(31,751)
Depreciation adjustment on revaluations	-	(28,555)	-	-	(28,555)
Write back on disposal	-	313	2,766	2,943	6,022
<b>Balance, 30 June 1998</b>	<b>-</b>	<b>(104,249)</b>	<b>(52,459)</b>	<b>(46,738)</b>	<b>(203,446)</b>
Major periodic maintenance	-	(1,430)	-	(355)	(1,785)

**Written down value**

<b>At 1 July 1997</b>	<b>117,071</b>	<b>344,972</b>	<b>35,391</b>	<b>54,348</b>	<b>551,782</b>
<b>At 30 June 1998</b>	<b>141,016</b>	<b>339,472</b>	<b>34,299</b>	<b>63,373</b>	<b>578,160</b>

A third of the Service's land and buildings have been revalued. The balance are at valuation except those purchased or constructed since 1992-93. For computer and general equipment, the Service believes market value to be comparable to the book value.

**b) Revaluation of fixed assets**

	<b>1992-93</b>		<b>1994-95 to 1997-98</b>	
<b>1997-98</b>	<b>Valuation \$000</b>	<b>Cost \$000</b>	<b>Revaluation \$000</b>	<b>Total \$000</b>
Land	48,269	4,530	88,217	141,016
Buildings	190,149	19,671	235,331	445,151
Less - Accumulated Depreciation	(36,445)	(1,900)	(65,904)	(104,249)
Less - Major Periodic Maintenance	(600)	-	(830)	(1,430)
<b>Building - Written Down Value</b>	<b>153,104</b>	<b>17,771</b>	<b>168,597</b>	<b>339,472</b>



**(c) Summary of fully depreciated assets:**

Category	1998		1997	
	No. of Assets	Cost \$000	No. of Assets	Cost \$000
Computer equipment	10,157	29,705	6,100	23,502
Radio communication equipment	181	3,984	170	3,769
Plant equipment and machinery	116	2,275	114	2,279
Scientific equipment and apparatus	301	3,774	135	2,121
Aircraft	4	399	6	1,278
Non-depreciable assets (less than \$5,000)	6,872	10,143	6,360	10,231
Other	90	1,550	106	1,230
	<b>17,721</b>	<b>51,830</b>	<b>12,991</b>	<b>44,410</b>

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

**12. PROVISION FOR MAJOR PERIODIC MAINTENANCE**

Major Periodic Maintenance Expenditure	Actual 1997-98 \$000	Planned 1997-98 \$000	Planned 1998-99 \$000	Planned 1999-2000 \$000
Buildings	120	824	1,596	1,000
Aircraft	-	355	355	355
	<b>120</b>	<b>1,179</b>	<b>1,951</b>	<b>1,355</b>

The planned maintenance in 1997-98 was deferred due to tender documentation and contract delays.

	1998 \$000	1997 \$000
The movement in this provision during the year was:		
Opening balance	-	-
Provided during the year	1,905	-
Less payments	(120)	-
	<b>1,785</b>	<b>-</b>

**13. CURRENT LIABILITIES - ACCOUNTS PAYABLE****Trade Creditors and Accruals**

The liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Directions 219.01 allows the Minister to award interest for late payment. No penalty was charged during the year or the previous year.

	1998 \$000	1997 \$000
Creditors	4,674	5,851
Payroll tax provision	5,059	4,567
Fringe benefits tax provision	1,514	1,133
Sundry accruals	5,166	3,187
	<b>16,413</b>	<b>14,738</b>

**14. CURRENT / NON-CURRENT LIABILITIES - BORROWINGS**

Advances repayable to the NSW Fire Brigades (due in 1998-99)

245 -

**Current Borrowings**

**245 -**

Advances repayable to the NSW Fire Brigades (due in 1998-99)

- 245

**Non-Current Borrowings**

- **245**

There is no interest payable on this advance.

**15. CURRENT / NON-CURRENT LIABILITIES - EMPLOYEE ENTITLEMENTS**

	1998 \$000	1997 \$000
Recreation leave	50,889	32,981
Accrued salaries and wages	11,545	7,156
Non-renewal benefit	7,946	5,195
Payroll tax on recreation leave liability	3,124	2,259
Payroll tax on other employee entitlements liability	1,527	1,176
Leave loading	3,054	2,382
Other	-	164
<b>Current Employee Entitlements</b>	<b>78,085</b>	<b>51,313</b>
Payroll tax on long service leave	8,495	7,852
<b>Non-current Employee Entitlements</b>	<b>8,495</b>	<b>7,852</b>



## 16. CURRENT LIABILITIES - OTHER

	1998 \$000	1997 \$000
Commercial Infringements Customer Funds	1,648	1,644
Salaries suspense - PAYE tax	9,353	8,334
Salaries suspense - superannuation	2,182	-
Salaries suspense - miscellaneous	183	1
Other	151	182
	<b>13,517</b>	<b>10,161</b>

## 17. CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation		Total Equity	
	1998 \$000	1997 \$000	1998 \$000	1997 \$000	1998 \$000	1997 \$000
Balance at the beginning of the financial year	525,341	519,150	-	-	525,341	519,150
Increase/decrease in net assets from administrative restructuring (note 18)	(80)	-	-	-	(80)	-
Surplus / (deficit) for the year after extraordinary items	(55,985)	4,645	-	-	(55,985)	4,645
Increment/decrement on revaluation						
Land	-	-	26,400	-	26,400	-
Buildings and improvements	-	-	870	-	870	-
Correction to previously recognised	3,213	1,546	-	-	3,213	1,546
<b>Balance at the end of the financial</b>	<b>472,489</b>	<b>525,341</b>	<b>27,270</b>	<b>-</b>	<b>499,759</b>	<b>525,341</b>

An Asset Revaluation Reserve was created in 1997-98 as a result of the asset revaluation conducted during the year (refer Notes 1(i) and 11(b)).

## 18. INCREASE / DECREASE IN NET ASSETS FROM ADMINISTRATIVE RESTRUCTURING

On 9 March 1998, the functions of the Ministerial Liaison Unit were transferred from the NSW Police Service to the Ministry for Police. The amount of \$79,797 (cash) was transferred to cover the costs for 1997-98. No other assets or liabilities were transferred.

# NSW POLICE SERVICE FINANCIAL REPORT

for the year ended 30 June 1998

## 19. COMMITMENTS FOR EXPENDITURE

	1998 \$000	1997 \$000
<b>(a) Capital Commitments</b>		
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	42,540	22,923
Later than one year and not later than two years	21,590	14,057
Later than two years and not later than five years	16,874	14,588
Later than five years	-	2,000
	<b>81,004</b>	<b>53,568</b>
<b>(b) Operating Lease Commitments</b>		
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	21,722	21,431
Later than one year and not later than two years	19,372	12,302
Later than two years and not later than five years	44,137	31,693
Later than five years	18,322	28,465
	<b>103,553</b>	<b>93,891</b>

These commitments are not recognised in the financial statements as liabilities.

## 20. CONTINGENT LIABILITIES

Estimated contingent liabilities arising from legal claims lodged  
against the Police Service and pending decision by the courts.

<b>31,345</b>	<b>30,719</b>
---------------	---------------

As at 30 June 1998 there were 203 court cases involving the Police. Of these cases the Crown Solicitor was in a position to estimate costs for 130 cases. For the remainder, the Service's Legal Branch has adopted a conservative approach and used the maximum amount payable as at 30 June 1998 under the District Court jurisdiction for each case.

## 21. BUDGET REVIEW

### Net cost of services

The actual net cost of services this year was lower than budget by \$6.236 million.

This result was mainly due to the following factors:

- reduction in depreciation
- reduction in firearms compensation payouts.



Offset by over expenditure in:

- Over expenditure in Other Operating Expenses due to additional costs incurred in the operation of the Firearms legislation
- additional costs with motor vehicle lease/changeover
- additional costs on telephones
- award increase for the Non Commissioned Police and General Establishment officers
- loss on disposal of assets.

Assets and liabilities

- Receivables have substantially reduced due to a different accounting treatment of payroll related liabilities this financial year, as explained under Note 1(p), ‘Change in accounting policies.’
- Inventories are also lower due to reduced stock levels at year end.
- Other Current Assets have gone down due to the Compulsory Third Party insurance not being paid in June this year due to a change in insurers.
- Fixed Assets were revalued this year by \$55.8 million, increasing their value substantially.
- Employee entitlement liabilities have gone up mainly as a result of increased entitlements combined with salary increases during the year.

Cash Flows

- Recurrent Appropriation and Capital Appropriation were increased by \$35.969 million and \$1.162 million respectively under *Appropriation (1997-1998 Budget Variations) Bill 1998* passed by Parliament in July 1998.

22. CASH AND CASH EQUIVALENTS

Cash comprises cash on hand (including permanent and temporary advances) and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate for a management fee to Treasury.

	1998 \$000	1997 \$000
Cash on hand	861	965
Cash in bank	26,200	26,206
	<b>27,061</b>	<b>27,171</b>

**23. RECONCILIATION OF NET COST OF SERVICES TO NET CASH FLOWS FROM OPERATING ACTIVITIES**

	1998 \$000	1997 \$000
Net cash used on operating activities	30,196	54,124
Cash flows from Government	(1,121,479)	(1,077,228)
Cash reimbursements CTE	33,794	26,466
Depreciation	(31,751)	(35,832)
Major periodic maintenance	(1,785)	-
Equity adjustment for administrative restructure	80	-
Net loss on sale of plant and equipment	(1,544)	(589)
Acceptance by CFE of Service's liabilities:		
Superannuation	(83,827)	(91,700)
Long service leave	(48,759)	(24,857)
Payroll tax oncost on superannuation	(5,741)	(6,281)
Capital accruals	663	-
Non-cash revenue	5	418
Increase/(decrease) in receivables	(16,142)	17,155
Increase/(decrease) in inventories	(396)	(2,086)
Increase/(decrease) in prepayments and other assets	(2,865)	296
(Increase)/decrease in accounts payable	(1,511)	(2,322)
(Increase)/decrease in employee entitlements	(27,579)	(17,523)
(Increase)/decrease in other liabilities	(3,356)	(8,996)
<b>Net cost of services</b>	<b>(1,281,997)</b>	<b>(1,168,955)</b>



## 24. TRUST FUNDS

The Service holds money in a Crown Trust Fund and a Statutory and Other Funds Account which cannot be used for the achievement of the Service's objectives. As at the end of the financial year, these funds had the following balances:

	1998 \$000	1997 \$000
Crown Trust Fund Account		
Opening balance	4,806	2,097
Add: Receipts	3,675	5,759
Less: Payments	(5,285)	(3,050)
<b>Closing balance</b>	<b>3,196</b>	<b>4,806</b>
Statutory and Other Funds Account - NEPI		
Opening balance	2,854	78
Add: Receipts	8,780	8,854
Less: Payments	(7,785)	(6,078)
<b>Closing balance</b>	<b>3,849</b>	<b>2,854</b>

## 25. ADMINISTERED REVENUE COLLECTIONS

### (a) Motor Traffic Act Infringements

The Service administers on behalf of the State Government, the collection of fines for traffic infringements. The administered revenues collected by the Police Service are actual cash receipts. It is the Service's view that there would be no material difference between fine revenue collected on a cash or an accruals basis.

	1998 \$000	1997 \$000
<b>Cash Receipts</b>		
Traffic	64,256	70,456
Parking	35,483	36,233
Red light camera	10,251	10,562
Speed camera	14,286	17,087
	<b>124,276</b>	<b>134,338</b>

## FINANCIAL REPORT

*for the year ended 30 June 1998*

	1998 000	1997 000
<b>Number of Infringement Notices Issued</b>		
Traffic	680	715
Parking	695	746
Red light camera	75	76
Speed camera	139	185
	<b>1,589</b>	<b>1,722</b>

**(b) Self Enforcement Infringement Notice Scheme (SEINS)**

The Service and other agencies within the Government have the responsibility for pursuing unpaid infringement notices under the SEINS scheme.

The following potential revenue was not collected by the Police Service:

	1998 \$000	1997 \$000
Infringement notices not actioned	2,485	2,772
Infringement notices waived	11,095	6,399
Infringement notices quashed	208	223
	<b>13,788</b>	<b>9,394</b>

**(c) Other Revenue**

Firearms licensing	973	258
Security industry licensing	2,150	1,973
Fines and forfeitures	460	365
Receipts under Crimes Act	569	456
Sale of Capital Assets	1,659	900
Other	18	26
	<b>5,829</b>	<b>3,978</b>

**END OF AUDITED FINANCIAL STATEMENTS**



# Appendices

1. Employee Statistics	64
2. Total Strength Details	64
3. Strength Details (Police Officers)	64
4. Senior Executive Officers	65
5. Age of Staff	65
6. Years of Service of Staff	66
7. Police Separations	66
8. Administrative and Ministerial Officer Separations	66
9. Employment - EEO Target Groups	67
10. Occupational Health & Safety	68
11. Alcohol Testing Results	69
12. Ethnic Affairs Statement	69
13. Performance Statements for Senior Officers	70
14. Awards	71
15. Valedictory	72
16. Code of Conduct and Ethics	72
17. Guarantee of Service	73
18. Research and Development	74
19. Significant Committees	75
20. Membership of Significant Statutory Bodies and Interdepartmental Committees	76
21. Significant Committees Established	79
22. Significant Committees Abolished	79
23. Sponsorships	79
24. Details of Overseas Travel	80
25. Police Involvement in High Speed Pursuits	86
26. List of Major Assets	87
27. Asset and Risk Management	87
28. Property Disposals	88
29. Major Works in Progress	88
30. Use of Consultants	89
31. Creditors' Payments	90
32. Legal Changes	91
33. Use of Listening Devices	92
34. Freedom of Information Statistics	92
35. Documents Held	94
36. An Apology to Aboriginal and Torres Strait Islander People	95
37. Publications	96
38. Annual Report Production Details	97
39. Abbreviations	97

## 1. EMPLOYEE STATISTICS

*Provided in accordance with Schedule 1, ARDR 1995.*

	1997-98	1996-97	1995-96	1994-95	1993-94
Police officers	13,414*	13,304*	13,070*	13,103*	12,718*
Administrative, ministerial and other employees	3,831	3,691	3,498	3,269	3,245
<b>TOTAL</b>	<b>17,245</b>	<b>16,995</b>	<b>16,568</b>	<b>16,372</b>	<b>15,963</b>

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

## 2. TOTAL STRENGTH DETAILS

*as at 30 June 1998*

Police officers*	13,414
Administrative officers	3,364
Other officers <sup>#</sup>	467
<b>TOTAL</b>	<b>17,245</b>

\* Of these, 65 were on secondment to other public sector agencies

<sup>#</sup> Includes ministerial officers and former State Rail transit police working as special constables with police officers on the public transport network

## 3. STRENGTH DETAILS (POLICE OFFICERS)

*as at 30 June 1998*

RANK	Internal Police	External Seconded Externally Funded	External Seconded Internally Funded	Total
Executive officers*	4			4
Senior officers #	386	3	2	391
Senior Sergeant & Sergeants	2,514	16	7	2,537
Senior Constables & Constables	9,534	24	13	9,571
Probationary Constables	911			911
<b>TOTAL</b>	<b>13,349</b>	<b>43</b>	<b>22</b>	<b>13,414</b>

\* Includes the rank of Commissioner, Deputy Commissioner and Assistant Commissioner

<sup>#</sup> Includes the rank of Chief Superintendent, Superintendent, Chief Inspector and Inspector



4. SENIOR EXECUTIVE OFFICERS

(I) Police Service Senior Executive Service (PSSES) Officers

PSSES Level	No of Officers 30 June 1998	No of Officers 30 June 1997
6	1	1
5	4	2
4	7	5
3	7	12
2	7	12
1	7	8
Total	33	40

5. AGE OF STAFF

Age (in years)		Police Officers			(ii) Female PSSES Officers	
Other Staff*Total					1997-98	1996-97
Under 25		1,795	13.38%	442		
11.54%	2,237				4	4
26 - 30		3,370	25.12%	525		
13.70%	3,895					
31 - 35		2,697	20.11%	514		
13.42%	3,211					
36 - 40		2,120	15.80%	566		
14.77%	2,686					
41 - 45		1,356	10.11%	642		
16.76%	1,998					
46 - 50		1,132	8.44%	558	14.57%	1,690
Over 50		944	7.04%	584	15.24%	1,528
Total		13,414	100%	3,831	100%	17,245

\* Includes administrative and ministerial officers and former State Rail transit police working as special constables with police officers on the public transport network.

## 6. YEARS OF SERVICE OF STAFF

as at 30 June 1998

Years	Police Officers		Other Staff*		Total
Under 5	3,401	25.35%	1,871	48.84%	5,272
6 - 10	3,341	24.91%	1,107	28.90%	4,448
11 - 15	2,580	19.23%	406	10.60%	2,986
16 - 20	1,529	11.40%	161	4.20%	1,690
21 - 25	990	7.38%	137	3.58%	1,127
over 26	1,573	11.73%	149	3.88%	1,722
<b>Total</b>	<b>13,414</b>	<b>100%</b>	<b>3,831</b>	<b>100%</b>	<b>17,245</b>

\* Includes administrative and ministerial officers and former State Rail transit police working as special constables with police officers on the public transport network.

## 7. POLICE SEPARATIONS

Rank	Term of Contract	Retire	Death	Resign	Medically Unfit	Dismissed	Total
Executive officer*	1		1				2
Senior officers#	8	35		5	11		59
Senior Sergeants & Sergeants		54	5	28	110	2	199
Senior Constables & Constables		5	10	271	107	1	394
Probationary Constables				39	1	3	43
<b>Total</b>	<b>9</b>	<b>94</b>	<b>16</b>	<b>343</b>	<b>229</b>	<b>6</b>	<b>697</b>

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

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

## 8. ADMINISTRATIVE AND MINISTERIAL OFFICER SEPARATIONS

Category	Retire	Death	Resign	Medical Unfit	Dismissed or Terminated	Temp	Transfer	Total
Clerical	5		25	2	1	4	16	53
Professional	1		27			6	8	42
Other#	18	3	243	9	4	131	23	431
Ministerial	5		43	7	1			56
<b>Total</b>	<b>29</b>	<b>3</b>	<b>338*</b>	<b>18</b>	<b>6</b>	<b>141</b>	<b>47</b>	<b>582</b>

# Includes keyboard operators, clerical assistants and ancillary staff

\* Includes voluntary redundancy



## 9. EMPLOYMENT - EEO TARGET GROUPS

year ending 30 June 1998

Provided in accordance with TC G1991/18. EEO statistical information as particularised in Schedule 1, ARDR 1995.

NB: EEO data is provided by employees on a voluntary basis.

### (I) EEO TARGET GROUPS (POLICE OFFICERS)

Rank	Total	Women	ATSI	CDB	PWPD
Executive officer *	4	1	0	0	0
Senior officers #	391	8	1	13	14
Senior Sergeants & Sergeants	2,537	104	5	76	143
Senior Constables & Constables	9,571	1,814	43	196	223
Probationary Constables	911	332	0	1	0
<b>Total</b>	<b>13,414</b>	<b>2,259</b>	<b>49</b>	<b>286</b>	<b>380</b>

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

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

### (II) EEO TARGET GROUPS (ADMINISTRATIVE OFFICERS)

Category	Total	Women	ATSI	CDB	PWPD
SES	14	2	0	0	1
Grades 6 - 12	645	311	1	31	16
Grades 1- 5	1,785	1,546	7	163	71
Other	920	410	23	74	25
<b>Total</b>	<b>3,364</b>	<b>2,269</b>	<b>31</b>	<b>268</b>	<b>113</b>

### (III) EEO TARGET GROUPS (OTHER OFFICERS)

Group	Total	Women	ATSI	CDB	PWPD
Transit police	58	3	0	3	2
Parking patrol officers	277	141	3	48	14
Security officers	103	14	2	7	1
Police Band members	28	1	0	2	1
Matron	1	1	0	0	0
<b>Total</b>	<b>467</b>	<b>160</b>	<b>5</b>	<b>60</b>	<b>18</b>

Note: ATSI Aboriginal or Torres Strait Islander

CDB Culturally diverse (non-English speaking) background

PWPD People with a physical disability or disabilities

## **(VIII) MAJOR EEO ACHIEVEMENTS FOR 1997-98**

*Provided in accordance with Schedule 1, ARDR 1995.*

Progress continued with the Aboriginal Employment, Training and Career Development Strategy, launched in December 1995. It aims to increase the number of Aboriginal and Torres Strait Islander peoples employed throughout the NSW Police Service and provides support for these people in employment, training and career development while raising awareness and understanding of Aboriginal and Torres Strait Islander culture. Since the strategy began, 47 people have been employed and many others have been helped to undertake further studies.

In response to recommendations by the Ethnic Affairs Commission and Ombudsman, the Service is writing and implementing an Ethnic Employment Strategy to address issues such as recruitment of culturally diverse background (CDB) personnel as sworn and unsworn officers and ethnic community liaison officers.

Other objectives are a support network for CDB employees, training and development, inclusion of ethnic strategies for commanders and managers in their performance agreements and the retention of CDB within the Service.

A focus group was formed and surveys prepared to ensure equitable representation and significant outcomes for the strategy.

Progress was made on strategies resulting from the Women in Policing Ministerial Working Party, launched in September 1997. The revised Gender Based and Sexual Harassment Policy and associated grievance procedures designed to eliminate discrimination/harassment were implemented. Other initiatives will be implemented throughout 1998 and 1999.

## **10. OCCUPATIONAL HEALTH & SAFETY**

*Provided in accordance with ARDA (OHS) Regulation 1998.*

During 1997-98, the Occupational Health and Safety (OHS) Section finalised the restructuring and training of the Service's workplace occupational health and safety committees. The present number and location of committees provides employees with equitable representation and access to committees.

Submission in workplace safety

The Service made a formal submission to the inquiry into workplace safety conducted by the NSW Legislative Council's Standing Committee on Law and Justice.

The submission supports the integration of management systems and the adoption of a risk management approach in addressing occupational health and safety issues. Policies and programs have been developed and are being implemented. The Service supports the development of an appropriate framework for regulatory reform based upon increased accountability and joint consultation. Strategies focused on these goals are being implemented.

Prosecutions

Thirty summonses were issued against the Police Service by the WorkCover Authority under the *Occupational Health and Safety Act 1983*. They alleged breaches of the act in connection with the deaths of two police officers. The matters are listed before the Industrial Commission.

### **A. WORKPLACE OHS COMMITTEE ACTIVITIES 1997-98**

- 10 workplace OHS committees completed accredited training course
- 122 committee members completed training courses
- 415 workplace inspections were completed by committees
- 39 incidents were investigated by committees
- 131 OHS information packages were delivered by committees
- 27 issues were addressed by committees.



## B. SUMMARY OF REPORTED INCIDENTS\*

Cause of Injury	1996-97	1997-98	Variance
Physical assault	1,529	1,476	- 53 (-3.5%)
Contact with harmful substance or chemical	122	100	- 22 (-18.0%)
Contact with body fluids, eg blood saliva	655	700	- 45 (-6.9%)
Caught in or between object	107	114	+7 (6.5%)
Electrocution	6	7	+1 (16.6%)
Slipping/tripping/falls	1,180	1,217	+37 (3.1%)
Gunshot	15	20	+5 (33.3%)
Stepping on/striking against object	365	395	+30 (8.2%)
Manual handling	267	337	+70 (26.2%)
Needle syringe	23	48	+25 (108%)
Animal/insect bites	110	113	+3 (2.8%)
Human bites	106	121	+15 (14.2%)
Exposed to radiation	2	2	Nil
Struck by object	329	306	-23 (-7.0%)
Exposed to extreme temperature/noise	47	36	-11 (-23.5%)
Motor cycle accident	57	48	-9 (-15.8%)
Bicycle accident	13	25	+12 (92.0%)
Motor vehicle accident	267	280	+13 (4.9%)
Other transport	2	11	+9 (450%)
Explosion/implosion	4	3	-1 (-25%)
Physical exercise	360	364	+4 (1.1%)
Other circumstances	559	663	+104 (18.6%)
<b>Total</b>	<b>6,125</b>	<b>6,386</b>	<b>+261 (4.3%)</b>

\* The values shown have been extracted from the Register of Injuries (P454 Form) data base maintained by the Occupational Health and Safety Section. These incidents have been reported by Service employees.

## 11. ALCOHOL TESTING RESULTS

*Provided in accordance with Section 211A(6) of the Police Service Act.*

The following results were obtained under the Service's new random breath testing program:

Random alcohol tests conducted: 6,967

Targeted alcohol tests: 8

Number of positive readings (above .020): 13

Number of officers who recorded readings below .020: 69

In accordance with the provisions of the Service's Drug and Alcohol Regulations and Policy, all officers who tested positive were offered, and accepted, rehabilitation counselling.

## 12. ETHNIC AFFAIRS STATEMENT

*Provided in accordance with ARD Amendment (Ethnic Affairs) Regulation 1997.*

In 1997-98 the Service introduced its first Ethnic Affairs Priorities Statement (EAPS) in line with amendments to the *Ethnic Affairs Commission Act*. It identified four key objectives to be met in assisting ethnic communities:

- Participation - The Service encourages the participation of ethnic communities in policing programs, and police in community programs.
- Training, Development and Support - The Service will provide staff with the skills and resources to

ensure they are able to provide effective assistance to ethnic communities.

- Operational Responsibility - The Service recognises the need to consider issues of cultural diversity in delivering effective operational outcomes.
- Communication - The Service will ensure the most effective means of communication are used in providing information to ethnic communities in NSW.

Some of the programs implemented through the EAPS in 1997-98 to meet these objectives included:

- The Police and Community Training (PACT) Program, initiated in 1996, helps police and their local communities work together on community based projects. Projects have been established in Cabramatta, Kogarah, Marrickville, and Queanbeyan.
- National Police Ethnic Advisory Bureau (NPEAB) representation. The Service is represented on the Bureau's Advisory Panel. The NPEAB advises the National Police Commissioners' Conference on issues affecting ethnic communities. In 1997, NSW hosted the Advisory Panel's bi-annual meeting in Sydney.
- Ethnic Community Liaison Officers (ECLO). The Service's nine ECLOs work in Sydney metropolitan local area commands. As administrative officers with specific cross cultural and language skills, the ECLOs provide a vital link between police and their local ethnic communities.

### 13. PERFORMANCE STATEMENTS FOR SENIOR OFFICERS

*Provided in accordance with s7, ARDR 1995.*

The following statement was prepared by Paul Whelan LL.B, MP, Minister for Police:

*During the period under review, Commissioner Ryan has continued to provide effective leadership to a Police Service undergoing substantial change.*

*A major re-structure of the Service has been completed. Significant resources and attention have been focussed on improved service delivery and reducing crime.*

*Government policy continues to be supported and maintained. Recommendations of the Royal Commission into the NSW Police Service, as adopted by Government, are being implemented.*

*This Annual Report represents a statement of the activities and achievements of the Police Service and as such reflects the Commissioner's performance.*

The following statement was prepared by P J Ryan, Commissioner of Police:

*The performances of Deputy Commissioner (Operations) Jeff Jarratt, Executive Director Human Resources & Development Christine Nixon and Executive Director Management Services Des Mooney during the period of review were satisfactory. This Annual Report represents a statement of the activities and achievements of the NSW Police Service and as such reflects the performances of the three officers.*



## 14. AWARDS

*NB: The names of recipients are followed by their stations/work locations.*

### A. POLICE SERVICE AWARDS

#### COMMISSIONER'S VALOUR AWARDS

(for extreme bravery)

Snr Con G McGuinness	Bankstown
Prb Con G Bramann	Bankstown

#### COMMISSIONER'S COMMENDATION

(for outstanding courage or service)

Snr Cst P J Robinson	Mt Druitt
Cst P L Dukes	Mt Druitt
Snr Cst S J Galvin	Darlington Point
Snr Cst D M Wilson	Darlington Point
Sgt C J Reardon	State Protection Group
Snr Cst A J Strang	State Protection Group
Snr Cst S J Treseder	State Protection Group
Snr Cst D R Lewis	State Protection Group
Det Snr Cst B L May	Ashfield
Snr Cst W G Jackson	Penrith
Snr Cst W F Carmady	Ivanhoe
Snr Cst J F Comber	Sydney Water Police
Snr Cst G R Birks	Sydney Water Police
Snr Cst S J Lavis	Sydney Water Police
Sgt J L Hurley	Kogarah
Snr Cst D G Tucker	Bankstown
Snr Cst R D Chandler	Traffic Services
Snr Cst J D Cronk	Bathurst
Snr Cst G D Adams	Kogarah
Snr Cst B C Lawton	Kogarah
Snr Cst G Breton	Burwood
Snr Cst P Robertson	Flemington
Snr Cst P Spradbrow	Mudgee
Snr Cst I G Corcoran	Dunedoo
Snr Cst P C Sammut	Lithgow
Snr Cst D Hammonds	Witness Security Unit
Snr Cst N J Hood	Belmont
Snr Sgt A J Clarke	Charlestown
Snr Cst R H Alderson	Charlestown
Snr Cst I Morris	Sydney Water Police

Snr Cst D E Jones	Mt Druitt
Snr Cst J C Morgan	Mt Druitt
Cst C R Miller	Eastern Suburbs
Sgt B G Johnson	Wingham
Snr Cst M Stephenson	Batemans Bay
Snr Cst M Feld	Batemans Bay
Snr Cst M Dawes	Batemans Bay
Snr Cst C Lees	Batemans Bay
Snr Cst J Moore	Monaro
Snr Cst M Crowle	Ulladulla
Snr Cst W Morris	Rescue Unit
Det Snr Cst W Humphrey	Nelson Bay
Cst A J Price	Newcastle
Snr Cst D M Bevan	Newcastle
Cst P J Marsh	Richmond

#### COMMISSIONER'S UNIT CITATION

(for outstanding service by a unit)

Supt C Smith	Internal Witness Support Unit (IWSU)
Det Sgt G Lapham	IWSU
Sgt S Graham	IWSU
Sgt R Hunt	IWSU
Snr Cst P McCormick	IWSU
Snr Cst W Upton	IWSU
Snr Cst R Ormes	IWSU
Snr Cst S Taylor	IWSU
Mrs H L Smith	IWSU

#### BENEFACTOR AWARDS

##### Don Rowland Trophy

Snr Cst K McFadden	Mounted Section
--------------------	-----------------

##### J L Hazzlett Trophy

Cst S Eason	Mounted Section
-------------	-----------------

##### Patrons Trophy

Snr Cst J Sullivan	Mounted Section
--------------------	-----------------

##### Josh Abrahams Trophy (Silver Spurs)

Snr Cst C Dawson	Mounted Section
------------------	-----------------

##### Peter Mitchell Award

Cst R Eichmann	Port Macquarie
Det Sgt B Boulton	North Sydney
Det Sgt R Gentle	Eastern Beaches

## B. NEW SOUTH WALES AWARD ROYAL HUMANE SOCIETY OF NSW

### Bronze Medal

Cst A Berry	Macquarie Fields
Snr Cst W Carmody	Ivanhoe

### Certificate of Merit

Snr Cst K Guillaumier	Nimbin
Sgt F Ikin	Casino

### ST JOHN AMBULANCE AUSTRALIA AWARDS

Snr Cst L Daley	Eastern Beaches
Snr Cst B Morrow	Eastern Beaches
Snr Cst M Kirkwood	Eastern Beaches

## C. AUSTRALIAN AWARDS

### AUSTRALIAN POLICE MEDAL

(for distinguished service)

Det Insp P J Close	Internal Affairs
A/Insp L D Dickens	Academy
Reg Cmdr E J Gollan	Southern Rivers
Insp M L Green	Protocol Unit
Supt R S May	Eastern Suburbs
Det Ch Insp W Smith	Internal Witness Support Unit
Supt K D Thoms	Parramatta

### AUSTRALIAN BRAVERY DECORATIONS

#### Cross of Valour

Det Snr Cst A Sparkes	Coffs/Clarence
-----------------------	----------------

#### Star of Courage

Snr Cst G Dengate	Charlestown
-------------------	-------------

#### Commendation for Brave Conduct

Snr Cst J Noble	Newcastle
Snr Cst J Cronk	Lithgow

## 15. VALEDICTORY

- Constable Peter Forsyth, 28, was fatally stabbed on 27 February 1998 at Ultimo when he and two colleagues attempted to arrest suspected drug dealers in Ultimo while off-duty. Constable Forsyth, originally from Queensland, joined the Police Service in 1996 and had been attached to Glebe Police Station since July 1997. Highly respected for his work with youth in the community, particularly street kids, Constable Forsyth received a bravery commendation in 1996 for disarming an offender. He is survived by his widow and two young children.
- Highway Patrol Senior Sergeant Ray Smith, 47, was killed instantly when he was struck by a piece of timber that fell off a truck on the F-3 Freeway while he was motorcycling to work on 13 July 1998. Sergeant Smith, a highly regarded mentor for many of the State's Highway Patrol officers, joined the Service in May 1970 and became a motorcyclist soon after taking up general duties. Most of his 28 year career was spent with the Highway Patrol: 18 years at Goulburn; four years at Maitland as District Highway Patrol Supervisor; three years as Traffic Coordinator, Northern Suburbs District; and for the past year at Parramatta as Operations Manager with the Traffic Support Group. He was highly respected in Goulburn and Maitland, where he lived, and received great satisfaction from helping the young, especially those on the streets or at risk.

## 16. CODE OF CONDUCT AND ETHICS

*Provided in accordance with s9(1)(d), ARDA 1985.*

The Service's *Code of Conduct and Ethics* was introduced in February 1997 and published in the *1996-97 Annual Report*. No changes were made to it in 1997-98.

The Code provides an ethical framework for Service decisions and actions and makes explicit unacceptable behaviours for all staff. Copies of the Code are available from NSW Police Service Headquarters.



## 17. GUARANTEE OF SERVICE

*Provided in accordance with Schedule 1, ARDA 1985.*

### The Guarantee

We guarantee to provide a satisfactory level of service to any person or organisation with whom we have contact: our customers.

If unsatisfactory service results from a failure on our part to be consistent with our standards of professionalism, courtesy, equity or any other factor under our control, we will rectify the problem.

### Customers

We acknowledge that NSW society is a complex, multicultural and diverse mix of people and expectations.

To achieve equity, and provide a consistent high standard of service to everyone, we believe that it is important to be able to respond to different needs of different groups. For this reason, we have implemented programs and services specific to the needs of various groups including ethnic communities, youth, aged, gays and lesbians, and Aboriginal people.

The needs of residents of NSW are identified through ongoing customer research which links to our corporate plan. For example, we conduct focus groups drawn from the general community to discuss specific issues, and we listen carefully to our customer councils on a wide range of topics.

### Satisfactory Service

Satisfactory service means meeting all reasonable expectations of our customers in relation to those matters over which we have control. If we fail to meet those expectations, we will acknowledge it and do something to correct the problem.

Some examples of what you can expect from us include:

#### Response Times

Police will provide you with an estimated time of arrival depending on the nature of your call.

In emergency situations your call will always receive top priority. In less urgent situations, response may have to be deferred because of emergencies. If the estimated time you were given needs to be changed, you will be contacted to arrange another suitable time.

#### Issue of Licences

If you apply for a licence issued by the Police Service, it will normally be processed within six weeks depending on the type of licence required. This is, of course, dependent on all relevant details, including details of any criminal offence or apprehended violence order being fully disclosed.

There is also a mandatory waiting period of 28 days before firearms licences can be issued.

You will be advised of the date you can expect delivery of any licence, and have a right to a satisfactory explanation if there is any delay.

If you are not satisfied with the explanation and require a refund of fees paid in advance, they will be refunded in full.

### How You Can Help

You can help us to identify the main causes of dissatisfaction with police services by telling us about them!

A Customer Assistance Unit has been established to help you with any concern, problem, question, complaint or compliment you may have regarding police services. You can call toll free on: 1 800 622 571.

In cases where you suspect a serious act of misconduct or criminal behaviour involving bribery or corruption, the complaint may be made to any police officer. You may also make your complaint directly to the Ombudsman or to any Member of Parliament. Complaints may be made orally or in writing and can be anonymous.

## 18. RESEARCH AND DEVELOPMENT

*Provided in accordance with Schedule 1, ARDR 1995.*

The Police Assistance Line (PAL), discussed earlier in this report, was piloted extensively during 1997-98 at Campbelltown local area command and produced excellent results. It will be rolled out to other commands through May 2000.

PAL is a strategy to maximise operational police presence on the street. It is focused on call centre industry best practice to provide the community with a single point of contact for 24 hour reporting and processing of crime and incidents and the delivery of qualified advice and support on a range of general, specific and community issues. The community need only dial one number, irrespective of suburb or locality.

PAL is one of the Service's nine A1 reform priorities which will remove time-consuming tasks from operational police and release them to perform their fundamental role of protecting life and property, investigating, preventing crime and detecting criminals. Its operation will also see improvement in client contact, a more responsive approach to customer needs and a reduction in administrative overheads.

Development continued on an Employee Management system (EM) to streamline complaints management within a human resource model. A key component of the Reform Agenda, it will hold local area commanders accountable for response to behavioural issues.

The EM was trialed in the Greater Hume region at the end of 1997 and trials began in the Hunter Region in February 1998. The system uses a revised investigation method developed by Internal Affairs, the Ombudsman, the Police Integrity Commission and Employee Management, and streamlined reporting procedures. Full evaluation began at the end of June 1998, with roll out across the State expected by the end of 1999.

## Research and Review

The Centre for Applied Police Research serves the research needs of the Service. Significant in-house research projects included a review of Service structures and programs which respond to victims and a study of the Service's response to adults reporting sexual assault. Other research concerned property theft, identifying local differences, characteristics of offenders, crime prevention strategies, detection of offenders and in-depth analysis of robbery offences at local area commands to improve detection of repeat offenders.

New investigation guidelines for major crimes are being researched and formulated for use by local area commands. These include a major investigation plan, brief preparation procedures and a brief model in criminal prosecutions, operational assessment procedures and a summary of critical instructions relating to investigations and criminal prosecutions.

Reviews are being undertaken to strategically focus the Service to investigate major and organised crime. Other reviews include performance measurement in fraud investigations and changes in fraud reporting trends and patterns.

A working party was established to examine introducing police use of hand-held tape recorders. The project arose from a recommendation from the Royal Commission and will include consultation with other Government departments and outside legal organisations involved in the criminal justice system.

The Service participates in a working party established in 1993 by the National Institute of Forensic Science to investigate the possibility of a national DNA database. DNA technology can solve many crimes that would not be cleared by other policing methods. A model for the proposed database and a forecast budget were produced. The Prime Minister recently announced Commonwealth funding for a National DNA database.



The Youth Crime Intelligence Unit completed a study of offences committed by young people with a view to determining the nature and scope of youth crime.

City East is participating in a project with the University of Western Sydney (Milperra) to study the use and carrying of knives, with particular emphasis on young people and multicultural groups.

The Service is working with the University of Sydney (Faculty of Architecture) and the Centre for Applied Policing on an analysis of 100 high and low crime rate public car parks. Results are expected to help in planning and managing public facilities that provide fewer opportunities for property theft and violence.

A mobile laboratory was produced for a forensic science team to attend major crimes and incidents. It can immediately process forensic evidence, including advanced chemical enhancement of trace evidence.

### **Scholarship and Fellowship**

The Michael O'Brien Memorial Scholarship provides overseas study opportunities in major criminal investigation or investigative support activities to members of the Service up to and including the rank of senior sergeant. The scholarship, funded by an annual \$10,000 contribution from Armaguard, was established in 1991 in memory of the late Det Supt Michael O'Brien who had a long and distinguished career in criminal investigation.

Detective Sergeant E. J. Shiels, Commander, Strike Force Constatina, Crime Agencies was awarded the 1998 scholarship. He will visit law enforcement agencies in Washington D.C., and Vancouver, British Columbia, to study the retrieval, monitoring and production of material gathered from lawfully installed listening devices.

## **19. SIGNIFICANT COMMITTEES OF THE NSW POLICE SERVICE**

*Provided in accordance with Schedule 1, ARDR 1995*

- The Commissioner's Executive Team: Commissioner, Deputy Commissioner (Operations), Executive Director Human Resources & Development, Executive Director Management Services, Assistant Deputy Commissioner.
- Business Risk Committee: Commissioner, Deputy Commissioner (Operations).
- Commissioner's Standing Committee on Firearms & Operational Officer Safety: Commander State Protection Group.
- Crime Agencies Management Committee: Deputy Commissioner (Operations), Chair.
- Education Advisory Council: Commissioner, Executive Director Human Resources & Development, Principal Education Services, Police Academy representative; Vice Chancellor, Macquarie University; Deputy Vice Chancellor (Academic), UTS; Head of School of Psychology, UNSW.
- Human Resource Advisory Committee: Executive Director Human Resources & Development, Director Workforce and Career, region and non region human resource managers, Manager State Transfers.
- Human Resources Systems Improvement Steering Committee: Executive Director Human Resources & Development, Chair; Commander South Eastern Region, Director Employee Relations, General Manager Information Technology Services, Premier's Department representative.
- Integrity Review Committee: Executive Director Human Resources & Development, Commander Internal Affairs, Probity Assessment Unit, Placement Services.
- Internal Witness Advisory Committee: Deputy Commissioner (Operations), Executive Director

Human Resources & Development, Commander Internal Affairs, Internal Witness Support Unit, Whistleblowers Australia, Ombudsman's Office, ICAC, St James Ethics Centre.

- Police Aboriginal Council: Commissioner.
- Police Ethnic Community Advisory Council: Commissioner, Commander South Eastern Region.
- Police Service Smart Rostering Steering Committee: Executive Director Human Resources & Development, Executive Director Management Services, General Manager Information Technology Services, Commander South Eastern Region.

- SCORPIO: Mr Peter Anderson, chair; Director-General Ministry for Police, Deputy Commissioner (Field Operations), Executive Director Human Resources & Development, Police Association of NSW, Commissioned Police Officers Association.
- Senior Officers' Group: Commissioner.
- South Pacific Chiefs of Police Conference: Commissioner.
- Standing Committee on Organised Crime and Criminal Intelligence: Commissioner.
- Technical Services Committee: Deputy Commissioner (Operations), Chair.

## 20. MEMBERSHIP OF SIGNIFICANT STATUTORY BODIES AND INTERDEPARTMENTAL COMMITTEES

*Provided in accordance with Schedule 1, ARDR 1995*

AUTHORITY/COMMITTEE	MEMBERS	OFFICE HELD
<b>Australian Bankers Association</b>	National Police Forces	Members
<b>Standing Committee on Security</b>	Commander Organised Crime (Violence & Major Offenders)	NSW Representative
<b>Australian Bureau of Criminal Intelligence Board of Control</b>	Commissioner	Member
<b>Australian Institute of Police Management Board of Control</b>	Commissioner	Member
<b>Australian Institute of Police Management Board of Studies</b>	Executive Director Human Resources & Development	Member
<b>Australian Violence Prevention Council</b>	Executive Director Human Resources & Development	Member
<b>Australasian Women in Policing Advisory Committee</b>	Commander L. Scott Supt C.J. Smith A/Insp C. York	Members
<b>Board of Surveyors</b>	Executive Director Management Services	Member
<b>Cabinet Task Force on Codification and Consolidation of Law Enforcement Powers</b>	Commander City East Region	Representative for Commissioner
<b>CEO Transit Working Party</b>	Commander Bruce Johnston	Chair
<b>Conference of Commissioners of Police of Australasia and the South West Pacific Region</b>	Commissioner	Member



<b>AUTHORITY/COMMITTEE</b>	<b>MEMBERS</b>	<b>OFFICE HELD</b>
<b>Custodial Witness Protection Interdepartmental Committee</b>	Manager Operations Unit Crime Agencies	Representative Representative
<b>DPP Sexual Assault Review Committee</b>	Project Manager Operational Programs Legal Services, DPP	Representative Representative
<b>Government Radio Network Advisory Committee</b>	Commander Communications	Representative
<b>Institute of Criminology Advisory Committee</b>	Commissioner	Member
<b>Interagency Fraud Committee</b>	Director Commercial Crime Agency	Chair
<b>Interdepartmental Committee on Mental Health</b>	Supt Gary Gilday	Chair
<b>Interdepartmental Committee Reviewing Police Functions</b>	Deputy Commissioner (Operations) Executive Director Management Services	Members
<b>Interdepartmental Information Technology Committee</b>	Executive Director Management Services	Member
<b>Interpol General Assembly</b>	Commissioner	Member
<b>Joint Investigation Team Evaluation Committee and Interdepartmental Committee</b>	Commander CPEA	Chair
<b>Juvenile Justice Advisory Council (Ministerial)</b>	Commander Ike Ellis Corporate Sponsor Youth Issues	Representative
<b>Law Week Board</b>	Commissioner	Member
<b>National Crime Authority National Coordination Committee</b>	Manager Operations Unit	Representative
<b>National Criminal Investigation DNA Database Committee</b>	Director Forensic Services	Member
<b>National Crime Statistics Unit Board of Control</b>	Commissioner	Member
<b>National Exchange of Police Information Board of Control</b>	Commissioner	Chair
<b>National Exchange of Police Information Coordinating Group</b>	Executive Director Management Services	Chair
<b>National Police Research Unit Board of Control</b>	Commissioner	Member
<b>National Police Ethnic Advisory Bureau</b>	Commander Bruce Johnston Ethnic Affairs Policy Officer	Rotating Police Chair Representative
<b>NSW Bush Fire Coordination Committee</b>	Commander Dick Adams	Member

<b>AUTHORITY/COMMITTEE</b>	<b>MEMBERS</b>	<b>OFFICE HELD</b>
<b>NSW Child Protection Council Committee</b>	Commander CPEA	Representative
<b>NSW Council on Violence Against Women</b>	Commander Chris Evans	Member/Sponsor
<b>NSW Police Service Standing Committee on Intellectual Disability</b>	Local Area Commander Lake Macquarie	Chair
<b>NSW State Contracts Control Board</b>	Executive Director Management Services	Board Member
<b>NSW Victims Advisory Board</b>	Commander Lola Scott	Member/Sponsor
<b>Office of Children &amp; Young People Senior Officers' Group on Child Protection</b>	Project Manager Operational Programs	Representative
<b>Olympic Information Technology &amp; Telecommunications Coordinating Committee</b>	Executive Director Management Services	Member
<b>Olympic Roads &amp; Transport Authority Committee</b>	Deputy Commissioner (Operations)	Representative for Minister
<b>Olympic Security Working Party</b>	Commissioner Deputy Commissioner (Operations)	Chair Member
<b>Parliamentary Staysafe Committee</b>	Commander Traffic Services	Spokesperson
<b>Pawnbrokers &amp; Secondhand Dealers Computer System Steering Committee</b>	Commander Graeme Morgan	Chair/Sponsor
<b>Police &amp; Ethnic Communities Advisory Council</b>	Commissioner Commander Bruce Johnston Supt Bob McMahon, Liverpool	Chair Representative /Sponsor Representative
<b>Police Complaints Case Management System Steering Committee</b>	Commander Internal Affairs	Representative
<b>Police/DPP Prosecution Standing Liaison Committee</b>	Manager Operations Unit Crime Agencies	Co Chair
<b>Premier's Dept Regional Coordination Group</b>	Country Area Region Commanders	Representatives
<b>Quarter Way to Equal Task Force</b>	Ethnic Affairs Policy Officer	Representative
<b>Road Safety Advisory Council</b>	Commander Traffic Services	Representative
<b>Senior Officers' Group of Australasian Police Ministers' Council</b>	Commissioner	Member
<b>Standing Committee on Amphetamine Control</b>	Commander Illicit Drug Production Program	Chair Crime Agencies
<b>Standing Committee on NAFIS Steering Committee</b>	Director Forensic Services	Member



AUTHORITY/COMMITTEE	MEMBERS	OFFICE HELD
Standing Committee on Organised Crime and Criminal Intelligence	Commissioner	Member
Standing Committee on Organised Crime & Criminal Intelligence Working Group	Commander Crime Agencies Assistant Commissioner	Representative
State Emergency Management Committee	Deputy Commissioner (Operations) Commander Dick Adams Director Public Affairs	SEOCON Member Member (Public Information Functional Area Coordinator)
State Fraud Prevention Committee	Director Commercial Crime Agency	Member
State Rescue Board	Deputy Commissioner (Operations) Commander Dick Adams	SEOCON Member & Deputy SEOCON
Videotaping of Children's Evidence Interdepartmental Committee	Director Operational Programs	Representative
Youth Justice Advisory Committee	Commander Ike Ellis	Representative /Sponsor

## 21. SIGNIFICANT COMMITTEES ESTABLISHED IN 1997-98

*Provided in accordance with Schedule 1, ARDR 1995*

- Security Industry Steering Committee established for the introduction of new laws affecting the security industry.
- Firearms Steering Committee established for the introduction of the new *Firearms Act*.
- Videotaping of Children's Evidence Interdepartmental Committee established March 1998 to allow Cabinet to oversight evidence (*Children Act 1997*): Chair - Office of Children & Young, involving Department of Community Services, Attorney General's Department and Child Protection Council, Police Service: Director, Operational Programs and Project Manager, Operational Programs.

## 22. SIGNIFICANT COMMITTEES ABOLISHED IN 1997-98

*Provided in accordance with Schedule 1, ARDR 1995*

- Children at Risk Committee superseded by CEO's Child Protection Committee, March 1998.
- Standing Committee on Armed Robbery and Kindred Offences, end of 1997.

## 23. SPONSORSHIPS

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

Close links with the community are fundamental to community based policing and can enhance policing effectiveness. Sponsorship makes it possible for the business community to support and work with the Service in activities which directly benefit the community. Donations of \$2,000 or more were:

Sponsor	Amount	Purpose/Comment
Computer Assc	\$35,000	Car for CARES
Telstra	\$5,126	Operation Paradox
	\$15,000	Operation NOAH
Wyong Council	\$4,040	Protective clothing for trail bikes
Liverpool Chamber of Commerce	\$5,218	Fingerprint camera and kit
Cabramatta Business Community	\$2,100	Bikes for Bike Squad
Campbelltown Main Street Committee	\$2,500	Safety Team bikes
Fairfield Lions Club	\$4,500	Fingerprint camera and kit
Honda Foundation	\$26,000	Motor vehicle for CARES

Sponsor	Amount	Purpose/Comment
Harvey Norman Computers Blacktown	\$3,000	Computer
Mt Druitt Lions Club	\$6,000	Trail bike and uniform
Blacktown City Council	\$6,000	Trail bike and uniform
Rooty Hill RSL	\$2,000	Push bikes, uniforms
Port Central Shopping Centre	\$3,000	Bikes, bike equipment
Armidale Mitre 10 & Armidale Bike Shop	\$2,400	Bikes
Kempsey Shire Council	\$5,000	Safer Cities project
Hastings Shire Council	\$5,000	
Lions Club, Bells Line District	\$2,170	Computer & printer Hawkesbury LAC
Coca Cola	\$3,673	Vehicle leasing fee for Olympic Security liaison
Visa International	\$19,241	Olympic Security observation
Bega Valley Motors	\$32,000	Vehicle provided for Far South Coast Community Safety Officer

24. DETAILS OF OVERSEAS TRAVEL

*year ending 30 June 1998. Provided in accordance with Schedule 1 ARDR, 1995.*

(1) FULLY FUNDED BY POLICE SERVICE

NAME AND POSITION	DATES	COUNTRY VISITED	PURPOSE	COST
Commissioner P Ryan	4-12.2.98	Japan	Observe Winter Olympics security	\$6,866
	24-29.8.97	Vanuatu	South Pacific Chiefs of Police Conference	\$2,285
Deputy Commissioner J Jarratt	12 -14.5.98	New Zealand	Standing Advisory Committee on Commonwealth/State Cooperation for Protection Against Violence (SAC-PAV) conference	\$1,981
	30.7-7.8.97	Greece	World Athletic Championships for SOCOG planning team	\$8,286



NAME AND POSITION	DATES	COUNTRY VISITED	PURPOSE	COST
Asst Com C Evans Greater Hume Region Supt S Ireland Mr S Crumlin Reform Coordination	6-20.5.98	USA (Los Angeles, Boston, New York, Washington)	NY Police conference, visit Kennedy School of Government at Harvard University, Police Executive Research Foundation, Police Foundation & National Institute of Justice	\$43,300
Cmdr L Scott, Endeavour Region	11-13.3.98 6.4-14.9.98	New Zealand UK	Australasian Women in Policing Conference Strategic Command Course - Police Staff College, Hampshire	\$456 \$49,255
Det Snr Cst P Brown Det Snr Cst Jamie Cleary Endeavour Region	29.3-8.4.98	UK	Extradition	\$9,883 (incl. prisoner's fare)
Det Snr Cst P Linkenbagh Det Snr Cst S Franklin Crime Agencies	26.3-4.4.98	USA	Extradition	\$10,930 (incl. prisoner's fare)
Det Sgt D Hudson Det Snr Cst P Woods Endeavour Region	10-17.5.98	Korea	Extradition	\$10,247 (incl. prisoner's fare)
Sgt M Corby Mt Druitt LAC	17-26.4.98	France	5th SIDS Conference	\$1,332
Det Snr Cst J Raftos Botany Bay LAC	1-2.11.97	New Zealand	Interview witnesses	\$1,188
Det Snr Cst E Martinsons Macquarie Region	31.3-2.4.98	New Zealand	Extradition	\$1,548
Cmdr R Adams Macquarie Region	6-11.4.98	USA	Conference for profiling of repeat drug offenders	\$8,353
Det Insp P Dein Crime Agencies	7- 23.9.97	USA, UK, Italy, France	Study tour of armed robbery with Australian Banking Association	\$14,435
Det Snr Cst R Allison Crime Agencies	22-27. 9.97	Thailand	Investigation	\$2,327
Det Snr Cst C McHugh Crime Agencies	24.9-3.10.97	USA	Investigation	\$4,702
Det Snr Cst P Willingham Crime Agencies	22.9-3.10.97	Mexico, USA	International meeting about illicit drug precursors in Mexico; visited USA Drug Enforcement Agency	\$5,781

NAME AND POSITION	DATES	COUNTRY VISITED	PURPOSE	COST
Det Snr Cst M Riley Crime Agencies	22-27.9.97	Thailand	Investigation	\$2,238
Det Snr Cst M Ashwood Det Snr Cst L Nguyen Crime Agencies	3-10.8.97	New Zealand	Asian Crime Investigation Intelligence course	\$695 \$695
Det Insp R McDougall Crime Agencies	23-30.11.97	New Zealand	Security/Surveillance Casino Conference	\$1,496
Cst R Bailey Central Detectives Det Insp Lennon City East Region	13-15.5.98	New Zealand	Investigation	\$2,010
Mr G Turner A/Ch Insp T Lester Ms L Honeyman A/Insp R Ryan Supt R Myers Olympic Security	4-23.2.98	Japan	Observe Winter Olympics security	\$11,782 \$9,348 \$9,348 \$9,348 \$9,719
Cmdr P McKinnon Olympic Security	12-14.5.98	New Zealand	SAC-PAV meeting	\$2,259
Cmdr P McKinnon A/Insp B Powter Olympic Security	1-7.7.97	USA	Major event planning seminar	\$7,758 \$7,371
Snr Cst S Brodie Olympic Security	8-12.9. 97	USA	Employment of mounted police during Olympics	\$477 (officer was in USA on holiday, costs are domestic flight within USA to attend event)
A/Snr Sgt G Dojcinovic Mr N Fergus Olympic Security	8-15.11. 97	Singapore, Malaysia	Liaison with police re Commonwealth Games	\$4,397 \$5,229
Sgt P Crumblin Olympic Security	04-15.12.97	USA	Explosive Detection Dog Handlers Course	\$2,724
A/Sgt M Logan A/Insp B Powter Olympic Security	30.3-3.4.98	Papua New Guinea	Torch Relay Reconnoitre	\$2,813 \$2,814
Cmdr P McKinnon Mr N Fergus Olympic Security	23-26.3.98	New Zealand	Security Conference	\$2,526 \$2,526



NAME AND POSITION	DATES	COUNTRY VISITED	PURPOSE	COST
Sgt A Taylor	11-15.5.98	New Zealand	Observe America's Cup preparation	\$1,684
Snr Sgt N Hallinan				\$1,684
Olympic Security				
Supt J Hanbidge	25.6-13.7.98	France/UK	Soccer security/liaise UK	\$12,048
Supt R Treharne				\$12,048
Ms K Kenna				\$11,309
Snr Sgt B O'Reilly				\$11,309
Sgt T Pilon				\$11,309
Olympic Security				
Snr Sgt R Laws	4.6-28.9.98	USA	Bomb dog training	\$8,884
Snr Sgt M Barron				\$8,884
Snr Sgt F Inglese				\$8,884
Sgt R Cameron				\$8,884
Olympic Security				
Ms M Wilson	17-20.2.98	New Zealand	Police Commissioners' Policy Advisory Group conference; view NZ Police conference model	\$1,352
Operational Programs				
Det Snr Const	2-12.3.98	USA	Interview witness	\$4,009
D Wakeling				
Crime Agencies				
Det Snr Sgt K Llewellyn	19-28.2.98	UK	Conduct inquiries	\$5,765
Crime Agencies				
Det Snr Cst	20-26.3.98	New Zealand	Interview witness and victims	\$2,420
G Cuthbertson				
Det Snr Cst P Hill				\$2,308
Crime Agencies				
Det Sgt S Wilkins	27.4-1.5.98	New Zealand	Crime intelligence course	\$813
Crime Agencies				
Snr Sgt M Wright	26.4-17.5.98	Canada, USA, UK	Research best practice for physical surveillance	\$9,000
Special Services				
Snr Cst P Leslie	20.7-1.8.97	USA	Training course	\$2,400
Special Services				
Supt A Scippione	5-24.8.97	USA, Canada, UK	Olympic and counter terrorist issues with FBI in USA, RCMP in Canada, RUC and Dept of Defence in UK	\$9,635
Special Technical Investigative Branch (STIB)				
Mr S Griffith				\$9,635
Special Services				

NAME AND POSITION	DATES	COUNTRY VISITED	PURPOSE	COST
Supt A Scippione STIB	28-30.10.97	New Zealand	Met NZ Police Service re Olympic	\$1,101
Ch Supt T Jeffries			and counter terrorist issues	\$1,101
Special Services				
Snr Cst C Milward STIB	22.9-17.10.97	UK, USA, Europe	Study forensic signal processing techniques	\$7,459
Snr Cst J Thompson	6-10.12.97	Return from Papua	Urgent attendance at committal	\$2,300
North Shore LAC		New Guinea where officer was on leave without pay	hearing at Hornsby Local Court	
Supt J Laycock Fairfield LAC	25-29.8.97	Netherlands	Intn'l Symposium on Victimology	\$3,300
Det Sgt P Fox	27.11-4.12.97	Hong Kong, Peoples	Criminal investigation	\$2,848
Lower Hunter LAC		Republic of China		
Det Snr Cst D Williams	8-11.12.97	New Zealand	Criminal investigation	\$1,633
Lake Macquarie LAC				
Det Sgt B Whittle	26-31.7.97	UK	Criminal investigation	\$4,555
Kings Cross LAC				

## **(2) PARTIALLY FUNDED BY POLICE SERVICE**

NAME AND POSITION	DATES	COUNTRY VISITED	PURPOSE	COST
A/Insp R Ryan	12-14.5.98	New Zealand	SAC-PAV conference	\$597 paid by the Service;
Olympic Security				remainder paid by SAC-PAV
Ch Insp B Hanington	14.6-3.7.98	USA	Negotiate procurement	\$2,932 paid by the Service;
Police Assistance Line			of Olympic security equipment	SOCOG paid for accommodation, airfare
Det Sgt R Dayment	7-12.9.97	Canada, USA	Attend homicide seminar	\$1,976 paid by the Service
Crime Agencies			in Canada, then courier exhibits within USA while on leave.	for cost of couriating exhibits; remaining costs self funded.
Ms S Netterfield	29.8-24.9.97	USA	Study tour for Olympic	\$7,359 paid by the Service;
Public Affairs			Security media planning including FBI liaison	\$3,500 paid by SAC-PAV
Ms L Simone,	10-14.2.98	Japan	Observe Winter Olympics	\$421 paid by the Service;
Olympic Security				remainder funded by Visa



NAME AND POSITION	DATES	COUNTRY VISITED	PURPOSE	COST
Ms S Thompson Gay and Lesbian Liaison	22.11-6.12.97	UK	Present paper at National Conference for Building a Partnership for Community Safety	\$3,402 funded by Service; \$3,970 paid by Manchester Lesbian and Gay Policing Initiative
Det Insp T Walsh City East Region	28.9-12.12.97	USA	Train at FBI Academy	\$8,000 paid by the Service; FBI paid for accommodation and tuition
Det Insp G Abel State Protection Group	31.1-27.2.98	USA	Train at FBI Academy; confer with NYPD and LAPD Hostage Negotiators	\$2,900 paid by the Service; FBI paid for course

### **(3) SELF OR EXTERNALLY FUNDED**

NAME AND POSITION	DATES	COUNTRY VISITED	PURPOSE	COST
Snr Cst S Cadden Greater Hume Region	4-17.5.98	Canada	Attend International Asian Crime Conference	Funded by Cabramatta Business Community (travel in own time)
Sgt G Little North Metropolitan Region	2-28.6.98	USA	Attend Police Law Enforcement Fellowship of Rotarians program promoting juvenile conferencing	Funded by Sgt Little and Rotary (travel in own time)
	15.7-20.9.97	Philippines	Attend law enforcement drug education program under auspices of Police Law Enforcement Fellowship of Rotarians	Funded by officer and Rotary (travel in own time)
Det Snr Cst S Taylor Internal Witness Support Unit	1.19.97-1.10.98	Netherlands	International War Crimes Investigation Unit	No funding supplied by Service. Officer is on special leave without pay for 12 months
Det Ch Insp M Edwards Forensic Services Group	23-29.5.98	Spain	Attend Interpol Standing Committee on Disaster Victim Identification	Costs of \$4,220 paid by National Disaster Identification Fund
	13-24.10.98	UK, Singapore	Present paper at National Institute of Forensic Science; discuss training and forensic procedures	Costs paid by National Institute of Forensic Science
Snr Cst B O'Donoghue Greater Hume Region	3-10.8.97	New Zealand	Attend Australasian Police Conference on Asian Crime	Costs paid by NZ Police Service

NAME AND POSITION	DATES	COUNTRY VISITED	PURPOSE	COST
Supt F Hansen Office of the Deputy Commissioners	29.3-11.4.98	Russian Federation	United Nations consultancy to Russian Federation re drug crime	Costs of \$8,300 paid by UN (Officer travelled in his own time)
A/Sgt B Taylor Bankstown LAC	27-29.5.98	Fiji	Address Australian Liquor Stores Association conference (armed holdups)	Costs of \$1,490 funded by Australian Liquor Stores Assn
Supt P Rankin Greater Hume Region	8-22.5.98	USA	Attend New York police conference	Costs paid by Commissioned Police Officers Association (Officer travelled in his own time)

## 25. POLICE INVOLVEMENT IN HIGH SPEED PURSUITS, 1997-98

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

### A) REASON FOR INITIATING PURSUIT

Reason	Number	Percent of total
Criminal offence	259	15.22%
Traffic offence	989	58.11%
Stolen vehicle	441	25.91%
No data	13	0.76%
<b>Total</b>	<b>1,702</b>	<b>100% (rounded)</b>

### B) RESULT OF PURSUIT

Reason	Number	Percent of total
Completed without incident	708	41.6%
Terminated by supervisor	325	19.1%
Stopped due to motor vehicle accident	294	17.27%
Discontinued by pursuing officer	373	21.91%
No data	2	0.12%
<b>Total</b>	<b>1,562</b>	<b>100% (rounded)</b>

*Source: Traffic Services Branch - Pursuit Management Program*

The Pursuit Management Committee continues to monitor aspects of police pursuits including reviewing particular incidents and the effectiveness of current policies and procedures. Advice is provided on a 24 hour basis to operatives in the field when required.

A preliminary evaluation was made of devices capable of halting vehicles being pursued, but significant safety, liability and legislative issues are to be addressed before such devices can be used in the field.

The School of Traffic and Mobile Policing assisted the committee when it revised driver training for police recruits and the level of competence and experience required before certification approval.



## 26. LIST OF MAJOR ASSETS

*Provided in accordance with s5(a) ARDR 1995.*

**Buildings:** Sydney Police Centre, Goulburn Police Academy, Hurstville Joint Emergency Complex, Joint Technical Emergency Services Complex, Penrith Police Station, Albury Police Station, Newcastle Police Station, Wollongong Police Station, Sutherland Police Station, Chatswood Police Station, Parramatta Police Station, Tamworth Police Station and Police Museum.

**Computers:** COPS Stage I and Stage II.

Throughout the financial year, major building work was completed at Dubbo, Green Valley, Newtown, Quakers Hill, The Rocks, Wagga Wagga and Wooli at total project costs of more than \$7.5 million.

The major computer work, Computerised Operational Policing System (COPS) -Stage II, was completed at an approximate cost of \$11.02 million.

## 27. ASSET AND RISK MANAGEMENT

*Provided in accordance with Schedule 1, ARDR 1995.*

### Asset Purchases and Protection

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

Asset audit listings at a cost centre level are available for review as required by the managers. A physical audit of assets against the Fixed Asset Register is undertaken annually, with a certificate provided by each administrative unit to the General Manager, Financial Services. These certificates are available to the Auditor General during his audit of the Police Service accounts.

### Risk Management

The NSW Police Service is a member of the NSW Treasury Managed Fund. This scheme provides cover for its members under five broad categories: motor vehicles, worker's compensation, property, liability and miscellaneous. The Service has dedicated resources for the administration and

management of the risks applicable to these areas. In most cases, specific risk management strategies also have been developed to reduce risk exposure.

The nature of policing creates many risks which can affect the professional delivery of police services. Because of the Service's structure, some commands provide a specialist support function while the remainder are dedicated to the role of policing. Under Service policy, local management is responsible for the administration, maintenance and protection of its own resources and associated risks.

Each command has a data base for local management to analyse trends and, as a consequence, devise risk management strategies.

The NSW Police Service Risk Management Committee was established to facilitate the implementation of risk management across all commands. It is a forum for discussing risk management strategies and promoting best practice. Each command has a representative on the committee.

The committee has been involved in designing a Risk Management Action Plan for all sections. The plan includes the setting of objectives, strategies and performance indicators for risk identification, evaluation and control.

The committee formed a Workplace Injury Management sub-committee to address workplace injuries across the Service. Activities include providing local managers with a check list for injury investigation, developing an education program on work place safety, and establishing local injury panels for accident investigation.

The Police Service Safe Driver System is a risk management strategy aimed at management of driver behaviour. It records and reports on all driving incidents involving police vehicles, produces accident claim forms, records and reports on police driver history and proficiency, and allows local management to identify claims trends and implement strategies to reduce incidents.

Future development of risk management strategies will address the risk associated with legal compliance. Research of this has started.

## 28. PROPERTY DISPOSALS

*Provided in accordance with Schedule 1, ARDR 1995.*

In 1997-98, the Service disposed of major properties and two helicopters. The real estate property asset sales realised net proceeds of \$2,418,074. Thirteen properties excess to Service requirements were disposed of, with none exceeding \$5 million. Of the funds raised, the first \$900,000 was fully remitted to the Treasury with the remaining funds of \$1,518,074 apportioned and distributed equally between the Treasury and the Service. Of the funds retained, \$498,000 was applied to the Capital Works budget. In accordance with the Government's policy, no police station was closed.

Asset Disposed	Net Proceeds	Gain/(Loss) on Sale
6 Church St, Ulladulla	\$123,738	\$13,011
14 River Rd, Ballina	\$203,107	(\$57,245)
25 Quandong St, Tumut	\$105,893	\$13,388
3 Lawrence St, Kempsey	\$105,471	\$939
161 Victoria Rd, Gladesville	\$663,389	(\$211,911)
13 Armidale Ave, Nelson Bay	\$151,317	(\$15,191)
38 Shiraz St, Muswellbrook	\$99,778	\$17,623
10 Dawson St, Forbes	\$61,902	\$9,609
1 Narroga Court, Ocean Shores Brunswick Heads	\$111,807	(\$855)
15 Scott St, Glenn Innes	\$53,480	\$13,611
264 Old Northern Rd, Castle Hill	\$384,240	(\$108,906)
4-8 Gladstone St, Marrickville	\$328,206	(\$239,641)
Lot 36 Rankin St, Tumut	\$25,746	\$746
<b>Total</b>	<b>\$2,418,074</b>	<b>(\$564,822)</b>

## 29. MAJOR WORKS IN PROGRESS

*Provided in accordance with Schedule 1, ARDR 1995.*

Project	Due for Completion	Cost to 30/6/98 \$'000
<b>Buildings:</b>		
Narellan	June 2000	563
Cell Improvement Program	June 2003	3,563
Sydney Water Police Relocation	June 1999	69
Kings Cross Police Station	June 1999	19
<b>Computers:</b>		
Network Modernisation	June 1999	3,009
Patrol Computers Enhancement	June 1999	2,000
Digital Intercepts	June 1999	200



Project	Due for Completion	Cost to 30/6/98 \$'000
<b>Plant and Equipment:</b>		
Self Loading Pistols	June 2001	3,742
Electronic Recording of Interviews with Suspected Persons	June 2001	780
Vehicle Mounted Radar Speed Cameras	June 2000	1,000
Replacement Roadside Breath Testing Devices	June 1999	400
Replacement Evidential Breath Analysis Equipment	June 1999	1,500
Hand Held Laser Speed Detection Equipment	June 1999	200
Replacement Mobile Radar Speed Detection Equipment	June 1999	703
Fixed Wing Aircraft	June 1999	1

### 30. USE OF CONSULTANTS

*Provided in accordance with Schedule 1, ARDR 1995. This table contains information on consultants as defined by the Public Employment Office.*

NAME OF CONSULTANT	PROJECT	AMOUNT
<b>More than \$30,000:</b>	Nil	Nil
<b>Less than \$30,000:</b>		
Russell Reynolds Associates, Inc.	Recruitment of Executive Director Management and Deputy Commissioners Specialist & Field Operations	\$30,000
KPMG Management Consulting	Consultancy services for job recruitment	\$6,106
Frank Hambly Consulting	Constable Education Program	\$4,088
Janet Ramsey	Review of Employee Management system	\$7,920
Reark Research	Community Programs Project	\$18,606
St Paul The Apostle School	Safety House Education Manual	\$529
		<b>\$67,248.70</b>

## 31. NSW POLICE SERVICE CREDITORS' PAYMENTS

*Provided in accordance with Schedule 1, ARDR 1995, and TC G1992/12.*

### 1. CREDITORS' PAYMENT PERFORMANCE INDICATORS

During 1997-98, the following related to accounts paid by the Police Service:

#### I) Creditors' Payment Performance

	1st Quarter \$'000	2nd Quarter \$'000	3rd Quarter \$'000	4th Quarter \$'000
Total accounts paid on time	41,977	66,028	61,050	88,281
Total accounts paid	42,565	67,645	63,309	90,194
% of accounts paid on time	97.76%	95.66%	96.21%	
96.80%				

#### II) Aged Creditors Outstanding as at 30 June 1998

	1st Quarter \$'000	2nd Quarter \$'000	3rd Quarter \$'000	4th Quarter \$'000
<b>Status</b>				
Current	639	701	904	3,523
Less than 30 days overdue	0	168	9	6
Between 31 and 60 days overdue	0	24	10	28
Between 61 and 90 days overdue	0	3	0	0
More than 90 days overdue	0	0	0	3
<b>Total Creditors</b>	<b>639</b>	<b>896</b>	<b>923</b>	<b>3,560</b>

### 2. COMMENTARY ON ACTION TAKEN

#### I) Problems affecting prompt processing of payments during the year:

- misplaced accounts or invoices going astray as a result of suppliers sending invoices with the goods or not directing the invoices to the correct paying entity
- invoices not submitted promptly for processing due to unresolved queries or amendments to invoices and delays by suppliers validating or agreeing to the changes
- partial delivery of goods for minimal amounts (invoices are processed for payment only when the total order is satisfied)
- invoices received before goods are delivered (processing for payment is initiated only after goods are delivered in good order and condition).

#### II) Initiatives implemented to improve payment performance:

- advising officers receipting goods to ensure that invoices are directed to correct paying entity for prompt processing
- providing on site access to Accounts Payable System to decentralise locations for quicker processing of payments
- providing managers with up to date reports on the status of all outstanding accounts in the system to facilitate prompt decisions on problem accounts
- reductions of paperflow through on line receipting of goods and services in the Purchasing System.

#### 3. PENALTY INTEREST PAID DURING THE YEAR: NIL.



## 32. LEGAL CHANGES, 1997-98

*Provided in accordance with Schedule 1, ARDR 1995.*

### **Crimes Amendment (Assault on Police Officers) Act 1997**

This Act amended the *Crimes Act* with respect to assaults on police officers. It provides a specific offence for persons who assault, stalk, harass or intimidate police officers while in the execution of the officer's duty. Effective 10 July 1997.

### **Traffic Amendment (Street and Illegal Drag Racing) Act 1997**

The Act amended the *Traffic Act* to provide for the use and confiscation of vehicles connected with illegal drag racing and other activities. Effective 10 July 1997.

### **Traffic and Crimes Amendment (Menacing and Predatory Driving) Act 1997**

The Act deals with 'road rage'. Three new offences are created, two of 'menacing driving' in the *Traffic Act* and one of 'predatory driving' in the *Crimes Act*. Effective 10 October 1997.

### **Young Offenders Act 1997**

It established procedures for dealing with children who commit certain offences by using youth justice conferences, and cautions and warnings instead of court proceedings. Effective 28 November 1997.

### **Children (Protection and Parental Responsibility) Act 1997**

The Act sets out responsibilities of parents for the behaviour of their children and enables police, in certain circumstances, to escort children from public places to their parent's residence and other places. Effective 22 December 1997.

### **Crimes Amendment (Detention After Arrest) Act 1997**

The Act amended the *Crimes Act* and empowered police to detain a person after arrest for the purposes of investigating his/her involvement in the commission

of an offence and provided for the rights of the detained person. Effective 9 February 1998.

### **Law Enforcement (Controlled Operations) Act 1997**

The Act deals with the authorisation, conduct and monitoring of certain operations conducted by law enforcement agencies. The Commissioner of Police may authorise certain activities of undercover police under specific conditions. Effective 1 March 1998.

### **Summary Offences Amendment Act 1997**

This Act amended the *Summary Offences Act 1998* regarding offences concerning the carrying of offensive implements in a public place and the possession or consumption of liquor by children in a public place; and to create offences relating to knives in a public place or school and the sale of knives and knife blades to children. Effective 13 March and 1 May 1998.

### **Justices Amendment (Briefs of Evidence) Act 1997**

The Act amended the *Justices Act 1902*. It provide for the service of copies of briefs of evidence by police where a plea of not guilty is made about proceedings for offences dealt with summarily. Effective 30 March 1998.

### **Crimes Legislation Amendment (Police and Public Safety) 1998**

The Act amended the *Summary Offences Act 1998* to make further provision about knives carried in public places or schools, police powers to search for and confiscate dangerous implements in public places or schools, and police powers to give directions to persons in public places; and to amend the *Crimes Act 1900* to make further provision regarding police powers to request names and addresses. Effective 1 July 1998.

33. USE OF LISTENING DEVICES

Between 1 July 1997 and 30 June 1998, the Legal Services Branch made 680 applications for warrants for investigations into the following categories of offences: murder, manslaughter and kidnapping; sexual assault; fraud and deception; public justice; drugs; property damage; robbery; extortion; theft; bribery and corruption; assault; dealing in stolen goods; and abettors and accessories. Of the warrants issued, 179 warrants were renewed.

For the report period, no directions were given by an eligible judge to persons subjected to inappropriate surveillance pursuant to section 20 of the *Listening Devices Act 1984 (NSW)*.

34. FREEDOM OF INFORMATION STATISTICS

*for year ending 30 June, 1998*  
*Provided in accordance with s6(1), ARDA 1985.*

SECTION A

FOI Requests	Personal	Other	Total
New (incl. transferred in)	1,867	85	1,952
Brought forward	50	7	57
<b>Total to be processed</b>	<b>1,917</b>	<b>92</b>	<b>2,009</b>
Completed	1,838	82	1,920
Transferred out	0	0	0
Withdrawn	13	2	15
<b>Total Processed</b>	<b>1,851</b>	<b>84</b>	<b>1,935</b>
Unfinished (carried forward)	64	8	72

SECTION B

Result of FOI Request	Personal	Other
Granted in full	1,099	33
Granted in part	184	18
No trace	555	31
Deferred	0	0
<b>Completed</b>	<b>1,838</b>	<b>82</b>

SECTION C

Ministerial Certificates issued: 0.

SECTION D

Number of requests requiring formal consultations:  
Initial - 13                      **Total - 32**

SECTION E

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

SECTION F

Number of requests for notation: 0.

SECTION G

Basis of Disallowing or Restricting Access	Personal	Other
Section 19 (appl. incomplete, wrongly directed)	0	0
Section 22 (deposit not paid)	2	1
Section 22 (diversion of resources)	0	0
Section 25(1)(a) (exempt)	311	56
Section 25(1)(b),(c)(d) (otherwise available)	9	1
Section 28(1)(b) (documents not held)	485	9
Deemed refused - 21 day time limit expired	0	0
Section 31(4) (released to medical practitioner)	1	0
<b>Totals</b>	<b>808</b>	<b>67</b>

SECTION H

FOI fees for all completed requests: \$52,650.



SECTION I

Type of Discount	Personal	Other
Public Interest	0	0
Financial Hardship Pensioner	457	4
Financial Hardship Non Profit	0	1
Under 18 Years	2	0
Totals	459	5
Significant Correction of Records	0	0

SECTION J

Elapsed Time	Personal	Other
0-21 days	1,514	46
22-35 days	0	0
Over 35 days (extended consultation)	2	0
Over 21 days (out of time determinations)	332	34
Over 35 days (out of time determinations after consultation)	3	0
Totals	1,851	84

SECTION K

Processing Hours	Personal	Other
0-10 hours	2,226	56
11-20 hours	8	0
21-40 hours	1	0
Over 40 hours	0	0
Totals	2,235	56

SECTION L

Number of internal reviews finalised: 30.  
Number of Ombudsman reviews finalised: 10.  
Number of District Court actions finalised: 4.

Basis of Internal Review - Grounds on which Requested

	Personal		Other	
	Upheld	Varied	Upheld	Varied
Access Refused	15	3	4	0
Deferred	0	0	0	0
Exempt Matter	4	3	1	0
Unreasonable Charges	0	0	0	0
Charge Unreasonably Incurred	0	0	0	0
Amendment Refused	0	0	0	0
Totals	19	6	5	0

The total number of Freedom of Information (FOI) applications (personal and non personal) received by the Police Service in 1997-98 was 2,009 compared with 2,348 applications received in 1996-97. The total number of applications processed in the respective financial years was 1,935 compared with 2,291. Fees received in 1997-98 totalled \$52,650 compared with \$62,102 in 1996-97.

Applications for personal documentation significantly outnumbered non personal applications in both financial years. Grounds for disallowing or restricting access in 1997-98, as was the case in 1996-97, were maintained by Section 28(1)(a) and (b) of the Act in that documents were either exempt in part or in full or not held by the Service.

While the number of formal consultations by the Service increased in 1997-98, there were no Ministerial Certificates issued in either of the report periods nor were there any requests for notation or significant correction of records.

Of the 30 finalised Internal Reviews for the year, 25 applications were for access to personal documentation and five for non personal documentation. The corresponding number of

finalised Internal Reviews for the 1996-97 period totalled 18; 15 applications were for access to personal documentation, one for non personal documentation and two were withdrawn. For 1997-98, the Service upheld 24 of the original determinations at Internal Review and varied the original determination on six applications.

There were 10 finalised reviews by the Ombudsman (five the previous year). The Ombudsman supported the Service's determinations on seven applications, rejected two and had no jurisdiction on one.

There were four finalised District Court appeals, compared with one appeal in 1996-97.

### **35. DOCUMENTS HELD BY THE NSW POLICE SERVICE**

*Provided in accordance with s6(1), ARDA 1985.*

The NSW Freedom of Information Act came into effect on 1 July 1989. Under Section 14, the Service is required to publish annually a *Statement of Affairs*. Our most recent statement is available from the FOI Unit, Police Headquarters, Avery Building, 14-24 College Street, Darlinghurst NSW 2010.

Requests under the *Freedom of Information Act* for access to the Service's documents are dealt with by the FOI Unit. Requests are made on the appropriate form from the Freedom of Information Unit, Police Headquarters, or telephone (02) 9339-5199.

Requests must be accompanied by the appropriate fee with adequate information provided to identify the required document.

The Service maintains a computerised Records Management System (RMS) at Police Headquarters and a new system called TRIM is being installed.

Other well defined and formalised record keeping

systems include the Accident Information Unit, Information Unit, Criminal Records Unit, Warrant Index Unit and Traffic Penalties Payment Office, all located at the Ferguson Centre, 130 George Street, Parramatta.

Information on motor vehicle collisions, including the relevant police reports, results of police actions and statements by people involved may be purchased through the Accident Information Unit. Police reports concerning lost, stolen or other property may be purchased through the Information Unit's Centralised Insurance Section.

The Firearms Registry, located at Level 3, Emergency Service Building, 2A Greenbank Street, Hurstville 2200, keeps a record of all people holding licences under the *Firearms Act*, permits under the *Prohibited Weapons Act* and people licensed under the *Security (Protection) Industry Act*. The Registry's Integrated Licensing System records all pistols and weapons held by licensed people.

The Card Index of Licences, Licensing Enforcement Agency, Level 4, Prince Alfred Park Building, 219-241 Cleveland Street, Strawberry Hills 2012, maintains a register of people licensed under *Commercial Agents and Private Inquiry Agents Act, 1963*.

At a regional and local level, records are kept within each area; however, it is expected that in the future regions will maintain their records in line with the RMS.

Policy files no longer in use are transferred to the Records Management Centre at the Police Headquarters and subsequently stored with the Archives Authority.



## 36. AN APOLOGY TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

On behalf of the Police Service and the chief executive officers of NSW justice agencies, the Commissioner of Police, Mr Ryan, delivered the following statement at Parliament House on 22 May 1998.

*I am here today with the Director-Generals of the Attorney General's Department, the Department of Juvenile Justice and Ministry of Police, and the Commissioner of the Department of Corrective Services as representatives of the justice agencies and I am speaking for all of us. On behalf of the NSW Police Service, I offer a sincere apology to members of the 'stolen generations' and to all Aboriginal and Torres Strait Islander people for the prominent role that police played in enforcing past unjust laws.*

*Police over a long period of time were the 'public face' of the government. As 'agents' of the NSW Government, police caused unimaginable pain and anguish to Aboriginal and Torres Strait Islander communities, families and particularly mothers and their children, by the forcible removal of children.*

*We are aware of the accounts of the suffering of the children and their families and the devastation which past practices have brought on those communities.*

*We are saddened by the loss of cultural heritage and identity which has resulted from past government policies and with which police were so publicly involved.*

*The Police Service is working with other government agencies to provide culturally appropriate services to Aboriginal communities, in consultation with these communities.*

*We want to work in partnership with you for reconciliation. In view of the connection of all justice agencies with past separation policies, we deliver a joint apology to Aboriginal and Torres Strait Islander people.*

*The courts played a significant role in the separation process. We apologise that court processes did not adequately protect the rights of Aboriginal and Torres Strait Islander parents and children. We recognise that*

*cultural barriers alone frequently prevented Aboriginal and Torres Strait Islander parents from persuading courts to allow them to keep their children. The distance of Aboriginal communities from courts and a lack of legal assistance imposed further barriers.*

*The experiences of people in custody are dependent upon the day to day management of correctional centres. The chances of juvenile offenders making fresh starts in life are assisted by the programs and support they receive in detention centres and while on community-based orders.*

*We regret that the past separations continue to cause suffering to Aboriginal people today.*

*We acknowledge the link between the harm suffered as a result of past separation policies and the high involvement of Aboriginal and Torres Strait Islander people in the criminal justice system today. It is revealing that nearly half of the 99 Aboriginal people whose deaths were investigated by the Royal Commission into Aboriginal Deaths in Custody had been separated from their families as children.*

*There are many underlying causes for the high number of Aboriginal and Torres Strait Islander people in custody today. It is regretted that the damage caused by past separation policies is one of these causes.*

*We join with the NSW Government in acknowledging the continuing over representation of Aboriginal and Torres Strait Islander people in the criminal justice system and give renewed priority to reducing the number of Aboriginal and Torres Strait Islander people in custody.*

*On behalf of our agencies we reaffirm our commitment to working in partnership, based on justice, equality and respect, with Aboriginal and Torres Strait Islander people.*

Signatories were the Commissioner of Police; Mr L Glanfield, Director General, Attorney General's Department; Dr L Keliher, Commissioner, Department of Corrective Services; Mr R Salzmann, Acting Director General, Department of Juvenile Justice; and Mr Les Tree, Director General, Ministry for Police.

## 37. PUBLICATIONS published during 1997-98

*Provided in accordance with Schedule 1, ARDR 1995*

### General and Community Information

- *Aboriginal Policy Statement*
- Aboriginal recruitment poster
- *Armed Holdup and Cash Handling*  
- *Tips for Business Premises*
- *Burglary. Reducing the Risks*
- Community Care Register for Older People Pilot Program
- Community Safety Audit Guidelines and Video
- *Community Safety* magazine
- *CRIME Code of Practice* and poster
- Crime Stoppers brochure
- Domestic violence information brochures
- Dragon Line brochure and poster
- Drug identification education poster
- *Ethnic Affairs Priorities Statement* booklet
- Firearms information and storage brochures
- *For the Record* newsletter
- Gay and Lesbian Liaison Officers community brochure
- *Guideline to Fraud Prevention*
- Missing Persons pamphlet
- *NSW Police Service Annual Report 1996-97*
- Open Day '97 material
- Operation Auto Alert poster
- Operation NOAH poster
- *Paedophile Report to Parliament*
- *Police & Public Safety Act* public information card
- *Police Service Employment Guide*
- Property theft video, poster and brochure
- Random breath alcohol testing poster
- Responsible drinking poster and wallet cards
- *Safer Communities Policy*
- Safety House brochures, posters and video
- *Security Industry Act* brochure
- Standard Emergency Warning Signal brochure and poster

- *Steroids Fact Sheet*
- *The Best Car Alarms Are Switched-On People*
- *Traffic Plan*
- *Traffic Policy Statement*
- Triple 0 poster
- *Victim Support Policy and Procedures*
- *What Can You Do?* safety brochure for seniors
- *Where is the Harm?* training manual

### Information for Staff

- Aboriginal domestic violence manual
- *Child Protection Procedures*
- *Code of Conduct* booklet and cards
- Commissioner's briefing folders
- *Community Fraud Prevention* manual
- *COPS Tips & Tricks*
- *Corporate Plan* brochure, poster, booklet
- *Drug & Alcohol Policy*
- *Equity & Diversity* brochure
- *Forensic Identification NewsQuarterly*
- *Gay and Lesbian Police Employees Network* brochure and wallet cards
- *Gender-based Harassment Policy* booklets and brochure
- *Glock Self Loading Pistol* manual
- *Guidelines for Local Area Commanders*
- Investment in People poster
- *Joint Investigation Team* policy and procedures
- Mandatory Continuing Police Education Package:  
"Nothing to Report" video re the aged and  
"Can You Hear Me" video re victims
- *Missing Link*
- *Mobile Telephone Guide*
- Neighbourhood Watch order forms
- NSW Disaster Victim Identification procedures
- Oleoresin capsicum manual
- *Our Gun Laws Have Changed*
- *PCYC Community Based Policing* manual
- *Police & Public Safety Act* police guidelines, information kit
- *Police Service Weekly*



- *Reform Phase 2*
- *RTA/Police Road Safety and Traffic Management Action Planner*
- *Strengthening the Leverage for Change* report
- *Sydney 2000 Olympic and Sydney 2000 Paralympic Games Strategic Plan*
- *Unlawful Access* (to computers) training package, binders
- *Victims Support* policy and procedures booklet
- *Warrant Odyssey*
- *Word on Warrants*
- *Young Offenders Act* police guidelines and brochure

**Videos (not previously mentioned):**

- *No Harm Done* revised for the internal police education scheme
- *Use and Abuse*

**38. ANNUAL REPORT PRODUCTION DETAILS**

*Provided in accordance with s5(e), ARDR 1995.*

Production cost per copy: \$4.70

Number of copies printed: 2000

The Annual Report was produced by the Public Affairs Branch, NSW Police Service.

**Editor:** Frank Wells

**Design:** Amanda Clulow

**Photography:** Mike Combe

Thredbo photograph, page 24 , courtesy of David Forbes.

Additional copies are available from Public Affairs, Police Headquarters. Tel. (02) 9339 5755.

**39. ABBREVIATIONS**

<b>ABS</b>	Australian Bureau of Statistics
<b>APM</b>	Australian Police Medal
<b>ARDA</b>	Annual Reports (Departments) Act 1985
<b>ARDR</b>	Annual Reports (Departments) Regulation 1995
<b>ATSI</b>	Aboriginal and/or Torres Strait Islander(s)

<b>CBD</b>	Central Business District
<b>CDB</b>	Culturally Diverse (non-English speaking) Background
<b>CARES</b>	Community and Road Education Scheme
<b>CFE</b>	Consolidated Fund Entity
<b>CIDS</b>	Computerised Incident Dispatch System
<b>COPS</b>	Computerised Operational Policing System
<b>CPAL</b>	Campbelltown Police Assistance Line
<b>CPEA</b>	Child Protection Enforcement Agency
<b>CSO</b>	Community Safety Officer
<b>DEP</b>	Detective Education Program
<b>EAPS</b>	Ethnic Affairs Priorities Statement
<b>ECLO</b>	Ethnic Community Liaison Officer
<b>EEO</b>	Equal Employment Opportunity
<b>EM</b>	Employee Management system
<b>FOI</b>	Freedom of Information
<b>IPB</b>	Infringement Processing Bureau
<b>JIT</b>	Joint Investigative Team
<b>LAC</b>	Local Area Command
<b>NEPI</b>	National Exchange of Police Information
<b>NOAH</b>	Narcotics, Opiates, Amphetamines, Heroin
<b>NPEAB</b>	National Police Ethnic Advisory Bureau
<b>NSW</b>	New South Wales
<b>OCR</b>	Operations and Crime Review
<b>OHS</b>	Occupational Health & Safety
<b>PACT</b>	Police and Community Training program
<b>PAL</b>	Police Assistance Line
<b>PCYC</b>	Police and Community Youth Clubs
<b>PSSSES</b>	Police Service Senior Executive Service
<b>PWPD</b>	People with a Physical Disability or Disabilities
<b>QPM</b>	Queen's Police Medal
<b>RMS</b>	Records Management System
<b>RTA</b>	Road Transit Authority
<b>SAC-PAV</b>	Standing Advisory Committee on Commonwealth/State Cooperation for Protection Against Violence
<b>SIDS</b>	Sudden Infant Death Syndrome
<b>SOCOG</b>	Sydney Organising Committee for the Olympic Games
<b>TC</b>	Treasury Circular
<b>VKG</b>	Radio Communications Centre

## A

Abbreviations: 97

Aboriginal: 50, 67, 68, 73, 76, 95-97

Addresses: 91

Annual Report: 3, 7, 8, 34, 70, 72, 96, 97

Appendices: 63

Assessment Centres: 9, 18

Asset and Risk Management: 87

Assets: 2, 12, 39, 42, 45, 46, 47, 48, 51, 52, 54, 55, 57, 59, 60, 62, 87

Audits: 14, 22, 35

Authority: 8, 13, 35, 50, 68, 76, 77-79, 94, 97

Awards: 4, 32, 34, 71-72

## B

Budget: 8, 16, 27, 30, 39, 40, 41, 44, 45, 47, 48, 58, 59, 74, 88

## C

Child Protection: 11, 26, 28, 30, 78, 79, 96, 97

Child Protection Enforcement Agency: 11, 28, 97

Code of Conduct and Ethics: 19, 72

Commissioner of Police: 9, 36, 70, 91, 95

Commissioner's Confidence: 11

Commissioner's Reform Agenda: 8, 10, 14, 26, 27, 34, 47, 53

Commissioner's Review: 9

Communication: 15, 22, 33, 34, 55, 70

Community based Policing: 80, 96

Community Safety Officers: 9, 14, 22, 27

Complaints: 6, 7, 73, 74, 78

Compliments: 16

Computerised Operational Policing System: 33, 87, 97

Consultants: 89

Contacts: Back Cover

Continual Improvement: 34

Corporate Plan: 9, 14, 15, 73, 96

Corruption: 10, 11, 12, 28, 73, 92

Creditors' Payments: 90

Crime: 1, 2, 4, 5, 9-17, 21, 22, 23, 26, 28, 29, 30, 34, 44, 48, 50, 53, 70, 74-79, 81-83, 85, 86, 96, 97

Crime Stoppers: 96

Crop-A-Cop: 19

Customer Assistance: 2, 16, 19, 73

Customer Service: 7, 19, 35

## D

Domestic Violence: 2, 11, 15, 22, 34, 96

Drug and Alcohol Policy: 32, 34

Drugs: 2, 9, 12, 13, 14, 28, 53, 92

## E

Education: 1, 10, 14, 16, 27, 29, 30, 31, 33, 34, 75, 85, 87, 89, 96, 97

Employee Management System: 1, 7, 10, 20, 27, 74, 89, 97

Employee Statistics: 64

Energy Conservation: 35

Equal Employment Opportunity: 97, 67, 68

Ethnic Affairs Statement: 69

Ethnic Communities: 22, 27, 69, 70, 73, 78

Ethnic Community Liaison Officers: 68, 70

Executive Team: 12, 14, 28, 36, 75

## F

Field Operations: 9, 28, 29, 36, 76, 89

Financial Report: 8, 37, 45, 48

Financial Summary: 8

Firearms Buyback: 2, 15, 35

Fraud: 13, 74, 77, 79, 92, 96

Freedom of Information: 92, 93, 94, 97,

Front line Policing: 10

Future, The: 26



## G

Gay and Lesbian Liaison Officers: 34, 96

Guarantee of Service: 63, 73

## H

High Speed Pursuits: 63, 86

History: 10, 33

Human Resources and Development: 17, 70, 75,76

## I

Independent Commission Against Corruption:

Industrial Relations: 31, 32

Internal Affairs: 7, 17, 19, 20, 28, 29, 34, 72, 74-76, 78

Internal Witness Support: 29, 71, 76

Internet: 21, 34, Back cover

## J

Joint Investigation Teams: 2, 28, 30

## K

Key Priorities: 1, 4, 10, 14, 15, 16

## L

Legal Changes: 63, 91

Letter of Transmission: Inside cover

Listening Devices Act: 92

Local Area Commanders: 2, 9, 12, 14, 18, 28, 74, 96

Local Area Commands: 1, 2, 7, 9, 10, 13, 14, 15, 16, 18, 19, 20, 21, 22, 23, 28, 30, 33, 70, 74

## M

Major Works in Progress: 88

Management Services: 17, 28, 29, 36, 70, 75-78

Media Relations: 9, 21, 24, 31, 34

Memberships:

- Inter-departmental Committees: 76-79

- Statutory Bodies: 76-79

Millennium Bug: 27, 33

Minister for Police: 8, 70

Mission Statement: 1

Murders: 17

## N

Neighbourhood Watch: 14, 50, 96

## O

Objectives: 16, 45, 47, 61, 68-70, 87

Occupational Health & Safety: 63, 68, 97

Olympic Security: 23, 27, 29, 78, 80, 82-84

Ombudsman: 20, 68, 73, 74, 76, 93, 94

Operation Aquila: 13

Operation Catch a Thief: 2, 12, 13

Operation CitySafe: 2, 12, 13

Operation Dundak: 13

Operation Groenlo: 13

Operation Gynea: 2, 12

Operation Huntsville: 13

Operation Ivy: 13

Operation NOAH: 2, 13, 16, 80, 96

Operation Paradox: 2, 11, 13, 16, 80

Operation Puccini: 2, 12

Operation Safe and Well: 13

Operations and Crime Reviews: 2, 12, 15, 26

Organisation Chart: 29

Organisation, The: 28

Overseas Travel: 63, 80

## P

Performance Statements for Senior Officers: 70

Performance Summary: 1

Phone Numbers: Back cover

Police Aboriginal Council: 76

Police Academy: 31, 35, 36, 75, 87

Police and Community Youth Clubs: 7, 29, 30, 97

Police Assistance Line: 1, 2, 10, 16, 20, 27, 29, 74, 84, 97

Police Integrity Commission: 26, 30, 74

Police Open Day: 2, 21

Police Stations: 8, 21, 22, 31, 47, 49

Profile: Inside cover

Property Disposals: 88

Property Theft: 1, 2, 12, 13, 17, 26, 27, 44, 53, 74, 75, 96

Publications: 16, 33, 96

## Q

Quality Teams: 35

## R

Random Breath Tests: 23

Recruitment: 18, 27, 28, 31, 68, 89, 96

Reform: 2, 3, 8, 9, 10, 14, 17, 26, 27, 28, 29, 31, 34, 47, 53, 68, 74, 81, 97

Regions: 10, 12, 20, 21, 28, 47, 94, Inside back cover

Response: 2, 6, 9, 11, 18, 20, 22, 24, 26, 29, 30, 33, 68, 73, 74

Risk Management: 15, 27, 68, 87

Road Safety: 44, 53, 78, 97

Robbery: 1, 4, 5, 12, 14, 15, 17, 22, 74, 79, 81, 92

Royal Commission: 1, 2, 8, 9, 10, 11, 26, 27, 30, 31, 33, 47, 53, 70, 74, 95

## S

Safety House: 14, 89, 96

Salaries: 8, 31, 32, 45, 46, 48, 49, 52, 56, 57

Security: 1, 2, 14, 16, 22, 23, 27, 29, 30, 32, 33, 34, 35, 62, 67, 71, 76, 79, 82, 94, 96

Services: 1, 6, 8, 9, 10, 11, 14, 15, 39, 41, 42, 45, 49, 50, 52, 53, 56, 58, 60, 71, 73,

Significant Events: 2

Specialist Operations: 21, 28, 29

Sponsorships: 79-80

Statutory Bodies: 76

Strike Force Bagnara: 13

Strike Force Equina: 13

Strike Force Gumel: 12

Summer Blood Challenge: 19

## T

.Thredbo: 2, 9, 10, 22, 24, 97

Training: 1, 11, 14, 16, 18, 30, 31, 33, 35, 47, 50, 68-70, 83, 85, 86, 96, 97

## V

Valedictory: 36, 72

Volunteers in Policing: 14, 22, 27

## W

Water Police: 71, 88

Women in Policing: 2, 34, 36, 68, 76, 81

## Y

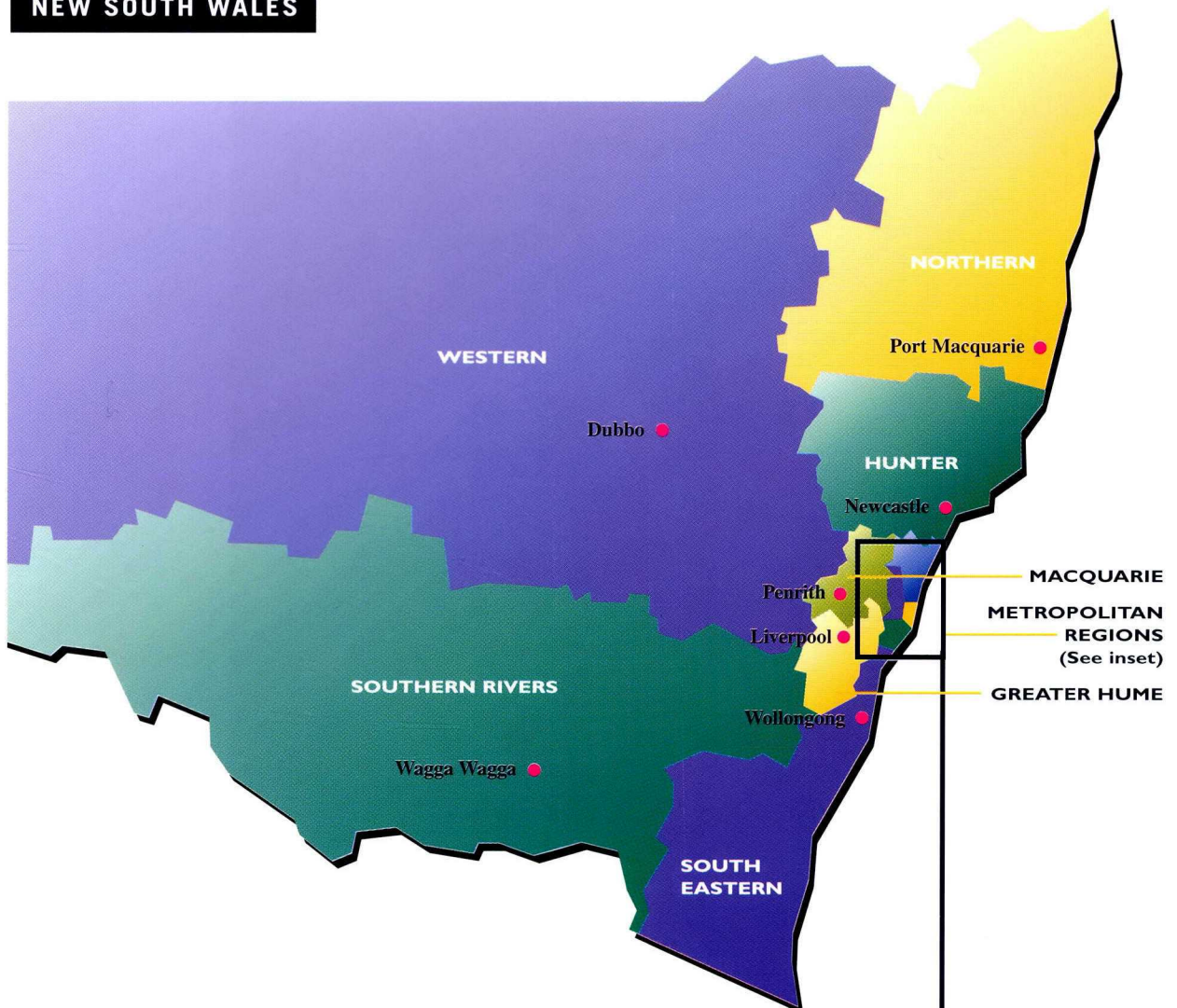
Year in Review, The: 10

Youth: 1, 7, 21, 22, 25, 29, 30, 36, 79, 91, 97



# Region Commands

NEW SOUTH WALES



These maps reflect NSW Police Service regional boundaries at 30 June 1998.

- ★ Police Headquarters
- Regional Command Headquarters



# Contacts

*Provided in accordance with Schedule 1, ARDR 1995.*

## **NSW Police Service**

### **Police Headquarters**

Avery Building

14-24 College Street

Darlinghurst NSW 2010

GPO Box 45

Sydney NSW 2001

**Telephone** (02) 9339 0277

7.30 am - 5 pm,

Monday to Friday

**24-hour service** (02) 9281 0000

### **Customer Assistance Unit**

Sydney Metropolitan Area

(02) 9265 4566

**Free Call** 1800 622 571

### **Crime Stoppers**

A community based policing service which gathers details of criminal activity volunteered by members of the public.

Cash rewards of up to \$1,000 are available if this information leads to an arrest. Information can be given anonymously.

**Telephone** (02) 9384 6111

**Free Call** 1800 333 000

## **REGION COMMANDS**

### **City East Region**

Level 7, Sydney Police Centre

151-241 Goulburn Street

Sydney 2010

Telephone (02) 9265 4920

### **Endeavour Region**

3rd Floor, 2-4 Holden Street

Ashfield 2131

Telephone (02) 9797 4599

### **Georges River Region**

Level 2, Butler Road

Hurstville 2220

Telephone (02) 9375 8099

### **Greater Hume Region**

6th Floor, 33 Moore Street

Liverpool 2170

Telephone (02) 9821 8550

### **Hunter Region**

3rd Floor, Church & Watts

Streets, Newcastle 2300

Telephone (02) 4929 0688

### **Macquarie Region**

2nd Floor, 317 High Street

Penrith 2750

Telephone (02) 4721 9533

### **Northern Region**

Bourne House, Level 1

10-12 Short Street,

Port Macquarie 2444

Telephone (02) 6588 8799

### **North Metropolitan Region**

3rd Floor, 9-11 Mann Street

Gosford 2250

Telephone (02) 4323 5611

### **South Eastern Region**

Level 3, 84 Crown Street

Wollongong 2500

Telephone (02) 4226 7705

### **Southern Rivers Region**

Level 3, 76 Morgan Street

Wagga Wagga 2650

Telephone (02) 6923 1844

### **Western Region**

148 Brisbane Street

Dubbo 2830

Telephone (02) 6881 3104

All police stations in the Sydney Metropolitan area are listed under 'Police Service NSW' on pages 2213-4 of the L-Z volume of the 1998-99 Sydney White Pages telephone directory. In other areas of the State, police stations are listed in local telephone directories, either in the NSW Government section of the directory or under Police Service in the alphabetical listings.



**NSW POLICE SERVICE**

**on-line**

[www.police.nsw.gov.au](http://www.police.nsw.gov.au)