



**NSW Police Force**  
[www.police.nsw.gov.au](http://www.police.nsw.gov.au)

*focused on rights, respect and responsibility*

**ANNUAL REPORT 2006-07**

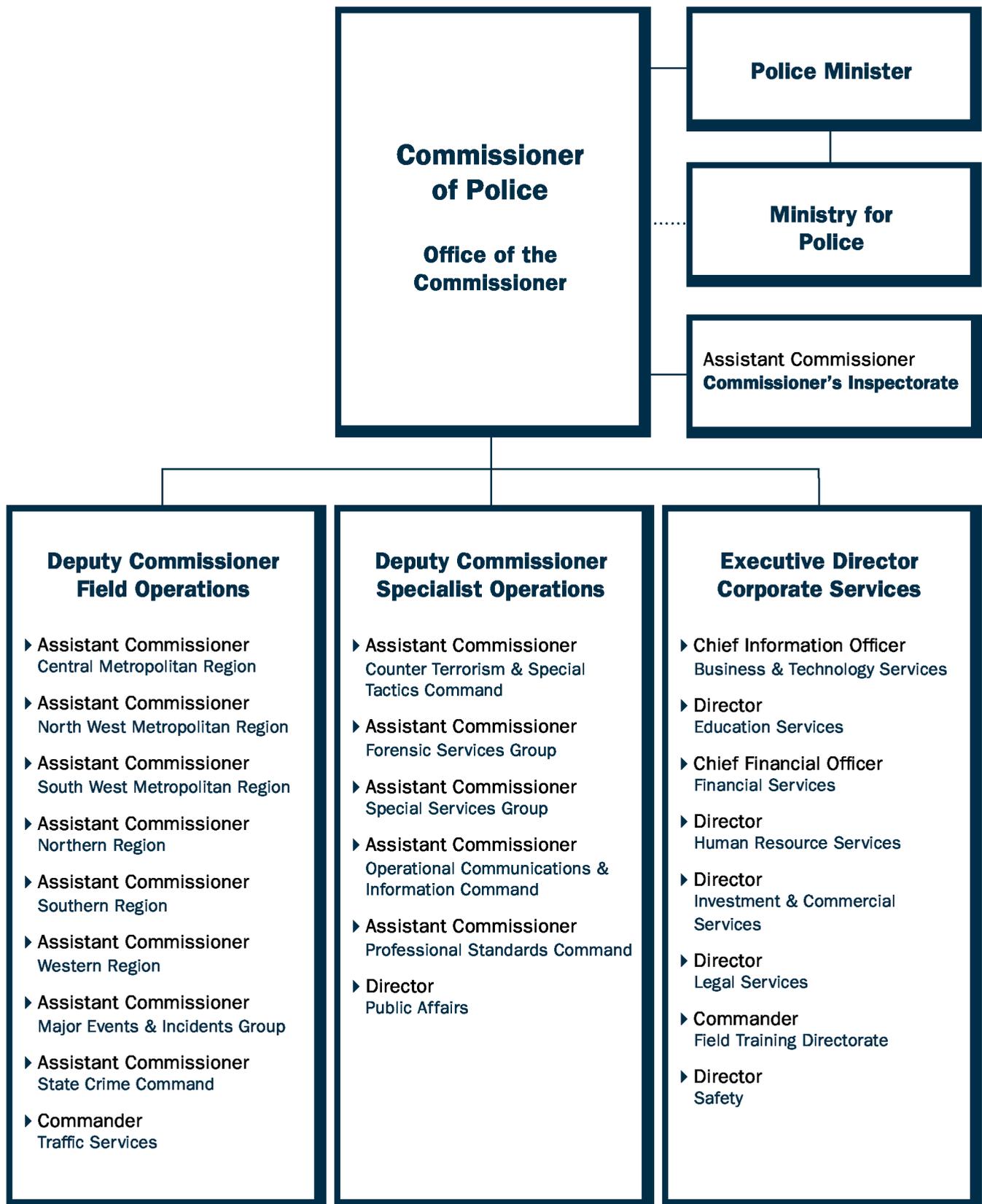


**NSW POLICE ANNUAL REPORT 2006-07**

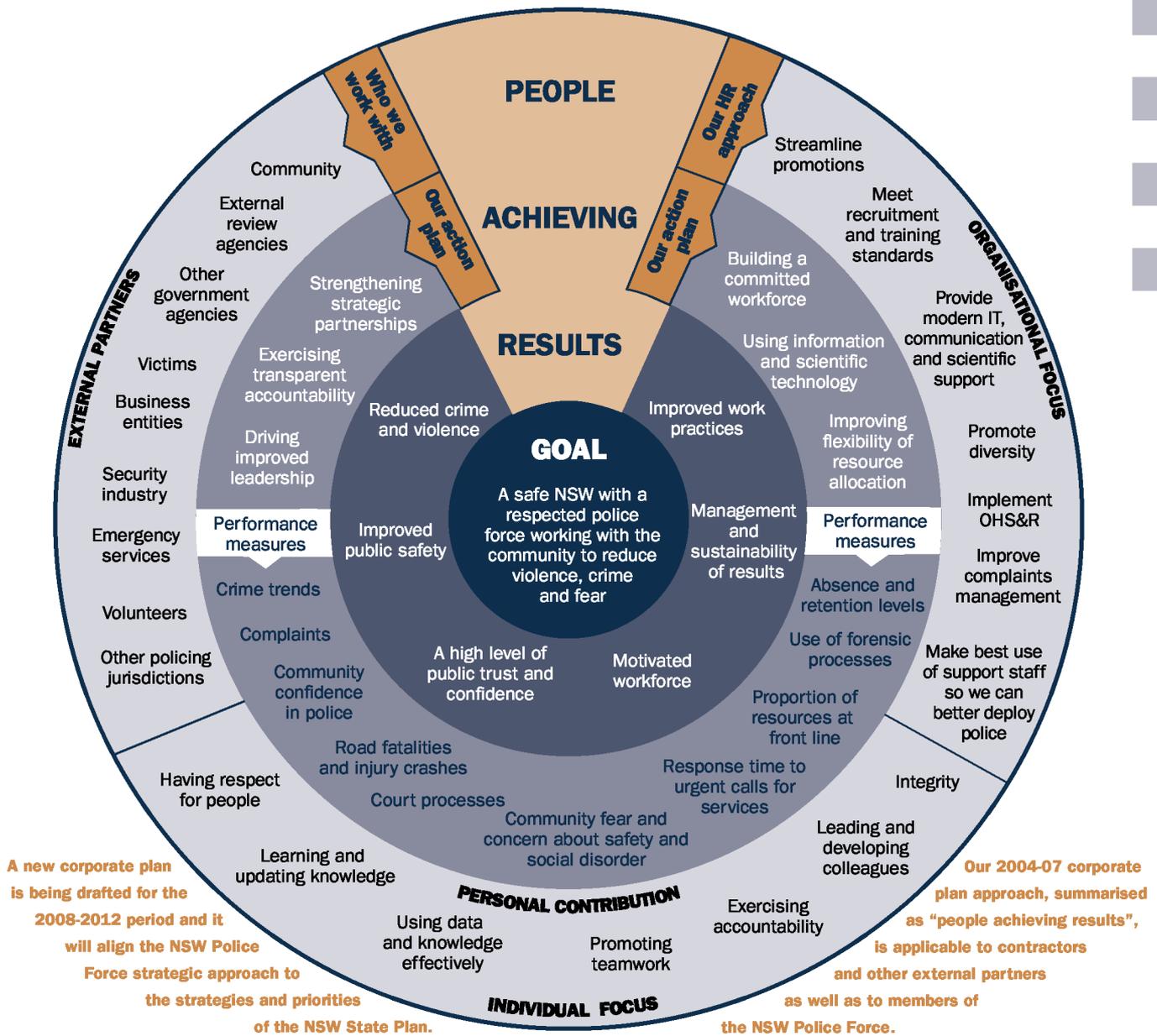
*focused on rights, respect and responsibility*



# NSW Police Force Organisational Structure



## Our 2004-07 Corporate Plan – How we work



As outlined in our Corporate Plan 2004-07, we have six interlinked corporate result areas. To make it easier to evaluate our results against our corporate planning, we have reported our performance under these six categories.

1. **Public trust and confidence:** to improve the quality of life in NSW
2. **Reduced crime and violence:** to maximise the community's sense of safety and security
3. **Improved public safety:** to reduce the fear of crime
4. **Motivated workforce:** to increase personal and organisational satisfaction levels
5. **Improved systems and processes:** to work smarter and safer
6. **Management and sustainability of results:** to ensure future success

These translate within the organisation into four core budget programs, as outlined within the Results Logic on page 74-75:

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

Results in terms of these budget programs have been included within the text of the core corporate result areas. These have been indexed, along with our legislative requirements, for easy reference. Find the index on page 176 - 177.



31 October 2007

The Hon David Campbell, MP  
Minister for Police  
Parliament House  
SYDNEY NSW 2000

Dear Minister

I am pleased to submit the NSW Police Force Annual Report for the year ending 30 June 2007, for tabling in Parliament.

The report was prepared in accordance with the provisions of the **Annual Reports (Departments) Act 1985**, the **Annual Reports (Departments) Regulation 2005** and the **Public Finance and Audit Act 1983**, as amended. It complies with the standardised reporting formulae for financial statements, approved by the Treasurer.

Following the report's tabling in Parliament, it will be available for public access on the NSW Police Force website [www.police.nsw.gov.au](http://www.police.nsw.gov.au).

Yours sincerely,

A P Scipione, APM  
Commissioner of Police





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# Commissioner's Foreword



**A P Sciplone, APM**  
Commissioner of Police

This report on the operational and corporate performance of the NSW Police Force during 2006-07 reflects the results and achievements of the men and women of the NSW Police Force under the stewardship of Commissioner Ken Moroney, AO, APM. It is appropriate that Commissioner Moroney has the opportunity to reflect on the performance of the organisation over the reporting period. I have therefore included in my foreword a message from retired Commissioner Moroney. However, before moving to that message it would be remiss of me not to take this opportunity, on behalf of both the NSW Police Force and the community of New South Wales, to acknowledge the contribution and leadership of Commissioner Moroney in a distinguished career in policing.

Commissioner Moroney leaves a vastly different organisation to that which he joined 42 years ago, and a policing environment more global, sophisticated and complex than could have been imagined in 1965. He should take pride in the knowledge that he has positively influenced the direction of policing in New South Wales, and provided an inspirational role model to many, many officers. It will be on the strong foundation that he has provided that I will move the organisation forward.

A P Sciplone, APM  
Commissioner of Police

## Message from Commissioner K E Moroney, AO, APM



**K E Moroney, AO, APM**  
Retired Commissioner of Police

In 2006-07 the NSW Police Force's net cost of services was \$2.20 billion. It also recorded its highest level of staffing with the police strength climbing to 15,333 as at 30 June 2007.

Both the government and community of New South Wales have the expectation that the return on this level of investment will be falling crime rates, reduced fear of crime, a responsive policing environment, and a demonstration that the NSW Police Force remains at the forefront of investment and development in technology, equipment and infrastructure that enhances policing capability. The fulfilment of such expectations requires a sustained focus on core policing objectives, the commitment of every member of the NSW Police Force, and robust corporate management.

### We performed well

The degree to which the NSW Police Force has delivered a return to the community is detailed in the pages of this report and on the **new Annual Report Website**. As the Chief Executive Officer I am able to point to financial results that reflect sound management practices are in place. The government sets a challenging cost reduction strategy which the agency has successfully implemented over the past twelve months, introducing sustainable changes to the way in which we deliver our services. This focus on corporate efficiency savings will continue into the future.

As the Commissioner of Police I am also able to report that **there is less fear of crime in the community, and crime** in most major categories has continued to decline or remained stable over the past 12 months. However further work is required in the areas of malicious damage and assaults, both domestic violence and alcohol related.

These are both areas that the NSW Police Force has identified as priorities in the *NSW State Plan*, and in which we will need the cooperation and partnership of other agencies of government to change behaviours that lead to offences being committed. While that work has commenced, there is clearly a long way to go.

## **Notwithstanding the results to date, we cannot afford to be complacent**

There are many illustrative and diverse examples of the work undertaken, and the results achieved by general duties and specialist police across the State in the following pages. The nature of crime and those engaging in criminal behaviour will undoubtedly see efforts to extend their enterprises into expanding categories of crime, none the least of which will be in the information technology environment. Our direction, both now and into the future, requires a similar continuing focus on new technology, scientific innovation and an ongoing revision of policies, procedural practices and skills that are capable of meeting the emerging challenges.

By any reasonable test, the science of policing is ever changing and the expansion of concepts such as CrimTrac into operational realities will not only assist police officers in this state, but will have a major and positive impact on a regional, national, and most likely international basis. To this end we must continue to build and expand our intelligence streams in order that operational police have the most contemporary and up to date information regarding criminals and the crimes they commit.

## **We have been preparing for the focus of the world**

Beyond the day to day environment of reducing crime and providing a safe and secure community, the NSW Police Force has been preparing for two significant events that will occur in the latter part of 2007 and mid 2008. I refer, of course, to the APEC Summit (September 2007) and World Youth Day (July 2008). Our ability to plan and respond to the various requirements of those international events will see this organisation under close scrutiny. It will put to the test our organisational reputation and ability to work with national and international law enforcement agencies in the counter terrorism environment.

## **We have maintained a strong focus on professional standards and conduct**

The release of the Statement of Professional Conduct in 2006 is a further example of our commitment to honest and ethical policing, and underpins both our Statement of Values and our Oath of Office.

We have maintained the goals set for us by the Police Royal Commission and sought to build on working relationships with the Office of the Ombudsman and the Police Integrity Commission. To that end I believe we have achieved much, as is demonstrated by forthcoming changes to the complaint system which will radically streamline the manner in which we manage complaints of a less serious nature, providing quicker resolution and reducing the administrative burden on operational police.

## **There has been a healthy interest by members of the community in seeking to join our ranks**

The year in review saw unprecedented recruitment action culminating in the attestation of a record number of 801 probationary constables. Not only was this a significant

investment in our future, it was also a tribute to both the staff of the Police College and trainers in the field, who ensured the standard of training provided to this extraordinary class remained of the highest order.

Into the future we need to maintain our focus on recruiting people of diverse backgrounds and cultures. I strongly believe that retaining a focus on policies that are reflective of honest, open and transparent policing practices is crucial to the NSW Police Force remaining an employer of first choice.

## **Looking after our staff is equally as important**

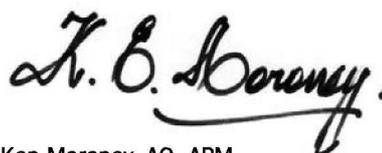
Equally, every effort must be made to retain staff. We must inspire their motivation and commitment by addressing their well being and providing a challenging but satisfying career path. The revamped promotion system which commenced implementation this reporting year, along with further investment in leadership training will be major contributors to the achievement of that goal.

Notably this year, we have seen a number of staff affected by an illness which is reflected in societal trends. I refer to mental health. We are working vigorously to address the safety and well being issues impacting on our staff. In this regard the relatively new Safety Command has been instrumental in providing strategic leadership in inculcating a culture of safety and implementing programs to improve support to our staff, encourage early interventions for staff at risk, and reduce sick leave. At the same time key performance indicators for managers have been expanded to include injury management. The objective of this work is to provide a safer working environment, improve the overall wellbeing of staff, and at the same time reduce the cost of workers compensation claims and achieve productivity improvements.

In August 2006 in support of our commitment to provide a safe working environment I also commissioned an independent review of harassment, discrimination and bullying in the workplace. The recommendations of the Ronalds Report are now in the process of being implemented.

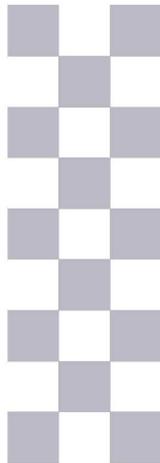
## **I wish my colleagues well for their future**

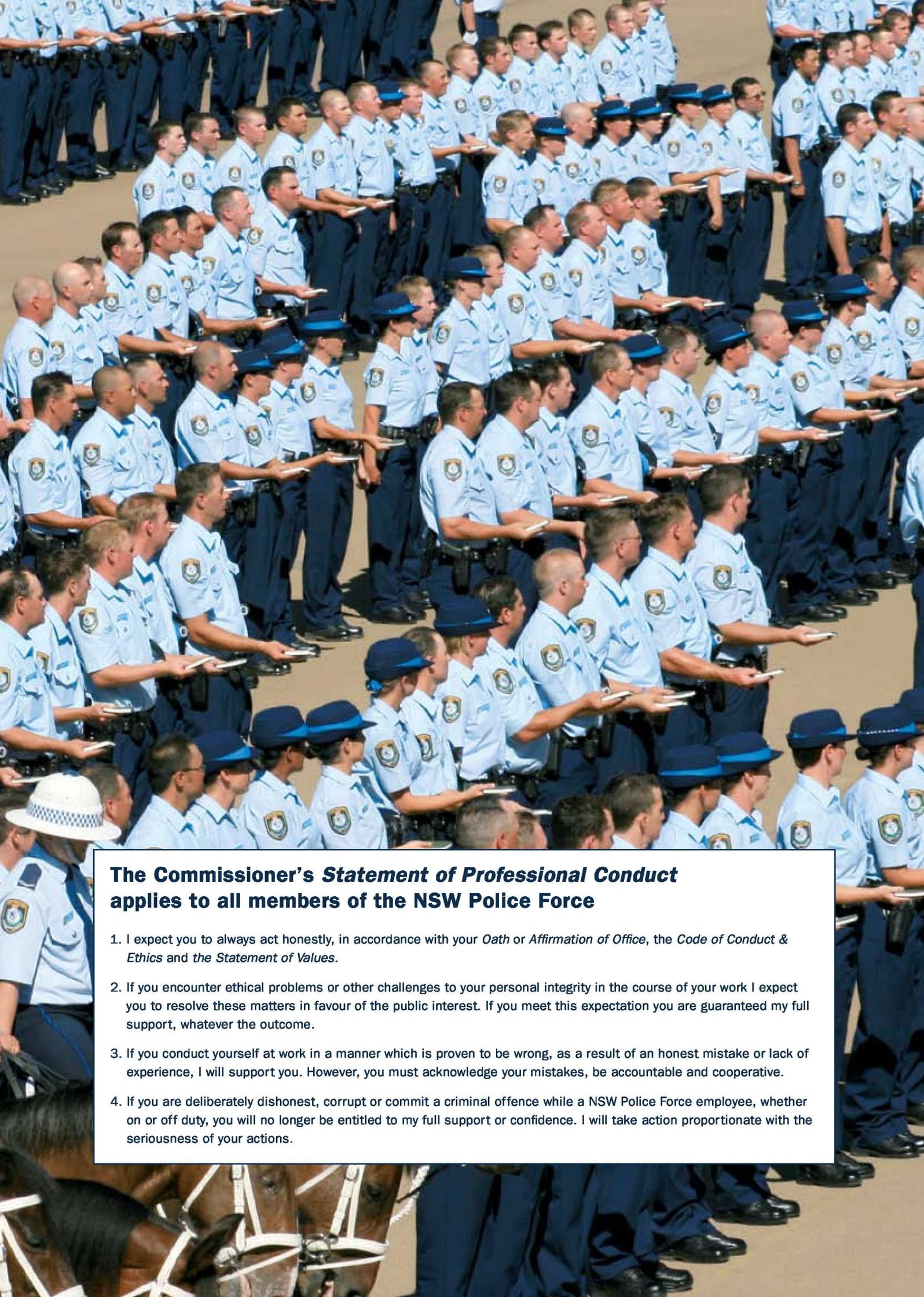
On 31 August 2007 I retire as Commissioner of Police and hand stewardship of the NSW Police Force to Andrew Scipione, APM, who will become the 21st NSW Commissioner of Police. I should therefore like to take this opportunity to wish my colleagues well for their future and to acknowledge the dedication, professionalism, and commitment of the many men and women with whom it has been my privilege to serve over the past 42 years, and whose combined efforts have given me such justifiable pride in the profession of policing.



Ken Moroney, AO, APM

Retired Commissioner of Police





## **The Commissioner's *Statement of Professional Conduct* applies to all members of the NSW Police Force**

1. I expect you to always act honestly, in accordance with your *Oath or Affirmation of Office*, the *Code of Conduct & Ethics* and the *Statement of Values*.
2. If you encounter ethical problems or other challenges to your personal integrity in the course of your work I expect you to resolve these matters in favour of the public interest. If you meet this expectation you are guaranteed my full support, whatever the outcome.
3. If you conduct yourself at work in a manner which is proven to be wrong, as a result of an honest mistake or lack of experience, I will support you. However, you must acknowledge your mistakes, be accountable and cooperative.
4. If you are deliberately dishonest, corrupt or commit a criminal offence while a NSW Police Force employee, whether on or off duty, you will no longer be entitled to my full support or confidence. I will take action proportionate with the seriousness of your actions.

# Year in review

## Crime is down

Over the last five years, the average annual rates of change have been: break and enter -7%, malicious damage +4%, robbery -6%, sexual assault -2%, stealing -6%, motor vehicle theft -7% and assault 0%. Property crime decreased in the last year: break and enter -4%, robbery -5%, motor vehicle theft -6%. Malicious damage is the only major incident category to show an increase over the last five years.

The NSW Bureau of Crime Statistics & Research (BOCSAR) reports that, for the 24 months to June 2007, only one major offence category (steal from motor vehicle) was trending upwards, two (break and enter dwelling, and fraud) were trending downwards and the remaining 14 major offence categories were stable.

## People feel safer

The percentage of people who feel safe or very safe travelling on public transport increased in 2006-07. Compared to five years ago, there were decreases in the proportion who are concerned about illegal drugs, louts and gangs and drunken or disorderly behaviour. The NSW community, however, remains more concerned about louts and gangs, and drunken or disorderly behaviour than the Australian population generally. Concern about speeding cars, dangerous or noisy driving has remained steady over the last five years.

Fear of becoming a victim of housebreaking or car theft has been falling steadily over the last five years. However, only the 2006-07 results are significantly different to the previous year. The percentages concerned about becoming a victim of physical or sexual assault in 2006-07 are also significantly lower than any previous year.

## Community satisfaction remains steady

The proportion of the population who were surveyed agree police treat people fairly and equally has been steady over the last two years. The decrease in the percentage of people satisfied with police dealing with public order problems however, is a return to the level of previous years. Similarly, the increase in the percentage of people who agree most police are honest has returned to the level of four to five years ago. Opinion regarding police performing their job professionally has remained steady over the last five years.

## The road toll in 2006 was the lowest for 50 years

The 2006 calendar year recorded the lowest annual road toll since 1945. There were 498 people killed in motor vehicle crashes in the 12 months to December 2006, compared to 508 in 2005. The number of people injured in motor vehicle crashes in 2006 also fell from 25,828 in 2005 to 25,710 in 2006.

## Our focus on robberies has achieved results

The total number of robberies decreased by 5.4% during 2006-07.

## We have improved work safety and injury management

The number of staff requiring injury management support due to long term injury or illness decreased by 16% during 2006-07. The number of staff on restricted duty also decreased by 11% this year.

## We implemented a new promotions process

A new police promotion system has been introduced to reduce the time taken to fill vacancies. The process involves a pre-qualifying computer based assessment, testing both technical and professional knowledge; formal examinations for those seeking promotion to the rank of sergeant, inspector or superintendent; and a work performance assessment. Officers who rate above the standard on the combined score enter an eligibility program involving further assessments, interviews and training. Candidates who meet all requirements of the process, including integrity tests, are entered onto the promotions list and will be offered positions as they become vacant.

## A record number of probationary constables were attested at the NSW Police College

In January 2007, 801 students were attested as probationary constables. These new police officers were part of the largest single class of students to graduate from the NSW Police College. At its peak, the College had over 1,400 people in training – representing almost 10% of the total strength of the NSW Police Force.

## How we compare

We aim to be a world leader in policing. Our goal is clear; we want "A safe NSW with a respected police force working with the community to reduce violence, crime and fear". This goal addresses:

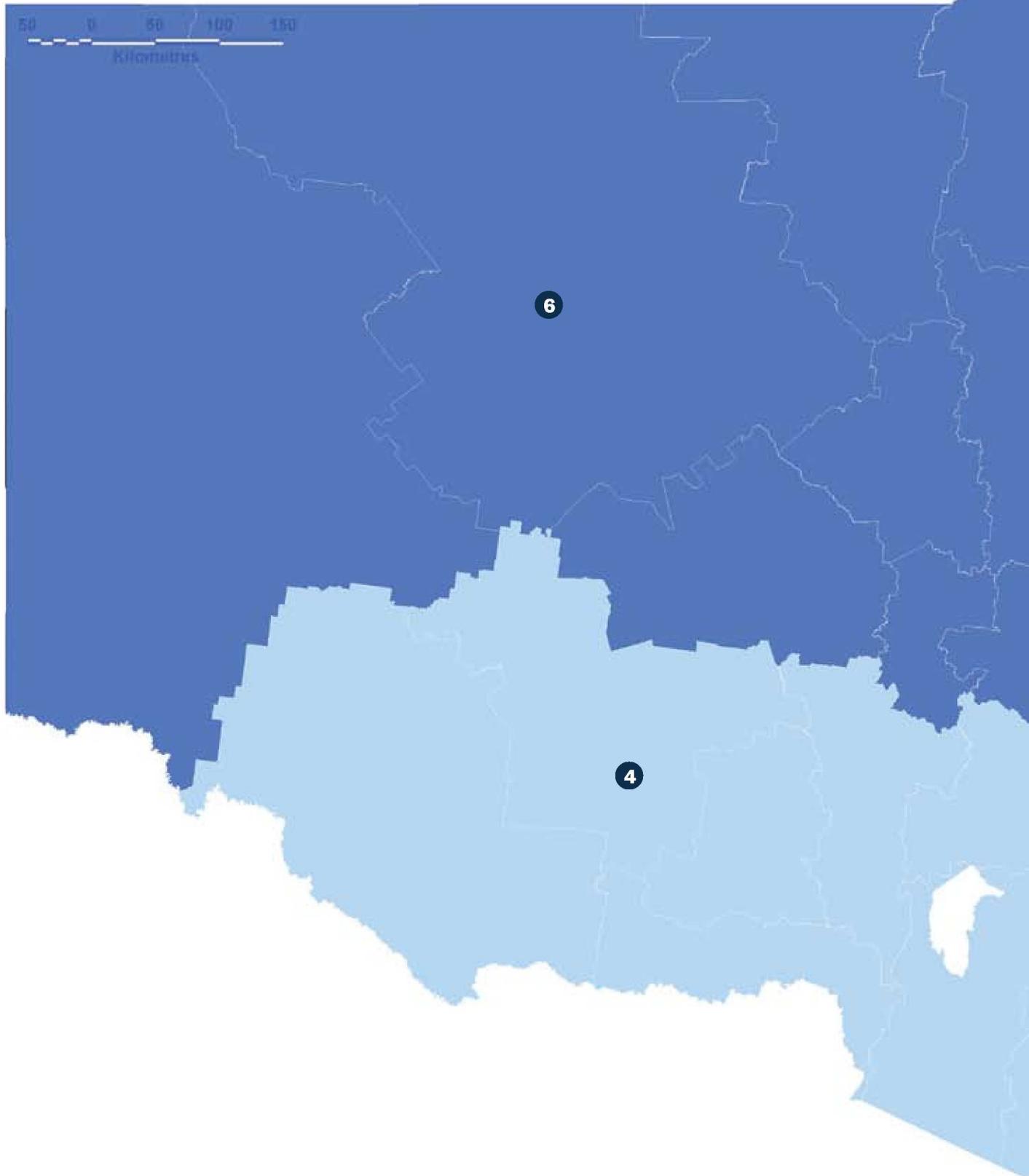
- the importance of partnership and cooperation
- the basic community right to live, work and play in safety and
- confidence in our ability to deliver quality policing professionally and ethically.

A key measurement is our current performance relative to the past – are we improving? It should be noted however, that direct comparison to other organisations is not straightforward, since each operates according to different procedures and protocols. Other law enforcement agencies operate under their own legislation and apply different criteria for measurement and evaluation, eg. there are differences in crime recording practices between states.



# Featuring our Regions

Many people regard their local police as the frontline of the NSW Police Force. While policing in NSW is supported by many specialist commands, we have featured our regions individually in this annual report. Read more about our specialist commands on the web version of the 2006-07 NSW Police Force Annual Report. Find it on the NSW Police Force website under: About Us (side menu) / Annual Report (side menu).





### 1. Central Metropolitan Region

Area in square kilometres	542.9 sq km
Usual residents*	1,001,131
Number of police officers	2,485
Number of administrative staff	207

### 2. South West Metropolitan Region

Area in square kilometres	6,326 sq km
Usual residents*	1,272,309
Number of police officers	2,235
Number of administrative staff	198

### 3. North West Metropolitan Region

Area in square kilometres	6,269 sq km
Usual residents*	1,589,953
Number of police officers	2,268
Number of administrative staff	213

### 4. Southern Region

Area in square kilometres	197,000 sq km
Usual residents*	810,484
Number of police officers	1,660
Number of administrative staff	147

### 5. Northern Region

Area in square kilometres	70,050 sq km
Usual residents*	1,393,110
Number of police officers	2,305
Number of administrative staff	192

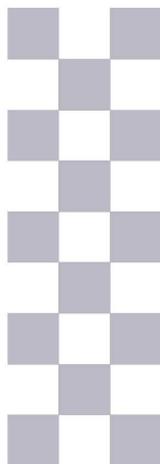
### 6. Western Region

Area in square kilometres	520,600 sq km
Usual residents*	471,598
Number of police officers	1,193
Number of administrative staff	144

Source: ABS Census 2006 figures

**Note:** These figures do not include staff (both police and administrative) who are centrally managed but deployed throughout the regions in specialist and corporate functions. They support police and the community by providing operational information to support investigations; radio communications; call centres; forensic services; complaints and employee management, air and sea policing; specialist surveillance; canine and mounted support; media and public relations; counter terrorism investigation; police prosecutions; technology support; occupational health and safety; injury management; education and training including leadership development; human resource support and asset management.

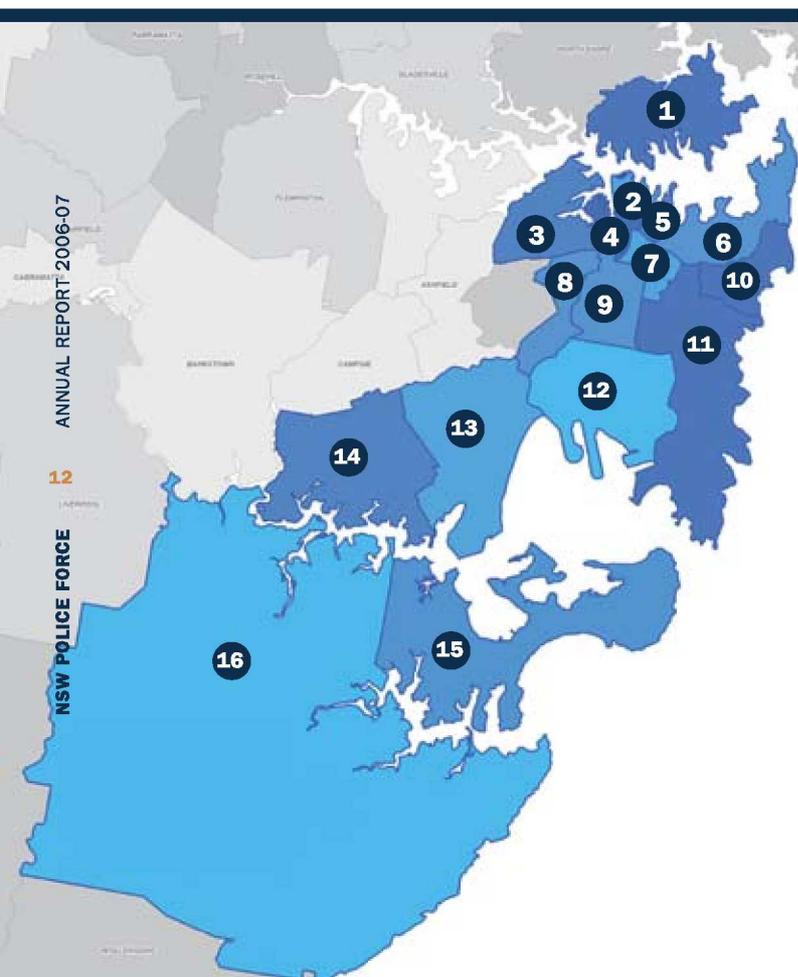
Read more about our specialist commands on the web version of the 2006-07 NSW Police Force Annual Report. Find it on the NSW Police Force website under: About Us (side menu)/Annual Report (side menu).



# Central Metropolitan Region



**Assistant Commissioner Dave Owens, APM**  
**Acting Commander Central Metropolitan Region**



- |                       |                           |
|-----------------------|---------------------------|
| <b>1 HARBOURSIDE</b>  | <b>9 REDFERN</b>          |
| <b>2 THE ROCKS</b>    | <b>10 EASTERN SUBURBS</b> |
| <b>3 LEICHHARDT</b>   | <b>11 EASTERN BEACHES</b> |
| <b>4 CITY CENTRAL</b> | <b>12 BOTANY BAY</b>      |
| <b>5 KINGS CROSS</b>  | <b>13 ST GEORGE</b>       |
| <b>6 ROSE BAY</b>     | <b>14 HURSTVILLE</b>      |
| <b>7 SURRY HILLS</b>  | <b>15 MIRANDA</b>         |
| <b>8 NEWTOWN</b>      | <b>16 SUTHERLAND</b>      |

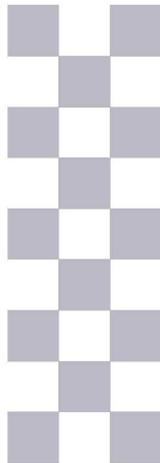
The Central Metropolitan Region reaches from North Sydney to Waterfall in the South, and includes the Sydney CBD and semi-rural areas. Tourists from around the world travel to our region’s famous landmarks including the Sydney Opera House, Sydney Harbour foreshores and world famous beaches. Each year the region hosts some of the largest public events in Australia, including New Year’s Eve celebrations, the City to Surf fun run, Gay & Lesbian Mardi Gras, ANZAC Day march and international sporting events.

The New Year’s Eve fireworks displays attract in excess of one million visitors to the harbour foreshore and beaches such as Bondi, Coogee and Cronulla. While this brings with it some alcohol related issues for police, much of our focus is on effective crowd control and traffic management. In 2006, the City to Surf fun run attracted 65,000 participants, most of whom were supported by friends and family.

Given the volume and concentration of **licensed premises** in the region, all police are focused on reducing alcohol related crime. There are 1,230 licensed premises in the Rocks, Surry Hills, Kings Cross and City Central Local Area Commands (LACs), which is the highest concentration within any area in the state.

Our region is also home to the **major transport interchanges** for the largest city in Australia. These include 16 major bus interchanges, the Circular Quay ferry terminal and one of the busiest rail networks in Australia. Central and Town Hall railway stations are used by approximately 145,000 and 70,000 passengers every day respectively, according the CityRail’s website, [www.cityrail.info](http://www.cityrail.info). These busy transport hubs are often identified as hot spots for antisocial behaviour, robberies and assaults.

To target both alcohol related crime and antisocial behaviour, the region conducts a large number of high visibility policing (HVP) operations, and relies on a visible police presence in and around transport points and identified hotspots.



### Operation Swordfish aimed to reduce robbery offences throughout the region

Conducted in May 2007, the operation targeted robbery offenders, hotspot locations as well as people wanted for breach of bail and outstanding warrants. Police patrols focused on commercial premises identified as being at risk including service stations, convenience stores and hotels. Police from general duties, Operational Support Group (OSG), Commuter Crime Unit, Highway Patrol and the newly formed Region Enforcement Squad were tasked to the operation.

As a result, the number of robberies reduced from 312 incidents during April 2007 to 192 incidents during June 2007. Eighty three people were arrested and charged with 158 offences including robbery, affray, assaults, goods in custody, drug supply and possession, custody of knives, break enter and steal and bail offences.

### Operation Beach Safe – our response to civil disturbances in beachside suburbs

Between October 2006 and March 2007, the operation provided HVP throughout the beachside suburbs, ensuring a safe and secure environment for the community during the summer months. It involved officers from several commands including Eastern Suburbs, Eastern Beaches, St George and Miranda LACs. Police were deployed from general duties, target action groups, bicycle units, commuter crime units, mounted police and dog squad.

### Our police have investigated child pornography, major drug supply and home invasions

In September 2006 **Kings Cross LAC** formed Operation Cheryl, a covert (undercover) investigation into the internet access of child pornography, including the sale of unclassified material and amyl nitrite (an inhalant that can cause a person to lose consciousness) from some adult bookshops within the Kings Cross LAC. In February 2007, 60 police executed seven search warrants on all adult bookshops. They seized in excess of 30,000 unclassified and 'X' rated films along with bottles of amyl nitrate. Ten people are currently being prosecuted and three premises have closed down as a result of the investigation.

In March 2007 the newly formed **Region Enforcement Squad, Surry Hills** began Operation Ice Cap to investigate the supply of commercial quantities of prohibited drugs in the Sydney metropolitan area. Using telephone intercepts and undercover police, investigators gathered evidence that two offenders were allegedly involved in the large scale supply of ecstasy. Two offenders were arrested and subsequent search warrants located \$50,000 cash, believed to be from the sale of prohibited drugs.

Strike Force Ayshford was formed in April 2007 to investigate numerous 'ram raid' style aggravated break, enter and steal offences on boutique clothing and electronic stores in the Sydney metropolitan area. Led by the newly formed **Redfern Region Enforcement Squad**, the investigation involved officers from the Leichhardt, Harbourside, City Central and Eastern Suburbs LACs. Police executed a number of search warrants in Five Dock, Burwood and Croydon Park and seized a large amount of property including designer sunglasses and accessories, two antique firearms, laptop computers and mobile phones. Three men were charged in relation to the property.

**Eastern Suburbs LAC** formed Strike Force Harta in June 2006 to investigate the home invasion and stabbing of a 32 year old man in Bondi. A team of local investigators conducted an extensive investigation. Five months later four men were arrested and charged in relation to the matter. Eastern Suburbs police also formed Strike Force Journeyman in September 2006 to investigate the brutal assault of a 24 year old man outside a hotel in Bondi. The victim sustained serious head injuries that required major brain surgery, and the vicious nature of the attack received worldwide media attention. From the outset, detectives had little information to assist with their inquiries. Working with local analysts, investigators arrested a 34 year old man in March 2007.

In February 2007, a 24 year old woman was struck by a motor vehicle in Caringbah dragging her 150 metres under the vehicle. The victim received horrific injuries. Strike Force Mannus was formed by **Miranda LAC** with assistance from the Crash Investigation Unit and the Forensic Services Group. In May investigators arrested and charged a 55 year old taxi driver from Gymea.

In September 2006 **Surry Hills LAC** received information about a man who was in possession of a sawn-off shotgun. Following an investigation, police executed a search warrant at his home and during the search located a sawn-off shotgun and eight shotgun cartridges. Drug paraphernalia was also located in the premises.



# South West Metropolitan Region



**Acting Assistant Commissioner Frank Mennilli, APM**  
**Acting Commander South West Metropolitan Region**

- 1 CAMDEN**
- 2 CAMPBELLTOWN**
- 3 MACQUARIE FIELDS**
- 4 LIVERPOOL**
- 5 GREEN VALLEY**
- 6 FAIRFIELD**
- 7 CABRAMATTA**
- 8 BANKSTOWN**
- 9 ROSEHILL**
- 10 FLEMINGTON**
- 11 CAMPSIE**
- 12 BURWOOD**

- 13 ASHFIELD**
- 14 MARRICKVILLE**



South West Metropolitan Region stretches from Marrickville in the inner west to Bundanoon in the south. With more than 130 different cultural and language groups, our region is one of the most diverse in the greater Sydney area. Our region is home to communities from countries such as Vietnam, Lebanon, Croatia, Serbia, Malta, Greece and Italy, and more recently, refugees from countries such as Iraq and Africa. This cultural and linguistic diversity poses a number of unique and exciting challenges in both policing and in developing community partnerships in policing.

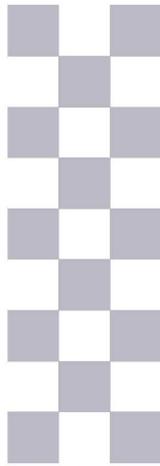
**A number of significant events are held each year within our region**

The majority are held at the Homebush Bay Olympic Venue, which hosts many of Sydney’s major events. The annual Royal Easter Show is a 13 day event that attracts up to 120,000 people per day; while the Big Day Out attracts up to 55,000 each year. Telstra Stadium can seat 82,000 people and is home ground for two Rugby League teams, the Canterbury Bankstown Bulldogs and South Sydney Rabbitohs. The Sydney International Aquatic Centre attracts an average of 5,000 people each day in summer.

We regularly conduct high visibility policing (HVP) operations that allow our general duty police to work with specialist officers, including highway patrol, dog squad and mounted police, which allows them to gain a wide variety of experience and understanding of the various policing disciplines.

While each local area command works as a single policing unit, the region coordinates cross-LAC operations, deploying shared resources across the region, manages controlled and undercover operations, analyses intelligence reports and strategically deploys the **Region Enforcement Squad** in support of LACs.

A region coordinated operation, Northridge, targeted all forms of crime and antisocial behaviour. All 14 LACs participated assisted by highway patrol, the Commuter Crime Unit, the Dog Unit and RailCorp transit officers. Police made 191 arrests and seized 15 concealed weapons. Of those arrested, 71 were found to be in breach of bail or wanted for outstanding warrants. Police



conducted 5,374 random breath tests and detected 51 alcohol related offences, issued 221 court attendance notices and collected 544 information reports.

### We target reduced road trauma through region traffic operations

South West Metropolitan Region supports *Road Safety 2010*, which provides an integrated framework for the road safety activities of all government agencies and every sector of the NSW community. This strategy addresses three key areas: safer people, safer roads, safer vehicles.

In addition, traffic operations cover the vast road network throughout the region, including the F5, M5, M7 and Hume Highway. Fatal motor vehicle collisions are reviewed each week to analyse the causes, the age of victims and collisions occurring on or near dual carriageways. Every LAC within the region includes road trauma reduction targets and traffic policing strategies within their business plans.

We also work closely with other agencies such as the RTA, local councils and community groups involved in road safety, traffic control, street lighting, road design, car design and public education.

### Police found six children living at 'hydro houses' in raids across south west Sydney

In May 2007 police raided seven homes across south west Sydney being used to hydroponically grow cannabis, and located six children living inside. Some of the children, who were between five and 15 years old, were sleeping only metres away from rooms used to cultivate the illegal crops. The plants, located in Cabramatta, Fairfield, Bonnyrigg, Guildford and Smithfield had a combined estimated street value of \$5 million. Three men and three women were arrested and charged on a number of drug offences. They were also charged with offences relating to the exposure of a child to carcinogenic contaminants and other risks within a 'hydro house'. If convicted they face up to 24 years' gaol.



### We introduced our Region Enforcement Squads

In January 2007, Wetherill Park Target Action Group (TAG) was reformed as a **Region Enforcement Squad (RES)**, which primarily focuses on mid level crime, predominately drug related.

This reporting year, the unit conducted 12 controlled and undercover operations and executed 78 search warrants, and arrested 92 people for 504 offences. They dismantled two clandestine drug laboratories, seized 3,910 cannabis plants and more than 100 kg of cannabis leaf, 3.2 kg of heroin, 2.1 kg of speed, ecstasy and ice. They also located four firearms and a rocket launcher. In addition investigators seized cash and assets worth in excess of \$1,000,000.

This reporting year, Bass Hill TAG was also reformed as a **Region Enforcement Squad** and is focusing on mid level crime, predominately drug related. This reporting year Bass Hill RES conducted five controlled operations aimed at dismantling drug supply syndicates operating within the region. Since January 2007 the unit has executed seven search warrants, arrested 21 offenders who were charged with 110 offences. Police seized 638 cannabis plants and 2.5 kg of cannabis leaf, as well as 171 g of speed, ice and ecstasy.



# North West Metropolitan Region



**Assistant Commissioner Denis Clifford, APM**  
**Commander North West Metropolitan Region**

- 1 HAWKESBURY**
- 2 BLUE MOUNTAINS**
- 3 PENRITH**
- 4 ST MARYS**
- 5 MT DRUITT**
- 6 QUAKERS HILL**
- 7 THE HILLS**
- 8 BLACKTOWN**
- 9 HOLROYD**
- 10 PARRAMATTA**
- 11 EASTWOOD**

The North West Metropolitan Region reaches from the northern beaches to the Blue Mountains and the Hawkesbury, and services more than 1.5 million people. The region is characterised by different and uniquely challenging geographic, demographic, social and criminal issues.

We target crime by identifying crime hot spot locations; using high visibility policing; using the Suspect Targeting Management Plan (STMP); advising on Safer by Design techniques to assist the building of public spaces; victim support services; and ongoing liaison with local businesses and their chambers of commerce.

**We target drug manufacture and distribution throughout the region**

**Hawkesbury LAC** dismantled a major drug supply network operating in the western suburbs of Sydney. Strike Force Cookopie commenced in November 2006. The investigative team used physical and electronic surveillance, undercover operatives and various specialist resources. In February 2007, three simultaneous search warrants were executed and police seized 772 grams of amphetamine, 84 grams of cannabis, 56 grams of MDMA (ecstasy) pills, \$105,000 in cash and two firearms. Six people were charged with serious drug offences and participation in a criminal group. Police also confiscated \$300,000 worth of assets.

Operation Southqueen led by **Penrith LAC**, smashed a transnational drug trafficking ring. Working with South Australia Police, investigators seized 26.36 kg of cannabis and \$290,000 in cash. Multiple charges were laid for drug and firearms offences, and asset confiscation is continuing.

Detectives from **Manly LAC** ran a successful operation targeting drug supply in the Manly area. Police laid more than 50 charges during Operation Cheeseman for serious drug offences including ongoing drug supply. Police seized drug equipment worth an estimated \$10,000 and a large sum of cash believed to be proceeds of drug sales. Cocaine, ecstasy and cannabis were taken off the streets during the operation that targeted suppliers within licensed premises.

- 12 KURUNG GAJAH**
- 13 GLADESVILLE**
- 14 NORTH SHORE**
- 15 MANLY**
- 16 NORTHERN BEACHES**



### We target graffiti and property crime in line with the new State Plan priorities

Graffiti crime is the source of much frustration to local residents. **North Shore LAC** and local councils identified that the cost of graffiti removal exceeds \$300,000 annually. Local police joined forces with the three local councils to establish a graffiti project, which focused on the rapid removal of graffiti by teams of council workers. An education and awareness campaign encouraged reporting by members of the community. Police also sought financial restitution from those convicted at court.

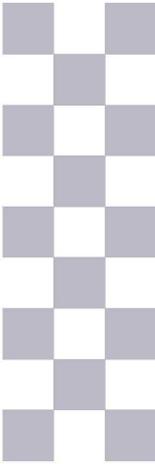
In September 2006 in the **The Hills LAC**, a 21 year old man was robbed and viciously wounded at a party. Strike Force Frontage was established and the investigation was immense, with 100 witness statements being taken. A principal offender was identified and charged with malicious wounding, aggravated robbery, perverting the course of justice and affray. A further six offenders were also arrested and charged.

Between January and March 2007 **Northern Beaches LAC** experienced an increase in break, enter and steal offences, and steal from motor vehicle offences. Between February and April 2007, local police arrested four people and each was charged with multiple offences. One of the events involved a foot pursuit that resulted in two offenders being charged with 18 steal from motor vehicle offences. Police recovered stolen property and located breaking implements.

**Eastwood LAC** arrested two people and confiscated thousands of pirated film and music DVDs following a joint operation involving the Australian Federation against Copyright Theft and the Music Industry Piracy Investigation Unit. A significant number of the 17,000 movies and 500 music DVDs seized were imported from China. Pornographic titles were among the items confiscated.

### We work in partnership with vulnerable communities to reduce crime

Since 2004 **Blacktown LAC** has been helping members of emerging African communities within the area to gain employment. Local police coordinated the efforts of several government and non-government agencies and labour market stakeholders, such as local businesses and unions, resulting in initial offers of employment to several African refugees from within the community. There was an immediate morale boost within the community and a gradual increase in job placements. National research into crime prevention shows a direct link between crime, community vulnerability and unemployment. This link was the driver behind Blacktown LAC's crime prevention strategies. A delegation from the Organisation for Economic Cooperation & Development (OECD) reviewed the initiative, taking its findings back to Germany and Norway for presentation.



# Southern Region



**Assistant Commissioner Bob May, APM**  
**Commander Southern Region**

**1 WOLLONGONG**

**2 LAKE ILLAWARRA**

**3 SHOALHAVEN**

**4 FAR SOUTH COAST**

**5 GOULBURN**

**6 MONARO**

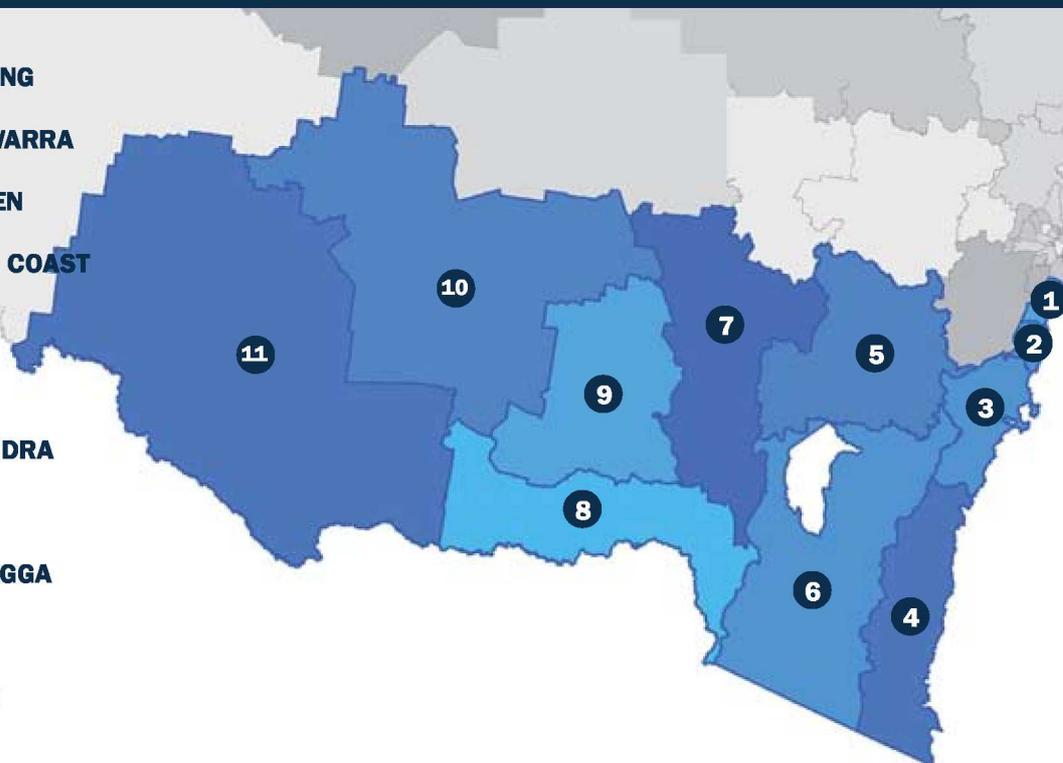
**7 COOTAMUNDRA**

**8 ALBURY**

**9 WAGGA WAGGA**

**10 GRIFFITH**

**11 DENILQUIN**



Southern Region covers a diverse geographical setting from the snowy mountains to rural and southern coastal areas. Our officers police the area from Wollongong and the Far South Coast, to as far west as Euston in Deniliquin LAC.

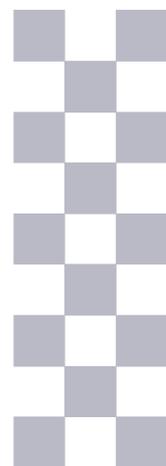
Each year, the alpine snow fields such as Perisher Valley and Thredbo attract more than two million visitors, which poses a significant policing challenge. With the influx of tourists comes a corresponding rise in traffic offences, alcohol related crime, stealing and malicious damage. To deal with this, officers are seconded from across the state. Temporary police stations are opened at Thredbo and Perisher for the snow season. Jindabyne police station, normally open for 16 hours each day, opens 24 hours during the snow season.

Southern Region has six school liaison police, 12 youth liaison officers, 16 domestic violence officers, seven Aboriginal community liaison officers and one ethnic community liaison officer.

Our *People First Strategy 2006/2009* has been prepared with the help of all local area commanders across our region and clearly defines what is important within the region (our values). It represents the region commander's desire to capitalise on the diverse range of experiences of our people, and continues to instil pride and worth in our profession. It also signifies a commitment to listen and respond to community needs and expectations. To achieve our goals, all region staff are encouraged to be involved in identifying the best crime reduction strategies.

### **The drought has created many problems in the region's agricultural areas**

The economic impact of the drought has contributed to an increase in mortgage closure, domestic violence and mental health issues, including suicide. These challenges are being addressed through closer cooperation with a range of community welfare agencies.



On 12 January 2007, a slow burning fire was discovered in a 10,000 cubic metre grain silo at Cootamundra. Owing to the fears of toxic gases and explosion, police from **Cootamundra LAC** were required to evacuate between 1,500 and 2,000 people from a large proportion of the town. A disaster victim registration was established, and 140 people were given emergency accommodation for two nights. Despite the enormous disruption and inconvenience to local residents, the feedback from the community was extremely positive in terms of evacuation management by the police.

### Alcohol related crime, road trauma and domestic violence are major challenges in the larger regional centres

We use intelligence driven strategies and special police operations to target most major crime categories. One example is the reduced road toll in the Far South Coast LAC – down from 22 fatalities in 2004 to four in 2006. Strategies to reduce the road toll have included high visibility policing with particular attention on random breath testing. Alcohol related crime has required an increase in police performing licensing functions and high visibility policing operations. These strategies targeted not only the responsible service of alcohol, but also the antisocial behaviours that flow from alcohol fuelled groups.

Project Energy at **Lake Illawarra LAC** used a love of cars and mechanics to target a group of young offenders at risk of reoffending. The project focused on reconnecting these kids to values and networks that could turn their lives around. The key to engaging their interest lay in the garage, but mentors and case managers placed emphasis on training and developing the individual as a whole. Project Energy received a Certificate of Merit at the 2006 Australian Violence & Crime Prevention Awards.

### We investigated drug distribution in the region

**Wollongong LAC** seized drugs worth an estimated \$45 million dollars and dismantled a major drug supply network operating in the area. Police from Strike Force Puckey arrested 17 offenders charged with more than 70 offences including supply and manufacture of a commercial quantity of prohibited drug. During the investigation, 13 search warrants were executed around the state. Police located a clandestine laboratory used to manufacture a large quantity of illicit drugs, and seized two pill presses, one capable of producing 24,000 pills per hour. More than \$1 million in assets was also confiscated.

**Monaro LAC** formed Operation Herborn early this reporting year to investigate the supply of illicit drugs in the Cooma area. The investigation, which took several months, involved undercover police purchasing drugs and a firearm from a man with links to an outlaw motorcycle gang. One man was arrested in November 2006 and charged with multiple drug and firearm offences.

The murder of a young man in **Griffith LAC** on New Year's Eve created a great deal of public fear and the possibility of violent retaliation in the area. Local detectives acted swiftly to investigate, while high profile policing operations were conducted in the town centre to prevent further violence and allay the community's concern. Since the incident, local police have been involved in a great deal of multi-agency cooperation to address a number of social issues in the area. As a result, the Griffith Community Action Plan was formed to address crime, safety and harmony in the community and employment.

### We work in partnership with other emergency management agencies

An emergency management exercise in **Albury LAC** tested emergency callout procedures. Operation Doublecrossing was a simulated train crash into a school bus. It tested emergency response to fatalities, injuries and contamination. Seven emergency service agencies responded, enabling staff to network and review procedures. The eight hour exercise was scrutinised by organisational umpires and a debriefing process identified opportunities for improvement, which are being addressed.

### We investigated robbery crime within the region

Police from **Goulburn LAC** formed Operation Eisenhower to investigate an increase in armed robbery offences across Goulburn and neighbouring Camden LAC over several months. Armed with a firearm and wearing a balaclava, the offender targeted petrol stations and fast food outlets at either early morning opening time or late night closing. Police arrested and charged one offender with six armed robberies and two break and enter offences.

An armed robbery at Moama was only the second such offence committed within the **Deniliquin LAC** in over three years. Detectives obtained a statement from a witness before identifying five offenders, three of whom admitted the offence and provided information relating to the others. Local police had cleared the crime within two days.

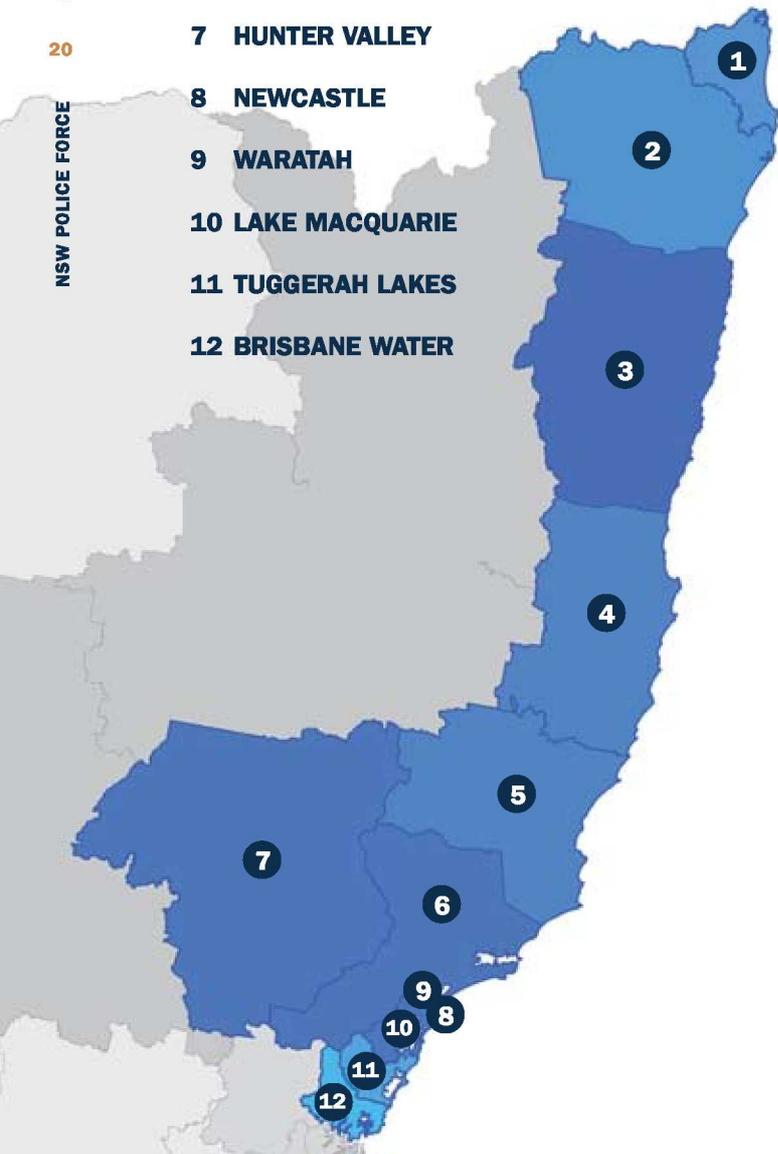
The **Far South Coast LAC** is engaged in a long term project to reduce the number of road deaths on a lengthy stretch of the Princes Highway. Combined with poor road conditions, speed and alcohol have often proved fatal. Local police have been targeting drink driving and a culture of speeding on the main highway. As a result, the 2006 Christmas holiday season passed with no traffic related fatalities within the LAC.

# Northern Region



**Assistant Commissioner Peter Parsons, APM**  
**Commander Northern Region**

- 1 **TWEED/BYRON**
- 2 **RICHMOND**
- 3 **COFFS/CLARENCE**
- 4 **MID NORTH COAST**
- 5 **MANNING/GREAT LAKES**
- 6 **LOWER HUNTER**
- 7 **HUNTER VALLEY**
- 8 **NEWCASTLE**
- 9 **WARATAH**
- 10 **LAKE MACQUARIE**
- 11 **TUGGERAH LAKES**
- 12 **BRISBANE WATER**



The Northern Region encompasses a large geographical area that includes cities, towns, coastal and country hamlets and remote rural locations. We provide policing services to a diverse community patchwork that features densely populated urban areas, rural dwellers, thriving tourist hot spots and communities impacted by diverse cultures.

Our continuous traffic operations target public safety on the vast road network from the Hawkesbury River to the Queensland Border, which includes the F3 Freeway and Pacific Highway. Fatal collisions that occur within the Northern Region are reviewed each week, and our analysts focus on causes, the age of deceased victims and collisions that occur on or near dual carriage ways.

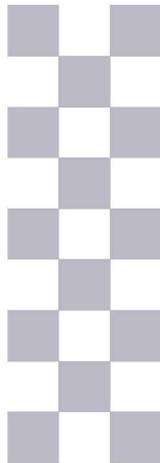
Northern Region is liaising with a number of government stakeholders on a project aimed at minimising the risks of chemical drug use through education. A NSW Ambulance Service training package has been assessed for police education in the region.

**One of the biggest issues in this region is alcohol related crime**

Police at **Newcastle LAC** have focused on proactive licensing initiatives, specifically targeting the responsible service of alcohol in Newcastle city. Alcohol related crime is also heavily targeted using Vikings operations, with support from the Department of Liquor, Gaming & Racing. In addition Newcastle police participate in a crime prevention partnership with the Premier’s Department and other government services. Next reporting year they will specifically target a reduction in non-domestic assaults, which are usually alcohol related.

**High visibility helps address antisocial behaviour**

This reporting year, **Tweed/Byron LAC** has conducted eight Vikings operations targeting antisocial behaviour through high visibility operations. The operations targeted the New Year’s Eve celebrations, the Blues & Roots Festival and the Splendour in the Grass festival at Byron Bay. A total of 230 police were deployed and made 187 arrests. Police laid 111 criminal charges ranging from offensive behaviour to serious assault charges, and 148 traffic charges.



### We target drug manufacture and distribution throughout the region

Police from **Lower Hunter LAC** involved in Strike Force Islander successfully dismantled a local drug network when they arrested 14 offenders on a range of drug related charges. They included supply large commercial quantity of drug, ongoing supply of prohibited drug, supply and possess prohibited drug and money laundering offences.

**Richmond LAC** conducted extensive investigations into the manufacture and supply of MDMA (ecstasy), cannabis and other drugs. Police seized more than 6 kg of MDMA powder, a pill press and drug paraphernalia.

Strike Force Kaberry, led by **Waratah LAC**, dismantled an extensive amphetamine distribution network operating in the area. Police arrested six offenders on significant drug supply charges, all of whom have received gaol sentences. Action is also underway to seize assets worth an estimated \$1.5 million.

### Our police have investigated property crime and international fraud

Operation Wallis, an initiative of the **Manning Great Lakes LAC**, targeted the stealing of motor vehicles in the Forster area. Police arrested 11 offenders, which has made a significant impact on the number of vehicles stolen from the area.

**Mid North Coast LAC** achieved success during Strike Force Poziere, an investigation into break and enter offences and a home invasion. Police used a number of covert activities resulting in the arrest and charging of 10 offenders with 79 offences, including stealing, aggravated break, enter and steal, and steal motor vehicle.

**Brisbane Water LAC** initiated Strike Force Viper to target malicious damage and antisocial behaviour around schools, railway stations and other locations at risk within the LAC. As a result, the LAC has experienced a steady decline in the monthly average of malicious damage offences: from an average of 263 offences per month in July 2006 to an average of 216 offences per month in July 2007.

Strike Force Darangan was a complex investigation by **Lake Macquarie LAC** into a large scale international fraud which involved the assistance of international law enforcement and financial institutions. Investigators worked with authorities from three European countries, as well as staff from Australia Post; the Australian Consulate in The Hague, Netherlands; the Commonwealth Attorney-General's Department; and the Australian Federal Police Financial Investigations Unit. The offender pleaded guilty to dealing with the proceeds of crime (in excess of \$1 million), stealing mail articles and break, enter and steal. He was sentenced to nine years imprisonment with a six year non-parole period.

### A new police station was opened in the Hunter Valley

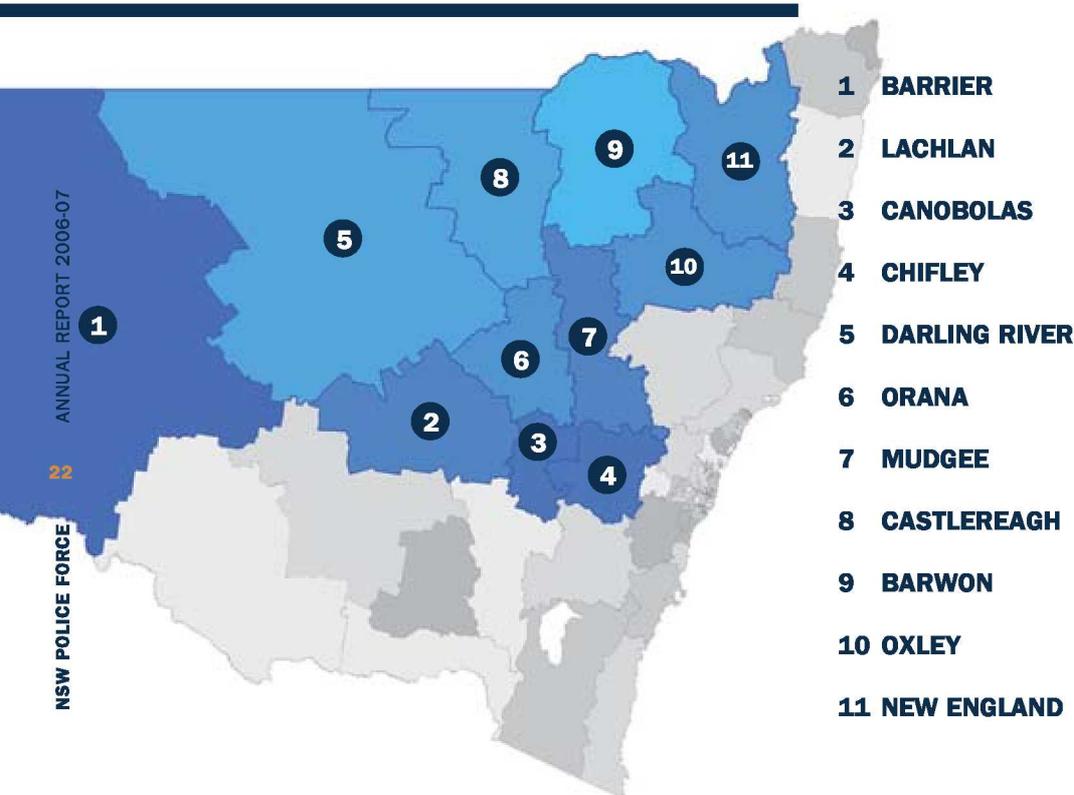
A new police station was opened in March 2007 at Muswellbrook in the **Hunter Valley LAC**. The \$7.6 million building incorporates the original police station, built in 1860, which originally housed seven police officers. The new accommodation houses more than 30 full time police officers.



# Western Region



**Assistant Commissioner Stephen Bradshaw, APM  
Commander Western Region**



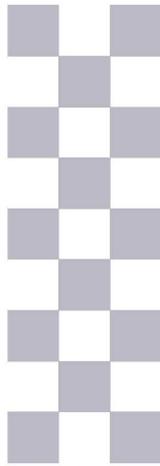
Western Region encompasses approximately 65% of the state and borders three other jurisdictions – Queensland, South Australia and Victoria. Our officers include 38 State Protection Support Unit operatives and 84 Operations Support Group operatives, 32 negotiators, 15 rural crime investigators, 31 Target Action Group officers, five school liaison police and four crash investigators.

Twenty four of the state’s 56 Aboriginal community liaison officers (ACLOs) work in the Western Region with police and Aboriginal communities to help develop and monitor programs that improve partnerships between police and Aboriginal people.

Our rural crime investigators have successfully worked with interstate police and stock squads to identify offenders and solve rural crime in the outback. They have developed excellent relationships with primary producers and property owners to reduce stock theft throughout the region.

**We’re working to attract staff with young families to rural and remote locations within the region**

Living in the far west of this state is a significant lifestyle change for anyone from cities or large regional towns. Recruiting staff who want to settle with their families in our rural and remote locations has always been a challenge for Western Region. Country policing is also a world away from city policing. Among other things, country police work to develop personal relationships with the people in their communities, and need a range of skills to run small and single unit police stations (such as lockup keeper, brief manager and rural crime investigator). In addition to improved incentives Western Region has developed a strategic housing plan in the hope of attracting more police families to settle for the country lifestyle.



### We are researching how the lack of water will affect future policing needs

The drought is having a significant effect on agriculture and industries that support local communities. With fewer jobs, more people are moving into larger cities and regional centres, which will affect future policing needs of rural New South Wales. We are also researching issues that affect cross border jurisdiction, such as cross border policing and attending courts across the border, transporting prisoners interstate, and training of police required to cross state boundaries to ensure policing standards are maintained and agencies work together to reduce crime.

### Western Region is leading the state in OHS compliance

The region is exceeding corporate occupational health and safety (OHS) targets in the training of commanders and managers. We are achieving 100% compliance by training both substantive and relieving staff. Two traffic operations, Heavy Load 4 and 5, were nominated for NSW WorkCover Safety Awards this reporting year. On average, Western Region commands have demonstrated continuous improvement in OHS by moving from audit results averaging 73% compliance levels in 2005-06, to 87% in 2006-07. Together, these examples demonstrate a clear commitment from the region's senior management to continual improvement in this area.

### We test our capabilities

Using fires and explosions, Exercise Aroona is an annual training exercise to test the capabilities of Western Region police in a simulated public order incident. It provides practical, hands-on training for Operations Support Group (OSG) operatives in both procedures and public order issues.



### Our police have investigated major fraud, rural theft and conspiracy to murder

In April 2007 **Barrier LAC** conducted the arrest phase of Operation Beam, a major fraud investigation. Rural crime investigators from throughout the Western Region joined police from Barrier, Oxley, New England and Orana LACs to execute three search warrants in the region. Three people were arrested and charged with fraud related offences. The charges related to fraudulently obtaining credit to the value of \$2.4 million that was used to purchase cattle, a cattle station and associated mustering equipment. The arrests represented the culmination of a two month long investigation by local detectives, who were assisted by the State Crime Command Fraud Squad.

### We are reducing crime across the region

**Chifley LAC's** Target Action Group (TAG) has achieved extraordinary success. Chifley TAG has averaged 22 drug detections per month since January 2005, which is consistently the highest in the Region over the longer term. This reporting year, the unit has been responsible for initiating more than 300 individual charges and submitting more than 150 intelligence reports. During Operation Redback, which targeted break and enter incidents, the unit made 30 arrests in a single month.

Operation Thor was conducted by **Barwon LAC** to increase driver education, and to promote responsibility and accountability within the community. The operation commenced just days before a crash that killed three young people in Warialda and involved seven unlicensed young drivers. In February 2007, the command's highway patrol coordinated an education and awareness day with representatives from the Crash Investigation Unit (CIU), RTA, local councils, community organisations and emergency services. Attended by more than 350 people, visitors were provided information on NSW road rules, the consequences faced by drivers involved in accidents, the trauma of injury and death and its impact on family, friends and emergency workers.



# Section One Reduced crime and violence

Overall the situation in NSW has improved in the last few years with reductions in reported incidents for most crime types. However more work needs to be done. The Results Logic on page 74 - 75 shows that our crime prevention services, traffic and commuter services, and investigation services all contribute towards a reduction in crime and violence. As the lead agency for State Plan priority R1, Reduced crime particularly violent crime, we will work collaboratively with other agencies and the community to achieve results.

Specialist commands can lead investigations, or provide support and intelligence to other police teams. Some are focused on high volume crime while others, such as the Homicide Squad and the Child Protection & Sex Crimes Squad, are often involved in long, complex investigations that require a considerable investment of resources. We have highlighted some of their results within the six sections detailing our corporate performance.

Read more about our efforts to reduce crime and violence on the web version of the 2006-07 NSW Police Force Annual Report. Find it on the NSW Police Force website under: About Us (side menu) / Annual Report (side menu).

*\$74 million worth of drugs, cash and assets seized - in just three operations.*

A number of major drug offenders were arrested as a result of successful partnerships between the NSW Police Force and the NSW Crime Commission, New Zealand Customs, Australian Customs and other Australian police jurisdictions.

**Operation Dredge** seized drugs with a potential street value of \$25 million. Between June and October 2006 the investigation targeted an international syndicate that was

### Crime is down

#### Context

Being a victim of crime may have acute effects on the quality of life enjoyed by individuals and communities. The level of crime affects the perception of the safety of the environment and thereby the use of public space.

#### Note

Recorded crime statistics represent only those matters reported to police. A change in recorded crime may reflect changes in the propensity to report to police as well as the actual incidence.

#### Desired result

A continuing reduction in the level of crime.

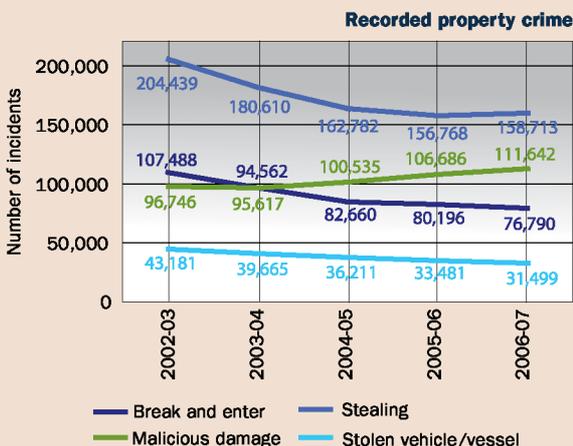
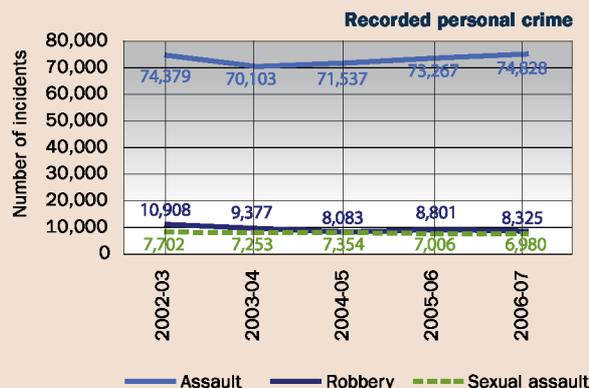
#### Findings

**Recorded personal crime:** assault increased by 2.0%, however, robbery decreased by 5.4% during 2006-07. Alcohol related assaults increased by 5.2% and breaches of apprehended domestic violence orders decreased by 0.3%. **Recorded property crime:** stealing incidents increased by 1.2% and malicious damage by 4.6%. Other property crimes (break and enter, stolen motor vehicle and fraud) decreased.

#### Future actions under the 10 year State Plan

We will:

- better coordinate resources dedicated to crime prevention;
- improve capability to respond to crime;
- reduce alcohol and drug related crime;
- reduce domestic and family violence;
- better coordinate patrols and presence of visible authority.



Source: COPS

Note: Historical data has been revised since last annual report (for more detail, refer to Appendix 1)

importing large quantities of cocaine into the country. A major national surveillance operation was coordinated involving law enforcement agencies from NSW, Victoria, Queensland and Western Australia. Two people were arrested for drug importation offences and police seized 27 kg of cocaine, 1 kg of cannabis and \$32,000 in cash.

**Operation Lanyard** seized drugs with a potential street value of \$30 million. Between May and October 2006 police used undercover surveillance to identify a European based syndicate that was importing huge quantities of MDMA (ecstasy) into Australia. Five people were arrested for drug related offences and police seized 1 kg of cocaine, 45 kg of MDMA, 1.1 kg of MDMA powder, 45 litres of MDMA oil and \$200,000 in cash.

**Operation Schoale** dismantled a well organised illicit drug distribution network. This was a joint operation by the NSW Police Force and the NSW Crime Commission. From November 2006 the operation focused on a major drug importation syndicate operating principally in NSW. Operation Schoale involved Queensland Police and officers from the NSW Special Crime Unit, Middle Eastern Organised Crime Squad, State Protection Group and Northern Region. By March 2007 six people were arrested and police seized:

- \$16.5 million in cash – the largest cash seizure in Australian history
- approximately \$3 million worth of assets
- 1.4 kg of cocaine
- 17 firearms including a machine pistol, magnum and Glock handguns, Taser guns and semi-automatic military rifles.

**Robbery & Serious Crime Squad dismantled 32 complex criminal networks**

The Robbery & Serious Crime Squad is responsible for investigating armed robbery, product contamination, extortion and kidnap for ransom. Following the fatal stabbing of a 33 year old father of three in June 2006, the Robbery & Serious Crime Squad formed **Strike Force Brunei** with investigators from Newtown LAC. Shortly before midnight, four armed men entered a Sydney hotel.

**Illicit drugs: More actions have been taken**

**Context**

Drug law enforcement activity is directed to limiting supply and preventing self harm.

**Note**

Investigation of drug supply is expensive and time consuming and depends on efforts by other agencies to restrict international drug supply.

**Desired result**

An increase in legal actions for deal or traffic in illicit drugs.

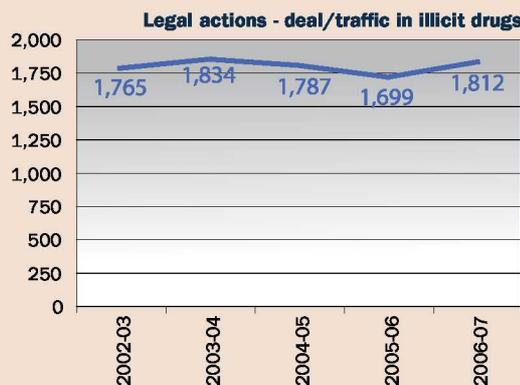
**Findings**

The number of legal actions (charges) for deal or traffic in illicit drugs increased from 1,699 in 2005-06 to 1,812 in 2006-07.

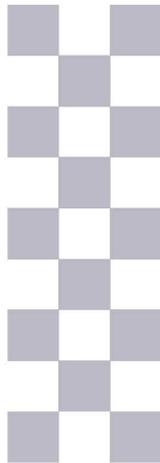
**Future actions under the 10 year State Plan**

We will:

- target mid level drug supply, distribution and drug manufacture;
- develop education and training to identify and respond appropriately to drug affected individuals;
- promote and support programs aimed to reduce drug related crime such as the Cannabis Cautioning Scheme and the Magistrates Early Release into Treatment Program;
- expand the Your Choice Program and Supply Means Supply initiative;
- continue to have joint investigations with Federal agencies to reduce availability of Amphetamine Type Substances (ATS), and the manufacture of ATS;
- work collaboratively with pharmaceutical, health, scientific and chemical industries to reduce diversion of their products for use in manufacture of ATS;
- evaluate existing powers and legislative controls to effectively manage and reduce the diversion of products used in illicit drug manufacture.



Source: COPS  
 Note: Historical data has been revised since last annual report (for more detail, refer to Appendix 1)



They allegedly stole money from the hotel and robbed patrons of their personal cash and belongings. One of the hotel's staff wrestled a shotgun from one alleged offender – but no shots were fired. Tragically, one of the patrons pursued the fleeing robbers and was allegedly stabbed when he confronted them. The investigative team arrested and charged all four offenders with murder and armed robbery, three were in police custody within 24 hours. They're currently awaiting trial in the Supreme Court of New South Wales.

**Strike Force Cascades** was a lengthy and complex murder investigation led by the Homicide Squad. The deceased was found in May 2003 in Rozelle. This incident had the hallmarks of an execution style murder. Investigators established the deceased had been heavily involved in drug trafficking in the Sydney metropolitan area and he was linked to a drug supply network. After a three year investigation, police charged a man with this murder in August 2006 and seized a substantial amount of MDMA (ecstasy) and large sums of cash.

### The Unsolved Homicide Team has reopened 20 unsolved cases

Formed in March 2004, the **Unsolved Homicide Team** has reviewed a backlog of historic, unsolved homicide cases, and is now ready to focus on new investigations. Cases requiring further investigation are allocated to local area commands and to Homicide investigators as a continual process to ensure all possible inquiries are exhausted or prosecutions are launched. The business rules regarding case allocation for unsolved homicides is under review to ensure the most efficient model is implemented for case management. This reporting year 20 unsolved homicide cases have been reopened and 181 cases have been recommended for further investigation.

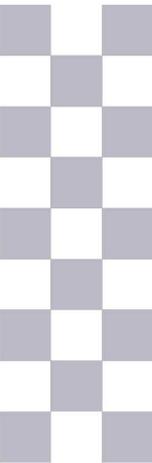
### Property Crime Squad is working with the banking industry to reduce ATM ram raids

Ram raids of automated teller machines (ATMs) have become a global phenomenon, however police believe the crime will slowly reduce in NSW as ATMs become harder to target. We're working with the banking industry to ensure all new ATMs are positioned in a way that makes ram raids virtually impossible and that existing ATMs meet a minimum security standard. Since August 2005, **Strike Force Piccadilly** has disrupted or dismantled 20 crime syndicates, arrested 92 people charged with 428 offences including theft from ATM sites. The investigation involved police from a number of crime squads and local area commands.

Due to the growing popularity of online auction sites, more people are buying and selling 'second hand' goods online. In April 2007, the Property Crime Squad's **Strike Force Garvey** investigated a man selling \$26,000 worth of brand name sun glasses on eBay. Police inquiries revealed the items were part of a major theft of 10,500 glasses and accessories from a distribution centre in Victoria earlier this year. Police searched two premises and recovered stolen property worth in excess of \$300,000 including clothing and footwear, household items and more brand name sunglasses. Police also seized a large quantity of counterfeit clothing worth approximately \$300,000 and two prohibited weapons.

Strike Force Tronto is established when there is a need to investigate significant bushfires. From September 2006 to March 2007, **Strike Force Tronto 4** reviewed the investigations of 1,041 bushfires; the Coroner dispensed with 1,031 of those fires and is reviewing 10; 104 people were charged with 166 offences; 23 were adults and 81 were juveniles.





**The Middle Eastern Organised Crime Squad has seized \$3,914,092 worth of drugs and cash**

In May 2006, the Middle Eastern Organised Crime Squad (MEOCS) assumed responsibilities of Task Force Gain investigations, which commenced in October 2003 following an increase of violence in the South West of Sydney. This reporting year MEOCS has arrested 736 people on 1,846 charges. Police seized an estimated \$2,128,215 worth of drugs, including amphetamines, heroin, cannabis, MDMA (ecstasy), cocaine and various steroids. Police seized \$1,785,877 in cash and a cache of weapons including 15 handguns, 15 long arms, 977 rounds of ammunition and 18 knives.

MEOCS has executed 112 search warrants, conducted 28 controlled and undercover operations, and 32 controlled purchases. Traffic enforcement has seen 13,468 vehicles stopped with 12,550 drivers submitting to random breath tests. A total of 3,083 traffic infringement notices, 296 speeding infringement notices and 208 parking infringement notices have been issued.

**We're working to reduce the rates of sexual assault and child abuse**

The NSW Police Force continually strives to improve criminal investigation and community focus for child protection and sexual assault, and our strong links with agency partners directly contributes to our strategic and operational policing directions. Through interagency partnerships with NSW Department of Community Services (DoCS), NSW Health, Violence Against Women, Attorney General's Department and the Office of the Director of Public Prosecutions (ODPP), we're working towards meeting the NSW Government's priorities of reduced rates of crime, and reduced rates of child abuse and neglect.

Following a review of the Joint Investigation Response Teams (JIRTs), we're also working with DoCS and NSW Health to improve responses to serious child abuse allegations, including Aboriginal children. Key recommendations of this project form part of the police commitment to the *NSW Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities 2006- 2011*.



**The NSW community feels safer**

**Context**

Despite falling crime rates, citizens in some communities in NSW hold fears for their personal safety, particularly when they are out at night. This fear is often in response to antisocial behaviour by a minority in the community.

**Note**

Survey estimates are subject to sample error. Perceptions are influenced by many factors, not necessarily related to the actual level of crime and social disorder (eg. media reporting and past personal experiences). Some level of awareness is desirable since this will lead people to take reasonable care in avoiding potentially dangerous situations.

**Desired result**

We aim to have the percentage of people who feel safe at night in NSW at or above the national average.

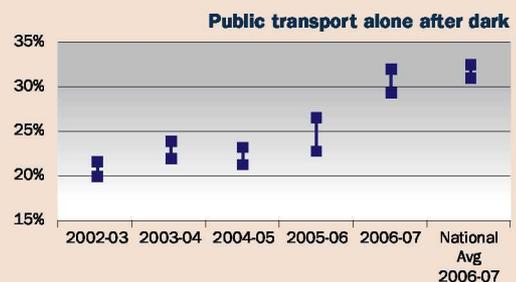
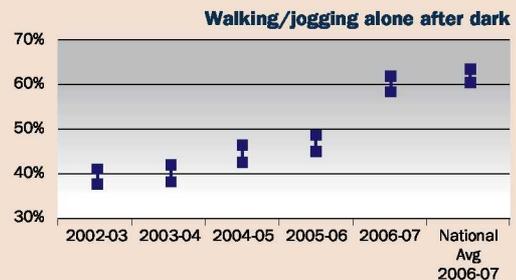
**Findings**

The perceived level of safety at night walking or jogging alone after dark has increased from between 44-49% in 2005-06 to 58-61% for 2006-07. This is equivalent to the national average range of 60-61%. The perceived level of safety travelling on public transport after dark has increased from between 22-26% (2005-06) to 30-32%. This is equivalent to the national average range of 31-32%.

**Future actions under the 10 year State Plan**

We will:

- better coordinate resources dedicated to crime prevention;
- target repeat offenders and crime hot spots;
- better coordinate patrols and presence of visible authority;
- increase community engagement and awareness to reduce unwarranted fear of crime;
- focus crime strategies on a reduction in both violent and property crime;
- focus on antisocial behaviour;
- free up resources through improved flexible rostering, reform of the internal complaints process and reduce the need for red tape.



Source: National Community Satisfaction with Policing Survey

Police are responsible for helping to improve the whole of government response to adult sexual assault. The *Investigation & Management of Adult Sexual Assault Policy* and standard operating procedures have been rewritten with victim care as our focus. The NSW Committee on Adult Sexual Assault meets every quarter and includes representatives from other peak government and non-government agencies.

### Police investigate all reports of sexual assault

**Strike Force Sayer** arrested three men, who were charged with a number of offences including aggravated sexual assault in company and aggravated sexual assault. The alleged offenders had assaulted a group of young girls who had been to a party and invited them home.

**Strike Force Crethaven** charged an Australian woman with child pornography offences involving her two daughters, after a stolen laptop was seized by police in the United States. The laptop was found to contain images of two girls involved in sexually explicit activity. The investigation was a joint effort by the Federal Bureau of Investigation (FBI), the Australian Federal Police (AFP) and the NSW Police Force. Investigators from the NSW Child Exploitation Internet Unit (CEIU) identified the girls, aged 6 and 10 years old, as the daughters of an Australian woman who had allegedly taken the photos. It is alleged that she emailed them to an American man who had stayed with her while holidaying in Australia. Both were arrested and charged with multiple child pornography offences.

### New legislation has increased our powers to reduce gang related activity

The Gangs Squad was established to investigate serious gang related activity including murder, drug manufacture and distribution, firearms, extortion and kidnapping, and property offences. From December 2006, **legislative reform made it an offence** to participate in a criminal group (of three or more) that gains material benefit by committing serious indictable offences or serious violent offences. The new *Crimes Legislation Amendment (Gangs) Act 2006* also prohibits gang related activity and gives police additional powers relating to fortified premises. This new Act amends the *Crimes Act 1900* and *Law Enforcement (Powers & Responsibilities) Act 2002*.

**Strike Force Pittstone** was established to investigate acts of violence linked to outlaw motorcycle gangs (OMCGs) – and achieved outstanding results. Police investigated the shooting of a gang member outside a nightclub in the Sydney CBD; shooting of an OMCG's national president and a member of the public inside a nightclub at Kings Cross; the shooting of a doorman outside a nightclub at Kings Cross; exchange of gunfire between members of two outlaw motorcycle gangs in Guildford; and the shooting of gang members at their Newcastle clubhouse. Eleven people were arrested and 50 firearms seized. A significant number of the firearms have been forensically matched to other offences; and a large amount of property is subject to civil forfeiture proceedings. However, more significantly, the investigation undermined the leadership of a large outlaw motorcycle gang and weakened the structure of the organisation to such a degree that one chapter closed and a large number of members left the gang.

### Failing to pay for fuel, credit card fraud and mortgage fraud still rising

External environmental factors (including petrol price increases, changing of home loan interest rates and 'target hardening' of financial institutions) continue to reflect in fraud offences, with rises in failing to pay for fuel, credit card fraud and mortgage fraud. The collection of personal data (including name, addresses and passwords) for use in identity crime and subsequent laundering of proceeds through online transactions, is still a considerable risk for consumers. It appears more people are willing to engage in laundering the proceeds of internet crime through their own banking accounts, either inadvertently or accepting the risk as minimal for the potential gain.

**Fraud investigations are usually financially complex and require specialist technical knowledge.** One strike force was established after alerts were received that a senior fraud investigator from a well known financial institution was accessing the personal information of victims through his normal duties and creating additional (fraudulent) credit accounts. While committing this offence, victims' account limits would be increased and the daily limit (\$2,000) withdrawn at various ATMs. Victims were unaware of the subsequent cards issued and accounts accessed. He allegedly received \$1.3 million over three years. This was a difficult investigation due to the offender's knowledge of fraud investigation techniques. Police used forensic document examiners, financial accountants and surveillance to charge this offender with 13 offences.



**Proceeds of crime is paid into the Victims' Compensation Fund**

Legislation exists to allow police to confiscate the proceeds of serious crime (money or property) if a conviction has been recorded and the property was used in or derived from the crime. Processes are being developed that will improve the identification of asset confiscation opportunities to support the legislative amendments.

**The protection of drugs is a significant motivation for the possession of illegal firearms**

The NSW Police Force is responsible for preventing gun crime, which contributes to homicides, armed robberies, serious assaults and intimidation. A single firearm can have a lifespan in excess of 100 years and during this time fall into the hands of many criminals who commit a multitude of violent crimes. The Firearms & Regulated Industries Crime Squad (FRICS) disrupted or completely dismantled six criminal networks this reporting year.

**Strike Force Westgrove** interrupted an organised crime syndicate involved in trafficking firearms. Two men were arrested in October 2006 after allegedly attempting to sell a number of pistols. More than 40 charges were laid as a result of search warrants in the Parramatta, Blacktown and Granville areas.

**Strike Force Dareen** was established to identify potential sources and targets involved in the supply and possession of illicit firearms and explosives. Information supplied to Crime Stoppers regarding the storage of illegal firearms by a firearms license holder resulted in investigators attending the persons premise and conducting an audit upon license holder. The man was charged with aggravated possession of firearms, possess prohibited weapon and possess ammunition unlawfully. A search warrant was executed at the same premises in October 2006, and police located a quantity of cannabis and 65 litres of pseudoephedrine. It's believed this could yield up to 12 kg of amphetamine with a potential street value of \$1.2 million. The man was

charged with possess and manufacture prohibited drug (large commercial quantity), cultivate prohibited plant, possess precursor intended to be used in production of prohibited drugs and possess ammunition without permit.

**Strike Force Talamanca** was established to investigate the supply of illegal firearms by an organised crime syndicate. In June 2007, further investigation has resulted in seizure of 145 handguns, 19 military assault rifles, one automatic firearm and one 'Uzi' machine pistol.

**The Drug Squad detected 47 clandestine drug laboratory sites in NSW in 2006-07**

Following one investigation, the Drug Squad dismantled an interstate drug trafficking ring and seized drugs worth an estimated \$2 million. The strike force was established in May 2006 to investigate the distribution and supply of prohibited drugs between Sydney, Byron Bay and Queensland. Initially focusing on one man who was allegedly transporting drugs from Sydney to Queensland, the strike force's scope grew and police identified a large number of alleged targets throughout NSW. Using covert evidence gathering techniques and making intelligence driven decisions, detectives were able to arrest a number of people and seize drugs as the operation progressed, without disrupting future targets.

Drug Squad investigators and NSW Health officers have been working together to investigate the diversion of the pharmacy products, including pseudoephedrine based medicines. In September 2006 **Strike Force Polmont**, which involved Drug Squad and Wetherill Park TAG, conducted a controlled operation to buy cartons of pseudoephedrine pharmacy products for sale on the black market. Two people were arrested and police seized 130,000 pseudoephedrine based tablets, capable of producing about 4 kg of pure pseudoephedrine. The investigation revealed the stock had been stolen from a logistics warehouse in western Sydney.



### Asian Crime Squad seized \$579 million worth of drugs

The NSW Police Force Asian Crime Squad investigations include large scale drug importation and distribution, money laundering, counterfeit credit card fraud, murder, extortion, prostitution, kidnapping and illegal immigrants. These investigations are conducted within a local, national and international context. To reduce crime and violence committed by or impacting on members of the Asian community across the state, the Asian Crime Squad aims to disrupt or dismantle entire crime syndicates, from the major importers and manufacturers, to mid level facilitators and street level suppliers.

**Strike Force Trentham** saw the largest seizure of its type in Australian history. Following a joint investigation with Victoria Police, members of the Asian Crime Squad and the Drug Squad Clandestine Laboratory Team raided an industrial complex in Castle Hill and seized approximately 1900 litres of methylenedioxyphenyl-2propanone (MDP-2-P), with an estimated potential street value of \$548 million. This quantity of MDP-2-P had the potential to make up to two tonnes of MDMA (ecstasy) tablets.

### More than 21,000 police shifts supported Vikings operations throughout the state

High visibility policing (HVP) is the deliberate increase of police presence in the community to reduce crime and raise levels of public awareness; to engender public confidence; and reduce the perception and fear of crime. This reporting year \$5,051,000 was used to fund Vikings operations throughout the state. Operation Vikings began in 2002 as the HVP strategy, targeting antisocial behaviour, alcohol related crime, street level drug possession and traffic offences.

Commuter crime units, Traffic Services Branch and the Aviation Support Branch supported Vikings operations in all frontline commands. Vikings operations have included Operation Beach Safe, targeting antisocial behaviour on beaches; Operation Wixstead, targeting violent crime across metropolitan Sydney; and Operation Postcards, targeting antisocial behaviour associated with the Sydney Ashes cricket test.

### Our research confirms the benefit of cautioning young offenders and its importance in preventing reoffending

This reporting year, the NSW Police Force conducted the first stage of a research project to determine if police cautioning under the *Young Offenders Act 1997* (YOA) effectively intervenes in the progression of young offenders into adult offenders and identifies those young people at greatest risk of offending. The final report is due in December 2007.

The research showed that approximately half the young people who were cautioned for the first time in 2000 did not seriously or frequently reoffend over the next five years. Analysis suggests the greatest effect of a caution is felt immediately following the caution and diminishes over time.

Operation Vikings	2003-04	2004-05	2005-06	2006-07
Police shifts deployed in support	17,855	18,225	23,356	<b>21,139</b>
Arrests	3,911	4,600	5,502	<b>5,414</b>
Offences	5,373	6,537	8,429	<b>7,575</b>
Person searches	2,638	6,057	6,160	<b>10,486</b>
Objects located	397	232	217	<b>434</b>
Directions issued	3,385	5,094	5,460	<b>9,079</b>
Instances of possessing/ supplying drugs	1,610	1,461	1,189	<b>2,033</b>
Random breath tests	104,991	95,102	105,305	<b>124,209</b>
Alcohol offences (driving)	838	954	1,001	<b>1,063</b>
Offenders arrested for outstanding warrants and/or breach of bail	498	856	906	<b>1,049</b>
Infringement notices issued	13,509	12,528	11,539	<b>13,963</b>

Source: Vikings database

### We implemented the School Liaison Police program in first term 2007

Working from local area commands, 37 school liaison police (SLP) will visit all high schools in NSW to help principals deal with issues (both behavioural and criminal) that cause concern in schools. The aim is to create opportunities for SLPs to talk to students, their parents and to staff. Since the program commenced, the SLPs have:

- conducted 4,187 meetings with schools and community groups;
- delivered 1,098 crime prevention education sessions at high schools;
- followed up 682 incidents with young offenders, students with behavioural problems, students who were expelled and students who were truanting. These included home visits to speak with parents;
- conducted 280 operations targeting truancy or other high school related issues;
- attended 77 public relations events such as fetes, sports days, career expos and media interviews;
- created 3,644 COPS events related to school inspections, truancy etc.;
- created 78 intelligence reports.

### We're working to reduce youth crime by teaching respect and responsibility

The NSW Police Force has undertaken a number of successful youth programs to help reduce youth crime and prevent reoffending. Run by local area commands, these programs are usually implemented by the local youth liaison officer (YLO) and crime prevention officer (CPO), often in conjunction with Police & Community Youth Clubs (PCYC).

#### Some of our programs include

- **Safe Party** – Coffs Clarence LAC – a summer operation aimed at ensuring a safe environment for young people who frequent the Coffs Harbour/Sawtell beaches.
- **Reconnect** – Mt Druitt LAC & PCYC – a program focused on building personal respect among local Pacific Island youth using positive peer mentoring. Having someone of their own cultural background who is successful either in business or career instils within the young people a sense of pride and self worth.
- **Movies in the Park, Movies at the Pool and Granniators** – Barwon LAC & PCYC – local police screen the latest movie releases to address the link between boredom and youth related offences in our more remote areas, which is also helping build better relationships with police. With the support of Granniators, who are Aboriginal female Elders, police are working to target issues affecting their community in Moree and Mungindi.
- **ENERGY** – Lake Illawarra LAC & PCYC – a program focused on diverting Aboriginal kids and others from crime.

“Today we have the police not standing in front of us, not standing behind us, but standing beside us.”

Aboriginal Elder Emily Barlow, Granniator

### We are working with Pacific and Arabic communities

Two of our most successful projects targeting young offenders have been funded by the NSW Government Youth Partnerships with Pacific and Arabic-speaking communities. Currently on trial in five local area commands, both projects aim to divert young people from crime and to address antisocial behaviour.

The initiative, in its simplest form, works through a series of steps:

1. Identify young people at risk of offending
2. Assess their needs and those of their families
3. Refer them to appropriate local services
4. Liaise with those service providers to monitor progress

Both programs will be evaluated at the end of each trial, and will tell us what works and how. With that information, we plan to develop a generic model for use in every LAC in the state.

### Around one in two juvenile offenders will reoffend, compared to one in three adults

In March 2007 the Audit Office released a performance report, *Addressing the needs of young offenders*, which included recommendations for both the NSW Police Force and the Department of Juvenile Justice. While juvenile crime rates have remained stable over the last five years, reoffending rates among young people remains high.

The Audit Office believes both departments do address the needs of young offenders, particularly those who end up in detention or community supervision. However we need to concentrate on those who are diverted from the Children's Court, to address the needs of all young people at their first point of contact with the youth justice system. The NSW Police Force is committed to maintaining the good work initiated so far. We will identify better processes to intervene, record and follow up progress, to maximise diversionary options and so reduce reoffending by young people.



# Section Two Public trust and confidence

*We're striving to reduce crime and improve public safety*

*Our community surveys and analysis of complaints indicated that people are satisfied when police act promptly and appropriately. These same surveys indicate a need for the NSW Police Force to further improve our customer service. Our 24 hour response services, and events and emergency management services are the primary vehicles for reassuring the public of our preparedness and willingness to act on their behalf.*

*Under the Police Act 1990 and Regulations, the NSW Police Force is responsible for providing police services to New South Wales. Our core service delivery programs include detecting and investigating all crime; maintaining social order, including coordinating counter terrorist preparedness; monitoring and promoting road safety; providing judicial support; coordinating emergency and rescue operation; and working with the community*

Read more about our efforts to secure public trust and confidence on the web version of the 2006-07 NSW Police Force Annual Report. Find it on the NSW Police Force website under: About Us (side menu) / Annual Report (side menu).

### **We recognise the importance of the protection and privacy of personal information**

The Computerised Operational Policing System (COPS) is an extensive database that holds information on crimes and other incidents reported to police. Personal details of the people police have contact with are kept on this database for investigative and intelligence purposes. Names and dates of birth are kept because they are unique identifiers, and residential addresses and other contact details are kept to enable follow-up inquiries.

The *Privacy & Personal Information Protection Act 1998* provides police with exemptions on sharing personal information for law enforcement purposes while providing safeguards on the release of that information. We rigorously audit access to records held on COPS and other systems, and all staff are required to abide by the Code of Best Practice for Information Management. De-identified information from COPS records (defined under the Privacy Rule as information that does not identify an individual) is passed to the NSW Bureau of Crime Statistics & Research (BOCSAR), Australian Bureau of Statistics and other agencies for crime statistics compilation.

### **Reducing household burglary – we're working to improve these results**

In June 2007 the Audit Office released a performance report, *Dealing with household burglaries*. While the Audit Office believes we have done well to maintain a downward trend in household burglaries in NSW since 2001, it identified that in 2005-06, more than 90% of break and enters remained unsolved. The recommendations in the report included analysing data on these household break and enters separately from commercial break and enters; improving investigation and detection capability; and better targeted prevention strategies.

Notwithstanding a 30% reduction in household burglaries over the last five years, we have developed a number of initiatives to reduce these offences even further. In the coming years we aim to improve planning, coordination and evaluation of crime prevention activities; improve how we target crime hotspots and how we manage repeat offenders. We will focus on building stronger partnerships with other agencies, improve information exchange, streamline procedures and legislation, and enhance



**Confidence in police remains steady**

**Context**

A primary community expectation is that the police will be there when needed. A high level of confidence in police is therefore a key indicator in the delivery of policing services. Low confidence may result in less reporting to police and a downward trend in the level of confidence.

**Note**

Survey estimates are subject to sample error. Perceptions are influenced by many factors, not necessarily related to police performance.

**Desired result**

We aim to have the percentage in NSW at or above the national average.

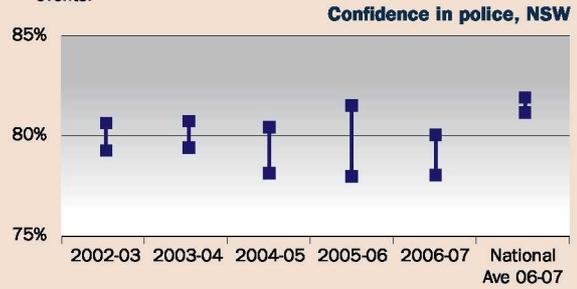
**Findings**

Confidence in police is steady over the five years 2002-03 to 2006-07. The NSW range of 78-80% for 2006-07 is below the national average of 81-82%.

**Future actions under the 10 year State Plan**

We will:

- ensure the right resources are located in the right place at the right time;
- continue to coordinate high visibility policing and targeted operations;
- free up resources through improved flexible rostering, reform of the internal complaints process and reduce the need for red tape;
- improve police capability to respond to crime in support of major events.



Source: National Community Satisfaction with Policing Survey

our forensic capability. In addition the NSW Government has allocated additional funds to reduce the backlog of forensic DNA samples on hand. We believe these initiatives will address the recommendations made by the Audit Office and further reduce household burglary.

**We respond to mentally ill people where they pose a serious risk to their own safety or that of others**

Our core responsibility is to ensure public safety and reduce crime and violence.

This reporting year NSW police attended 20,159 mental health incidents. We contributed to a review of the *NSW Mental Health Act 1990* and *Mental Health Act (Criminal Procedures) 1990*. We worked with NSW Health, Ambulance Services NSW and the Ministry for Police on mental health policy review and program development. We assisted in a trial of the Ambulance Services' Mechanical Restraint Devices, and helped to develop new reporting arrangements for oversight bodies reporting through the Mental Health Inter-Departmental Committee.

**We launched our mental health policy in November 2006**

Our *Mental Health Implementation Plan* is aligned with the *NSW Interagency Action Plan for Better Mental Health (2005)* and more recently, the *NSW State Plan*. Our achievements are regularly evaluated against the *NSW Police Force Mental Health Implementation Plan*.

We're planning to integrate aspects of mental health first aid training into existing NSW Police Force mental health products following a trial in the Shoalhaven area in May 2006, when mental health first aid training was provided to 25 staff.

This reporting year we revitalised the NSW Police Force Mental Health Contact Officer's Network, which included an update of online information. We also audited the mental health portfolio performance at 12 local area commands to ensure they were meeting corporate benchmarks.

Most significantly this reporting year, we established the **Mental Health Intervention Team (MHIT)**, a specialist unit focused on education, training and the management of policing mental health issues in the community. The MHIT concept is the result of a study conducted in November



**Community satisfaction remains steady**

**Context**

Police are expected to maintain the rights of individuals, and to treat people fairly and with dignity, while upholding the rule of law.

**Note**

Survey estimates are subject to sample error. The community's perception of police treatment of people may be based on factors unrelated to performance, eg. media reporting of specific incidents and court outcomes.

**Desired result**

We aim to have the percentage in NSW at or above the national average.

**Findings**

The proportion of the population agreeing police treat people fairly and equally has been steady over the last two years, between 65-69% in 2005-06 and 63-66% in 2006-07. This is equivalent to the national average range of 66-67%.

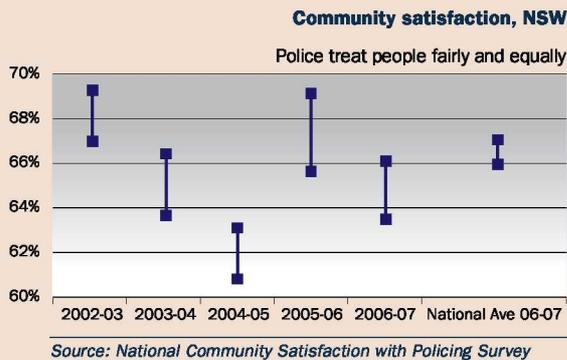
**Future actions under the 10 year State Plan**

We will:

- reemphasise the requirement for appropriate customer service across NSW Police Force;
- undertake a review of internal investigation processes to manage minor complaints more quickly.

Other actions:

- continue to justly apply the *Bail Act* and court diversionary procedures, such as youth cautions and conferences, cannabis cautions and use of criminal infringement notices.



2006 of best policing and mental health practices across the world. The MHIT will consist of an education and development officer, a mental health professional and two analysts, one funded by NSW Health. The unit will be implemented as a two year pilot, when its effectiveness will then be reviewed. Charles Sturt University will independently review and evaluate the program.

**Disability Plan: We continue to work with other agencies to ensure disability issues are appropriately addressed**

The *NSW Government's Disability Policy Framework* is designed to improve the opportunities for people with disabilities to share fully in community life in NSW. The framework is underpinned by the *NSW Disability Services Act 1993*, *Commonwealth Disability Discrimination Act 1992* and the *NSW Anti-Discrimination Act 1977*.

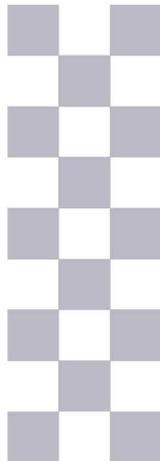
We continue to work with other agencies and disability groups on a range of activities to ensure that disability issues are being appropriately addressed by the organisation. During the reporting period we have:

- continued to improve access to police station buildings and facilities; continued to prioritise access upgrades; and our building standards continued to meet disability access requirements;
- made enhancements to the Disability Awareness mandatory police training package and continued delivery to all local area commands;
- continued participation in a number of interagency projects aimed at reducing contact with police by individuals with intellectual disability for repeated minor offences. These projects emerged from the *Senior Officers' Group on people with an intellectual disability and the criminal justice system*;
- drafted a memorandum of understanding with the Office of the Public Guardian and the NSW Ambulance Service, clarifying respective roles when a person under guardianship needs to be moved for their own safety;
- expanded the NSW Police Force Vulnerable Communities Knowledge Map to include training resources, contacts and links to relevant articles on disability issues.

We have begun drafting a new Disability Action Plan which will focus on priority areas outlined in the policy framework.

**We have an Ethnic Affairs Priorities Statement**

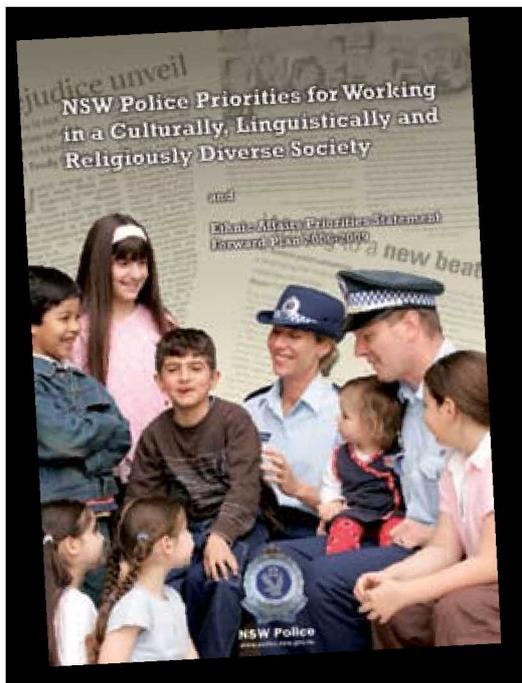
The NSW Police Force is a signatory to one agreement with the Community Relations Commission (CRC), which was signed in 1998. The agreement, which is still current, is for police to book interpreters for victims of domestic violence and for offenders on behalf of local courts for all first appearances and mentions. This is to ensure that an interpreter is present and the booking is not lost in the



transition of a client from one agency to the other. Using a code prescribed by the CRC, the NSW Police Force is not charged for these bookings as they are made on behalf of local courts. A fee-exempt booking code has been provided to all officers to facilitate this agreement.

Our *Ethnic Affairs Priorities Statement (EAPS) Forward Plan* is built into the *NSW Police priorities for working in a culturally, linguistically and religiously diverse society 2006-2009*. We have planned a range of initiatives over three years designed to ensure culturally responsive policing outcomes for communities as well as staff. These initiatives reflect our core business and are grouped into five priority areas:

1. Building trust and partnership with culturally diverse communities through respect, cooperation, appropriate and effective consultation, and communication.
2. Reduced crime and violence, particularly in areas with new and emerging communities or where there are relatively large numbers of residents of non-English speaking backgrounds, to lessen the community's fear of crime and to address contentious issues as they arise.
3. Our values reflect the principles of cultural diversity, which drive our organisational performance, compliance and accountability standards at all levels of the organisation.
4. Our people deserve a workplace free of discrimination, which values the skills and leadership attributes required for culturally appropriate policing, and police management at all levels of the organisation.
5. Building a committed and confident workforce by recruiting and retaining the right people, and fully developing their talents by providing career and development opportunities as well as reward and recognition for competent practices.



### We have achieved some significant milestones this first year

- Established the Commissioner's Advisory Council on Culturally Responsive Policing (CCRP), which meets regularly.
- Funded new projects through a re-vamped Innovative Models of Police & Community Training (IMPACT) Program.
- Incorporated cultural diversity considerations into the corporate review tool that local area commands use to manage risks.
- Established a Cultural Diversity Helpline and Cultural Diversity Intranet Knowledge Map, an internal online resource for all staff.
- Continued to sit on interagency committees concerned with the settlement of humanitarian entrants in NSW, including the NSW Government Immigration & Settlement Planning Committee.
- Continued the implementation of integrated case management models under the NSW Government Youth Partnerships with Arabic Speaking and Pacific Communities.
- Designed a range of workplace diversity training programs for specialist and general duties police officers.

In addition, the Ethnic Community Liaison Officer (ECLO) Program was awarded Silver at the Premier's Public Sector Awards in the Community Building Category.

### Implementation of the plan will continue over the coming two years

Our priorities for the next 12 months include:

- ensuring local crime reduction and prevention strategies for culturally and linguistically diverse communities are consistent with the objectives of the NSW State Plan;
- finalising standard operating procedures for police using a range of language services, including accredited interpreters;
- developing local EAPS forward plans and implementation guidelines for all commands;
- continuing to implement local IMPACT projects;
- evaluating our ECLO program;
- planning a seminar on community engagement through CCRP in partnership with the Sydney University Institute of Criminology;
- establishing a unit to monitor and respond to the incidence of prejudice related crime and continuing to work with the Human Rights & Equal Opportunity Commission on initiatives to improve police response to reports of racism and racial vilification.

**We're working with Aboriginal people to build mutual respect and confidence**

The NSW Police Force first established an Aboriginal Liaison Unit (ALU) in 1980 to improve relations between the police and Aboriginal communities. Today, 56 Aboriginal community liaison officers (ACLOs) are employed across the state, from Maroubra to Dareton.

Each local area command is responsible for establishing crime prevention initiatives that focus on local Aboriginal communities. The type of program or initiative is usually related to areas of risk identified by the command and involve a partnership with government and non-government agencies, and local Aboriginal organisations.

Some examples of current programs:

- NIMBAL – young Koori diversion program
- Aboriginal cadet mentoring program
- domestic violence projects
- GIYAALI cultural camp for Aboriginal youth
- Wanga Idingii, involving Aboriginal youth
- sporting events organised between police and Aboriginal people are also common.

The success of these programs is not always purely measurable in terms of crime reduction. However, they have been enormously successful in terms of getting police and Aboriginal people working together in a collaborative partnership, and helping to build mutual respect and confidence.

LACs are also responsible for implementing the *NSW Police Aboriginal Strategic Direction 2003 - 2006* within the LAC and including Aboriginal people in the development of LAC Aboriginal Action Plans. These plans ensure broad police and Aboriginal community consultation in identifying and addressing Aboriginal crime in the LAC.

**We're committed to protecting children from sexual assault**

In January 2007 the state government released the NSW Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities 2006- 2011. The plan involves

the key areas of law enforcement; child protection; early intervention and prevention; and community leadership and support. The plan is managed by a Senior Officers' Group with representatives from all the key state government agencies and reports through the Aboriginal CEOs Group.

The Child Protection & Sex Crimes Squad has been working with the Ministry for Police and the Attorney General's Department on drafting proposed legislation to tackle the grooming of children by sex offenders. This legislation would help protect children from predators where a substantive offence could not be proved but there is evidence to suspect that children are at risk.

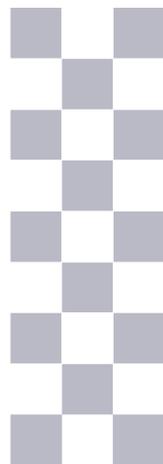
The NSW Police Force continues to support a restricted Child Protection Register (CPR). This enables effective management, while minimising the risk of vigilante activity and reduces the capacity of sex offenders to network with other offenders.

In 2006 we contributed to the review and implementation of the NSW interagency guidelines for child protection intervention. Police are often the first to respond to reports of child physical and sexual abuse and therefore play a primary role as an interagency partner through our Joint Investigative Response Teams (JIRTs) and local area commands.

Two NSW police officers have been seconded to the National Indigenous Violence & Child Abuse Intelligence Task Force (NIITF), which is working under the auspices of the Australian Crime Commission. The NIITF commenced in September 2006 and will run for approximately four years. The Taskforce is working towards national coordination in the collection and sharing of information and intelligence relating to child abuse, violence, drugs, alcohol, pornography and fraud affecting Aboriginal and Torres Strait Island communities.

*The Child Protection: prevention of crimes against children and young people* policy and standard operating procedures (SOPs) are being developed to provide police with clearer guidelines about reporting a child or young person at risk of harm.





### We're focused on enhancing support to victims of domestic and family violence

In December 2006 the Ombudsman released his report on *Domestic Violence: improving police practice*. It focused on enhancing support to victims of domestic and family violence; improving interagency responses to domestic and family violence; and expanding frontline policing responses. An internal steering committee has been established to progress the recommendations and develop best practice responses by police to victims and their families.

The NSW Police Force works closely with both government and non-government agencies to improve our collective response to domestic and family violence. More than 50% of the community is concerned about being a victim of physical assault. Police statistics reveal that 37% of recorded assaults are domestic related. A number of initiatives are in place and many involve staff from other agencies working from the same office as police to ensure a coordinated approach. Domestic violence partnerships in which the NSW Police Force currently participates include:

- The Domestic Violence Intervention Court Model (DVICM), involving the Attorney General's Department, Legal Aid and local courts, has received recurrent funding for four years to continue at Campbelltown and Wagga Wagga courts. The DVICM is an integrated criminal justice and community social welfare response to domestic violence. Preliminary results are encouraging with fewer defended orders and a higher conviction rate.
- Staying Home Leaving Violence is a pilot being run in Bega and South East Sydney in conjunction with the Department of Housing and Department of Community Services. This project provides a consistent, proactive approach to supporting domestic violence victims who require interventions to allow them to remain in their home or access other housing assistance. Expansion of this project is being considered.
- The Domestic Violence Proactive Support System (DVPASS) operates in a number of LACs with support from local service providers.
- Manning/Great Lakes Police Refuge Partnership, co-located at Taree Police Station, is a partnership between police and community workers supported by the local refuge. Together they provide a coordinated response to victims of domestic and family violence.
- The Domestic Assault Response Team (DART) is a joint project between NSW Police Force and DOCS where officers from co-located premises provide an integrated response to victims of family and domestic violence.

The **16 Days of Activism** is an international campaign against all forms of violence against women, and includes White Ribbon Day on 25 November, NSW Stop Domestic

Violence Day on 1 December and World Human Rights Day on 10 December. All serving officers throughout NSW were provided with a white ribbon to wear on White Ribbon Day to highlight the rights of women and the responsibilities of the perpetrators of violence against women.

### We're working to reduce homophobic violence

The under-reporting of hate crime is a worldwide phenomenon; one confirmed by research conducted by the Attorney General's Department in 2003, *You shouldn't have to hide to be safe*. This led to the development of a historic, whole of government policy document: *Working together. Preventing violence against gay, lesbian, bisexual and transgender people*. Endorsed in December 2006, this document was the result of collaboration between more than 20 government and community agencies including the NSW Police Force, and will guide government work in this area until 2012.

High visibility policing is one of our strategies to reduce crime and the fear of crime. A highly visible police presence is particularly important during Mardi Gras and at other events where members of the gay, lesbian, bisexual and transgender communities may feel more at risk of violence.

In 2006-07 the NSW Police Force worked in partnership with key government and community based services (such as the NSW Attorney General's Department, NSW Health, City of Sydney Council and The Lesbian & Gay Anti-Violence Project) on a range of programs to reduce violence against gay, lesbian, bisexual and transgender people. We're also focused on improving the reporting and recording of such incidents.

To target the under-reporting of homophobic violence in NSW, we produced posters, postcards and community advertisements promoting the theme 'Strength, diversity and partnership'. Our objective was to build public trust and confidence in police and to highlight the Gay & Lesbian Liaison Officer (GLLO) program. We also participated in a multi-agency safety promotion poster campaign during Mardi Gras 2007: Seen it? Heard it? Report it.

### Charles Sturt University is our tertiary education partner until the year 2016

To be employed as a constable in the NSW Police Force, you must pass the **Constable Education Program** (CEP), which includes both academic and skills based training. Students are awarded the Associate Degree of Policing Practice (ADPP) on completion of their studies. The University of Western Sydney's Bachelor of Policing and Charles Sturt University's Bachelor of Justice Studies programs also support the CEP via distance education.

Police applicants generally complete two 14-week sessions of residential training at the NSW Police College, Goulburn and are 'attested' as probationary constables. Session one allows students the choice to study part-time via distance education, which takes 28 weeks. The distance education students join the residential students for session two at the college.

Steeped in ceremony and tradition, **the attestation parade** is when policing students take their Oath or Affirmation of Office and is the point at which students become sworn police officers. Probationary constables complete a final year of academic subjects and workplace assessments before being confirmed as Constables of Police and awarded the ADPP.

### The NSW Police College's record achievement

Class ADPP26 was the largest group ever to join the NSW Police College or indeed, any other Australasian police college. It was a single class of 1,077 students, comprising an undergraduate intake of 977 recruits in June 2006 and 100 distance education students who subsequently joined the class in September 2006. Eight hundred and one students attested in January 2007, taking into account those who dropped out or had to repeat. The size of this single recruit intake was equivalent to the total annual output of police graduates of Victoria, Tasmania, South Australia and the Northern Territory combined. (Source: 2005-06 annual reports for each state.)

An extensive internal recruiting drive saw more than 245 experienced officers seconded to the college as trainers, effectively doubling the pool of teaching staff. Following their instructor training, our new teachers were then teamed with experienced lecturers to ensure ongoing consistency of delivery and best teaching practice.

### A considerable amount of infrastructure was also established

Two hundred self contained, demountable accommodation units were installed, along with a purpose built simulation venue for training with police weapons; 23 demountable buildings were used as classrooms and amenities; 160 metres of covered walkway was constructed and 400 metres of additional footpaths and walkways.

Due to an overlap in class schedules, for two weeks 1,400 students were trained concurrently at the NSW Police College. This is the entire police population of Tasmania (source: TASPOL Web Site) or almost 10% of the total authorised strength of the NSW Police Force.

### Focusing on incident and emergency management

A need for corporate emergency management training was identified for senior officers. In response, Education Services developed the Senior Incident & Emergency Management Course (SIEMC), which 113 superintendents and inspectors completed in the 2006-07 reporting year. This complements the Incident & Emergency Management Training, a two day training course focused on police as 'first responders' to incidents and emergencies – 333 officers completed this training in 2006 - 07.

### Training our detectives

Education Services provided general criminal investigation training to 1,166 police this reporting year. Specialist criminal investigation training was provided to 530 police (60 arson investigators; 60 drug crime; 100 adult sexual assault; 80 child protection; 230 child interviewers). In September 2006, 202 police were designated as detectives via the nationally accredited Advanced Diploma of Public Safety (Police Investigations).

Also in September 2006, 250 officers commenced the Detective Education Program (DEP), a 12 month course that supports the nationally accredited Advanced Diploma in Public Safety (Police Investigations).

### The Police Media Unit operates 24 hours a day, seven days a week

This reporting year the **Police Media Unit** issued more than 3,206 media releases, of which 1,129 made specific reference to the Crime Stoppers number in the body of the text. We also provided operational support to senior officers with 213 media conferences.

We helped develop the **Abducted Child Alert System** in collaboration with the Roads & Traffic Authority (RTA), media organisations, Bus & Coach Association, the Taxi Council and the NRMA. The descriptions of abducted children can now be urgently broadcast to motorists by a network of electronic road signs and by the media, while radio alerts are sent to bus and coach drivers, taxi drivers and NRMA road staff. This provides saturation coverage for any search operation, significantly increasing its effectiveness.

### More people are using our website

This year we updated our website at [www.police.nsw.gov.au](http://www.police.nsw.gov.au) with regular listings under safety, services and activities. The 'Most Wanted' site was introduced in February 2007 and quickly became a useful source of community information in support of frontline police. By 30 June 2007, the 'Most Wanted' site had received 33,822 hits alone.

### We're keeping the community of NSW informed about the impact of APEC 2007

The Police Media Unit has worked closely with APEC 2007 NSW Police Security Command (APSC) to advise stakeholders and residents of traffic and transport arrangements for APEC Leaders' Week. Media opportunities were organised to display capabilities and promote key messages about security arrangements. We also produced a number of fact sheets including *Basic information for stakeholders*, *Frequently asked questions* and a *Letter to the resident*.

### We provide news footage of major police operations without jeopardising legal proceedings

Permitting commercial television crews to film major police operations poses enormous legal concern and can, in some circumstances jeopardise court proceedings. So we have developed the capability to film our own news footage which is carefully reviewed by our legal team before being released to the media.

This reporting year, **Multimedia Production Services (MPS)** filmed or edited images to accompany more than 100 media releases, including the arrest of the alleged offenders for the assault of an Irish backpacker in Bondi; and the arrests of the alleged offenders for the fire bombing of a fish and chip shop in Sydney's west. MPS also produced 35 promotion and training videos this financial year, including counter terrorism training videos and exercises.

The NSW Police Force exhibit was popular at the **2007 Royal Easter Show**, which drew a crowd of more than 890,000 people. The police exhibit focused on child protection on the internet, and won first prize in the Commercial Exhibit Award in the Coca Cola Zone. Staff and volunteers working at the police exhibit were overwhelmed by the number of visitors to their site each day.

### Film and TV offers a platform to promote our business on a national scale

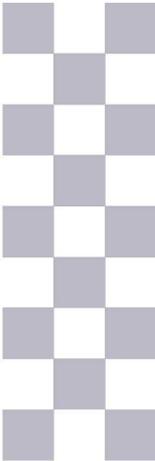
NSW Police Force works with the film and TV industry to promote our core objectives. This reporting year, we have been approached by more than 80 productions to feature either our brand (logo) or our staff, including *Missing Persons Unit* and *Crime Investigation Australia* (Foxtel). We're currently working with the producers of *Serious Crash Unit* and *The Force*.

### Filming is underway for a third series of the Missing Persons Unit program

Series Two of the Missing Persons Unit TV program, which follows actual cases being investigated by police, was filmed and aired this reporting year. The community interest it generated – enough to consistently win the ratings for its time slot – proves this is an effective way to inform the public of police responsibilities and procedures when a person is reported as missing in NSW.

Going missing isn't a crime, but we need to make sure a crime hasn't been committed and that people who go missing are safe. The show's aim is to raise awareness that missing people can contact police to report that they're okay, and police will respect their desire to keep their location confidential if they so choose. The series has featured both solved and unsolved cases from around Australia.

Throughout 2006-07 the **Protocol & Awards Unit** coordinated 25 significant events, including National Police Remembrance Day services in Sydney and Canberra in September 2006; Australia Day Celebrations at Darling Harbour in January 2007; and ANZAC Day in April 2007. The Protocol & Awards Unit also coordinated a police presence as a mark of respect at the funerals for 10 serving police and 101 retired officers who died in the reporting year.



**Last year the NSW Police Band performed at a record number of performances – this year they have maintained that momentum**

The **NSW Police Band** performs for the public to foster positive police and community interaction and works in partnership with crime prevention officers, youth liaison officers and domestic violence liaison officers to increase police profile throughout the state. One example this year was a series of concerts at the Macquarie Mall, an identified crime hot spot in Liverpool. Featuring modern pop music, the concerts were organised by Liverpool’s crime prevention officer to coincide with Operation Southpaw, a high visibility policing initiative. The aim was to combat antisocial behaviour and reduce the fear of crime in Macquarie Mall during and after the performances. The Band also provides professional support to police and state ceremonial activities.

Police Band engagements	2006	2007
Public performances	97	82
Police or state formal occasions	53	69
School visits	24	25
<b>TOTAL</b>	<b>174</b>	<b>176</b>

**Marketing trial rejuvenates Crime Stoppers awareness in just six months**

Operating throughout Australia, Crime Stoppers is a community based initiative that encourages members of the public to provide information on unsolved crimes. Free Call 1800 333 000. Information can be given to police anonymously and cash rewards of up to \$1,000 are available if the information leads to an arrest.

In NSW we’ve identified Crime Stoppers as an effective tool to encourage more members of the community to report crime, so we successfully applied for funding for a full time marketing coordinator. The NSW Crime Stoppers Board provided \$45,000 for a 12 month trial from October 2006. As a result Crime Stoppers had a stall at the Italian Motor Expo and the Sydney Home Show which drew a combined crowd of 60,000 people. In addition, Crime Stoppers was represented at the 2007 Royal Easter Show and the Gay & Lesbian Mardi Gras, and stalls are being organised for the Boat Show, Motor Show and motorcycle Show, and the Garden Show, extending the potential reach of Crime Stoppers message. In most cases, spaces for stalls are donated by event organisers and funding is donated to print handout material. In addition, there has been crucial internal marketing to police, and the inclusion of the Crime Stoppers message in proactive crime prevention and community safety campaigns.

**Save the Crime Stoppers 1800 333 000 number to save the day**

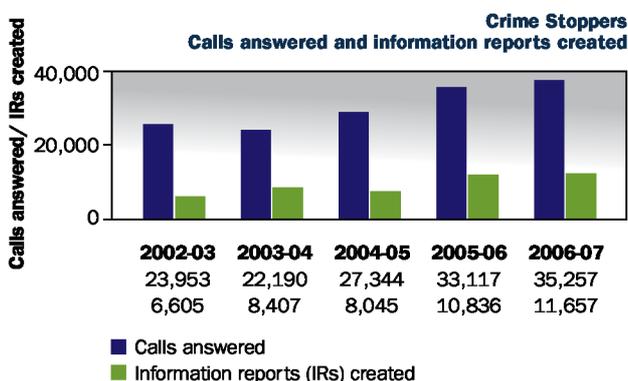
One of the biggest successes so far during this trial was Crime Stoppers Day 2007, with the key messages that targeted approximately one million people at a cost of less than \$1,000. The information provided this year from the 2007 Crime Stoppers Day campaign, ‘Save the number to save the day’, yielded more valuable intelligence, demonstrating an improvement in community understanding of the Crime Stoppers message. This followed the inaugural 2006 Crime Stoppers Day campaign, which cost the NSW Board \$20,000.

The drug crime reporting campaign continues to encourage the community to report drug-related crime. In April 2007 the campaign was re-launched with \$40,000 funding from NSW Treasury, and with a new message: “Stop drugs being made in your suburb”. The aim is to teach members of the community to look out for the indicators of illicit drug manufacture. It is anticipated that the campaign will continue into the next financial year with advertising on TV, in the press and via the NSW Police Force website.

**The number of rural related events reported to PAL rose 94%**

Our rural crime reporting and prevention campaign continues to improve the security of rural properties. The campaign was introduced in 2005 after research showed that two thirds of farms in NSW experienced some sort of property crime between 1999 and 2001, but only 23% was reported to police. This campaign has contributed to an increase in the reporting of rural crime since the introduction of specialist rural crime investigators.

The Rural Crime Investigators Program, involving 33 rural crime investigators, relies on partnerships with other industry agencies, particularly through the NSW Police Force Pastoral & Agricultural Crime Working Party.



CRIME STOPPERS

REPORT CRIME

ANONYMOUSLY

1 800 333 000



NSW Police Force  
www.police.nsw.gov.au



**Audit Office report finds caller satisfaction with PAL is more than 90%**

In 2006, the Audit Office of NSW conducted a follow up audit of the Police Assistance Line: 131 444. They found that the Police Assistance Line (PAL) is well managed and that we had addressed most of the key areas suggested for improvement by the 2003 audit. PAL receives around 9,750 contacts each week, which significantly reduces the work load of police in the field. The Audit Office estimated PAL frees the equivalent of around 200 police officers to focus on frontline duty. The Audit Office said PAL has consistently met its target of answering 80% of calls in 27 seconds over the last three years, and highlighted that caller satisfaction is more than 90%. However, the report recommended we promote PAL more to the community, as it takes only half of all reports of less serious crime. If more people called PAL this could release more police for frontline duty. A copy of the *Follow up of 2003 Performance Audit NSW Police* is available on the Audit Office website: [www.audit.nsw.gov.au](http://www.audit.nsw.gov.au).

**PAL consistently answers 90% of Triple Zero (000) calls within 10 seconds**

In January 2005 PAL began the progressive take over of answering Triple Zero (000) calls. Initially PAL began answering Triple Zero (000) calls for the Sydney Metropolitan area. This has since been increased to include the South Coast and Central Coast areas. We consistently met the nationally agreed performance benchmark, despite the fact that calls to Triple Zero (000) have increased by 7% per year since 2003.

Contacts	2005-06	2006-07
Triple Zero (000)	509,296	<b>674,052</b>
PAL 131 444	491,692	<b>506,604</b>
Hold up alarms	21,125	<b>19,035</b>
Alarms	65,994	<b>63,720</b>
Crime Stoppers	33,880	<b>35,967</b>
Customer Assistance Unit	27,092	<b>18,620</b>
<b>Total</b>	<b>1,149,079</b>	<b>1,317,998</b>

**Note:** There were also contacts (both face to face and by telephone) at police stations and in the field, which are unable to be accurately counted. (Source: PAL telephony systems.)

**Response to jobs: our focus is on improvement**

**Context**

The community expects police to be available and capable of responding to calls for assistance within a reasonable time. A slower than expected response is likely to lead to less satisfaction with contact and may consequently affect reporting to police.

**Note**

Response times can vary considerably depending on factors such as the road/traffic conditions, time/day of week and area of state. Urgent calls include some jobs initially classified as non-urgent and unattended for a considerable time before being re-classified as urgent, which impacts adversely on the actual response time calculated. Non-urgent calls are received in Triple Zero (000), PAL 131 444, and at police stations.

**Desired result**

We aim to respond to 80% of urgent calls for assistance within 10 minutes.

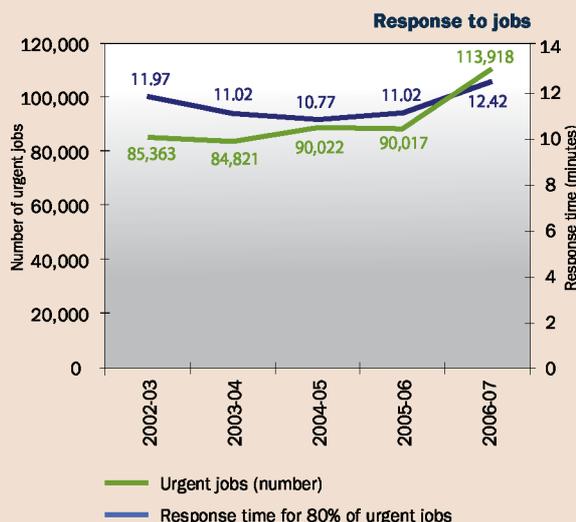
**Findings**

The response time for 80% of urgent jobs increased by more than one minute to 12 minutes and 25 seconds during 2006-07, and remains above the target of 10 minutes. Police responded to 113,918 urgent jobs during the year (up 27% from 2005-06). Police dealt with 884,000 non-urgent jobs in 2006-07 compared to 894,000 jobs in 2005-06. 80% of non-urgent jobs were attended in 1 hour 4 minutes (desired outcome = one hour).

**Future actions under the 10 year State Plan**

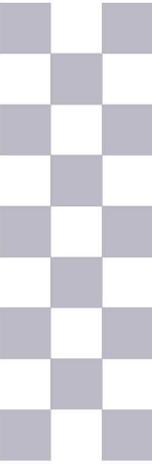
We will:

- free up resources through improved flexible rostering, reform of the internal complaints process and reduce the need for red tape;
- improve police capability to respond to crime.



Source: NSW Police Force CAD/EDW

Note: Historical data has been revised since last annual report (for more detail, refer to Appendix 1)



**Police, Fire, Ambulance**  
**000**  
In an emergency

**Crime Stoppers**  
**1800 333 000**  
Report crime anonymously

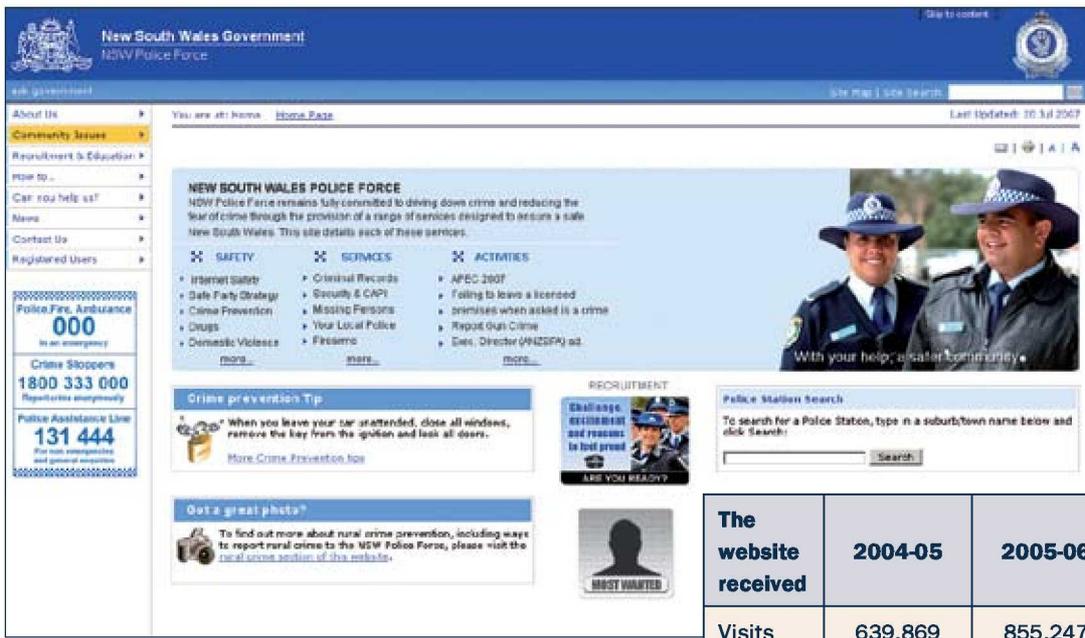
**Police Assistance Line**  
**131 444**  
For non emergencies

**Who to call:**

- Triple Zero (000) for emergencies
- PAL 131 444 for reporting non-urgent crime and contacting the NSW Police Force
- 1800 333 000 to provide information to Crime Stoppers on suspicious or unusual activity

**The NSW Police Force offers access to a wide range of information and services through its internet site, including:**

- contact details and links to NSW Police Force commands and services such as Recruitment, Missing Persons and Crime Stoppers
- crime prevention advice in written and video formats
- advice on community issues including alcohol and other drugs, road safety and rural crime
- NSW Police Force news
- details of NSW most wanted people.



The website received	2004-05	2005-06	2006-07
Visits	639,869	855,247	<b>1,197,102</b>
Hits	19,282,782	24,050,573	<b>33,828,978</b>

## Section Three

# Improved public safety

*Community perceptions of crime problems in the local neighbourhood and concern about becoming a victim have generally fallen in the last few years. The proportion of the population who feel safe at night has also increased in the last year. However, there is still a high level of community concern with regard to antisocial problems such as speeding cars, dangerous and noisy driving, drunken or disorderly behaviour, and louts or gangs.*

### The Counter Terrorism & Special Tactics (CT&ST) command was restructured this reporting year

The CT&ST is the central body responsible for prevention, preparedness and response to high risk situations, and all acts of terrorism in NSW. Additional resources of 110 staff has made it possible to create the following new units:

- **Counter Terrorism Business Liaison Unit** will enhance the NSW Police Force engagement with the business community.
- **The Community Contact Unit** will foster communication and engagement with communities vulnerable to extremist views.
- **The Protection Programs Unit** is focused on issues of critical infrastructure protection, icons, places of mass gatherings.
- **A Counter Terrorism Projects Unit**, isolated from the operational imperatives of the day, focuses on longer term and deeper analysis of trends and incidents, identifying weaknesses and vulnerabilities, and is ideally placed to make recommendations on policy, procedures and legislation.
- **The Response Coordination Unit** will ensure any police response to terrorism in NSW is integrated and aligned with internal and external agencies. In addition, a superintendent from the NSW Fire Brigades and a superintendent from the Ambulance Service work side by side with counter terrorism police on a daily basis, planning and coordinating a multi-agency response to terrorism within NSW.

The NSW Police Force is a key contributor to the international counter terrorism efforts. We also continue to negotiate with the Australian Federal Police and the NSW Crime Commission to amalgamate counter terrorism investigative efforts in NSW.

The Leadership in Counter Terrorism Program, facilitated by the Australian Federal Police and the FBI, is the leading program for senior law enforcement officials involved in countering terrorism in the English speaking world. Four senior police officers completed the program.

A Counter Terrorism & Special Tactics Command investigation has led to one of the largest criminal prosecutions to be undertaken in Australian law enforcement history. **Operation Pendennis** was a joint operation between the NSW Police Force, Australian Federal Police and the NSW Crime Commission, in collaboration with Victoria Police. In November 2005, police arrested and charged nine people in NSW for conspiracy to commit acts in preparation/planning for a terrorist act. In April 2007, all nine accused were committed to stand trial before the Supreme Court of NSW. The trial is expected to commence in February 2008 and is anticipated to continue for 8 to 10 months.

### We recorded the lowest road toll in NSW in 50 years

The number of people killed in motor vehicle crashes in the 2006 calendar year was reduced to its lowest since 1945 with 498 people killed in 2006, compared with 508 in 2005. Similarly the number of people injured in motor vehicle crashes fell to 25,710, compared with 25,828 in 2005. This is despite an increase in registered motor vehicles on our roads.

The statistics also show that behaviours such as speeding and drink driving continue to be a concern with 226,239 exceed speed offences reported during 2006, compared with 211,421 in 2005. And while less than the previous year, 25,776 people were caught for alcohol offences during 2006 compared with 27,057 in 2005.

An additional 100 highway patrol positions have been created, increasing our ability to address driver behaviour and improve public safety on the roads. These positions have been distributed to each police region and assigned to LACs across the state.

### Drug testing of NSW drivers heralds a new era in road safety

Police began the random drug testing of drivers in January 2007, supported by a purpose built drug testing truck. As at 30 June 2007, 2,546 drivers had been tested and 50 returned a positive reading – that's one in 50 drivers detected with drugs while driving in NSW.

The program has been so successful that additional trucks have been ordered. Police from other states have inspected our testing procedures and are adopting similar methods into their drug testing programs.

**Road safety has improved**

**Context**

Targeted police presence on the roads is intended to improve road user behaviour and lead to fewer traffic crashes and resulting trauma. We also contribute to the State Plan priority S7 – Safer roads.

**Note**

Police traffic crash statistics include incidents which are not road related (eg. occur on private premises). Factors, which are not amenable to law enforcement (eg. road or weather conditions), may contribute to road trauma. Figures provided in this section are provisional and are subject to change.

**Desired result**

Fewer injury and fatal crashes is more desirable. More random breath tests are expected to increase the perceived likelihood of being detected, resulting in fewer charges for Prescribed Concentration of Alcohol (PCA).

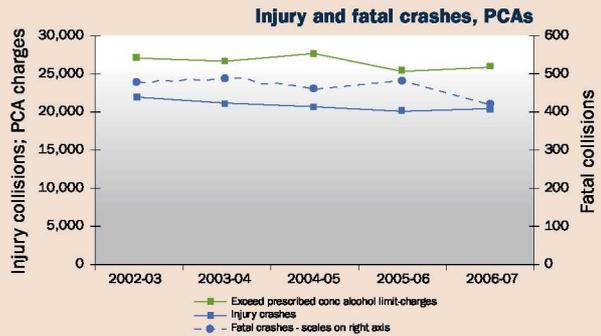
**Findings**

Fatal collisions fell from 476 in the financial year 2005-06 to 415 in 2006-07. There were 435 more injury collisions during 2006-07 (20,552) compared to 2005-06 (20,117). There were 329,883 more RBTs conducted this year (3.3 million in 2005-06; 3.6 million in 2006-07; +10.0%), however Charges for PCA increased by only 2.9% (25,938 in 2006-07 compared to 25,214 in 2006-07).

**Future actions under the 10 year State Plan**

We will:

- conduct more high visibility police operations at identified car hoon / street racing hot spots;
- increase joint operations with partner agencies (eg. RTA, Environment Protection Authority);
- encourage responsible driving through enhanced traffic enforcement and targeting drag/street racing.



Source: COPS, Traffic Services  
 Note: Historical data has been revised since last annual report (for more detail, refer to Appendix 1)

Police have also been granted new powers that allow blood and urine samples to be obtained from drivers involved in fatal collisions. This enables police to conclusively determine if drug use is a factor in any fatal collision.

**We have new breath analysis instruments**

This reporting year, we took delivery of 70 new breath testing devices, and advances in technology will allow integration of these new instruments with the police computer systems. This will streamline the administrative procedures associated with breath analysis and reduces the time necessary for police officers to record information.

**We have fitted 100 new radars to HWP cars**

These new instruments will be integrated with other equipment fitted in highway patrol (HWP) vehicles, such as the in-car video recorders. This allows speed measurements to be efficiently recorded with digital video data. The new instruments carry a five year warranty which

will significantly reduce maintenance costs. Additional hand held LIDAR units are also being rolled out to supplement current equipment in the field.

There are 26 automatic number plate recognition (ANPR) instruments in operation with 718 staff trained to use them. Since this technology was introduced in December 2005, 13,096 vehicles have been detected and stopped for possible registration and stolen vehicle offences.

**We helped develop new legislation to enforce speed limiter devices**

Heavy vehicle speed limiter enforcement zones have been established across the state and legal action can now be taken against 'responsible persons', for example the owner of the heavy vehicle, when the speed limiter is ineffective.

This law has been introduced to make sure such persons take responsibility for their vehicles, to enhance the ability of police to enforce speed limiter rules and remove heavy vehicles with ineffective speed limiters from NSW roads.



### How we're targeting drink drivers

Police and traffic authorities across Australia work to reduce the level of drink driving, and random breath tests (RBTs) have changed the way the community thinks about drink driving. But it hasn't solved the problem. Police in NSW now set up RBTs at what we call 'hot spots', locations where people have been arrested for drink driving. This is a proactive strategy to place the highly visible RBT units where potential drink drivers can be caught.

Over Easter and ANZAC Day in 2007, police and the RTA targeted hot spots around licensed premises with identified drink driving issues. We identified the top 25 venues across Sydney affected by alcohol related offences and invited them to participate in a three month campaign that coincided with Easter and Anzac Day. Approximately 200 posters and 50,000 coasters were distributed to the 19 venues that cooperated, and 16 breath testing units were installed around Easter and Anzac Day. In 2006, the participating premises accounted for 594 driving offences where the person had their last drink at their venue. In 2007, these licensed premises accounted for 346 – a reduction of 59%.

### How we're dealing with the emerging threat of ice

State Crime Command's **Drug & Alcohol Coordination (DAC)** team is responsible for developing and coordinating the implementation of drug and alcohol policies, strategies and initiatives which are consistent with the National Drug

Strategy. DAC is also responsible for ensuring that harm minimisation principles are reflected in police policy and practice. DAC is largely funded through special purpose state and Commonwealth grants to undertake this function. In anticipation of the introduction of roadside drug testing, DAC received an additional \$28,062 to investigate drug use and driving behaviour among 'club-goers' to assist in measuring the impact of the new legislation on this group of drug users.

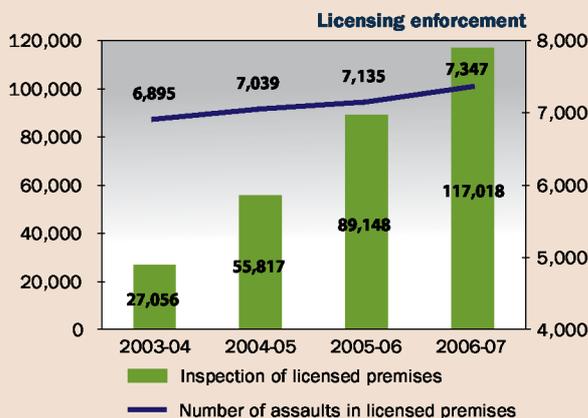
Much of the focus in this reporting year has been on the emergence of methylamphetamine (ice). To determine the nature and extent of the problems being experienced by police, DAC surveyed all local area commands in 2006. Of the 68 LACs that responded, 60% reported ice as a concern. Furthermore, 56% reported having had contact with what they believed were ice affected individuals and of these, 45% reported having had to deal with ice affected individuals on at least a weekly basis.

Police are primarily concerned about the violence and aggression exhibited by psycho stimulant affected individuals and the appropriate management of these offenders at the point of apprehension and while in custody. The increased consumption of more potent forms of methylamphetamine raises important health and safety issues for the community, the offender and attending police. The survey's findings are helping us develop a plan to ensure a more coordinated NSW Police Force response – one that meets the needs of police and provides better outcomes for both the community and the individuals concerned.

### Alcohol related crime has increased

#### Context

Alcohol misuse contributes to crime and social disorder. Police licensing enforcement is expected to result in more responsible service practices by licensed establishments and improved behaviour of patrons.



Source: COPS

Note: Historical data has been revised since last annual report (for more detail, refer to Appendix 1)

#### Note

Increased police and security activity may result in the detection and reporting of more incidents. Licensing enforcements may be effective in the areas targeted yet show no real benefit overall if crime is displaced to other venues.

#### Desired result

Reduced crime and antisocial incidents, particularly in or near licensed premises.

#### Findings

In 2006-07: police 'walk through' inspections of licensed premises increased by 31%; and assault incidents occurring in licensed premises increased by 3%. Total alcohol related assaults increased by 5.2%.

#### Future actions under the 10 year State Plan

We will:

- enhance licensing enforcement;
- improve regulation and assessment;
- minimise alcohol related harm;
- expand crime prevention partnerships
- patrol identified high risk situations to encourage patrons to accept personal responsibility and minimise self harm;
- review legislation to restrict trouble makers from licensed premises;
- expand crime prevention partnerships.

**Our robbery focus is reflected in crime results**

**Context**

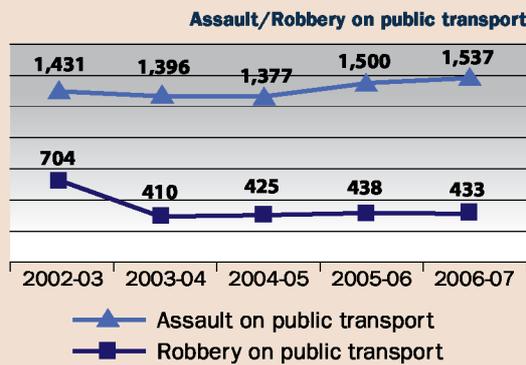
Planned operations and the cooperation of other agencies (eg. councils, business groups, etc.) are expected to lead to victims and locations becoming less vulnerable to crime. Targeted police presence on public transport is intended to improve the behaviour of public transport users and lead to safer use of public transport.

**Desired result**

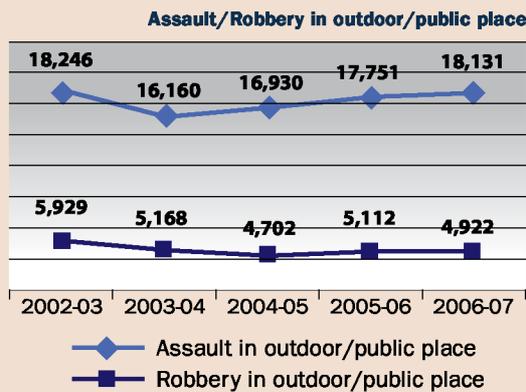
Fewer incidents in public places and on public transport is expected.

**Findings**

Robbery in an outdoor/public place decreased by -3.7% in 2006-07. Assault in an outdoor/public place however, increased by 2.1%. There were more assaults but fewer robberies on public transport.



Source: COPS



Source: COPS

Note: Historical data this page has been revised since last annual report (for more detail, refer to Appendix 1)

**Future actions under the 10 year State Plan**

**For robbery, we will:**

- reduce property crime;
- target repeat offenders;
- enhance forensic capability.

**For public safety, we will:**

- target repeat offenders and crime hotspots;
- improve flexibility of police rostering.

**Note**

Increased police and security activity may result in the detection and reporting of more incidents. Planned operations may be effective in the areas targeted yet show no real benefit overall if crime is displaced to other areas.

**Public safety has improved**

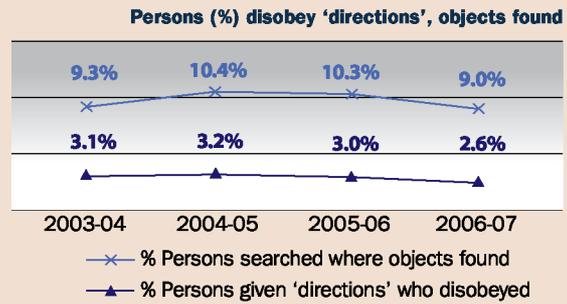
**Context**

Planned operations, focusing on hotspot locations, are expected to have a deterrent effect, leading to improved behaviour, less victimisation and increased feelings of safety.

**Desired result**

An increase in police actions of all types is considered to be more favourable as is a decrease in the level of objects found (knives, drugs, implements or stolen goods) and directions not obeyed.

**Findings**



Source: COPS

Incident category	2005-06	2006-07	Difference	
Drug detection	19,992	20,210	218	1%
Powers - move on	44,703	60,018	15,315	34%
Powers - person search	71,156	105,504	34,348	48%
Missing person	9,390	9,779	389	4%
Traffic	529,356	548,330	18,974	4%

Police actions (move ons and searches) increased by 34% and 48% respectively during 2006-07. The percentage of searches where an object was found decreased from 10.3% (2005-06) to 9.0% (2006-07). The percentage of people who disobeyed police directions decreased from 3.0% to 2.6% in the last year. Drug detection incidents increased by 1.1% and traffic incidents are higher (+3.6%).

**For assaults, we will:**

- reduce alcohol and drug related crime
- improve licencing enforcement
- reduce family and domestic violence
- enhance responses to organised and serious crime.

# Section Four

## Motivated workforce

*Seventy seven percent of costs are employee and related expenses (see Financial performance, page 76 - 77). Our staff are our most valuable resource and the key to the Corporate Plan: People achieving results (refer page 3).*

### We promote safety as an organisational value

As a responsible employer, the health and safety of our workforce is of paramount importance. We aspire to create a culture whereby the management of health and safety risk is part of everyday operations.

In consultation with the Royal Melbourne Institute of Technology, the NSW Police Force has developed a safety science training program for senior commanders and managers. It's specifically targeted at improving their knowledge of safety, their safety leadership capabilities and making them more aware of their safety responsibilities. We will continue to roll out the program for senior staff and it will form a key module for commander training.

### We have trained 95% of our managers in safety responsibilities

The NSW Government set specific occupational health and safety (OHS) and injury management targets for the public sector. One of those targets was that 90% of managers were to be trained in safety responsibilities, which we have achieved. Of our 311 managers, 296 were trained this reporting year.

NSW Police Force commanders and managers are measured against detailed injury management key performance indicators (KPIs). These KPIs include the number of workers' compensation claims, the causes and the costs associated with those injuries. As we move to improve this process and to introduce a more robust reporting system in the coming years, we will be able to

provide a greater amount of data to commanders which in turn will help them manage the safety risks with more efficiency.

### We're focused on the early detection of mental distress within the organisation

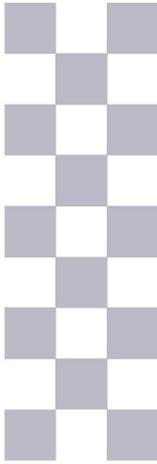
Commissioner Ken Moroney, AO, APM attended the first safety science training session and identified the mental distress component as important enough to warrant a separate training session for all managers and commanders.

As a result the Black Dog Institute (BDI) has been engaged to conduct 20 workshops between March and December 2007, prior to a review of the program's performance. Attached to the Prince of Wales Hospital and affiliated with the University of NSW, BDI's mission is to advance the understanding, diagnosis and management of mood disorders by raising clinical, research, education and training standards. We expect to see an increase in early detection of mental distress within the organisation, and improved management of staff who develop early signs of mental distress.

### We provide a free counselling service to all staff and their immediate family members

The Employee Assistance Program (EAP) is a professional, confidential, short term counselling service. It provides help with problems such as emotional stress, marital or family issues, work place conflict or anxiety and depression. This reporting year 1,032 employees and 256 family members used the EAP counselling services. The EAP provided 3,821 hours of counselling in both face to face sessions and over the phone. The majority of concerns were of a personal nature, with 35% being early intervention for work related matters.





### Officers who work in higher risk areas must participate in the Wellcheck Program

The NSW Police Force has an integrated Health Support Program consisting of physical, medical and psychological screening at various stages or frequencies. The Wellcheck Program forms part of the psychological component of the screening program for employees working in areas of highest risk of injury. Assistance can then be provided to employees to reduce the risk of psychological harm before issues become problems. As at 30 June 2007, 981 sworn and administrative officers were enrolled in the Wellcheck Program.

We offer a peer support officer (PSO) program, where trained colleagues provide a valued listening and referral service in the work place. We currently have 1,092 PSOs across the state. Police Chaplains also provide counselling services as well as pastoral care, and offer specific support to police personnel at emergency situations and at the scenes of disasters. They conduct hospital calls and house calls in cases of illness, and perform or attend police funerals.

### We have adopted a risk management or preventative approach

We received 2,631 workers' compensation claims for injuries sustained on duty which equates to 17.23 per 100 staff. This compares to 2,962 or 19.27 per 100 staff for the same period last year. As an organisation we are working towards reducing these numbers even further. In the last year WorkCover issued the NSW Police Force with four improvement notices for safety concerns. We were also prosecuted for a breach of section 8 (1) of the *Occupational Health & Safety Act 2000* that occurred during the riots in Redfern. The NSW Police Force accepted the decision of the Industrial Relations Commission and was fined \$100,000. In the three years since the Redfern riots we have added significant resources, training regimes and safety initiatives. It is worth noting that, in handing down his decision, the presiding judge noted that the actions taken post Redfern were executed speedily, comprehensively and were entirely fitting, and it was difficult to envisage a more complete response.



This financial year the Safety Command has provided strategic leadership in the improvement, development and implementation of safety, health and injury management systems, and supported the development of a strong safety culture to improve systems and safety performance.

### We have conducted random staff alcohol and drug tests

We conducted 10,996 random alcohol tests (72% of sworn officer strength equivalent) of which 16 were positive. We conducted 2,267 random drug tests (15% of sworn officer strength equivalent), one of which was positive. We commenced random alcohol testing of students in November 2006, and have conducted 1,820 of these tests with one being positive. We conducted 180 random drug tests for students with zero testing positive. Legislation introduced in February 2007 requires that we report on the number of tests conducted for steroid use. Zero tests were conducted in the reporting year as the policy came into force at the beginning of July 2007.

### We have decreased our long term injury and illness statistics by 16%

This reporting year, we have decreased the number of staff requiring restricted duties by 11% and decreased the number of staff requiring injury management support due to a long term injury or illness by 16%. These figures demonstrate that those who are injured are being managed more effectively. This is due to a number of factors, including additional resources, specialist senior staff, and the implementation of consistent processes and key performance indicators at the local level with increased focus by LACs on early intervention and return to work.

A successful flu vaccination program has been run and as a result, we expect to see a decrease in sick leave attributable to flu over the 2007 calendar year.

We are revising the medical standard for new recruits. Due to be completed in 2007, this new standard will consolidate existing guidelines and procedures into a single reference document.



### Our safety systems and processes improved last year

We managed potential asbestos exposure by setting up a call centre following Operation Explorer at the Holsworthy Urban Search & Rescue training facility. The registration, management and testing of police commenced via the Dust Disease Board. After remediation the site was given a clearance certificate, which allowed police training operations to recommence.

We are continuing to work with the NSW Government Pandemic Task Force regarding avian / human influenza pandemic and emergency planning teams.

A stress resilience program for senior managers and supervisors is being developed for delivery in 2007. The program will include the types of situations encountered by officers that may cause stress, and strategies for coping with stressful situations.

We are working on implementing additional risk management strategies to help prevent officers from being injured. This allows more available police for frontline duties, and contributes to improving public safety and reducing crime and violence. This will lead to improving public trust and confidence in NSW Police Force.

### We revised our Drug & Alcohol Policy in June 2007

The NSW Police Force first introduced its *Drug & Alcohol Policy* in March 1997, supported by a regime of testing police officers on duty for alcohol and illegal drugs. While an investigation by the NSW Police Integrity Commission (PIC), Operation Abelia, did not find wide spread drug use within the NSW Police Force, it did identify a number of options for strengthening the current *Drug & Alcohol Policy*. The revised policy incorporates many of the Abelia recommendations and is supported by recent legislative amendments to the *Police Act 1990* and *Police Regulations 2000*.

### The 10 mechanisms for significant causes of accidents or incidents this year

Cause	2005-06	2006-07	Difference
Body stressing	3.09	4.09	0.10
Being hit by moving objects	4.28	4.06	- 0.22
Falls, trips & slips of a person	2.36	2.52	0.16
Mental stress	2.07	2.26	0.19
Other & unspecified mechanisms	1.48	1.82	0.34
Biological factors	0.65	1.26	0.61
Chemicals & other substances	0.36	0.31	0.05
Heat, radiation & electricity	0.06	0.09	0.03
Sound & pressure	0.06	0.05	- 0.01
Hitting objects with a part of body	0.82	0.77	- 0.05

**Note:** To ensure consistency with other government agencies and to enable benchmarking, we have changed the way we present this information. In previous years we reported on all incidents, whether they caused injury or not. This year, we have reported on those incidents that resulted in an injury which were reported to our insurer, Allianz. The data presented is per 100 employees to allow comparisons between commands, police locations and years.

### Workers' compensation for sworn staff who commenced post 1988 and administrative staff

Significant and non-significant claims comparison for claims reported in 2005-06 and 2006-07

Claim type	2005-06	2006-07	Difference	Percentage
Significant	1,890	1,598	- 292	- 15.45
Non-significant	1,072	1,033	- 39	- 3.64
Total claims	2,962	2,631	- 331	- 11.17

All employees are required to comply with the policy's general principles of total abstinence from using illicit drugs. Commissioner Moroney's message to all staff on the release of the new policy was very clear: "If you take illicit drugs, if you sell illicit drugs, if you abuse prescription drugs, there is no place for you in the NSW Police Force".

### **The Commissioner will not tolerate sexual harassment in the workplace**

In August 2006, following criticism of inappropriate workplace conduct across the organisation, the Commissioner initiated an independent review of all NSW Police Force policies, training and complaint management procedures relating to sexual harassment and sex discrimination. This review was undertaken by Chris Ronalds, SC. In a message to all staff, the Commissioner reiterated he would not tolerate sexual harassment and related behaviour in the workplace.

The Ronalds Report was released in January 2007 with 79 recommendations. Since January 2007 an internal steering committee has led a range of cultural reform initiatives to ensure managers and staff recognise that the principles of equity and diversity are consistent with, and integral to, achievement of NSW Police Force objectives.

These initiatives include:

- development of a harassment, discrimination and bullying policy to ensure a clear commitment to zero tolerance of such behaviour in the workplace. The new policy includes definitions and examples of the sorts of behaviour which are and are not acceptable;
- establishment of the Workplace Equity Unit to develop, implement and evaluate equity and diversity programs and strategies, and lead investigations into inappropriate workplace behaviour;
- endorsement of a new workplace resolution model focused on early intervention and timely resolution of workplace harassment, discrimination, bullying, intimidation and victimisation.

### **We have implemented a number of strategies under the 2004-06 Action Plan for Women**

The *NSW Government Action Plan for Women* and the *NSW Government Commitment to Women* outline government's commitments and priorities for women and is grounded on the principles of equity, access rights and participation. The NSW Police Force actively implements these principles with a focus on increasing the representation of women in decision making positions and promoting and supporting the Spokeswomen's Program. A number of key strategies were implemented during the life of the *2004-06 Action Plan for Women* in NSW Police Force.

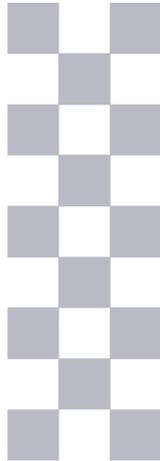
Some of our achievements this reporting year are:

- establishment of a working party to examine a range of issues relating to the effective management of flexible work practices. A number of outstanding strategies under the *2004-06 Action Plan* relating to flexible work practices were referred to the working party for consideration;
- in the 2003-04 annual reporting period there were no women in NSW Police Senior Executive Service. Representation increased to four in 2005-06, and increased again to eight in 2006-07.

The NSW Police Force will develop a new action plan for women that builds on significant strategies outlined in the previous plan and in addition will seek to address important issues such as discrimination, workplace culture and work life balance. Further information about women, family and domestic violence, and victims' can be found on the NSW Police Force website: [www.police.nsw.gov.au](http://www.police.nsw.gov.au).

### **We have developed a new police promotions system**

January 2007 marked the commencement of the new police promotions process recommended by the Ministerial Working Party chaired by a former police minister, the Hon Professor Peter Anderson, AM. A major advantage of the new system is the reduction in time taken to fill vacancies. The new system will operate in tandem with the current system during 2007 and will establish pools of eligible officers for promotion during 2008. To be reviewed at the end of the first year, the new system sees a return to the formal examination as part of the promotions system and a focus on rank based progression rather than position based.



**Managing the career development of our senior officers**

The Commissioner’s Executive Team has taken steps to establish the capacity to closely manage the career development activities of senior officers within the Force. Senior commander development will involve officers in management and leadership education and training coordinated by Human Resource Services. Structured activities that provide professional development, formal learning and career breadth will be monitored through a performance management scheme.

The initial target group will be sworn officers at the rank of superintendent and the program will extend to other ranks and administrative officers over time. When established, the process will form the basis of the NSW Police Force succession management model for executive positions.

**Earning the Graduate Diploma in Executive Leadership**

Each year the NSW Police Force selects up to six officers to attend the Australian Institute of Police Management (AIPM) to undertake the Police Executive Leadership Program (PELP). Participants are required to complete a strategic policy paper as an assessment component.

2006 participants studied the following

- Superintendent Geoff Beresford: *Recruitment and retention of criminal investigators in NSW*
- Superintendent Peter Cotter: *Investigative response by the NSW Police Force to an act of terrorism*
- Superintendent Kim McKay: *Mentoring policy and program for women in NSW Police Force*
- Superintendent Geoff McKechnie: *Achieving better outcomes for domestic violence victims by application of evidence based practice*
- Superintendent Kyle Stewart: *Policing in the mental health environment – where should we be?*
- Superintendent Peter Thurtell: *I just want to wish you well – reducing absenteeism in the NSW Police Force*

Subject to adoption, this research will inform best practice within the NSW Police Force for the future.

**Scholarship winner studied international counter terrorist investigation techniques**

Detective Sergeant Peter Moroney of the Terrorism Investigation Squad was this year’s winner of the Michael O’Brien Memorial Scholarship. His research project involved a study of international practices into counter terrorist investigative techniques, with an emphasis on cultivating and managing confidential sources. During his study tour, he travelled to the United Kingdom, France and Canada.

**Fellowship shines the spotlight on missing persons**

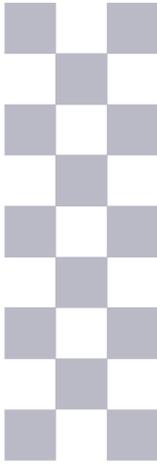
The Churchill Fellowship was awarded to Sergeant Mark Samways of the Missing Persons Unit. Each year more than 30,000 people are reported missing across Australia. NSW had 10,104 cases reported in 2006-07. In 99% of cases these people are located safe and well but in some cases this can occur weeks, even months later. His research focused on risk assessment models, investigation methods, missing persons procedures and communication between law enforcement agencies and non-government organisations. He travelled to Hong Kong, the Netherlands, the United Kingdom, Canada and the United States of America during his study tour.

**We have improved pay and conditions for staff**

In accordance with the *Crown Employees (Police Officers – 2005) Award*, all police received salary increases of 2% on 1 July 2006 and 1 January 2007. The award also features new salary structures for sergeants, inspectors and superintendents incorporating the former ranks of chief inspector and chief superintendent.

A new salary structure for detectives was introduced on 1 July 2006. It features an enhanced salary outcome, consolidates a number of allowances and provides incentives to attract and retain police within criminal investigation. The new salary structure features a 10 year scale for detectives, a six year scale for detective sergeants and a four year scale for detective senior sergeant.





We reallocated 215 leading senior constable opportunities to specialist groups. This initiative has allowed police working in specialist areas such as highway patrol, Special Services Group, State Protection Group and Forensic Services Group to have the opportunity to be appointed as leading senior constables. Previously such opportunities were limited to police working in general duties and criminal investigation.

Two new awards relating to salaries and conditions for administrative officers were made in the Industrial Relations Commission of NSW. They came into effect on 9 October 2006, and apply to all administrative staff and temporary employees. The salaries award provided for an increase of 4% from 1 July 2007.

### Our EEO Management Plan 2006-07 provides the foundations for targeted programs and initiatives

It represents the organisation's ongoing commitment to achieving a diverse workforce in which all employees are treated with dignity and respect. This reporting year we:

- finalised the *Priorities for working in a culturally, linguistically and religiously diverse society, and ethnic affairs priorities statement forward plan 2006-09*;
- began to draft a new *Disability action plan*;
- drafted an *Aboriginal employment and development initiative for consideration by the Commissioner's Executive Team*;
- established the Commissioner's Perpetual Award, which is aimed at recognising the contribution of women to policing in NSW;
- attested a record 801 additional police in January. Diversity of probationary constables from this class was also a substantial achievement, with 23% being women, 1.5% being Aboriginal and/or Torres Strait Islander people, and the group overall representing 30 different nationalities.

### Trends in the representation and distribution of EEO target groups

Percentage of total staff

EEO target group	Benchmark or target	2003	2004	2005	2006	2007
Women	50%	33%	33%	33%	34%	34%
Aboriginal people and Torres Strait Islanders	2%	1.5%	1.5%	1.9%	2.0%	2.1%
People whose first language was not English	20%	2%	2%	3%	4%	5%
People with a disability	12%	2%	2%	2%	2%	1%
People with a disability requiring work-related adjustment	7%	0.8%	0.7%	0.6%	0.6%	0.5%

Distribution index

EEO target group	Benchmark or target	2003	2004	2005	2006	2007
Women	100	84	86	88	88	90
Aboriginal people and Torres Strait Islanders	100	88	89	94	96	96
People whose first language was not English	100	70	76	84	85	84
People with a disability	100	114	114	112	112	113
People with a disability requiring work-related adjustment	100	113	113	111	109	111

**Notes:** 1 Staff numbers as at 30 June. 2 Excludes casual staff. 3 A Distribution Index of 100 indicates that the centre of the distribution of EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by the Office of the Director of Equal Opportunity in Public Employment on Equal Employment Opportunity (ODEOPE). 4 The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

### We want to continue to attract and retain Aboriginal employees

Our aim is to achieve an overall employment balance that reflects the representation of Aboriginal people in the community. Our new employment strategy will maximise opportunities for Aboriginal employees to enhance skills and pursue career options. Ideally, this balance will encourage increased cultural awareness among police and enable the organisation to better respond to Aboriginal communities while improving relationships to build safe, harmonious communities.

### We're improving our flexible work practices

The NSW Police Force recognises that flexible work arrangements are fundamental to business in the 21st Century. They need to be considered as part of any strategy to recruit and retain high quality staff and develop a diverse, skilled and motivated workforce able to respond quickly and efficiently to community needs. Our employees continue to have access to a variety of flexible work arrangements such as part time work and flexible working hours to assist them to achieve greater work-life balance.

We established a working party to examine a range of issues relating to the impact and management of flexible work practices on operational and specialist commands. A report including recommendations is currently being drafted.

### Hundreds of community members work with police across the organisation

Through the **Volunteers in Policing (VIP) program**, our VIPs provide support to victims of crime and to witnesses attending court. They actively promote crime prevention initiatives and help maintain local police registers such as key holders, citizens at risk and local community agencies. Since the adoption of the VIP program in 1995, over 1.4 million voluntary hours have been dedicated to both police and their local communities. During 2006-07, 804 VIPs donated 83,837 voluntary hours.

Each year our staff support the **Red Cross Summer Blood Challenge**, a friendly competition between police and motorcyclists. This year, we achieved the largest number of donations registered for police, with 1,275 donations. The competition draws attention to the importance of donating blood to the Red Cross, and is of particular interest to police officers who deal with emergency situations on a day to day basis.





## Section Five

# Improved systems and processes

*Police stations, radio towers, computer systems and other elements of infrastructure underpin our results. Face to face contact with police is more often in the street than behind the counter. At the same time, police have embraced the use of the latest technology to provide a modern and efficient policing service.*

### We welcome new legislation that emphasises the safety of victims, especially children

The NSW Police Force has welcomed new domestic violence (DV) legislation that, from March 2007, changes the process of applying for apprehended domestic violence orders (AVOs). New forms have been introduced to help improve police responses to victims. In addition, new systems are proposed to improve the transfer of information between police and courts to expedite the process of applying for AVOs and provide greater protection to victims.

In conjunction with NSW Health and the Office of the Director of Public Prosecutions, police revised joint guidelines for responding to adult victims of sexual assault. These guidelines promote increased interagency cooperation to improve services to adult victims of sexual assault.

Police are one of three professions that are 'mandatory reporters' of child abuse. In 2006, in conjunction with the Department of Community Services (DoCS) and other agencies, we helped design a new Risk of Harm form for all mandatory reporters when reporting children at risk to the DoCS Helpline.

Police are also working with the DoCS and NSW Health to develop a cross agency DV risk assessment tool. It will help assess the risk of domestic violence to children and families, and help develop interventions to manage or reduce this risk.

### New forensic laboratory officially opened in December 2006

At a cost of \$12 million, the NSW Police Force opened a purpose built, 2,358 square metre forensic laboratory. \$7.3 million has been allocated for additional personnel and operating expenses, including 22 scientists to introduce new services. In addition, six crime scene officers have been allocated to establish the Specialist Location Recovery Unit and enhance the Document Examination Section.

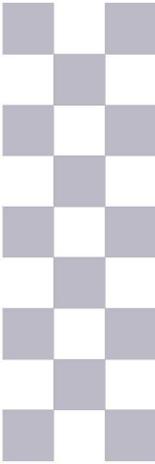
New services include forensic biology and forensic chemistry, and an Explosives Identification Unit with an environment that can accommodate those dangerous items in a safe manner. The new lab also provides better facilities for traditional forensic specialties, including the Clandestine Laboratory Unit, Documents Examination and Fingerprint Laboratory. The new facilities include exhibit search rooms, vehicle examination bays, secure exhibit storage and a resource room.

### Forensic Services Group passes rigorous accreditation process

In 2007, the Forensic Services Group was commended for its continual improvement philosophy and the high standards of quality by the National Association of Testing Authorities (NATA). Earlier this year the NATA conducted rigorous reassessment audits of the forensic sites at Sydney, Chatswood, Hurstville Crime Scene Sections, Forensic Ballistics Investigation Section, Document Examination Section, Fingerprint Operations Branch and the Forensic Microanalysis Laboratory.

Accreditation ensures that staff meet and maintain basic levels of competence and proficiency. It also requires standard procedures such as handling exhibits, control of documents, testing and calibration of equipment.





Establishing and maintaining the standards required for accreditation ensures the test results produced are defensible in court, minimising the risk of failed prosecutions. It is anticipated that all Crime Scene sections in NSW will be accredited by NATA by mid 2008.

DNA, or deoxyribonucleic acid, can be loosely defined as a set of genetic blueprints. Forensic scientists use DNA taken from body fluid, skin or hair found at a crime scene to identify victims and offenders. This is known as genetic fingerprinting or DNA profiling. DNA is also used to eliminate individuals as suspects in an investigation, saving police resources and allowing the investigation, if necessary, to be re-focused.

Sometimes police investigating one crime scene may not realise the offenders or victims may be linked to other crime scenes. When a link is made that was previously unknown to police, it's called a 'cold link'. Although these links are significant in their own right, they can sometimes provide police with information that will help solve other crimes.

The NSW Police Force has been reviewing unsolved major crime offences committed prior to 2001 to determine if DNA exists to link a suspect to a crime scene.

#### **IBIS does in 70 minutes what a firearms examiner needs 240 years to do manually**

NSW has the largest database of firearms related evidence in Australia. Forensic ballistics has been revolutionised in NSW with the introduction of the Integrated Ballistics Identification System (IBIS) in June 2000, at a cost of \$3.5 million funded from the proceeds of crime. IBIS is a computer system that enables police to store forensic information on bullets and fired cartridge cases, and make super-fast automated comparisons against evidence collected at crime scenes and from confiscated firearms.

The NSW IBIS database contains information from all unsolved crime in NSW dating back to the early 1970s. It also contains information from NSW Police Force issue firearms and all private security industry handguns.

#### **Forensic Inmate Testing Team results**

DNA database and testing	2002-03	2003-04	2004-05	2005-06	2006-07
Inmate DNA tests conducted	3,845	2,528	2,574	2,778	2,458
DNA Database person identifications	1,392	1,752	1,951	1,730	2,511
DNA Database - scene links	596	1,091	1,317	921	1,746
Total DNA 'cold' links	1,988	2,843	3,268	2,651	4,257
Total charges	575	1,182	1,425	964	1,254
Convictions	346	808	1,096	1,174	827

The Document Examination Section (DES)	2005-06	2006-07
Documents/exhibits examined	1,926	1,054
Provided conclusive results in matters	339	227
Provided results pointing to a probable occurrence of a fact in matters	246	126
Provided inconclusive opinions in matters	283	110

**Note:** The reduction in these figures reflects a reduction in expert examiners on staff. Recruitment of trainees was completed this reporting year, however training is specialised and lengthy.



Since June 2000 the Forensic Ballistics Investigation Section has test fired the following weapons, which remain on the database for comparison:

- 4,492 NSW Police Force issue firearms (approximately 28% of total 16,000 weapons);
- 2,429 security industry firearms (100% of total); and
- 1,611 confiscated/surrendered firearms.

Testing of NSW Police Force issue firearms continues, as does testing for all new and refurbished security industry firearms.

### This year IBIS recorded 23 hits which linked 46 firearm related crimes

A hit means a fired bullet, cartridge case or firearm recovered from a crime scene or incident, has been linked to a fired bullet, cartridge case or firearm from another crime scene or incident. IBIS has recorded 202 hits since it was introduced, which linked 404 firearm related crimes including illegal gun possession, drive-by shootings, attempted murders and homicides. As at 30 June 2007 the NSW IBIS database contained information on 19,892 fired cartridge cases and 7,705 bullets.

Between 2001 to 2004 the south western suburbs of Sydney were subjected to drive-by shootings, murders and attempted murders. A large amount of firearms related evidence was recovered from each crime scene and using IBIS, police were able to positively link a number of these incidents and identify the firearms used. As a result, four offenders went to trial in July and August 2006. They were convicted for murder, attempted murder, and shoot with intent to inflict grievous bodily harm.

### Officer safety a priority as we upgrade to digital radio

Established more than 80 years ago, the NSW police radio network (known as VKG) has been upgraded to digital in the Sydney greater metropolitan area.

Communications operators no longer need to rely on what police say over the radio to identify that officer. The new system allows access to the 'electronic signatures' that digital radios send as they transmit. Each is assigned a call sign (or identification number). Any officer whose call is urgent or disrupted can be identified by the call sign and assistance deployed immediately to their last known location.

### We have invested \$17 million in digital radio from April 2004 to June 2007

More than 100,000 urgent and 1.5 million routine calls for police assistance are broadcast over the police radio each year. Police in the field have historically competed for available air time; and their transmissions monitored by members of the community and offenders using

cheap radio scanners. We have invested \$17 million upgrading police radio to prevent operations from being compromised by eavesdroppers, and evenly distribute voice transmissions across more channels. The upgrade increased the number of radio districts in the greater metropolitan area from 14 to 18, and created the potential to split these as populations change in the future. Six special operations channels have been commissioned, supported by 250 new digital base transceivers in 108 existing and eight new radio sites. Encryption modules have been fitted to 4,600 radios in the field and software upgraded in another 3,000 radios.

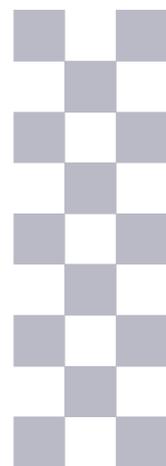
### We're designing specialist communications systems on demand

After 12 months of planning a three day maritime border protection initiative, Operation Baker, was conducted in September using both State and Commonwealth Government resources. A maritime operation at this level has never before been undertaken in NSW.

Communications Group provided innovative radio support to a huge, multi-state operation targeting the importation of drugs, illegal immigrants, social security fraud and illegal fishing. The success of **Operation Baker** showcased our communications specialists as leaders in the field.

Operation Baker involved Waterways, Customs, Immigration, Fisheries, Coastwatch, Australian Federal Police, NSW Police Force Aviation Support and Water Police, and Queensland Water Police. All used the NSW Police Force communications network. The operation required real time communication between the command post, aircraft and vessels some 300 km out to sea. NSW police technicians installed a temporary wide-area, encrypted radio system specifically designed to meet the unusual requirements of the operation. This was the first time that such a large and complex temporary system has been used and it performed beyond expectations.

The **Police Operations Centre (POC)** is a command, control and communication facility that is able to be activated for any planned or reactionary exercise, event or emergency. The state of the art technology is able to present quality vision and graphic images to police decision makers, to maintain maximum situational awareness at all times. Communication facilities allow for the accurate and rapid transmission of command instructions to the field and situational reports to police management and government agencies. The POC also houses the Government Coordination Centre for special events that are conducted under the authority of the Department of Premier & Cabinet, such as New Year's Eve, Anzac Day and Australia Day. In these situations police and other agencies, such as Ambulance, Fire Brigade, Defence Force and RTA, work side by side making informed joint decisions to ensure the operational success of the event.



**Business & Technology Services (BTS)** is responsible for the business and information technology (IT) systems operated by the NSW Police Force including the organisation's computer, information storage and communications networks. Major projects undertaken this year by BTS include:

- **The Computer Aided Dispatch (PoliceCAD) system** – to replace the Computerised Incident Dispatch system (CIDS) used since 1992 to log calls for police help and details of the initial response.
- **New Generation Mobile Data Terminals (NG-MDTs)** – installed in all HWP cars.
- **Forensic Services Digital Imaging (FSDI)** – upgrade Forensic Services photographic processes from film to digital.
- **Field Identification technology** – Portable Electronic Fingerprint devices to capture fingerprints in the field, rolled out across the state.
- **Intelligence Based Rostering (IBR)** – automatically incorporate shift patterns, demand forecasts, rules validation and skills matching to assist the drawing up of police rosters to match local demand.
- **Digital ERISP** – upgrade equipment used for Electronic Record of Interview of Suspect Person (ERISP) recordings.
- **CourtLink / NSW Police Information Exchange (CNIE)** – automate the flow of information between the NSW Police Force and NSW courts
- **Alcohol Related Crime Information Exchange (ARCIE)** – a whole of government initiative designed to house accurate and timely information relating to liquor licensees and licensed premises that will have a significant benefit in reducing alcohol related harm.
- **Mainframe Replacement Project (MRP)** – staged replacement of heritage mainframe computer systems.

### Moving from CIDS to PoliceCAD has been one of our biggest IT projects in more than a decade

Since 1992, details of calls to police and the initial response have been recorded electronically in a **Computerised Incident Dispatch System (CIDS)**. This year, the NSW Police Force has successfully moved from CIDS to the modern **Computer Aided Dispatch (CAD)** system, designed to better support the organisation's efforts to reduce crime and create safer communities.

PoliceCAD will shorten dispatch times, enhance data quality and use specialised mapping functions to improve the police response to calls for help.

Involving Triple Zero (000) and PAL (131 444) call centres, police radio (VKG) communication centres and operational police across the state, the implementation of PoliceCAD has been one of the largest IT projects undertaken by the NSW Police Force in more than a decade.

### We're streamlining our corporate processes

NSW Police Force continued a major project this reporting year to provide a more strategic and efficient delivery of corporate services. The **Corporate Services Efficiency Review (CSER)** was established to assess corporate systems, processes and tools to support the implementation of new business structures. Significant projects included roster automation; improvements to employee self service; automation of activities such as worker's compensation recoups and higher duties payments; and the introduction of purchase cards to procure goods and services.

The focus of the review aims to produce business models that address appropriate governance at three levels:

- Corporate – to provide strategic focus driven by policy
- Shared services centres – to deliver customer services and provide a cost effective processing service in the areas of worker's compensation, leave, recruitment, terminations, personnel administration, payroll, accounts payable, accounts receivable, general ledger, assets and travel
- Commands/business units – to deliver services and functions that are appropriate and can only be provided at this level, in the areas of operational human resources and finance advice and assisting commanders with devolved activities such as rostering and general administrative support.

Corporate services and administrative support functions are being restructured to achieve the government's global savings targets. Restructures have resulted in a reduction of some 200 positions to date, and further reductions are being sought as we move into 2007-08.

### We have reduced the number of officers on long term sick leave

In June 2006, the Audit Office of NSW reported on a follow up performance audit on sick leave in the NSW Police Force.

In response to this audit, we implemented a number of strategies in 2006-07, including the employment of additional injury management advisors; and improved absence management training for commanders and managers (including reflecting this management process in individual performance agreements). The outcome has been a substantial reduction in the number of officers on long term sick leave.

### Managing the strategic direction of police properties

The NSW Police Force now manages the strategic direction of all police properties, including the overall management of leasehold and freehold sites and implementing the capital works program. We are assisted by the State Property Authority, which acts as contract administrator to ensure that United Group Services delivers property based services as agreed in their contract. A Police Property Steering Committee has been created to provide governance and assist in the management and administration of the property portfolio.

### We provide state of the art support to frontline police

During the year the various commands within the Special Services Group received requests for assistance (RAs) from NSW Police commands and from other law enforcement agencies.

- **State Technical Investigation Branch (STIB)** received 1,141 RAs for technical assistance to intercept or prevent criminal behaviour, or covertly gather evidence.
- **State Electronic Evidence Branch (SEEB)** received 1,108 RAs to gather evidence from devices containing a memory. The SEEB is considered to be in the top five of such laboratories in the world. This reporting year the SEEB has completed more than 857 major crime operations; each involved the forensic examination of memory contained in electronic devices.
- **Undercover Branch (UCB)** received 360 RAs to gather evidence to assist police investigations.
- **State Surveillance Branch (SSB)** received 451 RAs to gather evidence to assist police investigations.
- **Telecommunications Interception Branch (TIB)** executed 891 telecommunications interception warrants and 177 data warrants – 297 arrests were made as a result of essential evidence gathered by the TIB.
- **Marine Area Command (MAC)** were responsible for 139 arrests, issued 801 infringements, generated 719 intelligence reports, undertook 28 operations and conducted 4,904 marine breath tests.
- During the year the **Aviation Support Branch (ASB)** responded to 1,332 RAs including immediate response tasks and ongoing or major investigations. 250 offenders were charged with 350 offences from the immediate response tasks. The ASB rescued 93 people this reporting year, including bushland and water rescues. In addition, the ASB recovered 30 deceased people, and transported searchers to areas inaccessible by other means of transport.

### Polair flies the skies to minimise crime and the fear of crime

It is well established throughout the world that airborne law enforcement can make a significant contribution to the crime fighting effort. Studies in the US and UK have shown that the presence of a helicopter is a deterrent to the committing of crimes.

During the 2006-07 summer, our helicopters flew high visibility missions over coastal suburbs and more recently targeting motor cycle gangs. Since April 2007, Polair has conducted 1,709 individual hotspot patrols (over 200 flying hours) in support of local area commands between Parramatta, Penrith and Campbelltown. While on high visibility patrol, helicopter crews monitor local police radio channels, rapidly responding to Triple Zero (000) calls and providing assistance to ground crews.

The Aviation Support Branch established an in-house Engineering Maintenance Section to improve the timeliness of servicing and emergency repairs, which increases the availability of police aircraft. During the year the Aviation Support Branch commissioned a new Eurocopter AS350B2, Polair 1. The new aircraft has been painted in high visibility blue and white colours and complements the existing fleet of aircraft.

### We have replaced our old VCRs with digital video recorders to record covert evidence

During this reporting year the State Technical Investigation Branch (STIB) implemented a state wide digital video recording (DVR) infrastructure to replace the old time-lapse VCRs to gather covert (undercover) evidence. This new system uses the NSW Police Force computer network to download, review and save evidentiary recordings.

### The State Electronic Evidence Branch (SEEB) is a world leader in technical research and development, particularly in mobile device analysis.

Tools developed by SEEB are in use by international and Australian law enforcement and intelligence agencies. This year SEEB implemented a Data Triage Preview Process. This process has enabled SEEB to provide either a complete or preliminary result to the investigators within days or weeks, instead of several months. Forensic preview or 'triage' of electronic evidence identifies the existence of evidence on an electronic device. If material is located it may be preserved and provided to the investigator at the time, or the exhibit may be retained for further analysis. In either case the investigator leaves SEEB with a good understanding of the evidentiary value of the exhibit.



### Improving the way we manage civil litigation

Following a comprehensive review of the Civil Law Division in 2006, a General Counsel position was established to drive reforms in the way we manage civil litigation. A senior lawyer was appointed as General Counsel in December 2006. Reporting directly to the Commander of Legal Services, he initially focused on early dispute resolution where appropriate and ensuring the NSW Police Force acts as a 'model litigant' in keeping with State Government requirements. The Civil Law Division is now well on the way to implementing the recommendations of the review.

### Our Legal Services is now a quality endorsed legal practice

NSW Police Legal Services has achieved certification by SAI Global Limited in quality management systems. This legal best practice certification, known as Law 9000, is based on the internationally recognised standard ISO 9001 and a set of best practice criteria specific to our legal practice. Law 9000 is a new Management System benchmark for legal practices. It was developed by SAI Global Ltd in conjunction with the Law Society of New South Wales and the College of Law, and a working group of legal practitioners and regulators.

### Education is the key to reducing failed prosecutions

The Legal Service's Failed Prosecution Project is committed to the philosophy that education is the key to the continuous improvement of briefs prepared by police. To improve the quality of police briefs presented at court, prosecutors continue to provide the reasons for failed prosecutions for review by LAC Complaint Management Teams. These reasons are critically analysed by commanders who must account for their results during the Operations & Crime Review process.

This information gives commands the opportunity to manage and improve the quality of briefs in the areas of investigation, brief quality assurance, supervision, education and training, corruption resistance and identifying where costs are awarded against police.

Legal Services conducts an accredited course, Brief Manager Education Program, for brief managers across the state. Brief managers work in consultation with prosecutors and their primary function is to quality assure briefs of evidence and to ensure legal processes are managed using standardised quality assurance systems so police briefs are of the highest standard.

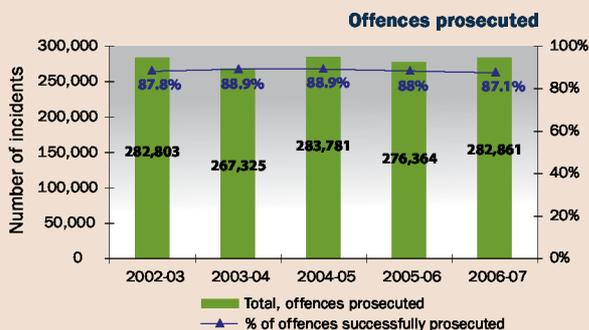
#### Court processes remain steady

##### Context

Improved quality of briefs is expected to lead to more successful prosecutions.

##### Note

Court results relate to matters finalised in the current period. Delay in the hearing of court matters means that information relates to legal actions initiated earlier. The non-attendance of witness/victim dramatically reduces the chances of success at court. Each legal action may include more than one offence. Counts exclude breach of bail offences.



#### Desired result

A higher proportion of offences proven.

#### Findings

The proportion of offences successfully proven at court decreased slightly from 88% in 2005-06 to 87.1% in 2006-07. Juvenile diversions increased from 13,651 in 2005-06 to 14,606 in 2006-07. Juveniles are currently diverted (to caution or conference) in 56% of cases, which is in accord with the requirements of the *Young Offenders Act 1997*.

#### Future actions under the 10 year State Plan

We will:

- Increase the number of trained investigators
- Conduct a 12 month trial of standardised statement of facts in lieu of full briefs for some minor offences
- Seek to amend legislation to reduce the number of police attending court as witnesses
- Review charging and custody processes to reduce red tape and improve efficiencies
- Develop an end to end domestic and family violence strategy focussing on prevention, early intervention, justice, protection and support for victims.

Source: COPS

Note: Historical data has been revised since last annual report (for more detail, refer to Appendix 1)



# Section Six Management and sustainability of results

## Who our leaders are



**Commissioner of Police Ken Moroney, AO, APM** joined the NSW Police Force in 1965 and was sworn in as the Commissioner of Police in May 2002. Commissioner Moroney was awarded the Order of Australia in 2006, the Olympic Commendation in 2001 and the Australian Police Medal for distinguished service in 1992.

For diligent years of service, he has been awarded the National Medal, 1st and 2nd Clasps to the National Medal, the NSW Police Medal and the 6th Clasp to this medal. He was highly commended by the NSW Cabinet in 1997 (Thredbo landslide), 2000-01 (bushfires) and 2001-02 (bushfires). His qualifications include a Master of Arts Degree (Macquarie University); Graduate Diploma in Management (Macquarie University); Diploma in Justice Administration (Charles Sturt University); and a Certificate in Personnel Management. Commissioner Moroney is also a graduate of the FBI Academy, Quantico, Virginia.



**Deputy Commissioner Field Operations, Andrew Scipione, APM** joined the NSW Police Force in 1980 and was appointed Deputy Commissioner in February 2002. Deputy Commissioner Scipione is a recipient of the National Medal, Australian Police Medal for distinguished service (2003), the NSW Police

Medal and the 3rd clasp to this medal. He has been internationally regarded for his work, knowledge and contribution in the area of counter terrorism. As Deputy Commissioner Field Operations, he is the State Emergency Operations Controller (SEOCN) and is responsible for commanding the state response to large scale emergencies. His qualifications include a Masters Degree in Management (Macquarie University); and a Degree in Security Management (Edith Cowan University). Deputy Commissioner Scipione is a graduate of the FBI Academy, Quantico, Virginia.



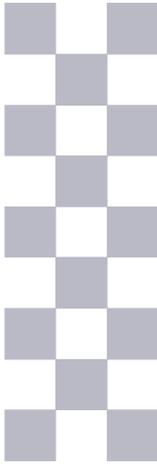
**Fran McPherson, PSM**, joined the NSW Police Force in September 2005 as Executive Director Corporate Services. She has held a number of senior executive positions in the Roads & Traffic Authority (RTA), Office of the Coordinator-General of Rail, State Rail Authority (SRA) and RailCorp. In 1998 Ms McPherson won a

Premier's Public Sector Award for her work in leading corporate services reform in the RTA. Her studies include the Executive Management Certificate (University of Technology); Public Sector Management Course (Griffith University). Ms McPherson is also a Fellow of the Australian Institute of Management (FAIM). In June 2007, Ms McPherson was awarded the Public Service Medal for delivering significant improvements to the functioning of several public sector agencies. It will be listed in the 2007-08 Annual Report Honour Roll.



**Deputy Commissioner Specialist Operations, Terry Collins, APM** completed 35 years of policing service in November 2006. He was appointed Deputy Commissioner Specialist Operations in October 2005. In 1996 Deputy Commissioner Collins received the Australasian Commissioners' Award for outstanding contribution

to contemporary Australasian policing, and his research in this field was referenced at the Wood Royal Commission findings. In 2000 he was awarded the Australian Police Medal for strategic leadership and outstanding contribution to policing. While commander of both Hunter and Southern Regions, he directed a series of multi-agency operations targeting high level heroin distribution networks, for which the NSW Police Force received international recognition. Responsible for the counter terrorism portfolio, he is a member of the National Counter Terrorism Committee. His qualifications include an Associate Diploma, Justice Administration & Social Sciences; Executive Development Program, University of NSW; 44th Senior Officers' Course, Charles Sturt University; Police Executive Leadership Program, Australian Institute of Police Management.



Read more about our management and sustainability of results on the web version of the 2006-07 NSW Police Force Annual Report. Find it on the NSW Police Force website under: About Us (side menu) / Annual Report (side menu).

### We're one of the largest police organisations in the English speaking world

The NSW Police Force began as the first civilian police force in Australia, which was formed by Governor Arthur Phillip in 1789 to guard Sydney Town. It was known as the Night Watch. Other watch teams were later formed throughout Sydney and in 1862 all watch teams were combined under the Police Regulation Act 1862 to form the NSW Police Force. That Act was later replaced by the Police Regulation Act 1899. In June 1987, the NSW Police Force, which had carriage of operations, and the NSW Police Department, which had carriage of policy and administration, were amalgamated. NSW Police Force currently operates under the *Police Act 1990* and Regulations. The NSW Police Force has 19,311 employees, which is made up of 15,333 police officers; 2,977 field and specialist support staff; and 1,001 staff in corporate services. We serve 6,538,585 people, which equates to approximately one third of Australia's total population. Eighty local area commands (LACs) operate from more than 452 police locations delivering policing services to communities. Specialist commands complement our operational capability, which covers land, sea and air operations. In 2006-07 the NSW Government funded the NSW Police Force at a net cost of \$2.20 billion (up from \$2.05 billion in 2005-06).

### We're establishing best practice governance principles

The Commissioner has primary responsibility for day to day governance of the organisation and is responsible to the Minister for Police for the overall direction and performance of the NSW Police Force.

The Commissioner's Executive Team (CET) is the peak decision making body and is responsible for the overall direction of NSW Police Force on behalf of the NSW Government. The role of CET involves:

- developing and implementing the overall strategic direction of the NSW Police Force;
- future planning;
- monitoring and overseeing corporate performance against targets and expectations;
- ensuring compliance with external and internal controls and processes;
- setting budgets and monitoring financial performance;
- overseeing reporting to government;
- assuring itself of the effectiveness of the governance of the NSW Police Force;
- overseeing reform in NSW Police Force.

CET regularly monitors its own performance including internal and external performance reviews. Following an internal review conducted with NSW Police Force senior officers in August 2006, the membership of CET was extended to include three additional senior officers as associate members on rotation for six months. In addition, CET commenced conducting meetings in regions every alternate month with participation from region and local area commanders. The revised CET framework provides a developmental opportunity for senior officers to participate and contribute to decision making at the highest level. It also ensures that different views are reflected in the CET discussions and enables a greater connectedness between CET and senior officers with operational responsibility.

CET membership now comprises:

**Members:** Commissioner (Chair), Deputy Commissioner Field Operations, Deputy Commissioner Specialist Operations, Executive Director Corporate Services.

**Associate Members:** a representative from Field Operations, Specialist Operations and Corporate Services on rotation for six months.

**Ex-officio members:** Commander, Commissioner's Inspectorate and Director, Public Affairs.

**Two committees report directly to CET:** the Audit Committee and the Information Communication Technology Management Board (ICTMB). Each CET member administers a number of sub-committees which oversee the implementation of key projects.

The **Information Communication Technology Management Board** is responsible for ensuring police are equipped with the best possible information and communication technology. It develops strategic direction, determines policy and standards, and monitors the implementation of all IT projects. The board adopts a strategic, corporate view of technology while maintaining a focus on cost effective use of information systems. Changes to the structure of the ICTMB is being considered by CET and will be reported in the next annual report.

**The Audit Committee** oversees internal audit functions and reports on the effectiveness of practices and procedures. It ensures all approved recommendations provided by internal and external auditors are implemented; and tests the integrity and efficiency of accounting and financial reporting systems. The Audit Committee provides CET with assessments on the adequacy, effectiveness of and compliance with the organisation's internal control frameworks. To ensure transparency and accountability of this internal auditing function, it is chaired by an independent professional, Ms Carol Holley.

### Commanders and managers are accountable for local performance and ensuring a corporate focus

Twice a month the Commissioner's Executive Team sets aside a day to review the specific performance of selected commands, and discuss significant issues impacting on them and the organisation as a whole at a strategic level through the Operations & Crime Review (OCR). Discussions usually involve the command's entire senior management team including the commander, crime manager, local area manager and available duty officers. Discussions focus on local crime reduction, staff management practices, compliance with policy and effective financial management. This reporting year, CET held 26 OCRs.

The **Corporate Business Continuity Plan 2007** and associated business unit plans ensure we will continue to provide critical services during the loss of any infrastructure or operational capability, no matter the cause of the disruption. We remain part of whole of government planning in preparation for a potential human influenza pandemic.

### The framework for our performance is linked to all business plans

The Results & Services Plan (RSP) is a service delivery and funding plan required by Treasury. It helps government agencies like the NSW Police Force demonstrate the relationship between the services we deliver and the results we're working towards. The RSP helps communicate to government what we plan to do and achieve within our current budget. It consists of eight parts including: expenses, indicators and measures; emerging and strategic issues; improving value for money; policy and risk management strategies; organisational capability; and agreed actions.

### Part one of our RSP, the Results Logic, is a concise diagram that explains why and how we deliver our services

The diagram describes the role of the NSW Police Force and the link between our services and the desirable impact they will have on society (results). The Results Logic has been designed to enable the integration of business planning at every level within the organisation. Find it on page 74 - 75.

The **Corporate Spokespersons Program** forms part of the corporate governance framework. The corporate spokespersons are senior officers who represent the Commissioner in a range of forums, and provide clear and consistent advice on key corporate issues. They oversee the development of NSW Police Force policy; speak publicly on behalf of the Commissioner; coordinate NSW Police Force involvement in interagency activities; and oversee internal activities and priorities. Corporate spokespersons

have been appointed for 58 core policing portfolios, such as Aboriginal issues, counter terrorism and drug related crime.

### Risks are managed locally

All commands within the NSW Police Force identify and manage local risks using the Command Management Framework (CMF). The CMF is a risk based, self assessment process focused on compliance and is based on the Australian Business Excellence Framework and the Australia/New Zealand Risk Management Standard AS/NZS 4360:2004. It encourages the identification of local risks and the development of locally relevant process controls. All commands are encouraged to adapt the CMF to their own needs and are supported by the Commissioner's Inspectorate as it is implemented.

### External oversight helps drive our direction

The External Agency Response Team within the Commissioner's Inspectorate coordinates NSW Police Force responses to external oversight agencies, primarily the NSW Ombudsman and State Coroner. During the reporting year, 32 coronial reports with recommendations were considered by the Commissioner. Of these reports, 19 responses were finalised and provided to the State Coroner. All responses required a range of actions, such as the review or development of legislation, policy, education and training, systems, technology and interagency memoranda of understanding (MOUs).

During the reporting year, we responded to a number of recommendations and requests from the NSW Ombudsman's Office following reviews of legislation involving increased powers for police, such as the *Law Enforcement (Powers & Responsibilities) Act 2002* (LEPRA) and the *Terrorism (Police Powers) Act 2002*. We're also implementing recommendations made by the NSW Ombudsman in his report: *Domestic Violence: Improving police practice*.

### We measure our performance and community satisfaction in state and national surveys

Each year the NSW Police Force participates in the National Community Satisfaction with Policing Survey (NCSPS), conducted by an independent market research company. The survey provides information on the community's satisfaction with police; their attitude to police; feelings of safety; perceptions of problems and driving behaviour. The NCSPS allows comparison of NSW results with the national average, and the results are available every quarter relating to the previous 12 months.

Every four or five years the Australian Bureau of Statistics (ABS) conducts National Crime & Safety Surveys which provide information on household and personal

victimisation for selected crime types. These surveys allow comparison of NSW victimisation and rates of reporting to police against national averages.

Since 1990 the NSW Police Force and the NSW Bureau of Crime Statistics & Research (BOCSAR) have jointly funded the NSW Crime & Safety surveys. Conducted in those years when the national surveys are not conducted, the state surveys relate to the 12 months to April each year. Results are available six months after the reference period and therefore cannot be used as current performance indicators. They do however validate trends in police recorded crime statistics.

### We use both the level and trends in crime as key operational performance indicators

Police recorded crime statistics are derived from our Computerised Operational Policing System (COPS). Information is also drawn from other operational and administrative systems and used as performance indicators.

### We identify better practices by analysing trends reported by the Productivity Commission

The Report on Government Services provides information on a range of performance indicators for each state or territory policing service. The information generally becomes available well after the reference period and cannot be used operationally to adjust services in the short term. Caution must be exercised in use of the data provided in the Report, owing to the different operating environments, police systems and processes. The Report on Government Services is available from the Productivity Commission website: [www.pc.gov.au](http://www.pc.gov.au).

### This reporting year 132 assumed identity applications were approved, compared with 154 for 2005-06 reporting year

The *Law Enforcement & National Security (Assumed Identities) Act, 1998* governs the acquisition and use of assumed identities by police and other law enforcement bodies in New South Wales. Assumed identities are

approved for police where it is necessary to perform covert (undercover) duties. The general nature of the duties included physical and electronic surveillance, as well as full time and part time undercover duties.

The Annual Legislative Audit of Assumed Identities revealed no fraudulent misuse of the assumed names, and criminal checks identified no criminal behaviour. The re-enforcement of audit activity by the individual commands, in addition to the Annual Legislative Audit of Assumed Identities, has reduced the risk of misuse of assumed identities.

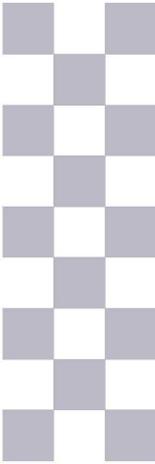
The audit of assumed identities has evolved into four distinctive processes:

- the Annual Legislative Audit of Assumed Identities, as required by section 11 of the *Law Enforcement & National Security Act (Assumed Identities) Act, 1998*;
- a corporate review undertaken by the Commissioner's Inspectorate as part of the mandatory Command Management Framework (CMF);
- spot checks of new identities and revocations by portfolio holders and supervisors; and
- checks by the NSW Police Force Operational Information Agency (OIA) on request by individual commands who maintain assumed identities.

Given that risk reduction is our major goal, we have identified that a greater frequency of OIA reviews would help reduce the opportunity for fraudulent, offshore use of the assumed identities.

### The Commissioner has the power to remove police officers from the NSW Police Force

The Commissioner has the power to remove police officers from the NSW Police Force under section 181D of the *Police Act 1990*, if the Commissioner no longer has confidence in an officer's suitability, he has the power to remove them from office. This reporting year, the Commissioner lost confidence in 29 officers, compared with 18 last year. Of those 29, three (3) were reinstated, 11 still have matters pending with the Industrial Relations



Commission, 10 have settled (other than by reinstatement) and three (3) applications that were made to the IRC for review of the Commissioner's decision were withdrawn by the relevant officer. One (1) matter was dismissed by the Industrial Relations Commission, 'for want of prosecution' when it was not further pursued by the officer. One (1) officer made no application for review of the Commissioner's decision. The Commissioner issued 42 'show cause notices pursuant to section 181D(3)(a) during that year. **Note:** these 'show cause' notices may or may not relate to the 29 officers which he removed in the same period.

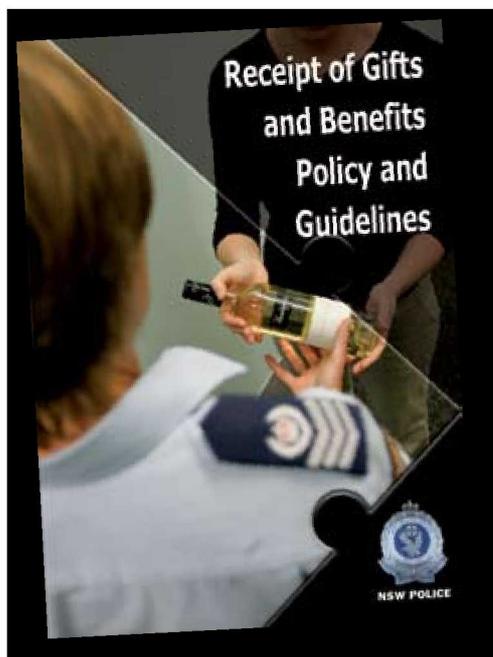
### We reviewed our Code of Conduct & Ethics and Statement of Values

In October 2006 we adopted a revised version of the Code of Conduct & Ethics. This new version is designed to ensure standards of conduct are clearly explained and readily understood by all employees. Based on 10 principles, the new code is:

- clear, concise and easy to understand
- designed to apply to all situations, in a changing environment
- likely to lead to appropriate decision making, even in the absence of more detailed policy.

The revised code, published on the inside back cover of this report, was explained to all staff in a special issue of the internal magazine, *Police Weekly*. Download your copy from the web version of the 2006-07 NSW Police Force Annual Report. Find it on the NSW Police Force website under: About Us (side menu) / Annual Report (side menu).

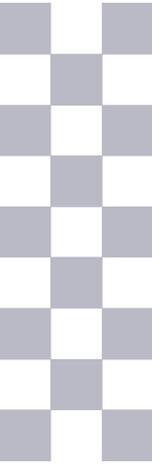
We also revised our *Statement of Values*, which now uses more modern wording and is easier to interpret. It's also consistent with the *Australasian Police Statement of Ethics*.



Complaints against police	2002-03	2003-04	2004-05	2005-06	2006-07	%
The total number of complaints against police (from both internal and external sources)	5,216	5,555	5,876	5,796	5,382	-7%
The number of internal complaints received (from staff)	1,809	2,368	2,583	2,345	2,302	-2%
The number of external complaints (from members of the public)	3,407	3,187	3,293	3,451	3,080	-11%
The total number of issues identified (a complaint can contain a number of issues)	8,300	8,405	9,161	9,189	7,928	-14%
Formal discipline action taken against civilian staff	3	13	10	24	22	-8%

Issues raised in complaints received in financial years	2003/04	2004/05	2005/06	2006/07
Arrest	124	156	180	112
Corruption/Misuse of Office	322	307	336	304
Custody	171	161	204	146
DNA evidence and sampling	3	2	7	1
Drugs (other than Searches or Evidence matters)	138	131	101	74
Evidence	242	236	234	155
Failure to observe Service standards	310	34	36	33
False complaint	18	20	10	9
Harassment and Discrimination	356	362	340	285
Investigations	850	808	812	710
LMI Issues	2,025	2,944	3,038	2,864
Misconduct	175	199	183	152
Misuse of information and information systems	303	378	398	359
Other criminal act or omission (not specified elsewhere)	215	276	267	193
Property and exhibits	209	190	173	199
Prosecution	225	226	257	211
Searching	122	125	106	85
Service Delivery	1,568	1,469	1,400	1,138
Theft/Misappropriation	81	74	76	57
Traffic offences	120	127	115	79
Unreasonable use of force (including assault)	623	666	658	577
Untruthfulness/Lying/Dishonesty	129	184	175	129
Use of Service resources	76	86	83	56
<b>TOTAL</b>	<b>8,405</b>	<b>9,161</b>	<b>9,189</b>	<b>7,928</b>

Note: Figures in the above table are higher than reported in previous annual reports due to the addition of finalised investigations.



### Local commanders and managers are responsible for managing the majority of complaints

Complaint management teams (CMTs) within each command ensure complaints are dealt with as quickly and effectively as possible. CMTs comprise the commander or manager, an executive officer, a crime manager (or equivalent) and other specialist staff as required. The Professional Standards Command (PSC) develops procedures and resources for CMTs; reviews and audits complaint records to ensure consistency with the corporate standard; provides specialist investigative advice and resources; and monitors trends and performance.

The PSC works closely with the Police Integrity Commission (PIC) and the NSW Ombudsman to ensure any issues of interest to those agencies are considered within the NSW Police Force complaint management framework.

### We have improved how we manage complaints

Following an internal review of the complaints system in October 2006, and consultation with oversight agencies, a number of improvements to our complaints system have been developed or are being developed.

- We have introduced a complaint form that sets out all the information needed to make a complaint. This not only helps anyone who wishes to make a complaint, it also reduces the administrative burden on complaint handlers. Using this form however, is not compulsory. Find it on our website: [www.police.nsw.gov.au](http://www.police.nsw.gov.au), under "How to..." in the left side menu
- We have introduced an independent complainant satisfaction survey, to help monitor the system.
- We have improved the electronic transfer of complaint material between agencies, to speed up the process.
- We have improved the management of complaint outcome records, in relation to personnel records.

### How complaints can be made against a NSW Police Force employees

Often the most effective way to resolve customer service matters is to talk to us. To complain about NSW Police Force employees, you can contact the Customer Assistance Unit on 1800 622 571. You can also visit your local police station. To lodge a formal complaint you must do so in writing. Written complaints can be left at, or mailed to, your local police station or mailed to the Customer Assistance Unit at PO Box 3427, Tuggerah, NSW 2259. Or you can lodge a complaint online at [www.police.nsw.gov.au](http://www.police.nsw.gov.au) (under "How to..." in the left side menu). You can also complain about the conduct of NSW Police Force employees through the NSW Ombudsman ([www.ombo.nsw.gov.au](http://www.ombo.nsw.gov.au)) or the Police Integrity Commission ([www.pic.nsw.gov.au](http://www.pic.nsw.gov.au)). In most circumstances complaints received by these agencies will be referred to the NSW Police Force to resolve.

Section 167A of the *Police Act 1990* makes it an offence for a person to make a false complaint about the conduct of police officer or give false information in the course of an investigation of a complaint.

### We are supporting a new direction for Australasian Policing

A new organisation, the Australia & New Zealand Policing Advisory Agency (ANZPAA), will be responsible for providing policy support, strategic advice, research, knowledge management and information-sharing capacity to all police commissioners across Australia and New Zealand.

Since September 2006, each Australian and New Zealand policing jurisdiction has been working to finalise the complex administrative, legal and financial arrangements for creating ANZPAA, which is expected to be fully operational in the 2007-08 financial year.

The establishment of ANZPAA involves the amalgamation of the resources and functions of 17 diverse organisations and committees that report to the Ministerial Council for Police & Emergency Management – Police (MCPEMP), the Police Commissioners' Conference or MCPEMP Senior Officers' Group. Examples include the Australasian Centre for Policing Research (ACPR); the Australasian Multicultural Advisory Bureau (APMAB); the Police Commissioners' Policy Advisory Group (PCPAG); the Australasian Police Professional Standards Council (APPSC). After extensive negotiation the commissioners agreed ANZPAA would be located in Melbourne, and be supported administratively by Victoria Police.

ANZPAA was established as a focused, cost effective, single organisation and is an exciting, unique and important new direction in Australasian policing. ANZPAA will have an extensive program covering areas such as community policing; crime; professionalisation and standards setting; ethics and integrity; equity and diversity; counter terrorism and security; science and technology; and traffic management.

### We're reducing the generation of waste

NSW Police Force Headquarters in Parramatta, which houses approximately 2,000 staff, has been recognised as an excellent example of environmentally efficient design with energy, resource and environmentally efficient features. During this financial year over 19 tonnes of paper and cardboard waste, along with over 48 barrels of oil have been captured for recycling. Overall there has been 77 cubic metres of land fill avoided, as well as 79,000 kWh of electricity and 612,000 litres of water saved. The NSW Police Force is also in the process of rolling out food and waste recycling bins to be placed in kitchenettes. This will further reduce waste which would normally have gone into land fill.

Commencing early next financial year, our property maintenance provider will be issuing an open tender to market for a total waste management plan. This will encompass managing the recycling and waste management of all waste collected from NSW Police sites.

While the Government’s Waste Reduction & Purchasing Policy is not specifically addressed in the execution of property related activities, the contract between the Minister for Police and United Group Services Ltd (for the management of all NSW Police Force property activities) requires United to act in concert with all NSW Government policies, regulations, standards etc. United’s Environmental Management Plan specifically addresses the environmental impacts associated with:

- flora and fauna
- heritage and historical features
- discharges to stormwater and surface water
- air emissions
- noise emissions
- land degradation
- soil contamination
- erosion and sedimentation
- waste generation
- use of natural resource

**We’re using recycled material**

The NSW Police Force recently engaged a contractor to service and maintain our fleet of 44 vessels located along the NSW eastern seaboard. Currently all used oils, lubricants and redundant batteries are collected during servicing and recycled through waste recycling

organisations. All cardboard and protective wooden packaging frames supplied with new outboard motors are also recycled.

We have programs in place for the recycling of used printing toner cartridges. These programs will ensure the recycling of potentially hazardous waste and prevent it from becoming land fill.

The NSW Police Force uses approximately 2 million rounds of training ammunition per year, primarily at the firing ranges at the Sydney Police Centre and the Police College. All training ammunition is produced at the Police Armoury, and all brass casings are able to be reused between 15 and 20 times each. During the reloading process, expired brass primers and casings are able to be sorted and recycled as scrap brass, amounting to approximately 5 tonnes per year. In addition, approximately 24 tonnes of used lead projectiles are captured and recycled per year.

Our internal magazine, *Police Weekly*, with an average of 24 pages, is printed once a week for 11 months of the year. Just 3,450 copies are printed each week for staff to share, using paper with a 50% recycled component.

**We promote ecologically sustainable development through procurement**

During the tender process, tenderers are required to demonstrate their environmental management and performance capability, and a commitment to waste management and energy conservation practices. Tenderers are also asked to detail the measures that they intend to implement to improve environmental performance and management if their tender is accepted.



### Contributing to the NSW State Plan

#### Context

The NSW State Plan was released in November 2006. In all there are 34 priorities for action nominated. We are the lead agency for two priorities:

#### R1: Reduced rates of crime, particularly violent crime

Over the next 12 months, NSW Police Force will target the following strategies to focus on achieving the goals of the State Plan:

- Targeting crime prevention
- Improving capability to react to crime
- Reducing alcohol related crime
- Reducing drug related crime
- Prioritising safety and ongoing protection in domestic and family violence: a coordinated response
- Improving the investigation and management of cases of adult sexual assault and child sexual assault
- Responding to serious and organised crime
- Implementation of the Aboriginal Justice Plan

#### R3: Reduced levels of antisocial behaviour

Over the next 12 months, NSW Police Force will target the following strategies to focus on achieving the goals of the State Plan:

- Youth focus
- Reducing graffiti
- Visibility of authority
- Community engagement
- Responsible driving strategy

We also contribute to other priorities, notably to outcomes related to keeping people safe, building harmonious communities, high quality transport system, strengthening Aboriginal communities, opportunity and support for the most vulnerable, early intervention to tackle disadvantage and improved urban environments.

As lead agency, we have elicited the support of other Australian, state and local government agencies, relevant non-government organisations and the community generally.

As a key strategic partner, we are also committed to a number of other State plan priorities including R2: Reducing reoffending; F3: Improved outcomes for mental health; and F7: Reduced rates of child abuse and neglect.

#### Note

Policing seeks to influence behaviour and through prevention activities, seeks to curb the criminal behaviour. We are actively encouraging individuals and the community generally to accept responsibility for their own actions and the impact on others.

#### Desired result

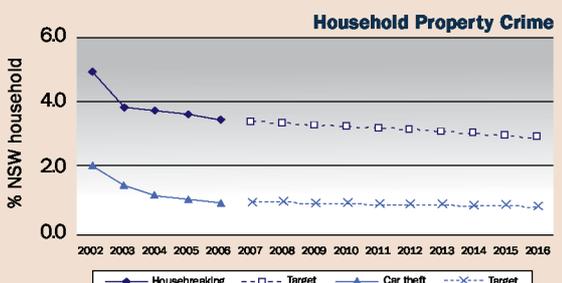
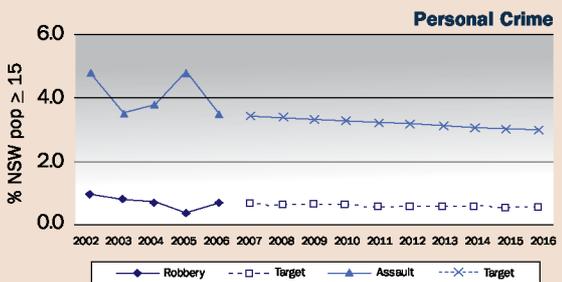
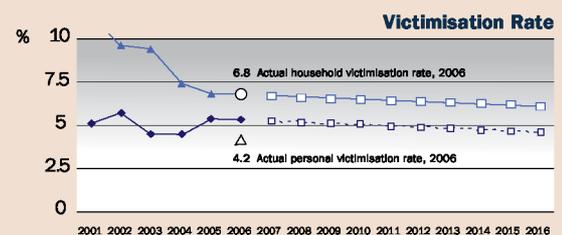
According to the *ABS Crime & Safety Survey 2005*, 6.8% of NSW households were victims of break and enter or car theft. The State Plan sets the target to reduce the incidence of property crime against households by 15% by 2016 (i.e. to 5.8%). We will measure progress by reference to the victimisation rates for housebreaking and car theft as reported by the ABS crime victim surveys.

According to the *ABS Crime & Safety Survey 2005*, 5.4% of the NSW population aged 15 and over were victims of assault, sexual assault or robbery. The State Plan sets the target to reduce the incidence of violent crimes against individuals by 10% by 2016 (i.e. to 4.9%). We will measure progress by reference to the victimisation rates for assault, sexual assault and robbery as reported by the ABS crime victim surveys.

A State Plan objective is to reduce the proportion of the population who perceive problems with louts, noisy neighbours, public drunkenness or with dangerous, noisy or hoon drivers, although no specific target is set. We will measure progress by reference to results from the *National Community Satisfaction with Policing Survey (NCSPS)*.

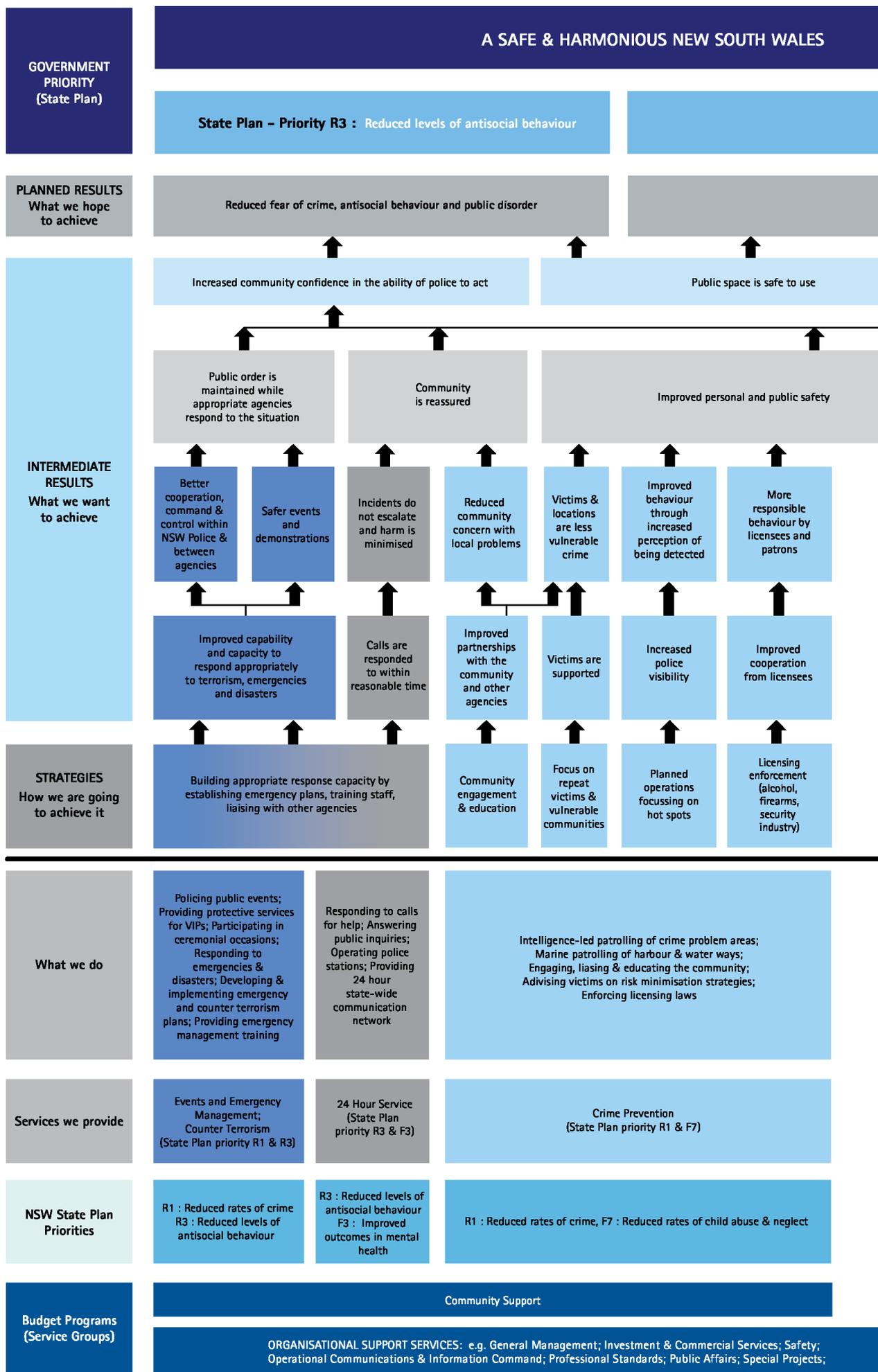
#### Baseline data on core targets of the State Plan

Axis for victimisation rate: Percentage  
 Axis for personal crime "% NSW population aged 15 and over"  
 Axis for property crime "% NSW households"



Source: ABS Crime & Safety Survey





Part one of our RSP, the Results Logic, is a concise diagram that explains why and how we deliver our services. Refer to page 68.

– Where rights are respected and everyone acts responsibly

State Plan – Priority R1: Reduced rates of crime, particularly violent crime and Priority R2 : Reducing reoffending

Reduced crime and violence

Community has confidence that police bring offenders to justice

Reduced opportunities to commit crime

Legal processes and police procedures are cost effective

Road crashes and trauma are minimised

Improved behaviour of public transport users

Alleged offenders called to account for actions

Improved likelihood of successful prosecution

People know police treat people fairly and with respect

Improved behaviour through increased perception of being detected

Improved behaviour through increased perception of being detected

Serious offenders identified & criminal networks are disrupted

Innocence is establishing & offenders are identified

Improved quality of brief

Offenders are dealt with appropriately

People in police custody are safe and their rights are protected

Targetted police presence on roads

Targetted police presence on public transport

Focus on serious crime & organised groups

Focus on repeat offenders and their associates

Provision of timely, useful and quality intelligence & data

Focus on brief preparation procedures & training

Police use appropriate legal process (court & diversions)

Focus on safe custody

High visibility traffic patrolling; Enforcing traffic laws; Attending & investigating road crashes; Liaising with agencies eg. RTA

Patrolling public transport

Combating organised crime; Liaising with other law enforcement agencies

Investigating crime; Detecting & arresting offenders; Preparing coronial briefs

Providing forensic, surveillance & other technical support to investigations & intelligence

Maintaining forensic database (fingerprints & DNA) & criminal records

Preparing briefs; Prosecuting in local court; Supporting coronial inquiries; Presenting evidence; Executing court orders

Supervising bail; Providing safe custody for police prisoners, juveniles, intoxicated persons & potential mental health clients

Traffic Services (State Plan priority S7)

Commuter Services (State Plan priority R3)

Centralised Serious Crime Investigation (State Plan priority R1, R2 & R7)

Local Crime Investigation (State Plan priority R1 & R2)

Technical Crime Support (State Plan priority R1 & R2)

Judicial Services (State Plan priority R2 & F7)

Custodial Services (State Plan priority R2 & F3)

S7 : Safer Roads

R3 : Reduced levels of antisocial behaviour

R1 : Reduced rates of crime, particularly violent crime, R2 : Reducing re-offending, F3 : Improved outcomes in mental health, F7 : Reduced rates of child abuse & neglect

Traffic & Commuter Services

Criminal Investigation

Judicial Support

# Financial performance

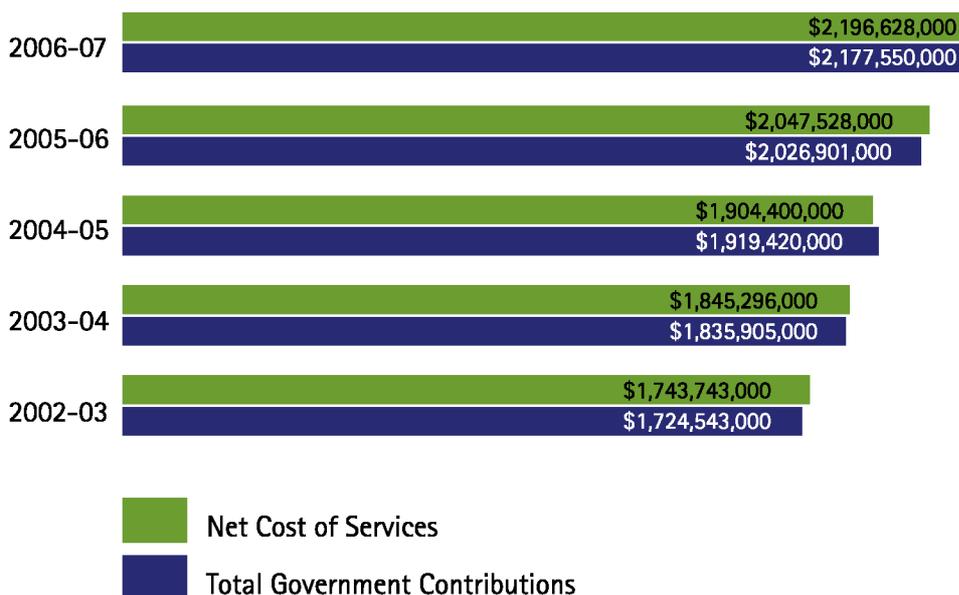
## Major Expenses

Total expenses including losses were \$2,284.4 million. About 77 percent of this amount represented employee-related expenses (\$1,748.4 million), with \$1,295.8 million spent on salaries, wages and entitlements. Employee-related expenses increased 8 percent from 2005-06. Maintenance of property, plant and equipment totalled \$28.0 million.

## Contributions and Revenue

Total Government contributions were \$2,177.6 million. This contribution consists 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 \$128.4 million. Revenue from the sale of goods and services was \$25.0 million, about 27 percent more than 2005-06. Revenue from grants and contributions was \$41.6 million of which \$25.2 million was contribution for the APEC 2007. Major revenue from sale of goods and services contribution was \$13.6 million from minor user charges. The Roads and Traffic Authority (RTA) contributed \$9.1 million as part of its Road Trauma Program.

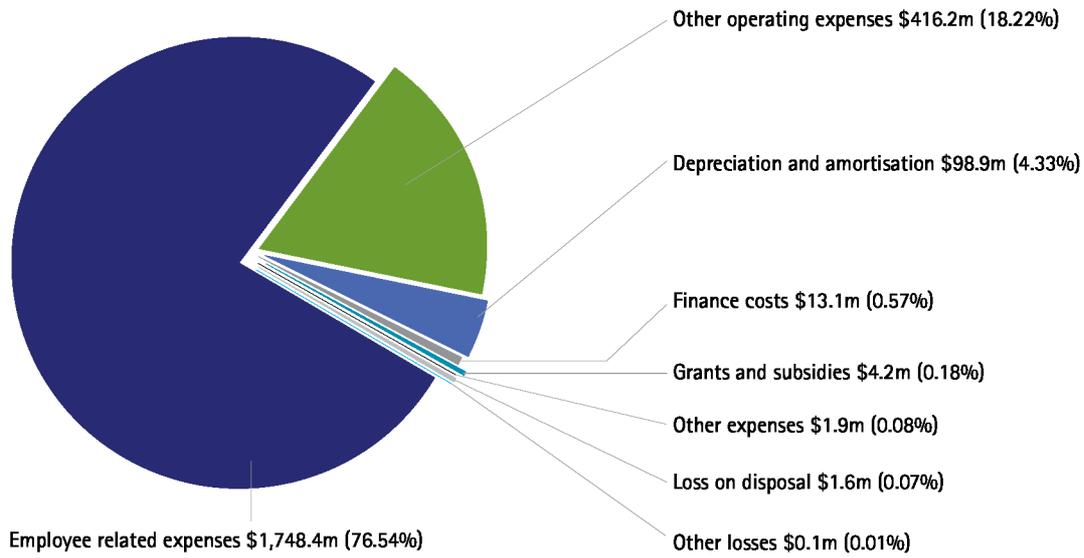
## Costs and Contributions



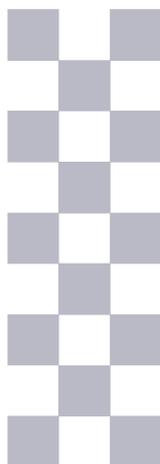
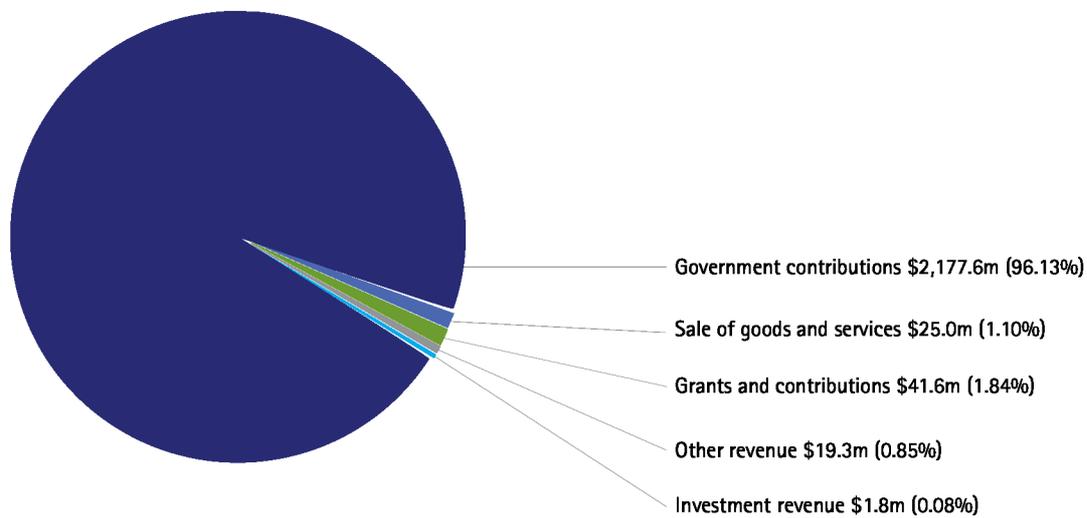
## Fiscal impact of the operating environment

Economic developments and changes in the environment are often unpredictable and beyond the control of the NSW Police Force. Events like droughts and emergencies can cause change in a community's circumstances and impact on our ability to deliver our planned results. In the last year, there were no factors which affected the delivery of policing services generally, although increases in the cost of fuel and leasing required changes in operating procedures.

**Total Expenses and Losses \$2,284.4 million**



**Total Contributions and Revenue \$2,265.3 million**





TARA QUINN

KIMBER DUNN



**NSW Police Force**

**NSW POLICE FORCE**  
(formerly "NSW Police")  
**FINANCIAL REPORT**  
For the Year Ended 30 June 2007

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

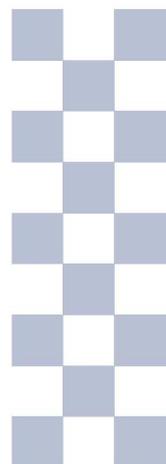
- (a) the accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the *Financial Reporting Code for Budget Dependent General Government Sector Agencies*, the applicable clauses of the *Public Finance and Audit Regulation 2005*, applicable Australian Accounting Standards, other mandatory professional reporting requirements and Treasury Accounting Policy Statements;
- (b) the statements exhibit a true and fair view of the financial position and transactions of NSW Police Force; and
- (c) we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

**Andrew Scipione**  
Commissioner

Dated: 21/09/07

**Arthur Diakos**  
Director, Financial Services

Dated: 21/09/07





GPO BOX 12  
Sydney NSW 2001

## INDEPENDENT AUDITOR'S REPORT NEW SOUTH WALES POLICE FORCE

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the New South Wales Police Force (the Police Force), which comprises the balance sheet as at 30 June 2007, and the operating statement, statement of recognised income and expense, cash flow statement, program statement - expenses and revenues, and summary of compliance with financial directives for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### *Auditor's Opinion*

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Police Force as of 30 June 2007, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005

### *The Commissioner's Responsibility for the Financial Report*

The Commissioner is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Police Force's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Police Force's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner, as well as evaluating the overall presentation of the financial report.

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

My opinion does *not* provide assurance:

- about the future viability of the Police Force,
- that it has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

### ***Independence***

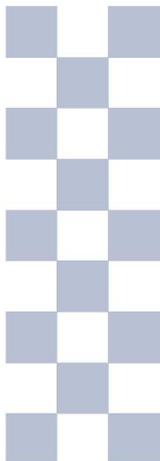
In conducting this audit, the Audit Office has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.



Peter Achterstraat  
Auditor-General

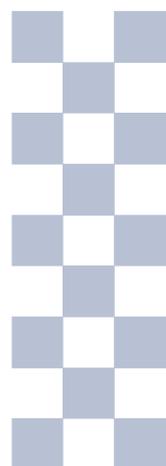
26 September 2007  
SYDNEY



	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related	2(a)	1,748,356	1,656,304	1,619,314
Other operating expenses	2(b)	416,221	387,366	380,093
Depreciation and amortisation	2(c)	98,908	82,507	86,336
Grants and subsidies	2(d)	4,226	3,490	3,127
Finance costs	2(e)	13,105	12,609	12,800
Other expenses	2(f)	1,940	38,681	1,875
<b>Total Expenses excluding losses</b>		<b><u>2,282,756</u></b>	<b><u>2,180,957</u></b>	<b><u>2,103,545</u></b>
Less:				
<b>Revenue</b>				
Sale of goods and services	3(a)	25,049	19,522	19,769
Investment revenue	3(b)	1,843	1,210	1,307
Grants and contributions	3(c)	41,634	45,517	20,035
Other revenue	3(d)	19,325	4,679	16,574
<b>Total Revenue</b>		<b><u>87,851</u></b>	<b><u>70,928</u></b>	<b><u>57,685</u></b>
<b>Gain/(loss) on disposal</b>	4	(1,623)	(1,240)	(1,500)
<b>Other gains / (losses)</b>	5	(100)	(26)	(168)
<b>Net Cost of Services</b>	23	<b><u>(2,196,628)</u></b>	<b><u>(2,111,295)</u></b>	<b><u>(2,047,528)</u></b>
<b>Government Contributions</b>				
Recurrent appropriation	6	1,909,627	1,896,169	1,792,756
Capital appropriation	6	128,354	101,091	110,793
Acceptance by the Crown Entity of employee benefits and other liabilities	7	139,569	134,341	123,352
<b>Total Government Contributions</b>		<b><u>2,177,550</u></b>	<b><u>2,131,601</u></b>	<b><u>2,026,901</u></b>
<b>SURPLUS / (DEFICIT) FOR THE YEAR</b>		<b><u>(19,078)</u></b>	<b><u>20,306</u></b>	<b><u>(20,627)</u></b>

The accompanying notes form part of these financial statements.

	<b>Notes</b>	<b>Actual 2007 \$'000</b>	<b>Budget 2007 \$'000</b>	<b>Actual 2006 \$'000</b>
Net increase / (decrease) in property, plant and equipment asset revaluation reserve		74,692	27,191	68,006
Net increase / (decrease) in assests held for sale revaluation reserve		852	-	-
Net change in the asset revaluation reserve arising from a change in restoration liability		(309)	-	(438)
<b>TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY</b>		<b>75,235</b>	<b>27,191</b>	<b>67,568</b>
Surplus / (Deficit) for the Year		(19,078)	20,306	(20,627)
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>	19	<b>56,157</b>	<b>47,497</b>	<b>46,941</b>

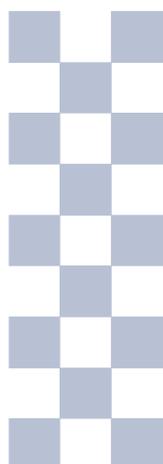


The accompanying notes form part of these financial statements.

	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	9	21,469	31,772	41,996
Receivables	10	36,217	27,596	27,578
Inventories	11	1,788	2,201	2,201
Non-current assets held for sale	14	13,199	(753)	11,861
<b>Total Current Assets</b>		<b>72,673</b>	<b>60,816</b>	<b>83,636</b>
<b>Non-Current Assets</b>				
Receivables	10	13,979	-	-
Property, Plant and Equipment				
- Land and Buildings	12	1,019,580	993,482	936,149
- Plant and Equipment	12	252,399	254,941	248,803
Total Property, Plant and Equipment		1,271,979	1,248,423	1,184,952
Intangible assets	13	94,319	67,878	74,201
<b>Total Non-Current Assets</b>		<b>1,380,277</b>	<b>1,316,301</b>	<b>1,259,153</b>
<b>Total Assets</b>		<b>1,452,950</b>	<b>1,377,117</b>	<b>1,342,789</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	15	44,238	47,122	55,120
Borrowings	16	2,385	2,385	1,785
Provisions	17	329,754	260,521	260,351
Other	18	26,954	23,887	32,319
<b>Total Current Liabilities</b>		<b>403,331</b>	<b>333,915</b>	<b>349,575</b>
<b>Non-Current Liabilities</b>				
Borrowings	16	185,926	185,926	188,311
Provisions	17	27,329	30,342	24,626
Other	18	2,485	1,715	2,555
<b>Total Non-Current Liabilities</b>		<b>215,740</b>	<b>217,983</b>	<b>215,492</b>
<b>Total Liabilities</b>		<b>619,071</b>	<b>551,898</b>	<b>565,067</b>
<b>Net Assets</b>		<b>833,879</b>	<b>825,219</b>	<b>777,722</b>
<b>EQUITY</b>				
Reserves	19	371,634	334,207	307,016
Accumulated funds	19	451,692	481,313	461,007
Amounts recognised in equity relating to assets held for sale	19	10,553	9,699	9,699
<b>Total Equity</b>		<b>833,879</b>	<b>825,219</b>	<b>777,722</b>

The accompanying notes form part of these financial statements.

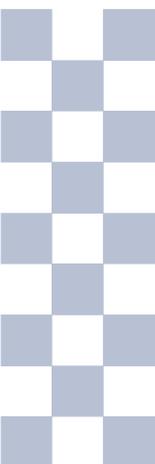
	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(1,532,478)	(1,518,635)	(1,451,777)
Grants and subsidies		(4,226)	(3,490)	(3,127)
Finance costs		(12,311)	(12,309)	(12,404)
Other		(517,764)	(497,161)	(421,986)
<b>Total Payments</b>		<b>(2,066,779)</b>	<b>(2,031,595)</b>	<b>(1,889,294)</b>
<b>Receipts</b>				
Sale of goods and services		21,201	19,449	16,864
Interest received		1,736	1,210	1,162
Other		122,400	106,328	93,813
<b>Total Receipts</b>		<b>145,337</b>	<b>126,987</b>	<b>111,839</b>
<b>Cash Flows from Government</b>				
Recurrent appropriation		1,911,976	1,896,169	1,798,696
Capital appropriation		128,354	101,091	110,812
Cash transfers to the Consolidated Fund		(5,959)	-	(4,668)
<b>Net Cash Flows from Government</b>		<b>2,034,371</b>	<b>1,997,260</b>	<b>1,904,840</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	23	<b>112,929</b>	<b>92,652</b>	<b>127,385</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of Land and Buildings and Plant and Equipment	4	8,936	10,000	7,457
Purchases of Land and Buildings and Plant and Equipment		(113,606)	(111,091)	(111,350)
Other		(27,001)	-	(5,271)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(131,671)</b>	<b>(101,091)</b>	<b>(109,164)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings and advances		(1,785)	(1,785)	(1,208)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>(1,785)</b>	<b>(1,785)</b>	<b>(1,208)</b>
<b>NET INCREASE / (DECREASE) IN CASH</b>		<b>(20,527)</b>	<b>(10,224)</b>	<b>17,013</b>
Opening cash and cash equivalents		41,996	41,996	24,983
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	9	<b>21,469</b>	<b>31,772</b>	<b>41,996</b>



The accompanying notes form part of these financial statements.

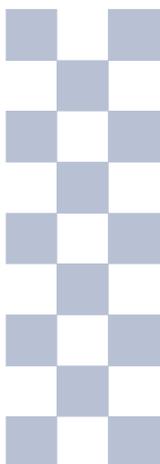


Program 45.1.3*		Program 45.1.4*		Not Attributed		Total	
2007	2006	2007	2006	2007	2006	2007	2006
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
203,978	142,500	108,617	126,306	-	-	1,748,356	1,619,314
45,556	33,448	25,150	29,647	-	-	416,221	380,093
11,132	7,598	6,209	6,734	-	-	98,908	86,336
476	275	265	244	-	-	4,226	3,127
1,476	1,126	823	998	-	-	13,105	12,800
218	165	122	146	-	-	1,940	1,875
<b>262,836</b>	<b>185,112</b>	<b>141,186</b>	<b>164,075</b>	-	-	<b>2,282,756</b>	<b>2,103,545</b>
2,821	1,739	1,572	1,542	-	-	25,049	19,769
207	115	116	102	-	-	1,843	1,307
9,972	1,763	459	1,563	-	-	41,634	20,035
2,176	1,459	1,214	1,292	-	-	19,325	16,574
<b>15,176</b>	<b>5,076</b>	<b>3,361</b>	<b>4,499</b>	-	-	<b>87,851</b>	<b>57,685</b>
<b>(183)</b>	<b>(132)</b>	<b>(102)</b>	<b>(117)</b>	-	-	<b>(1,623)</b>	<b>(1,500)</b>
<b>(11)</b>	<b>(15)</b>	<b>(6)</b>	<b>(13)</b>	-	-	<b>(100)</b>	<b>(168)</b>
<b>(247,854)</b>	<b>(180,183)</b>	<b>(137,933)</b>	<b>(159,706)</b>	-	-	<b>(2,196,628)</b>	<b>(2,047,528)</b>
-	-	-	-	2,177,550	2,026,901	2,177,550	2,026,901
<b>(247,854)</b>	<b>(180,183)</b>	<b>(137,933)</b>	<b>(159,706)</b>	<b>2,177,550</b>	<b>2,026,901</b>	<b>(19,078)</b>	<b>(20,627)</b>
Program 45.1.3*		Program 45.1.4*		Not Attributed		Total	
2007	2006	2007	2006	2007	2006	2007	2006
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	9,466	8,905	9,466	8,905
-	-	-	-	83	25	83	25
-	-	-	-	9,549	8,930	9,549	8,930
-	-	-	-	9,549	8,930	9,549	8,930



	2007		
	RECURRENT APPROP'N	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND	CAPITAL APPROP'N
	\$'000	\$'000	\$'000
<b>ORIGINAL BUDGET</b>			
<b>APPROPRIATION / EXPENDITURE</b>			
• Appropriation Act Transfer to Recurrent	1,896,169	1,889,017	101,091
• Additional Appropriations	-	-	-
• s 21A PF&AA - special appropriation	-	-	-
• s 24 PF&AA - transfers of functions between departments	-	-	-
• s 26 PF&AA – Commonwealth Specific purpose payments	-	-	-
	<b>1,896,169</b>	<b>1,889,017</b>	<b>101,091</b>
<b>OTHER APPROPRIATIONS / EXPENDITURE</b>			
• Treasurer's Advance Transfer from Capital	17,075	17,007	27,263
• Section 22 - expenditure for certain works and services	-	-	-
• Transfers from another agency (s 27 of the Appropriation Act)	(1,896)	-	-
(s 27 of the Appropriation Act)	3,603	3,603	-
(s 28 of the Appropriation Act)	-	-	-
	<b>18,782</b>	<b>20,610</b>	<b>27,263</b>
<b>Total Appropriations [Subtotal 2] / Expenditure / Net Claim on Consolidated Fund [Total 1] (includes transfer payments)</b>	<b>1,914,951</b>	<b>1,909,627</b>	<b>128,354</b>
<b>Amount drawn down against Appropriation [Total 3]</b>		<b>1,911,976</b>	
<b>Liability to Consolidated Fund* [Total 4]</b>		<b>(2,349)</b>	
<p><b>The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).</b></p> <p><b>The "Liability to Consolidated Fund" represents the difference between the "Amount drawn down against appropriation" and the "Total Expenditure / Net Claim on Consolidated Fund".</b></p>			

EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	2006			
	RECURRENT APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000
101,091	1,747,115	1,746,120	94,281	93,198
-	-	-	(1,083)	-
-	18,600	12,539	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
<b>101,091</b>	<b>1,765,715</b>	<b>1,758,659</b>	<b>93,198</b>	<b>93,198</b>
27,263	2,068	1,890	17,614	17,595
-	1,083	1,077	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	36,225	31,130	-	-
<b>27,263</b>	<b>39,376</b>	<b>34,097</b>	<b>17,614</b>	<b>17,595</b>
<b>128,354</b>	<b>1,805,091</b>	<b>1,792,756</b>	<b>110,812</b>	<b>110,793</b>
<b>128,354</b>		<b>1,798,696</b>		<b>110,812</b>
<b>0</b>		<b>(5,940)</b>		<b>(19)</b>



## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Reporting Entity

The NSW Police Force is a NSW government department. The NSW Police Force is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

The name of "NSW Police" has been changed to "NSW Police Force" by *Police Amendment (Miscellaneous) Act 2006*.

This financial report for the year ended 30 June 2007 has been authorised for issue by the Commissioner on 21 September 2007.

### (b) Basis of Preparation

The NSW Police Force's financial report is a general purpose financial report which has been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian equivalents to International Financial Reporting Standards (AEIFRS)) and Interpretations;
- the requirements of the *Public Finance and Audit Act 1983* and Regulation; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment, and assets held for sale are measured at fair value. Non-renewal benefit is measured at present value. Other financial report items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial report.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

### (c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include AEIFRS.

### (d) Administered Activities

The NSW Police Force administers, but does not control, certain activities on behalf of the Crown 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 Agency's own objectives.

Transactions and balances relating to the administered activities are not recognised as activities of the NSW Police Force, but are disclosed in the accompanying schedules specifically as "Administered Revenue".

The administered activities are conducted on a cash basis.

### (e) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

#### (i) Parliamentary Appropriations and Contributions

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the NSW Police Force obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

The liability is disclosed in Note 18 as part of 'Current Liabilities - Other'. The amount will be repaid and the liability will be extinguished next financial year.

**(ii) Sale of Goods**

Revenue from the sale of goods is recognised as revenue when NSW Police Force transfers the significant risks and rewards of ownership of the assets.

**(iii) Rendering of Services**

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

**(iv) Investment Revenue**

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

**(f) Employee Benefits and Other Provisions**

**(i) Salaries and Wages, Annual Leave, Sick Leave and On-costs**

Liabilities for salaries and wages (including non-monetary benefits), and annual leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yields on government bonds of 6.385% are used to discount long-term annual leave.

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 benefits 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 benefits to which they relate have been recognised.

**(ii) Long Service Leave and Superannuation**

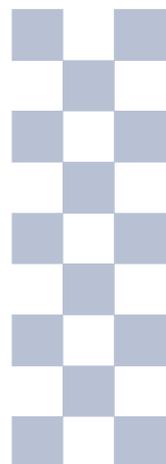
The liabilities for long service leave and defined benefit superannuation of NSW Police Force are assumed by the Crown Entity. NSW Police Force accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of employee benefits and other liabilities".

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 07/04) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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 (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employee's salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employee's superannuation contributions.

**(iii) Other Provisions**

Other provisions exist when: NSW Police Force has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.



If the effect of the time value of money is material, provisions are discounted at 6.29%, which is the 10 year government bond rate at 21 June 2007, which reflects the current market assessments of the time value of money and the risks specific to the liability.

**(iv) Non-Renewal Benefit**

Commissioned Police officers employed under fixed term appointment, are entitled to the payment of non-renewal benefits, equal to 12.5% of the accumulated salary earnings for each completed term of appointment. Such benefits are payable only on the officer's termination from NSW Police Force.

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.

Non-renewal benefit is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of a discount factor to total non-renewal benefit liability. The factor was determined based on an actuarial review to approximate present value.

**(v) The NSW Police Force Blue Ribbon Super Scheme**

The NSW Police Force Blue Ribbon Super Scheme is established to facilitate Death and Total and Permanent Incapacity benefits (TPI), and Partial and Permanent Disability benefits (PPI) to eligible police officers of the NSW Police Force as provided under the Crown Employees (Police Officers Death and Disability) Award 2005.

The Award provides benefits to a police officer in the event that he or she suffers an on duty or off duty injury which results in the death or total and permanent incapacity or partial and permanent incapacity of the officer. The NSW Police Force (employer) and police officers (employees) make contributions as required by the Award.

The NSW Police Force's liability for PPI is measured in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. The liability is determined based on an independent actuarial assessment to approximate the potential liability of PPI. The actuarial assessment has been performed on the basis that all benefits arising from the period to 30 June 2007 will be settled within 12 months of the reporting date and are measured at undiscounted amount. The liability is disclosed in Note 17 as part of 'Current / Non-Current Liabilities – Provisions'.

With effect from 2006-07, NSW Treasury has underwritten liabilities arising under the terms of the Award up to the existing Government commitment of 3.6% of eligible police officer salaries for the payment of claims approved under the Award. This is recognised as 'Acceptance by the Crown Entity of Employee Benefits and Other Liabilities' and 'Non-Current Assets – Receivables' in Note 7 and Note 10 respectively.

**(g) Borrowing Costs**

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to general government sector agencies.

**(h) Insurance**

The insurance activities of NSW Police Force are conducted through NSW Treasury Managed Fund Scheme of self-insurance for Government agencies. The Fund Manager determines the expense (premium), based on past experience and comparison with interstate benchmarks.

**(i) Accounting for the Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- the amount of GST incurred by NSW Police Force as a purchaser, which is not recoverable from the Australian Taxation Office, is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- receivables, payables and cash flows are stated on a gross basis with the GST amount included.

**(j) Acquisitions of Assets**

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by NSW Police Force. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

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

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

**(k) Capitalisation Thresholds**

Property, plant and equipment and intangible assets costing \$5,000 and above, individually, are capitalised. In addition, assets forming computer systems (including printers) and communications systems are capitalised regardless of cost.

**(l) Revaluation of Property, Plant and Equipment**

NSW Police Force's property portfolio consists of land, police residences and police stations. Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07-1). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*. Information on investment property is separately discussed at Note 1(s).

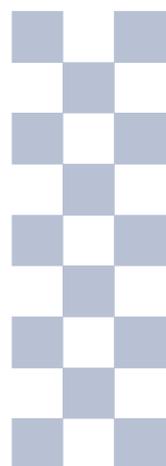
Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of residential property, plant and equipment (aircrafts and marine equipment) is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost. Police Stations and associated administrative areas are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued at the highest and best use basis, subject to any restrictions or enhancements since acquisition. The land component of the property portfolio and police residences have been revalued with market value as the basis for revaluation.

Land and buildings are revalued over a three-year cycle. NSW Police Force undertake this progressive method of revaluation in accordance with Treasury Guidelines and AASB 116 *Property, Plant and Equipment*. The last such revaluation was completed on 1 March 2007 and was based on an independent assessment. The 2007 revaluation is the first year of the current cycle. In 2007, the land and building assets in the Northern and Central Metropolitan Regions were revalued. To ensure that the land and building assets not included in the 2007 revaluation are held at fair value at 30 June 2007, valuation factors were obtained. There was no material difference between the values recorded and the adjusted values had the valuation factors been applied. All land and building revaluation, and the valuation factors are undertaken by accredited valuers, engaged by the United Group Services, to ensure consistency.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets by reference to current prices for assets, newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated. Otherwise, any balances of accumulated depreciation existing at the revaluation date of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.



Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement for that class of asset, previously recognised as an expense, the increment is recognised immediately as revenue.

Revaluation decrements are recognised immediately as expenses, except that, to the extent that a credit balance exists in the asset revaluation reserve for the same class of assets, they are debited directly to the asset revaluation reserve.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise. Where an asset previously revalued is disposed of, any balance remaining in the asset revaluation reserve for that asset is transferred to accumulated funds.

**(m) Impairment of Property, Plant and Equipment**

As a not-for-profit entity with no cash generating units, the NSW Police Force is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

**(n) Depreciation and Amortisation of Property, Plant and Equipment**

Depreciation/amortisation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable/amortised amount, as consumed over its useful life, to NSW Police Force. Land is not a depreciable asset.

All material separately identifiable components of assets are recognised and depreciated/amortised over their useful lives.

Current depreciation/amortisation rates are as follows:

Category	Asset Category Name	Rate
A	Aircraft	15%
B	Buildings & improvements	useful life per asset
C	Computers	25%
D	Computer integrated software	10%
E	Furniture & fittings	10%
F	Plant & equipment	10%
G	Marine equipment	5%
H	Transport equipment	15%
I	Office equipment	10%
J	Scientific apparatus	15%
K	Radio communications equipment	15%
M	Firearms and dangerous weapons	10%
N	Musical instruments	10%
P	Livestock	12.5%
Q	Leased buildings	lease term per asset

**(o) Major Inspection Costs**

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

**(p) Restoration Costs**

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

**(q) Maintenance**

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

**(r) Leased Assets**

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

Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the commencement of the lease term. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are charged to the Operating Statement in the periods in which they are incurred.

**(s) Investment Properties**

NSW Police Force receives rental income from accommodation provided to police officers, and other agencies. These properties were originally acquired for NSW Police Force administrative purposes and not for rental or capital appreciation, as such they do not satisfy the criteria of investment properties.

**(t) Intangible Assets**

NSW Police Force recognises intangible assets only if it is probable that future economic benefits will flow to the Department and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite. Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the NSW Police Force's intangible assets, the assets are carried at cost less any accumulated amortisation.

The NSW Police Force's intangible assets are amortised using the straight-line method over a period of 10 years for computer software.

In general, intangible assets are tested for impairment where an indicator of impairment exists. However, as a not-for-profit entity with no cash generating units, NSW Police Force is effectively exempted from impairment testing (refer to Note 1(m) above).

**(u) Loans and Receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Operating Statement when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.



**(v) Inventories**

NSW Police Force maintains an inventory of uniforms and pre-printed forms and stationery. Inventories are held for distribution and are stated at the lower of cost and current replacement cost. Cost is calculated using the "first in first out" method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost NSW Police Force would incur to acquire the asset.

**(w) Impairment of financial assets**

All financial assets, except those measured at fair value through profit and loss, are subject to annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the Operating Statement.

When an available for sale financial asset is impaired, the amount of the cumulative loss is removed from equity and recognised in the Operating Statement, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the Operating Statement.

Any reversals of impairment losses are reversed through the Operating Statement, where there is objective evidence, except reversals of impairment losses on an investment in an equity instrument classified as "available for sale" must be made through the reserve. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

**(x) Non-Current Assets Held for Sale**

NSW Police Force has certain non-current assets classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets held for sale are recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale.

**(y) Lease Incentives**

Lease incentives payable or receivable under operating leases are recognised initially as assets or liabilities. The incentive is subsequently amortised over the lease term, as a reduction of rental income or rental expenses. The straight-line method is adopted for reduction of rental income and rental expense.

**(z) Trust Funds**

NSW Police Force receives monies in a trustee capacity as set out in Note 24. As NSW Police Force performs only a custodial role with these monies, and because they cannot be used for the achievement of NSW Police Force's own objectives, these funds are not recognised in the financial statements.

**(aa) Other Assets**

Other assets are recognised on a cost basis.

**(ab) Payables**

These amounts represent liabilities for goods and services provided to NSW Police Force and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

**(ac) Borrowings**

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the Operating Statement on de-recognition.

The finance lease liability is determined in accordance with AASB 117 *Leases*.

**(ad) Budgeted Amounts**

The budgeted amounts are drawn from the budgets, as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s21A, s24 and / or s26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the Operating Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts, i.e. per the audited financial statements (rather than carried forward estimates).

**(ae) Comparative Information**

Some comparative figures have been restated where appropriate to facilitate higher level of disclose between years. The restatements are immaterial and were made for consistency purposes.

**(af) Reclassification of Financial Statement Items**

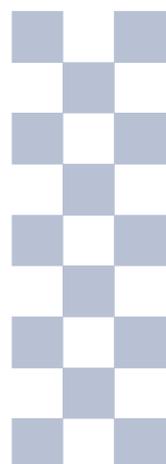
Employee contributions to Death and Disability Scheme of \$12.500 million (\$11.111 million in 2005-06) has been reclassified from 'Operating expenses – Employee related' (Note 2(a)) to 'Other revenue' (Note 3(d)). The amounts were previously netted and have now been disclosed on a gross basis. This is in accordance with AASB 118 *Revenue*.

**(ag) New Australian Accounting Standards issued but not effective**

The following new Accounting Standards have not been applied and are not yet effective:

- AASB 101 (October 2006) *Presentation of Financial Statements*;
- AASB 7 *Financial Instruments: Disclosures*;
- AASB 2005-10 amendments to AASB 7 *Financial Instruments: Disclosures*;
- AASB 2007-4 amendments to Australian Accounting Standards arising from ED 151 and Other Amendments;
- AASB 2007-5 amendments to AASB 102 *Inventories*.

While the impact of these standards in the period of initial application has not been specifically quantified, they are not expected to materially impact the financial report.



	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>2. EXPENSES EXCLUDING LOSSES</b>		
<b>(a) Employee related expenses</b>		
Salaries and wages (including recreation leave)	1,295,779	1,239,677
Superannuation – defined benefit plans*	93,842	90,912
Superannuation – defined contribution plans	69,223	62,802
Long service leave	53,843	50,611
Workers' compensation insurance	55,525	54,747
Death and disability self-insurance scheme	81,723	29,189
Payroll tax and fringe benefits tax	95,025	90,015
Other	3,396	1,361
	<b>1,748,356</b>	<b>1,619,314</b>
Employee related expenses excluded from the above are as follows:		
(i) Capitalised as intangible assets - \$7.816 million (\$1.361 million in 2005-06)		
(ii) Capitalised as property, plant and equipment - \$1.238 million (\$0.470 million in 2005-06)		
* Included in the superannuation – defined benefit plans is contribution for the Death and Total and Permanent Disability Cover of \$26.158 million (\$22.222 million in 2005-06).		
<b>(b) Other operating expenses</b>		
Auditor's remuneration - audit or review of the financial reports	303	332
Cost of inventories held for distribution	7,565	5,354
Operating lease rental expense – minimum lease payments	69,488	62,649
Insurance	47,410	60,042
Maintenance*	27,975	33,223
Other building expenses	20,173	17,790
Subsistence and transport	21,369	17,902
Motor vehicle, launches and aircraft	38,560	32,405
Fees for services rendered	82,490	66,008
Computer licensing and other	20,466	16,193
Gas and electricity	8,438	7,212
Postal and telephone	34,665	38,788
Stores, printing and other	37,319	22,195
	<b>416,221</b>	<b>380,093</b>
<i>* Reconciliation – Total maintenance</i>		
Maintenance expense – contracted labour and other (non-employee related), as above	27,975	
Employee related maintenance expense included in Note 2(a)	6,312	
Total maintenance expenses included in Note 2(a) + 2(b)	<b>34,287</b>	
<b>(c) Depreciation and amortisation</b>		
<b>Depreciation:</b>		
Buildings	37,898	32,528
Plant and equipment	54,140	48,333
	<b>92,038</b>	<b>80,861</b>
<b>Amortisation:</b>		
Intangible assets – software	6,870	5,475
	<b>6,870</b>	<b>5,475</b>
	<b>98,908</b>	<b>86,336</b>

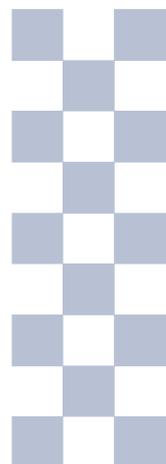
	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(d) Grants and subsidies</b>		
Police and Community Youth Clubs contribution	3,464	3,077
Community safety support programs	762	50
	<b>4,226</b>	<b>3,127</b>
<b>(e) Finance costs</b>		
Finance lease interest charges	12,309	12,404
Unwinding of discount rate	794	396
Other interest	2	-
	<b>13,105</b>	<b>12,800</b>
<b>(f) Other expenses</b>		
Witnesses' expenses	1,940	1,875
	<b>1,940</b>	<b>1,875</b>
<b>3. REVENUE</b>		
<b>(a) Sale of goods and services</b>		
Rents and leases – other	3,921	3,008
NSW Police Force College operations	1,516	1,285
Officers on loan	5,713	4,056
Insurance reports	2,225	2,263
Sports/Entertainment Events – Supervision	5,339	3,961
Probity Checks	105	216
Minor sales of goods and services	6,230	4,980
	<b>25,049</b>	<b>19,769</b>
<b>(b) Investment revenue</b>		
Interest – NSW Treasury	1,821	1,307
Interest – Other	22	-
	<b>1,843</b>	<b>1,307</b>
<b>(c) Grants and contributions</b>		
Roads and Traffic Authority (RTA) Road Trauma Program*	9,148	7,959
Alcohol and Drug Related Crime Program	627	697
Domestic Violence Related Program	-	99
Commonwealth New Apprenticeship Incentive Scheme	90	179
Grants for capital works projects	1,474	2,600
Community Youth Related Programs	55	261
Infringement Processing Bureau contribution	-	1,218
Counter-Terrorism Program	1,224	736
Various Police Strike Force operations	2,043	1,767
APEC 2007 Security Program	25,172	3,344
Other	1,801	1,175
	<b>41,634</b>	<b>20,035</b>

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



	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(d) Other revenue</b>		
Employee contributions to Death and Disability Scheme	12,500	11,111
Recognition of pre-existing but previously unrecorded assets	2,253	1,036
Refund from insurance	1,916	1,807
Legal services fees	400	320
Reversal of provision for restoration costs	1,597	1,807
Telstra rebate	-	218
Other	659	275
	<b>19,325</b>	<b>16,574</b>
<b>4. GAIN / (LOSS) ON DISPOSAL</b>		
<b>Gain on disposal of land and buildings</b>		
Proceeds from disposal	5,868	5,845
Written down value of assets disposed	(6,151)	(5,241)
<b>Net gain on disposal of land &amp; buildings</b>	<b>(283)</b>	<b>604</b>
<b>Loss on disposal of plant and equipment</b>		
Proceeds from disposal	3,022	850
Written down value of assets disposed	(4,350)	(2,962)
<b>Net loss on disposal of plant &amp; equipment</b>	<b>(1,328)</b>	<b>(2,112)</b>
<b>Loss on disposal of intangible assets</b>		
Proceeds from disposal	-	-
Written down value of assets disposed	(13)	(1)
<b>Net loss on disposal of intangible assets</b>	<b>(13)</b>	<b>(1)</b>
<b>Gain on disposal of assets held for sale</b>		
Proceeds from disposal	46	762
Written down value of assets disposed	(45)	(753)
<b>Net gain on disposal of assets held for sale</b>	<b>1</b>	<b>9</b>
<b>Total Loss on disposal</b>	<b>(1,623)</b>	<b>(1,500)</b>
<b>5. OTHER GAINS / (LOSSES)</b>		
Impairment of receivables	(84)	(73)
Inventory write down	(16)	(95)
	<b>(100)</b>	<b>(168)</b>

	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>6. APPROPRIATIONS</b>		
<b>Recurrent appropriations</b>		
Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	1,911,976	1,798,696
Less: Liability to Consolidated Fund (per Summary of Compliance)	(2,349)	(5,940)
	<b>1,909,627</b>	<b>1,792,756</b>
Comprising:		
Recurrent appropriations (per Operating Statement)	1,909,627	1,792,756
	<b>1,909,627</b>	<b>1,792,756</b>
<b>Capital appropriations</b>		
Total capital draw-downs from NSW Treasury (per Summary of Compliance)	128,354	110,812
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	(19)
	<b>128,354</b>	<b>110,793</b>
Comprising:		
Capital appropriations (per Operating Statement)	128,354	110,793
	<b>128,354</b>	<b>110,793</b>
<b>7. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES</b>		
The following liabilities and / or expenses have been assumed by the Crown Entity or other government agencies:		
Superannuation – defined benefit plans	67,684	68,624
Long service leave	53,843	50,611
Payroll tax	4,063	4,117
Death and Disability Scheme*	13,979	-
	<b>139,569</b>	<b>123,352</b>
 * Recognition of amount owing by Crown Entity for unfunded liability for the Scheme from 2006-07 as per actuarial assessment. This amount is also recognised as a non-current receivable in Note 10.		



**8. PROGRAMS / ACTIVITIES OF NSW POLICE FORCE**

**Program 45.1.1 - Community Support**

Program Objective(s): To improve community safety and security, reduce crime and minimise the adverse effects of public emergencies and disasters.

Program Description: Provision of effective, timely and flexible 24 hour response to incidents, emergencies and public events. Reduction of incentives and opportunities to commit crime. Provision of a highly visible police presence and liaison with the community and Government organisations concerned with maintaining peace, order and public safety.

**Program 45.1.2 - Criminal Investigation**

Program Objective(s): To detect, investigate and reduce the incidence of crime.

Program Description: Crime detection, investigation, provision of forensic services and arresting or otherwise dealing with offenders. Specialist activities to target organised criminal activities and criminal groups.

**Program 45.1.3 - Traffic**

Program Objective(s): To minimise road trauma and promote orderly and safe public transport and road use.

Program Description: Patrolling roads, highways and public transport corridors, investigating major vehicle crashes, detecting traffic and transport offences (particularly those involving alcohol or drugs, and speed), supervising peak traffic flows. Liaising with community and Government bodies concerned with road safety, traffic management and public transport.

**Program 45.1.4 - Judicial Support**

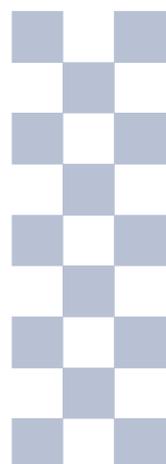
Program Objective(s): To provide efficient and effective court case management, safe custody and fair and equitable treatment to alleged offenders and victims.

Program Description: Providing judicial and custodial services, prosecuting offenders, presenting evidence at court, including coronial enquiries, providing police transport and custody for persons under police supervision, and providing a high level of support to victims and witnesses.

	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>9. CURRENT ASSETS – CASH AND CASH EQUIVALENTS</b>		
Cash at bank and on hand	21,469	41,996
For purposes of the Cash Flow Statement, cash and cash equivalents include cash on hand (including permanent and temporary advances) and cash at bank.		
Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:		
<b>Cash and cash equivalents</b> (per Balance Sheet)	<b>21,469</b>	<b>41,996</b>
<b>Closing cash and cash equivalents</b> (per Cash Flow Statement)	<b>21,469</b>	<b>41,996</b>
Included in cash at bank and on hand are the following restricted assets:		
Consolidated Fund Monies	2,349	5,959
Death and Disability Scheme Monies	5,575	11,111
	<b>7,924</b>	<b>17,070</b>

NSW Police Force has the following banking facilities as at 30 June 2007:

- Bank guarantee authority of \$0.5 million (\$0 in 2005-06). This authority enables NSW Police Force to provide bank guarantees to its suppliers on a need basis. There was no bank guarantee issued as at 30 June 2007.
- MasterCard facility of \$3 million (\$0.31 million in 2005-06), which is the total of the credit limit for all issued credit cards and purchase cards. Total amount of credit unused as at 30 June 2007 was \$1.56 million (\$0 in 2005-06).
- Letter of credit facility of \$2 million (\$0.6 million in 2005-06). Total amount of letter of credit facility unused as at 30 June 2007 was \$2 million (\$0.04 million in 2005-06).
- Offset accounts facility of \$0.05 million (\$0.05 million in 2005-06). This facility allows bank fees incurred during the month to be debited to a temporary debit account, which are then transferred to the NSW Police Force main operating bank account the following month. Total amount of offset accounts facility unused as at 30 June 2007 was \$0.04 million (\$0.04 million in 2005-06).



	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>10. CURRENT / NON-CURRENT ASSETS – RECEIVABLES</b>		
<b>Receivables – Current</b>		
Trade debtors	13,864	10,313
Less: Allowance for impairment	(97)	(147)
	<u>13,767</u>	<u>10,166</u>
Other debtors	2,348	1,877
Less: Allowance for impairment	(236)	(285)
	<u>2,112</u>	<u>1,592</u>
GST receivable	9,738	9,361
Prepayments	10,600	6,459
	<u><b>36,217</b></u>	<u><b>27,578</b></u>
<b>Receivables – Non-Current</b>		
Deferred government contribution for Death & Disability Scheme	13,979	-
	<u><b>13,979</b></u>	<u>-</u>
<b>Total Receivables</b>	<u><b>50,196</b></u>	<u><b>27,578</b></u>

**11. CURRENT ASSETS – INVENTORIES**

**Held for distribution**

**At cost:**

Raw materials	-	26
Forms and stationery	94	82
Uniform supplies	1,695	2,423
	<u><b>1,789</b></u>	<u><b>2,531</b></u>
Provision for inventory losses	(1)	(330)
	<u><b>1,788</b></u>	<u><b>2,201</b></u>

**12. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT**

	<b>Land and Buildings \$'000</b>	<b>Plant and Equipment \$'000</b>	<b>Total \$'000</b>
<b>At 1 July 2006</b>			
At Valuation	1,360,763	482,703	1,843,466
Accumulated depreciation and impairment	(424,614)	(233,900)	(658,514)
<b>Net Carrying Amount</b>	<u><b>936,149</b></u>	<u><b>248,803</b></u>	<u><b>1,184,952</b></u>
<b>At 30 June 2007</b>			
At Valuation	1,486,845	531,106	2,017,951
Accumulated depreciation and impairment	(467,265)	(278,707)	(745,972)
<b>Net Carrying Amount</b>	<u><b>1,019,580</b></u>	<u><b>252,399</b></u>	<u><b>1,271,979</b></u>

### Reconciliations

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Leased Buildings \$'000	Total \$'000
<b>Year ended 30 June 2007</b>				
<b>Net Carrying amount at start of year</b>	<b>771,061</b>	<b>248,803</b>	<b>165,088</b>	<b>1,184,952</b>
Additions	54,772	60,633	-	115,405
Assets held for sale	(1,383)	-	-	(1,383)
Disposals - Written Down Value	(6,151)	(4,350)	-	(10,501)
Net revaluation increment recognised in reserves	74,091	1,453	-	75,544
Depreciation expense	(28,419)	(54,140)	(9,479)	(92,038)
<b>Net carrying amount at end of year*</b>	<b>863,971</b>	<b>252,399</b>	<b>155,609</b>	<b>1,271,979</b>

\* Included in the net carrying amount are work in progress of \$86.594 million and \$50.899 million for land and buildings, and plant and equipment respectively.

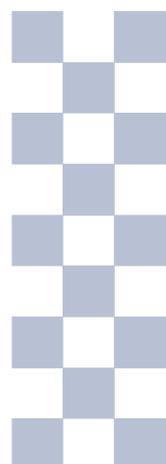
	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
<b>At 1 July 2005</b>			
At Valuation	1,249,009	415,439	1,664,448
Accumulated depreciation and impairment	(378,843)	(196,168)	(575,011)
<b>Net Carrying Amount</b>	<b>870,166</b>	<b>219,271</b>	<b>1,089,437</b>
<b>At 30 June 2006</b>			
At Valuation	1,360,763	482,703	1,843,466
Accumulated depreciation and impairment	(424,614)	(233,900)	(658,514)
<b>Net Carrying Amount</b>	<b>936,149</b>	<b>248,803</b>	<b>1,184,952</b>

### Reconciliations

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Leased Buildings \$'000	Total \$'000
<b>Year ended 30 June 2006</b>				
<b>Net Carrying amount at start of year</b>	<b>695,621</b>	<b>219,271</b>	<b>174,545</b>	<b>1,089,437</b>
Additions	37,944	78,629	-	116,573
Assets held for sale	-	-	-	-
Disposals – Written Down Value	(5,241)	(2,962)	-	(8,203)
Net revaluation increment recognised in reserves	65,808	2,198	-	68,006
Depreciation expense	(23,071)	(48,333)	(9,457)	(80,861)
<b>Net carrying amount at end of year*</b>	<b>771,061</b>	<b>248,803</b>	<b>165,088</b>	<b>1,184,952</b>

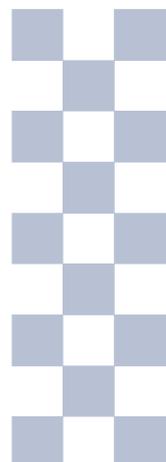
\* Included in the net carrying amount are work in progress of \$56.478 million and \$47.558 million for land and buildings, and plant and equipment respectively.



**13. INTANGIBLE ASSETS**

	<b>Software \$'000</b>
<b>At 1 July 2006</b>	
Cost (gross carrying amount)	132,299
Accumulated amortisation and impairment	(58,098)
<b>Net Carrying Amount</b>	<b><u>74,201</u></b>
<b>At 30 June 2007</b>	
Cost (gross carrying amount)	159,234
Accumulated amortisation and impairment	(64,915)
<b>Net Carrying Amount</b>	<b><u>94,319</u></b>
<b>Software \$'000</b>	
<b>Year ended 30 June 2007</b>	
Net carrying amount at start of year	<b>74,201</b>
Additions (from internal development)	26,330
Additions (purchases)	671
Disposals – Written Down Value	(13)
Amortisation (recognised in "depreciation and amortisation")	(6,870)
<b>Net carrying amount at end of year*</b>	<b><u>94,319</u></b>
* Included in the net carrying amount is work in progress of \$62.531 million.	
<b>Software \$'000</b>	
<b>At 1 July 2005</b>	
Cost (gross carrying amount)	127,043
Accumulated amortisation and impairment	(52,637)
<b>Net Carrying Amount</b>	<b><u>74,406</u></b>
<b>At 30 June 2006</b>	
Cost (gross carrying amount)	132,299
Accumulated amortisation and impairment	(58,098)
<b>Net Carrying Amount</b>	<b><u>74,201</u></b>
<b>Software \$'000</b>	
<b>Year ended 30 June 2006</b>	
Net carrying amount at start of year	<b>74,406</b>
Additions (from internal development)	2,718
Additions (purchases)	2,553
Disposals – Written Down Value	(1)
Amortisation (recognised in "depreciation and amortisation")	(5,475)
<b>Net carrying amount at end of year*</b>	<b><u>74,201</u></b>
* Included in the net carrying amount is work in progress of \$44.228 million.	

	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>14. NON-CURRENT ASSETS HELD FOR SALE</b>		
<b>Assets held for sale</b>		
Land and buildings	13,199	11,861
	<b>13,199</b>	<b>11,861</b>
<b>Amounts recognised in equity relating to assets held for sale</b>		
Property, plant and equipment asset revaluation increments/ decrements	10,553	9,699
	<b>10,553</b>	<b>9,699</b>
<b>15. CURRENT LIABILITIES – PAYABLES</b>		
Accrued salaries, wages and on-costs	7,490	7,386
Creditors	9,326	10,094
Payroll Tax	6,680	9,744
Fringe Benefits Tax	1,448	1,301
Motor vehicle costs	4,455	3,329
Electronic Billing System (EBS) for telephones	378	382
Petrol Interface	1,440	1,269
Forensic Services Group	1,014	5,449
Education Services	982	5,450
Business Technology Services	2,697	268
State Crime Command	635	242
Audit fees	212	219
Specialist Operations	406	348
Copyright fees for NSW Government print copying	374	1,015
Telephone costs	-	2,448
Property related costs	3,023	1,141
Various sundry accruals	3,678	5,035
	<b>44,238</b>	<b>55,120</b>
<b>16. CURRENT / NON-CURRENT LIABILITIES – BORROWINGS</b>		
Finance lease [see Note 20 (c)]		
Current	2,385	1,785
Non-current	185,926	188,311
	<b>188,311</b>	<b>190,096</b>



	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>17. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS</b>		
<b>Employee benefits and related on costs – Current</b>		
Recreation leave*	174,859	165,963
Recreation leave on long service leave	8,075	8,098
Non-renewal benefit*	15,730	15,473
Leave loading	3,161	2,810
Workers' compensation on long service leave	3,303	3,790
Superannuation on long service leave	1,101	-
Payroll tax on recreation leave liability	10,492	9,958
Payroll tax on long service leave	22,836	22,572
Payroll tax on other leave provisions	1,133	1,097
	<b>240,690</b>	<b>229,761</b>
<b>Employee benefits and related on costs – Non-Current</b>		
Recreation leave on long service leave	425	426
Non-renewal benefit	16,371	15,990
Workers' compensation on long service leave	174	200
Superannuation on long service leave	58	-
Payroll tax on long service leave	1,202	1,188
Payroll tax on other leave provisions	982	959
	<b>19,212</b>	<b>18,763</b>
<b>Subtotal Employee benefits and related on-costs</b>	<b>259,902</b>	<b>248,524</b>
<b>Other Provisions – Current</b>		
Restoration costs	1,652	1,401
Death and disability self-insurance scheme	87,412	29,189
	<b>89,064</b>	<b>30,590</b>
<b>Other Provisions – Non-Current</b>		
Restoration costs	8,117	5,863
	<b>8,117</b>	<b>5,863</b>
<b>Subtotal Other Provisions</b>	<b>97,181</b>	<b>36,453</b>
<b>Total Provisions</b>	<b>357,083</b>	<b>284,977</b>
<b>Aggregate employee benefits and related on-costs</b>		
Provisions – Current	240,690	229,761
Provisions – Non-Current	19,212	18,763
Accrued salaries, wages and on-costs (refer Note 15)	7,490	7,386
	<b>267,392</b>	<b>255,910</b>

**Movements in provisions (other than employee benefits)**

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

<b>Year ended 30 June 2007</b>	<b>Restoration Costs \$'000</b>	<b>Death &amp; Disability \$'000</b>	<b>Total \$'000</b>
Carrying amount at the beginning of financial year	7,264	29,189	36,453
Additional provisions recognised	3,382	81,728	85,110
Amounts used	(74)	(23,505)	(23,579)
Unused amounts reversed	(1,597)	-	(1,597)
Unwinding / change in the discount rate	794	-	794
Carrying amount at end of financial year	<b>9,769</b>	<b>87,412</b>	<b>97,181</b>

\* Employee benefits expected to be settled more than 12 months after the reporting date are as follows:

- (i) Recreation leave totals \$54.706 million (\$57.888 million in 2005-06)
- (ii) Non-renewal benefit totals \$10.669 million (\$11.034 million in 2005-06)

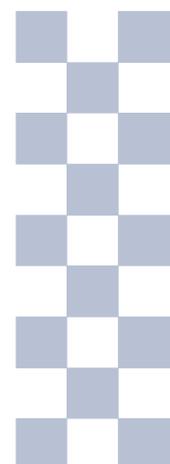
**18. CURRENT / NON-CURRENT LIABILITIES – OTHER**

**Other Liabilities – Current**

	<b>2007 \$'000</b>	<b>2006 \$'000</b>
PAYG, superannuation and other deductions withheld	16,208	18,166
Income received in advance – Sydney Police Centre	6,797	6,797
Liability to Consolidated Fund	2,349	5,959
Lease incentives	1,084	904
Other	516	493
	<b>26,954</b>	<b>32,319</b>

**Other Liabilities – Non-Current**

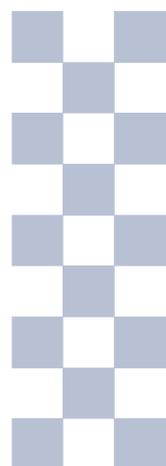
Lease incentives	2,485	2,555
	<b>2,485</b>	<b>2,555</b>
<b>Total Liabilities – Other</b>	<b>29,439</b>	<b>34,874</b>



19. CHANGES IN EQUITY

	Accumulated	
	Funds	
	2007	2006
	\$'000	\$'000
<b>Balance as at 1 July</b>	<b>461,007</b>	<b>480,805</b>
<b>Changes in equity -</b>		
<b>transactions with owners as owners</b>	-	-
<b>Changes in equity -</b>		
<b>other than transactions with owners as owners</b>		
Surplus / (deficit) for the year	(19,078)	(20,627)
Increment/decrement on revaluation of:		
• Land and buildings	-	-
• Plant and equipment	-	-
Increment/decrement on revaluation of change in		
restoration liability	-	-
Transfers within reserve	-	-
<b>Total</b>	<b>(19,078)</b>	<b>(20,627)</b>
<b>Transfers within equity</b>		
Asset revaluation reserve balance transferred to		
Accumulated funds on disposal of asset	9,763	829
<b>Total</b>	<b>(9,315)</b>	<b>(19,798)</b>
<b>Balance as at 30 June</b>	<b>451,692</b>	<b>461,007</b>

Asset Revaluation		Asset Held for Sale		Total Equity	
Reserve		Reserve			
2007	2006	2007	2006	2007	2006
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>307,016</b>	<b>240,402</b>	<b>9,699</b>	<b>9,574</b>	<b>777,722</b>	<b>730,781</b>
-	-	-	-	-	-
-	-	-	-	(19,078)	(20,627)
74,091	65,808	-	-	<b>74,091</b>	<b>65,808</b>
1,453	2,198	-	-	<b>1,453</b>	<b>2,198</b>
(309)	(438)	-	-	<b>(309)</b>	<b>(438)</b>
(852)	-	852	-	-	-
<b>74,383</b>	<b>67,568</b>	<b>852</b>	-	<b>56,157</b>	<b>46,941</b>
(9,765)	(954)	2	125	-	-
<b>64,618</b>	<b>66,614</b>	<b>854</b>	<b>125</b>	<b>56,157</b>	<b>46,941</b>
<b>371,634</b>	<b>307,016</b>	<b>10,553</b>	<b>9,699</b>	<b>833,879</b>	<b>777,722</b>



	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>20. COMMITMENTS FOR EXPENDITURE</b>		
<b>(a) Capital Commitments</b>		
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	73,316	90,330
Later than one year and not later than 5 years	107,685	51,614
Later than five years	-	-
Total (including GST)	<b>181,001</b>	<b>141,944</b>
Input tax credits of \$16.455 million (\$12.904 million in 2005-06), expected to be recoverable from the Australian Taxation Office, are included above.		
Aggregate capital expenditure authorised but not contracted for at balance date:		
Not later than one year	39,147	31,870
Later than one year and not later than 5 years	184,830	217,009
Later than five years	-	-
Total (including GST)	<b>223,977</b>	<b>248,879</b>
Input tax credits of \$20.362 million (\$22.625 million in 2005-06), expected to be recoverable from the Australian Taxation Office, are included above.		
<b>(b) Operating Lease Commitments</b>		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	59,130	52,748
Later than one year and not later than 5 years	82,722	74,220
Later than five years	81,609	68,895
Total (including GST)	<b>223,461</b>	<b>195,863</b>

Input tax credits of \$20.235 million (\$17.738 million in 2005-06), expected to be recoverable from the Australian Taxation Office, are included above.

Operating lease commitments comprise property (office buildings and radio sites) lease rentals, mainframe and desktop computer and motor vehicle fleet leases. Lease terms for property vary from property to property but, generally, require a monthly payment in advance for both rent and outgoings.

NSW Police Force does not have contingent leases, nor does it incur any rental expense arising from sub-leases.

	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(c) Finance Lease Commitments</b>		
Minimum lease payment commitments in relation to finance leases payable are as follows:		
Not later than one year	14,567	14,074
Later than one year and not later than 5 years	63,549	61,400
Later than five years	246,237	262,953
Minimum lease payments	<b>324,353</b>	<b>338,427</b>
Less: future finance charges	136,042	148,331
Present value of minimum lease payments	<b>188,311</b>	<b>190,096</b>
The present value of finance lease commitments is as follows:		
Not later than one year	2,385	1,785
Later than one year and not later than 5 years	17,271	14,075
Later than five years	168,655	174,236
	<b>188,311</b>	<b>190,096</b>
Classified as:		
Current (Note 16)	2,385	1,785
Non-current (Note 16)	185,926	188,311
	<b>188,311</b>	<b>190,096</b>

NSW Police Force entered into a lease for NSW Police Force Headquarters at Parramatta for a period of 20 years with an option of a further lease term of 5 years. The lease commenced on 1 July 2004.

**(d) Other Expenditure Commitments**

There were no material other expenditure commitments at reporting date.

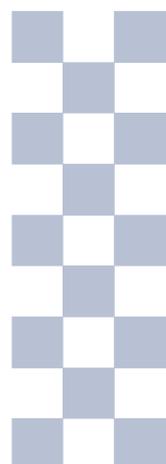
**21. CONTINGENT LIABILITIES AND CONTINGENT ASSETS**

**(a) Contingent Liabilities**

Litigation	104,625	111,836
Capital supplementation	11,815	11,815
	<b>116,440</b>	<b>123,651</b>

Litigation contingent liabilities comprise civil matter claims that have been made against NSW Police Force. The contingent liabilities are estimates from the Department's legal advisers. The prospects of success or otherwise of each claim will become certain only when all the evidence is available, which usually is just before hearing. If the claimant is successful, the settlements will be met by NSW Treasury Managed Fund.

Capital supplementation contingent liability relates to additional funding to support capital expenditure. The funding is provided on the basis that it will be repaid to Consolidated Fund from the proceeds of future asset sales.



	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(b) Contingent Assets</b>		
NSW Police Force entered into a lease for NSW Police Force Headquarters at Parramatta. The funds will be deposited in the name of the lessor and accrued interest from 31.5.2019. Funds (expressed as a nominal amount) will be made available by the lessor for refurbishment work to the premises from 1.6.2019 to 31.5.2024.		
	<b>6,000</b>	<b>6,000</b>

## 22. BUDGET REVIEW

### **Net cost of services**

The actual net cost of services this year was higher than budget by \$85 million.

This result was mainly due to the following factors, namely:

- An actuarial assessed increase of \$66 million in the permanent and partial disability self insurance provision.
- An increase of \$4 million in employer superannuation contributions associated with Police death and disability premium paid to First State Super.
- Additional costs associated with staff redundancies and displacement of \$7 million; and additional education costs associated with additional police intake of 750 - \$6 million, both of which being funded by way of additional government contributions received in 2006-07.
- The variance under the 'Other expenses' category was due to the APEC budget of \$37 million being included in 'Other expenses', whilst actual expenditure was recorded against 'Employee related expenses' and 'Other operating expenses'.

### **Assets and liabilities**

Total current assets increased by \$12 million compared to budget, mainly due to the increase in receivables and reclassification of land and buildings to non-current assets held for sale.

Non-current assets increased by \$64 million over budget, mainly due to:

- Land and buildings increased by \$26 million mainly due to revaluation being higher than budget by \$48 million offset by higher depreciation on buildings of \$6 million and reclassification of assets held for sale of \$13 million.
- Intangible assets increased by \$26 million due to additional expenditure.
- Non-current receivables increased by \$14 million due to deferred government contribution for the Police Death and Disability Scheme.

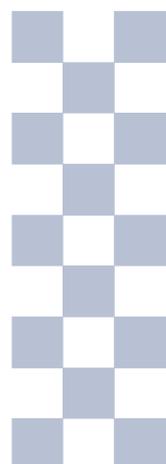
Total liabilities increased by \$67 million compared to budget, mainly due to increase in the permanent and partial disability self insurance provision.

### **Cash flows**

Recurrent Appropriation increased by \$16 million compared to budget and Capital Appropriation increased by \$27 million compared to budget.

Net cash inflows from operating activities increased by \$20 million compared to budget, mainly due to increase in revenue and additional Appropriations, and net cash outflows from investing activities increased by \$31 million over budget mainly due to an increase in the purchases of intangible assets, property, plant and equipment.

	<b>2007</b>	<b>2006</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>23. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES</b>		
Net cash used on operating activities	112,929	127,385
Cash flows from Government / Appropriations	(2,034,371)	(1,904,840)
Acceptance by the Crown Entity of employee benefits and other liabilities:		
Superannuation	(67,684)	(68,624)
Long service leave	(53,843)	(50,611)
Payroll tax on superannuation	(4,063)	(4,117)
Death and Disability Scheme	(13,979)	-
Depreciation and amortisation	(98,908)	(86,336)
Increase / (decrease) in receivables	22,618	4,263
Increase / (decrease) in inventories	(413)	(138)
Decrease / (increase) in payables	10,882	(19,244)
Decrease / (increase) in provisions	(72,106)	(49,144)
Decrease / (increase) in other liabilities	5,435	(1,574)
Increase / (decrease) in Capital Works expenditure accruals	(3,509)	2,846
Net gain / (loss) on sale of plant and equipment	(1,623)	(1,500)
Non-cash revenue – net	2,007	4,106
<b>Net cost of services</b>	<b>(2,196,628)</b>	<b>(2,047,528)</b>
<b>24. TRUST FUNDS</b>		
NSW Police Force holds money in a Crown Trust Fund, comprising money found and exhibit money, held in trust pending resolution of ownership. These monies are excluded from the financial statements, as NSW Police Force cannot use them to achieve its objectives. The following is a summary of the transactions in the trust account:		
<b>Crown Trust Fund Account</b>		
Cash balance at 1 July	5,704	4,940
Add: Receipts	7,386	6,295
Less: Payments	(5,590)	(5,531)
<b>Cash balance at 30 June</b>	<b>7,500</b>	<b>5,704</b>
<b>25. ADMINISTERED REVENUE</b>		
Firearms licensing	3,919	3,444
Security industry licensing	4,740	4,898
Fines and forfeitures	440	206
Receipts under the <i>Crimes Act</i>	367	357
Other	83	25
	<b>9,549</b>	<b>8,930</b>



## 26. FINANCIAL INSTRUMENTS

The NSW Police Force principal financial instruments are outlined below. These financial instruments arise directly from the NSW Police Force's operations. The NSW Police Force does not enter into or trade financial instruments for speculative purposes and it does not use financial derivatives.

### **Cash**

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System, and the United Group Services NSW Police Force Property Bank Account.

Interest is earned on daily bank balances of the NSW Police Force Main Operating Account at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

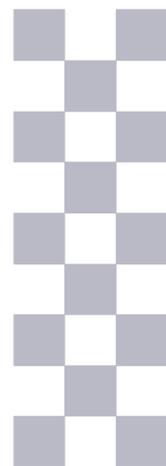
### **Receivables**

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. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates fair value. Sales are made on 30 day terms.

### **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 statement is received.

**END OF AUDITED FINANCIAL STATEMENTS**



# Appendices

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## Appendix 1 PERFORMANCE TABLES

Information presented in this section is the latest available as at the time of production of the Annual Report. Figures may have been revised since the last Annual Report owing to changes in definitions and/or counting rules. Figures sourced from NSW Police Force systems are particularly subject to change since the systems are updated as reports are received or more information becomes available during the course of investigations.

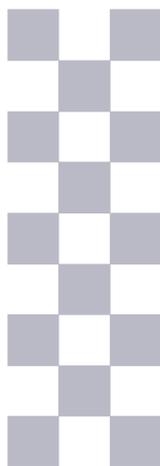
### National Community Satisfaction with Policing Survey

Results from the National Community Satisfaction with Policing Survey (NCSPS) are given in Tables 1 to 5 inclusive. Further information is available in the attachment to the Police chapter of the Report on Government Services - see [www.pc.gov.au](http://www.pc.gov.au), or on request to the NSW Police Force.

The NCSPS is a telephone survey undertaken throughout the year by an independent market research company. Up to 31 March 2007, the NCSPS was administered by the Australasian Centre for Policing Research (ACPR) on behalf of the commissioners of police of all Australian states and territories. In future, the survey will be administered by the Australia & New Zealand Policing Advisory Agency (ANZPAA).

Survey results are likely to differ from those obtained if the total population was canvassed. A measure of difference between survey and population results is the sample error. The tables in this section present the NCSPS results as a range rather than an exact percentage. This range is calculated such that there are 19 chances in 20 that the true population value falls within the range, or only one chance in 20 that the population value is outside (higher or lower) the range. Sample error depends critically on the number of respondents, ie. the sample size. For NSW, the sample size in 2006-07 was approximately 6,800. In 2005-06 however, the sample size was only 3,200 and 4,600 in earlier years. The national sample size was 35,000 in 2006-07 and 22,000 in earlier years.

The tables also show mean scores. The mean score is a measure of the total community opinion and is derived by weighting responses to questions according to an ordinal scale. The basis for the weights is given in the footnotes to each relevant table.



**Table 1 Satisfaction and perceptions of police:**

		2002-03	2003-04	2004-05	2005-06	NSW 2006-07	Aust 2006-07
<b>Satisfaction with police*</b>							
Services generally	- %	69 – 71	69 – 71	66 – 68	71 – 75	61 – 64	65 – 67
	- mean (1to5)	3.9	3.8	3.8	3.9	3.7	
Personal contact	- %	78 – 80	78 – 80	70 – 72	81 – 85	77 – 80	81 – 82
	- mean (1 to 5)	4.1	4.1	3.9	4.2	4.1	
Dealing with public order problems	- %	50 – 52	50 – 52	48 – 50	56 – 60	49 – 52	52 – 54
	- mean (1 to 5)	3.4	3.4	3.4	3.5	3.4	
Support for community programs	- %	61 – 63	61 – 63	59 – 61	60 – 64	54 – 57	63 – 64
	- mean (1 to 5)	3.8	3.8	3.8	3.8	3.6	
<b>Agree*</b>							
Police perform their job professionally	- %	78 – 80	78 – 80	75 – 77	76 – 80	76 – 78	79 – 80
	- mean (1to5)	3.9	3.9	3.9	4.0	3.9	
Most police are honest	- %	74 – 76	73 – 75	69 – 71	71 – 75	73 – 76	75 – 77
	- mean (1to5)	3.8	3.8	3.8	3.9	3.8	
Police treat people fairly and equally	- %	67 – 69	64 – 66	61 – 63	65 – 69	63 – 66	66 – 67
	- mean (1to5)	3.7	3.6	3.6	3.7	3.6	
Have confidence in the police	- %	79 – 81	79 – 81	78 – 80	78 – 82	78 – 80	81 – 82
	- mean (1to5)	3.9	4.0	3.9	4.0	3.9	

a. The scale used to derive the mean score used is: 5 – very satisfied/strongly agree, 4 – satisfied/agree, 3 – neither satisfied/agree nor dissatisfied/disagree, 2 – dissatisfied/disagree and 1 – very dissatisfied/strongly disagree.

Source: National Community Satisfaction with Policing Survey

The means scores close to 4 indicate the community is satisfied with police generally and in specific situations. The community also agrees police display the desired traits and the community has confidence in the police.

**Table 2 Feelings of safety\*:**

		2002-03	2003-04	2004-05	2005-06	NSW 2006-07	Aust 2006-07
At home alone at night	- %	79 – 81	79 – 81	78 – 80	80 – 84	82 – 84	83 – 84
	- mean (1 to 5)	4.1	4.1	4.1	4.2	4.1	
On public transport at night	- %	20 – 22	22 – 24	21 – 23	22 – 26	30 – 32	31 – 32
	- mean (1 to 5)	2.7	2.7	2.8	3.0	3.1	
Jogging/walking at night	- %	38 – 40	39 – 41	43 – 45	45 – 49	58 – 61	60 – 61
	- mean (1 to 5)	3.0	3.0	3.2	3.3	3.6	

a. The scale used to derive the mean score is 5 – very safe, 4 – safe, 3 – neither safe nor unsafe, 2 – unsafe, 1 – very unsafe.

Source: National Community Satisfaction with Policing Survey

The mean scores indicate the community feels *safe* at home alone after dark, and *neither safe nor unsafe* walking/jogging locally and on public transport alone after dark.

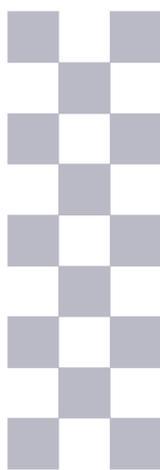
**Table 3 Concern<sup>a</sup> about social problems, NSW:**

		2002-03	2003-04	2004-05	2005-06	NSW 2006-07	Aust 2006-07
<b>Persons who perceive as a problem in local area</b>							
Family violence	- %	49 – 51	53 – 55	38 – 40	35 – 39	33 – 36	31 – 33
	- mean (1 to 3)	1.7	1.7	1.5	1.5	1.5	
Sexual assault	- %	50 – 52	51 – 53	37 – 39	31 – 35	29 – 31	27 – 28
	- mean (1 to 3)	1.7	1.7	1.5	1.4	1.4	
Physical assault	- %	60 – 62	60 – 62	43 – 45	41 – 45	40 – 43	38 – 39
	- mean (1 to 3)	1.8	1.8	1.6	1.6	1.5	
Illegal drugs	- %	75 – 77	76 – 78	61 – 63	56 – 60	59 – 62	56 – 58
	- mean (1 to 3)	2.2	2.2	1.9	1.9	1.9	
Housebreaking	- %	74 – 76	74 – 76	64 – 66	59 – 63	57 – 60	58 – 60
	- mean (1 to 3)	2.1	2.0	1.9	1.8	1.8	
Motor vehicle theft	- %	70 – 72	67 – 69	55 – 57	50 – 54	46 – 50	46 – 47
	- mean (1 to 3)	2.0	1.9	1.7	1.7	1.6	
Speeding cars or dangerous driving	- %	75 – 77	76 – 78	74 – 76	70 – 74	70 – 73	72 – 73
	- mean (1 to 3)	2.1	2.2	2.1	2.1	2.0	
Graffiti or other vandalism	- %	61 – 63	60 – 62	51 – 53	49 – 53	52 – 55	49 – 51
	- mean (1 to 3)	1.8	1.8	1.7	1.7	1.7	
Louts or gangs	- %	54 – 56	54 – 56	43 – 45	39 – 43	38 – 40	34 – 36
	- mean (1 to 3)	1.7	1.7	1.6	1.5	1.5	
Drunken or disorderly behaviour	- %	56 – 58	56 – 58	46 – 48	45 – 49	46 – 49	41 – 43
	- mean (1 to 3)	1.7	1.8	1.6	1.6	1.6	
<b>Persons who perceive as a problem in the State</b>							
Family violence	- %	78 – 80	81 – 83	81 – 83	78 – 82	75 – 78	75 – 76
	- mean (1 to 3)	2.2	2.2	2.2	2.2	2.1	
Sexual assault	- %	84 – 86	86 – 88	87 – 89	83 – 87	82 – 84	82 – 83
	- mean (1 to 3)	2.4	2.3	2.2	2.3	2.2	
Physical assault	- %	87 – 89	89 – 91	86 – 88	84 – 88	90 – 92	81 – 82
	- mean (1 to 3)	2.4	2.4	2.2	2.3	2.6	
Illegal drugs	- %	91 – 93	91 – 93	91 – 93	90 – 92	90 – 92	90 – 91
	- mean (1 to 3)	2.6	2.6	2.6	2.6	2.6	
Housebreaking	- %	90 – 92	91 – 93	91 – 93	88 – 90	87 – 89	87 – 88
	- mean (1 to 3)	2.5	2.5	2.4	2.4	2.3	
Motor vehicle theft	- %	89 – 91	89 – 91	89 – 91	84 – 88	83 – 85	83 – 84
	- mean (1 to 3)	2.5	2.4	2.4	2.4	2.2	
Speeding cars or dangerous driving	- %	87 – 89	89 – 91	91 – 93	89 – 91	87 – 89	89 – 90
	- mean (1 to 3)	2.4	2.4	2.5	2.5	2.4	
Graffiti or other vandalism	- %	85 – 87	85 – 87	85 – 87	84 – 88	84 – 86	81 – 85
	- mean (1 to 3)	2.3	2.3	2.3	2.3	2.3	
Louts or gangs	- %	86 – 88	89 – 91	88 – 90	75 – 79	83 – 86	79 – 80
	- mean (1 to 3)	2.4	2.5	2.4	2.4	2.3	
Drunken or disorderly behaviour	- %	80 – 82	84 – 86	84 – 86	84 – 88	83 – 85	81 – 82
	- mean (1 to 3)	2.1	2.2	2.2	2.2	2.2	

a. The scale used to derive the mean score is 3 – major problem, 2 – somewhat of a problem, 1 – no problem.

Source: National Community Satisfaction with Policing Survey

Means scores close to 2 indicate the community considers most issues to be somewhat of a problem both locally and in the state.



**Table 4 Concern about being a victim<sup>a, b</sup>:**

		2002-03	2003-04	2004-05	2005-06	NSW 2006-07	Aust 2006-07
Sexual assault	- %	43 – 45	41 – 43	43 – 45	39 – 43	27 – 30	27 – 28
	- mean (1 to 3)	1.6	1.6	1.6	1.6	1.4	
Physical assault	- %	59 – 61	58 – 60	58 – 60	55 – 59	46 – 49	45 – 46
	- mean (1 to 3)	1.8	1.8	1.8	1.7	1.6	
Housebreaking	- %	74 – 76	72 – 74	70 – 72	66 – 70	60 – 63	61 – 62
	- mean (1 to 3)	2.0	2.0	2.0	1.9	1.8	
Motor vehicle theft	- %	70 – 72	66 – 68	65 – 67	62 – 66	40 – 43	51 – 52
	- mean (1 to 3)	2.0	1.9	1.9	1.8	1.7	
Fraud or credit card theft	- %	65 – 67	65 – 67	66 – 68	66 – 70	63 – 65	61 – 63
	- mean (1 to 3)	2.0	1.9	2.0	1.9	1.9	
Internet-based crime	- %	51 – 53	54 – 56	59 – 61	56 – 60	54 – 57	53 – 54
	- mean (1 to 3)	1.8	1.8	1.9	1.8	1.8	

- a. The proportion is the total of very concerned and somewhat concerned.
- b. The scale used to derive the mean score is 3 – very concerned, 2 – somewhat concerned and 1 – not concerned.

Source: National Community Satisfaction with Policing Survey

Mean scores close to 2 indicate the community is somewhat concerned about being a victim of each crime type.

**Table 5 Driving behaviour<sup>a</sup>:**

		2002-03	2003-04	2004-05	2005-06	NSW 2006-07	Aust 2006-07
<b>Persons aged 18 and over<sup>a, b</sup>:</b>							
Never/ sometimes drive not wearing seat belt	- %	83 – 85	98 – 99	98 – 99	97 – 99	99 – 100	99 – 100
	- mean (1 to 5)	1.1	1.1	1.1	1.2	1.1	
Never/ sometimes drive over the speed limit by 10 km or more	- %	83 – 85	88 – 90	90 – 92	94 – 96	95 – 96	96 – 98
	- mean (1 to 5)	1.0	1.8	1.8	2.0	2.0	
Never/ sometimes drive when over 0.05 blood alcohol limit	- %	84 – 86	98 – 99	98 – 99	97 – 99	99 – 100	99 – 100
	- mean (1 to 5)	1.1	1.1	1.1	1.1	1.1	
Never/sometimes drive when over tired	- %	81 – 83	95 – 97	94 – 96	97 – 99	97 – 98	97 – 98
	- mean (1 to 5)	1.6	1.6	1.6	1.8	1.8	
Never/sometimes drive when impaired by medication/drugs	- %	84 – 86	98 – 99	98 – 99	99 – 100	99 – 100	98 – 99
	- mean (1 to 5)	1.0	1.0	1.1	1.1	1.1	
Never/sometimes drive when using mobile with no hands-free kit	- %	n.a.	n.a.	95 – 97	97 – 99	98 – 99	98 – 99
	- mean (1 to 5)			1.4	1.5	1.5	

- a. The scale used to derive the mean score is 1 – never, 2 – rarely, 3 – sometimes, 4 – most of the time, 5 – always.
- n.a. Date not available.

Source: National Community Satisfaction with Policing Survey

## Crime and Safety Survey

Results from the Crime & Safety Survey are given in Tables 6 and 7. Further information is available in publications, catalogue number 4509.0 by the Australian Bureau of Statistics (ABS) - see [www.abs.gov.au](http://www.abs.gov.au).

The Crime & Safety Survey is a 'drop-off/mail-back' survey undertaken by the ABS relating to the 12 months to April each year. Results for 2006-07 are expected to be released in December 2007.

**Table 6 Crime rate for particular incident types<sup>a</sup>:**

	2001-02 <sup>b</sup>	2002-03	2003-04	2004-05 <sup>b</sup>	2005-06
<b>Households (percent), victims of:</b>					
Break and enter – thousands	122.7	127.6	97.0	96.6	92.3
• % households	5	5	4	4	4
• Report to police %	68	72	67	75	72
Motor vehicle theft – thous.	51.8	38.0	31.9	29.2	26.2
• % households	2	2	1	1	1
• Report to police %	96	94	91	n.p.	n.p.
<b>Persons (percent), victims of –</b>					
Robbery – thousands	52.5	42.7	35.5	22.8	38.8
• % persons 15+ years	1	1	1	0.4	0.7
• Report to police %	39	53	38	38	41
Assault – thous.	244.1	184.7	200.7	257.5	189.7
• % persons 15+ years	5	4	4	5	4
• Report to police %	35	39	36	31	33

a. Relates to 12 months to April each year.

b. Figures for 2001-02 and 2004-05 are from the National Crime & Safety Survey; all other years are from the NSW Crime & Safety Survey. The national survey uses a modified questionnaire. Figures for 2001-02 and 2004-05 are not comparable to other years.

n.p. Not published

Source: ABS, Crime & Safety Survey

**Table 7 Perceptions of crime in the neighbourhood<sup>ab</sup>:**

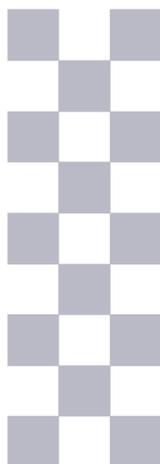
Perceived problem (%)	2001-02 <sup>c</sup>	2002-03	2003-04	2004-05 <sup>c</sup>	2005-06
No problem	23.2	50.3	51.9	29.9	53.1
Housebreaking/burglary/theft from home	44.3	29.3	26.9	31.9	23.2
Dangerous/noisy driving	40.9	29.2	27.8	38.3	28.8
Vandalism/graffiti/damage to property	30.0	25.7	24.7	26.4	26.6
Louts/youth gangs	20.5	20.9	20.6	17.5	21.9
Illegal drugs	15.4	14.2	14.4	11.3	14.1
Car theft	26.8	18.2	15.7	16.7	13.5
Drunkenness	15.2	15.6	16.0	15.5	18.8
Problems with neighbours/domestic problems	9.6	7.4	7.9	8.8	7.9
Other theft	12.9	10.6	10.0	10.1	9.0
Prowlers/loiterers	8.8	7.9	8.2	6.8	8.2
Other assault	5.6	5.1	5.7	4.2	5.3
Sexual assault	2.7	3.1	3.4	2.6	3.0
Other	2.6	2.0	2.3	1.1	1.3

a. Relates to 12 months to April each year.

b. Multiple responses were allowed in this category. Therefore the sum is greater than 100%.

c. Figures for 2002 and 2005 are from the national Crime & Safety Survey; all other years are from the NSW Crime & Safety Survey. Although the methodology and survey provider (ABS) are the same, the national survey includes additional questions the inclusion of which appear to have some influence on respondents.

Source: ABS, Crime & Safety Survey

**Table 8 Response to jobs:**

	2002-03	2003-04	2004-05	2005-06	2006-07
<b>Urgent jobs</b>					
Number	85,363	84,821	90,022	90,017	113,918
Time to respond to 50%	5.7 mins	5.5 mins	5.4 mins	5.6 mins	6.1 mins
Time to respond to 80%	12.0 mins	11.0 mins	10.8 mins	11.0 mins	12.4 mins
<b>Non-urgent jobs</b>					
Number	852,726	867,491	866,543	893,958	883,792
Time to respond to 50%	20.1 mins	19.7 mins	20.6 mins	22.7 mins	24.3 mins
Time to respond to 80%	51.5 mins	51.0 mins	53.5 mins	60.0 mins	64.0 mins

Source: CIDS.

**Table 9 Recorded crime<sup>r</sup>:**

	2002-03	2003-04	2004-05	2005-06	2006-07
Assault	74,379	70,103	71,537	73,267	74,828
Break and Enter	107,488	94,562	82,660	80,196	76,790
Malicious Damage	96,746	95,617	100,535	106,686	111,642
Robbery	10,908	9,377	8,083	8,801	8,325
Sexual Assault	7,702	7,253	7,354	7,006	6,980
Stealing	204,439	180,610	162,782	156,768	158,713
Stolen Vehicle/Vessel	43,181	39,665	36,211	33,481	31,499
Total, major personal & property crime	544,843	497,187	469,162	466,205	468,777
% Assaults in public	25	23	24	24	24
% Robberies in public	54	55	58	58	59

r. Revised since last Annual Report.

Source: COPS.

**Table 10 Traffic/PCA<sup>r</sup>:**

	2002-03	2003-04	2004-05	2005-06	2006-07
Fatal collisions	474	484	459	476	415
Injury collisions	21,807	21,004	20,559	20,117	20,552
Drivers charged with PCA <sup>r</sup>	26,989	26,470	27,435	25,214	25,938
Drivers charged with exceeding speed limit	2,348	2,680	2,819	2,676	2,720
RBTs conducted	2,872,438	3,085,639	3,416,985	3,302,730	3,632,613
Traffic infringement notices issued	554,738	561,852	534,593	514,493	537,142

Source: COPS.

**NOTE:** All figures are for financial years - 1 July to 30 June. Injury collisions is MTC fatal/injury less fatal.

r. Revised since last annual report.

**Table 11 Investigation outputs<sup>r</sup>:**

	2002-03	2003-04	2004-05	2005-06	2006-07
<b>Alleged offenders<sup>a,b</sup> (thousands):</b>					
Identified	305.3	311.9	322.6	313.2	320.7
Proceeded against	169.2	176.9	186.8	180.3	187.7
<b>Crime scenes:</b>					
Attended	96,163	100,891	96,908	101,198	104,932
Persons identified	9,340	10,240	11,252	12,307	13,188

- a. Based on number of individuals identified per month. Former series related to the number of persons associated with Events and overstated the number of persons identified.
- b. Includes all legal actions leading to appearances in court and formal diversionary programs (other than traffic infringement notices).
- r. Revised since last annual report.

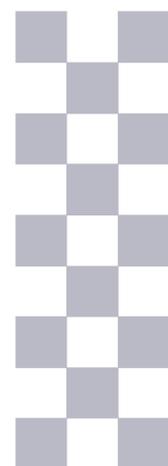
Source: COPS.

**Table 12 Outcome of investigations: 30 days status:**

	2002	2003	2004	2005	2006
<b>Percentage of incidents finalised</b>					
Assault	62	63	64	62	63
Unlawful Entry with Intent <sup>a</sup>	6	7	7	8	7
Car theft	7	7	7	7	7
Stealing	12	12	12	12	11
Robbery	16	16	17	18	18
Sexual assault	29	28	26	24	25
Murder	53	52	68	64	62

- a. Includes Break & enter, and Steal from inside a dwelling house.

Source: ABS, *Recorded Crime –Victims, Australia*.

Table 13 Judicial results<sup>a</sup>:

Financial year	2002-03	2003-04	2004-05	2005-06	2006-07
<b>Offenders proceeded against<sup>a</sup>:</b>					
Adults – to court	123,840	121,462	128,384	122,518	126,512
– diverted	3,754	4,952	4,949	4,697	4,776
– Infringement, not traffic	12,908	20,965	22,446	21,542	22,281
Juveniles – to court	9,916	9,692	10,360	10,946	11,520
– diverted	14,537	13,429	13,777	13,642	14,600
– Infringement, not traffic	4,280	6,461	6,900	6,995	8,054
– warning	18,286	17,652	17,425	18,133	19,115
<b>Costs awarded<sup>a</sup> against the police through criminal cases (\$,000)</b>	668	589	487	654	583

Calendar year	2002	2003	2004	2005	2006
<b>Percentage of finalised incidents where an offender has been proceeded against<sup>b</sup> :</b>					
Assault	84	85	86	86	50
Unlawful Entry with Intent <sup>c</sup>	69	68	67	65	59
Car theft	76	72	70	64	65
Stealing	86	87	89	87	67
Robbery	70	69	62	64	79
Sexual assault	56	56	59	56	34
Murder	87	75	86	84	86
<b>Local Court, Appearances finalised</b>					
Persons charged <sup>d</sup>	130,221	132,922	134,845	138,424	135,574
% Guilty	87	85	87	87	87
<b>Children's Court, appearances finalised</b>					
Persons charged <sup>e</sup>	8,547	7,903	8,125	8,428	8,874
% Proven	63	66	68	71	71
<b>NSW Higher Courts, trial and sentences cases finalised</b>					
Persons charged	3 664	3 673	3 623	3 556	3,468
% Guilty	80	81	80	81	84

- a. Information is drawn from reports of failed prosecutions and may understate the actual costs awarded by courts.
- b. The classification of offenders to proceeded against was redefined in 2006 and figures are not comparable to earlier years.
- c. Includes Break & Enter and Steal from inside a dwelling house.
- d. Information for 2002 is not directly comparable to later years due to procedures implemented by BOCSAR to merge withdrawn offences with any associated offences finalised on a later date.
- e. BOCSAR now processes Children's Court statistics in a manner similar to other courts. The 2006 figures may therefore not be comparable to data for previous years. The impact on the percentage of proven matters is not considered significant.
- r. Revised since last annual report.

Source: COPS; ABS, Recorded Crime Australia; BOCSAR, NSW Criminal Courts Statistics

## Appendix 2 FREEDOM OF INFORMATION STATISTICS

### SECTION A – Numbers of new FOI requests

FOI REQUESTS	Personal	Other	Total
New (incl. transferred in)	4,582	1,198	5,780
Brought forward	912	287	1,199
<b>Total to be processed</b>	<b>5,494</b>	<b>1,485</b>	<b>6,979</b>
Completed	4,858	1,137	5,995
Transferred out	1	0	1
Withdrawn	133	68	201
<b>Total Processed</b>	<b>4,992</b>	<b>1,205</b>	<b>6,197</b>
Unfinished	502	280	782

### SECTION B – What happened to completed requests

	Personal	Other
Granted in full	881	125
Granted in part	2,125	807
Refused/No Trace	1,852	205
Deferred	0	0
<b>Completed</b>	<b>4,858</b>	<b>1,137</b>

### SECTION C – Ministerial Certificate

Number issued during the period  
 Ministerial Certificates issued 0

### SECTION D - Formal consultation

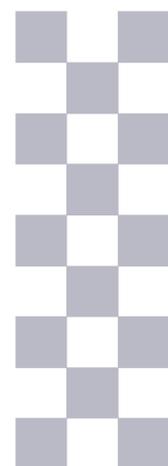
Number of requests requiring consultations (issued) and total number of formal consultations for the period.  
 Number of requests requiring consultations (issued) 23  
 Total number of formal consultations for the period 28

### SECTION E – Amendment of personal record

Number of requests for amendment of personal record processing during the period.  
 Agreed 2  
 Refused 11  
**Total 13**

### SECTION F – Notation of personal record

Number of requests for notation of personal record processed during the period.  
 Number of requests for notation 2



### SECTION G – FOI requests granted in part or refused

Basis of disallowing access – Number of times each reason cited in relation to completed requests which were granted in part or refused.

BASIS OF DISALLOWING OR RESTRICTING ACCESS	Personal	Other
Section 19 (applications, incomplete, wrongly directed)	1	0
Section 22 (deposit not paid)	0	2
Section 22 (diversion of resources)	1	4
Section 25(1)(a) (exempt)	2,354	948
Section 25(1)(b),(c),(d) (otherwise available)	28	1
Section 28(1)(b) (documents not held)	1,565	35
Section 24(1) – deemed refused, over 21 days	25	22
Section 31(4) (released to medical practitioner)	3	0
<b>Totals</b>	<b>3,977</b>	<b>1,012</b>

### SECTION H – Costs and fees of requests processed

All completed requests	\$169,452
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### SECTION I – Number of FOI requests processed where discounts were allowed

TYPE OF DISCOUNT ALLOWED	Personal	Other
Public Interest	0	0
Financial hardship – pensioner/child	694	20
Financial hardship – Non profit organisation	3	0
<b>Totals</b>	<b>697</b>	<b>20</b>

### SECTION J – Number of completed requests by calendar days taken to process

Elapsed time	Personal	Other
0–21 days	2,676	194
22 to 35 days	51	30
Over 35 days	2,131	913
<b>Totals</b>	<b>4,858</b>	<b>1,137</b>

### SECTION K – Processing time – number of completed requests by hours taken to process

Processing hours	Personal	Other
0 – 10 hrs	4,814	1,133
11 – 20 hrs	37	3
21 – 40 hrs	7	1
Over 40 hours	0	0
<b>Totals</b>	<b>4,858</b>	<b>1,137</b>

**SECTION L – Reviews and Appeals** - number of reviews and appeals finalised during the period.

Number of internal reviews finalised	142
Number of Ombudsman reviews finalised	19
Number of administrative decisions tribunal finalised	25

Basis of internal review	Personal		Other	
	Upheld*	Varied*	Upheld*	Varied*
Grounds on which internal review requested				
Access refused	15	26	10	23
Deferred	0	0	0	0
Exempt matter	20	31	3	6
Unreasonable charges	0	0	0	0
Charge unreasonably incurred	0	0	0	0
Withdrawn	7	1	0	0
<b>Totals</b>	<b>42</b>	<b>58</b>	<b>13</b>	<b>29</b>

**NOTE:** \*Relates to whether or not the original agency decision was upheld or varied by the internal review.

The total number of freedom of information applications (personal and non-personal) received by the NSW Police Force in the financial year 2006-07 was 5,780 compared with 6,519 applications received in 2005-06. Fees received in 2006-07 financial year concerning finalised applications totalled \$169,452 compared with the 2005-06 total of \$163,946.

Applications for personal documentation significantly outnumbered applications for non-personal in both financial years. The number of non-personal applications has significantly increased from the preceding years.

While there were 23 formal consultations for 2006-07 financial year and 13 for 2005-06 financial years, there were no Ministerial certificates issued in either of the financial year periods.

Even though there is no specific heading for Statement of Affairs, this Annual Report contains information which is particularly relevant to the NSW Police Force structure and law enforcement functions and describes how the public may participate in the formulation of this agency's policies. Also, there is an extensive website at [www.police.nsw.gov.au](http://www.police.nsw.gov.au) which contains information free of charge for any member of the public to access. Descriptions of the various kinds of documents that are usually held by this agency are included in the Summary of Affairs.

**Freedom of information access arrangements**

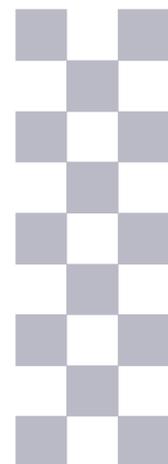
Requests under the *Freedom of Information Act (NSW) 1989* for access to the NSW Police Force documents are dealt with centrally by the Freedom of Information Unit. Requests should be on the appropriate form, accompanied by the appropriate fee and provide adequate information to identify the requested documents.

To help us locate the right document, the applicant should supply a detailed description of the document or the circumstances the applicant believed led to its creation. Where personal documents are required, applicants should provide their full name and address and date of birth. Proof of identity will be required before access is granted to these documents. The Freedom of Information Unit can help applicants prepare requests where doubt exists in respect of the precise nature of the required document.

**Requests for access to documents held by NSW Police Force should be directed to:**

The Coordinator,  
Freedom of Information Unit  
NSW Police Force  
Locked Bag 5102  
PARRAMATTA NSW 2124

Or call the Freedom of Information Unit on ph: (02) 9689 7122.



### Fees and charges for requests to the NSW Police Force for information under the provisions of the *Freedom of Information Act (NSW) 1989*:

Nature of application	Application fee	Processing charge
Access to records re: personal affairs	\$30	No charge for the first 20* hours, then \$30 per hour
All other requests	\$30	\$30 per hour
Internal review (all circumstances)	\$40	Nil
Amendment of records	Nil	Nil

\* The 20 hour entitlement is not available to corporations. All charges are calculated to the nearest quarter hour. Charges are calculated according to the total time involved in all tasks.

#### A 50% reduction in fees and charges may be granted where the applicant:

- holds a (pensioner) Health Benefit Card or receives an equivalent or lower income;
- is below 18 years of age;
- as a non-profit organisation, can demonstrate financial hardship;
- where the applicant seeks information that does not concern their personal affairs, but demonstrates it is in the public interest for the information to be made available.

Application forms to access NSW Police Force documents are available on our website: [www.police.nsw.gov.au](http://www.police.nsw.gov.au).  
Select: How To (left side menu) / Freedom of Information / FAQ / What application form do I use.  
Or call the Freedom of Information Unit on ph: (02) 9689 7122.

### Application for review of determination

#### 1. Internal review

Under s.34 of the *'Freedom of Information Act (NSW) 1989'*, if you are aggrieved (dissatisfied) with certain determinations (decisions) of an agency you can apply to that agency for an internal review of its decisions. A person is aggrieved if:

- an agency refuses to give the applicant access to a document; or
- access to a document is to be given to the applicant subject to deferral; or
- access to a copy of a document from which exempt matter has been deleted is to be given to the applicant; or
- access to a document is to be given to the applicant subject to a charge for dealing with the application, or for giving access to a document, that the applicant considers to be unreasonable; or
- charge for dealing with the application is payable by the applicant, being a charge that the applicant considers to have been unreasonably incurred; or
- (Compulsory consultation) an agency should have, and has not, taken such steps as are reasonably practicable to obtain with the views of the person as to whether or not the document is an exempt document; or
- (Compulsory consultation) an agency should have, and has, taken such steps, but the determination is not in accordance with the views of the person.

To apply for an internal review of a determination you must write a letter or lodge an internal review application form and application fee with the same agency that made the determination. This must be done within 28 days of being given the determination. If the determination has been posted, it is deemed to have been given to you on the fifth day after the letter was posted. The fee is currently \$40 (\$20 if you are entitled to a 50% reduction).

**There is no right to an internal review of a determination regarding a Minister's documents.**

## 2. Investigation by the Ombudsman

Provided you have had an internal review and you are still dissatisfied with the agency's determination, you can apply for an investigation of the determination by the Ombudsman.

Requests to the Ombudsman must be in writing, an application form is not required. Investigations by the Ombudsman are free. Further information is available from the Office of the Ombudsman on ph: (02) 9286 1000.

***There is no right to an investigation by the Ombudsman of a Minister's determination under the Freedom of Information Act or in relation to the issue of a Ministerial certificate.***

## 3. Appeal to the Administrative Decisions Tribunal

If you are dissatisfied with a determination by an agency or a Minister after internal review or after review by the Ombudsman, you can appeal to the Administrative Decisions Tribunal. The definitions of what 'aggrieved' means under the FOI Act are the same as those that allow you to apply for an internal review (see note 1 on page 129).

Applications must be made within 60 days after the determination was given to you or, if you have sought an investigation by the Ombudsman, within 60 days after the result of the Ombudsman's investigation of the complaint were reported to you.

Find out more about the procedures relating to the Administrative Decisions Tribunal by contacting the Tribunal on ph: (02) 9223 4677 or online at: [www.lawlink.nsw.gov.au/adt](http://www.lawlink.nsw.gov.au/adt)

### Correction of personal information

An applicant may request an amendment of NSW Police Force records:

- if the document contains information concerning the applicant's personal affairs
- if the information is available for use by the agency, in connection with its administrative functions; and
- if the information is in the person's opinion incomplete, incorrect, out of date or misleading.

An application to amend a document held by the NSW Police Force should be made on the appropriate form and should specify:

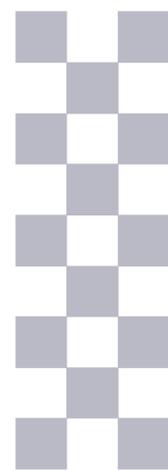
- such information as is reasonably necessary to enable the NSW Police Force to identify the document to which the applicant has been given access; and
- the respects in which the applicant claims the information contained in the document to be incomplete, incorrect, out of date or misleading; and
- information as is necessary to complete NSW Police Force records or to bring them up to date; and
- an address, so that notices may be sent to the person making the request.

There are no fees or charges for the processing of applications for amendment of NSW Police Force records.

### Privacy & Personal Information Protection Act 1998

The NSW Police Force received eight internal reviews this reporting year. Three applicants appealed to the Administrative Decisions Tribunal for a review of the decision. One matter was resolved and two are awaiting decision.

During 2006-07 financial year the NSW Police Force updated its Privacy Code of Practice and Privacy Management Plan. Both documents are available on the NSW Police Force internet site. Training on the *Privacy & Personal Information Protection (PPIP) Act 1998* and *Health Records & Information Privacy (HRIP) Act 2002* was delivered to various commands to help manage internal information. NSW Police Force also produced written guidelines which are available on the NSW Police Force Intranet for staff.



### Appendix 3 NSW POLICE FORCE STAFF

#### SUMMARY OF TOTAL STRENGTH DETAILS AS AT 30 JUNE 2007

Employee	2002-03	2003-04	2004-05	2005-06	2006-07
Police Officers*	14,739	15,009	14,643	14,634	15,333
Administrative Officers	3,891	3,755	3,706	3,809	3,814
Ministerial Officers	168	157	154	164	164
<b>TOTAL</b>	<b>18,798</b>	<b>18,921</b>	<b>18,503</b>	<b>18,607</b>	<b>19,311</b>

\* Includes officers on secondment to other public sector agencies.

#### STRENGTH DETAILS (POLICE OFFICERS) AS AT 30 JUNE 2007

Rank	Internal Police		External Seconded External Funded		External Seconded Internal Funded		Total	
	2005-06	2006-07	2005-06	2006-07	2005-06	2006-07	2005-06	2006-07
Executive Officer*	18	18	0	0	1	0	19	18
Senior Officer#	759	798	3	7	2	6	764	811
Snr Sgt & Sgt	2,684	2,687	9	13	2	6	2,695	2,706
Snr Cst & Cst & Pro Cst	11,118	11,748	21	39	17	11	11,156	11,798
<b>Total</b>	<b>14,579</b>	<b>15,251</b>	<b>33</b>	<b>59</b>	<b>22</b>	<b>23</b>	<b>14,634</b>	<b>15,333</b>

\* Includes officers at the rank of commissioner, deputy commissioner and assistant commissioner.

# Includes officers at the rank of superintendent and inspector.

#### POLICE SENIOR EXECUTIVE SERVICE OFFICERS (PSES) OFFICERS

PSES Level	No of officers June 2003		No of officers June 2004		No of officers June 2005		No of officers June 2006		No of officers June 2007	
	Male	Female								
Above 6	1	0	1	0	1	0	1	1	1	1
Level 6	4	0	3	0	3	0	2	0	2	0
Level 5	9	0	8	0	10	0	11	0	12	2
Level 4	7	0	7	0	6	0	6	3	5	3
Level 3	4	0	2	0	1	0	0	0	1	0
Level 2	2	0	1	0	1	0	1	0	0	2
Level 1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>27</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>21</b>	<b>4</b>	<b>21</b>	<b>8</b>

## POLICE SEPARATIONS 2006-07

Rank	Retire		Death		Resign		Medically Unfit **		Annulment of Appointment		Disengagement		Dismissed		Removed - s181D†		Termination of Contract		Transfer		Voluntary Redundancy		Total	
	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07
<b>Executive officers *</b>	1	1	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	1
<b>Senior officers #</b>	10	4	0	0	2	1	53	54	0	0	0	0	0	0	0	0	0	0	0	0	0	65	59	
<b>Senior sergeant and sergeant</b>	12	13	0	3	13	13	152	131	0	0	0	0	0	1	1	0	0	0	1	1	0	0	179	162
<b>Constables (all)</b>	3	6	4	7	222	249	223	260	0	0	0	0	10	16	12	8	0	0	5	12	0	0	479	558
<b>Total</b>	<b>26</b>	<b>24</b>	<b>4</b>	<b>10</b>	<b>237</b>	<b>263</b>	<b>431</b>	<b>445</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>17</b>	<b>13</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>727</b>	<b>780</b>

\* Includes officers at the rank of commissioner, deputy commissioner and assistant commissioner

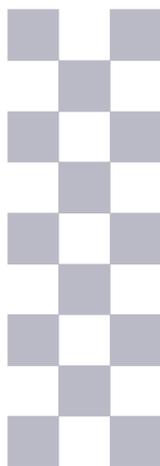
# Includes officers at the rank of superintendent and inspector

\*\* Medically unfit may also include officers who have retired/resigned due to medical grounds.

† Removal orders made under s181D of the *Police Act 1990* can be the subject of review by the Industrial Relations Commission. This may result in a variation in the recording of the method of separation from the NSW Police Force. The date of the removal of an officer under s181D is the date the Commissioner signs that order. However for entitlement calculations the date of service of the order is used.

## ADMINISTRATIVE AND MINISTERIAL OFFICER SEPARATIONS 2006-07

Category	Retire		Death		Resign		Medically unfit		Annulment of Apptmnt		Termination of Contract		Dismissed		Temporary		Transfer		Secondment ended		Secondment to other government body		Voluntary redundancy		Total	
	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07	05-06	06-07
<b>Clerical</b>	18	10	3	3	149	131	15	9	1	1	0	3	3	1	27	24	43	37	0	2	0	1	23	62	282	284
<b>Professional</b>	4	4	0	0	28	33	0	1	0	0	2	3	1	0	6	2	5	6	0	0	0	0	3	5	49	54
<b>Other</b>	2	4	1	0	24	38	6	3	0	0	0	0	0	0	3	2	1	2	0	0	0	0	0	1	37	50
<b>Ministerial</b>	0	1	0	0	7	8	2	2	0	0	0	9	0	0	0	6	0	0	0	0	0	0	0	0	9	26
<b>Total</b>	<b>24</b>	<b>19</b>	<b>4</b>	<b>3</b>	<b>208</b>	<b>210</b>	<b>23</b>	<b>15</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>15</b>	<b>4</b>	<b>1</b>	<b>36</b>	<b>34</b>	<b>49</b>	<b>45</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>26</b>	<b>68</b>	<b>377</b>	<b>414</b>



## Appendix 4 LEGISLATIVE CHANGES

The **Law Enforcement (Controlled Operations) Amendment Act 2006** allows all assistant commissioners and two nominated superintendents to authorise controlled operations. The Act also provided the legislative framework to allow cross border controlled operations. These amendments will mean that applications for controlled operations should be dealt with faster because the number of authorising officers has been increased. Commenced on 9 February 2007.

The **Crimes (Forensic Procedures) Amendment Act 2006** made various amendments to the *Crimes (Forensic Procedures) Act 2000*. On 15 March 2007 a new Part 7A was added which allows for the testing of untested former offenders. Amendments were also made to facilitate the interstate matching of samples. Other miscellaneous amendments made by the Act commence on 1 July 2007.

The amendments that commenced on 15 March 2007 will increase the number of offenders on the DNA database and permit them to be matched interstate as well as within NSW. These amendments are expected to help solve some crimes.

The **Crimes Amendment (Apprehended Violence) Act 2006** repealed and replaced the legislative scheme governing apprehended violence orders. The new scheme provides an easier system for police to issue applications for apprehended violence orders (AVOs), gives them increased power to detain people to serve AVOs on them, and allows magistrates to issue orders even if the person to be protected does not themselves fear violence. The amendments should help police to deal with apprehended violence, particularly domestic violence.

The **Local Courts (Criminal & Applications Procedure) Rule (Amendment No 2) 2007** overcame technical problems with the service of applications for apprehended violence orders by police. The amendments simplify and clarify for police some of the processes concerning AVOs. Commenced on 30 March 2007.

The **Crimes (Appeal & Review) Amendment (DNA Review Panel) Act 2006** established a DNA Review Panel with powers to review existing convictions. In certain circumstances convicted people may be able to apply for a review of their conviction if their claim of innocence may be affected by DNA information. This amendment has imposed obligations on the NSW Police Force to retain exhibits containing biological material in some circumstances. Commenced on 23 February 2007.

The **Crimes (Appeal and Review) Amendment (Double Jeopardy) Act 2006** will allow the further prosecution of 'acquitted defendants' in some cases when further evidence comes to light. Previously a person could not be tried more than once for the same offence (the 'double jeopardy rule'). While situations in which a further prosecution will be warranted will be rare, the ability to try a person again for serious offences in the light of new evidence should assist law enforcement. Commenced on 12 December 2006.

The **Police Powers Legislation Amendment Act 2006** contained a number of miscellaneous amendments concerning police powers. On 12 December 2006 amendments were made to the *Law Enforcement (Powers & Responsibilities) Act 2002* to clarify and expand police search powers, broaden and clarify emergency powers under Part 6A, clarify and rectify problems with crime scene powers, and simplify the safeguards police are required to give under section 201. All of these amendments should permit police to more easily exercise their powers.

From 23 February 2007 the Act also amended the *Police Powers (Drug Detection in Border Areas Trial) Act 2003*. The Act was renamed the *Police Powers (Drug Detection Trial) Act 2003* and permits drug detection operations to be authorised in areas outside the Sydney metropolitan area. These amendments should help police combat the supply of prohibited drugs.

The **Police Amendment (Police Promotions) Act 2006** amended the police promotions and appointment system. The amendments have been designed to provide a better and fairer system of promotion for police officers. Commenced on 1 December 2006.

The **Crimes Legislation Amendment (Gangs) Act 2006** deals with gang behaviour and organised criminal groups. The *Crimes Act 1900* was amended to provide new offences and increased penalties for people assaulting police during public disorder. New offences involving participation in criminal groups and actions involving criminal groups, have also been added to the Act. New powers were also added to the *Law Enforcement (Powers & Responsibilities) Act 2002* concerning the execution of search warrants and dispersal of crowds. The Act now contains provisions for police to seek 'fortification removal orders' if premises are considered to have security measures designed or intended to impede police access. All of these amendments should allow police to deal more effectively with gang related crime. Commenced on 15 December 2006.

The **Crimes & Courts Legislation Amendment Act 2006** contained several miscellaneous amendments. Previously, courts only had jurisdiction if a court attendance notice was filed in the court office within seven days of service. A number of cases had been lost on this technicality. This particular amendment to the *Criminal Procedure Act 1986* was requested by the NSW Police Force to remove this burden on police. Commenced on 29 November 2006.

Amendments were made to the *Coroners Act 1980* to provide police powers to enter and examine premises which are 'coronial scenes'. These amendments became necessary following advice from the Crown Solicitor that police powers to examine scenes (not being crime scenes) on behalf of the coroner were very limited. These amendments have now given police clear powers in this area. Commenced on 29 November 2006.

The **Road Transport Legislation Amendment (Drug Testing) Act 2006** has increased police powers to deal with drug affected motorists. The amendments allow police to test motorists for drugs using saliva testing, and allow police to test any driver involved in a fatal accident for drugs. Commenced on 15 December 2006.

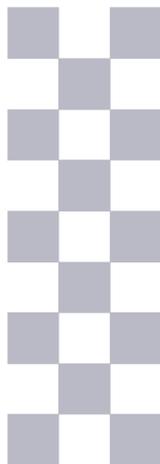
The **Police Amendment (Miscellaneous) Act 2006** made several miscellaneous amendments to the *Police Act 1990* and the *Crimes Act 1900*. Among other things they renamed the NSW Police as the NSW Police Force. They allowed police officers to be tested for drugs and steroids, not just alcohol, following mandatory testing incidents. Commenced on 1 February 2007.

The *Crimes Act* was amended to create a new offence of impersonating a police officer together with an aggravated indictable offence where the impersonator allegedly attempted to exercise the powers of a police officer. These amendments were introduced to combat what appears to be a rising trend of impersonation incidents.

The **Summary Offences (Display of Spray Cans) Amendment Act 2006** amended the *Summary Offences Act 1988* to force shops to keep spray cans secured away from the public. Retailers were given until 1 February 2007 to comply with the new requirements. The amendments were introduced to help fight the problem of graffiti crime by making spray paint less accessible and, therefore, less likely to be stolen from shops. Commenced on 1 November 2006.

The **Bail Amendment (Lifetime Parole) Act 2006** amended the *Bail Act 1978* to provide for a presumption against bail for people on lifetime parole who are charged with a further offence carrying a penalty of imprisonment. The amendments clarify for police who are authorised to grant bail that the person bears the burden of convincing the officer that bail should be granted. Commenced on 27 October 2006.

The **Firearms Amendment (Good Behaviour Bonds) Act 2006** amended the *Firearms Act 1996* to provide that good behaviour bonds for certain offences only disqualify a person from holding a firearms licence. Commenced on 27 October 2006.



The **Crimes Amendment (Organised Car and Boat Theft) Act 2006** amended the *Crimes Act 1900* to create new offences relating to car and boat rebirthing activities. The new offences include “facilitating re-birthing activities” and “interfering with vehicle identification information”. The amendments provide police with increased and more specific offences to deal with these activities. Commenced on 1 September 2006.

The **Drug Misuse & Trafficking Amendment Act 2006** created offences of “selling ice pipes”, “exposing children to the manufacture of drugs”, and “procuring children under 16 to take part in the supply of drugs (other than cannabis)”. The Act also simplified the procedures for drug destruction by permitting police superintendents to order the destruction of a drug which is less than the trafficable quantity if no one has been charged or is likely to be charged. All of these amendments should help police deal with drug activity. Commenced on 24 July 2006.

The **Drug Misuse and Trafficking Amendment (Hydroponic Cultivation) Act 2006** created higher penalties under the *Drug Misuse & Trafficking Act 1985* for offences involving hydroponically grown cannabis. The availability of higher penalties for offences involving hydroponics have been designed to help police deal with an increase in the commercial production of cannabis in domestic dwellings. Commenced on 14 July 2006.

The **Firearms Regulation 2006** replaced the former *Firearms Regulation 1997* and provides the administrative framework for the *Firearms Act 1996*. Commenced on 1 September 2006.

## Appendix 5 SIGNIFICANT JUDICIAL DECISIONS

The Civil Law Division reports two decisions of the High Court of Australia which are significant to NSW Police Force operations:

- **New South Wales v Fahy [2007] HCA 20; (2007) 81 ALJR 1021 (22 May 2007)**

In relation to Fahy the relevant question was whether the Crown or Commissioner of Police breached a duty of care owed to the respondent (a serving police officer) by failing to establish a system of work whereby, when possible, the officer was supported (in terms of simply being by her side) by another police officer. Fahy alleged nervous shock in the form of post traumatic stress distress as a result of an incident where she alone was assisting a doctor treat a victim who had been severely wounded by stabbing and her partner had left the surgery to attend to other tasks. It was argued a sense of “abandonment” was a causal factor in relation to the nervous shock injury. The High Court ruled that no such duty was owed by the State to the plaintiff in such circumstances. This decision is significant as it narrows the scope of the duty owed by the State to a police officer in relation to psychological injury.

- **A v New South Wales [2007] HCA 10; (2007) 233 ALR 584; 81 ALJR 763 (21 March 2007)**

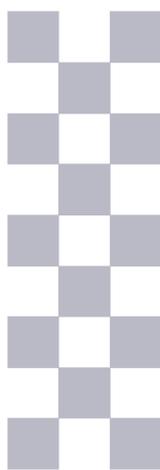
This matter related to an alleged malicious prosecution. For a plaintiff to succeed in such an action for damages, they must establish:

- (1) that proceedings of the kind to which the tort applies (generally, as in this case, criminal proceedings) were initiated against the plaintiff by the defendant;
- (2) that the proceedings were terminated in favour of the plaintiff;
- (3) that the defendant, in initiating or maintaining the proceedings acted maliciously; and
- (4) that the defendant acted without reasonable and probable cause.

The High Court confirmed that these four elements of the tort of malicious prosecution remain relevant.

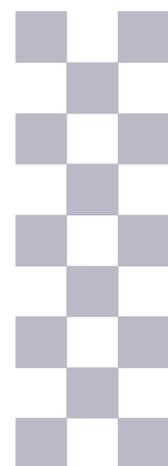
## Appendix 6 SIGNIFICANT COMMITTEES AND STATUTORY BODIES

Board/committee name	Participant	Position on committee
Aboriginal Child Sexual Assault Task Force Senior Officers Group	Detective Superintendent Helen Begg	Member
ADPP Board of Management	Fran McPherson Chief Superintendent Greg Moore Tony Aldred	Members
Adult Sexual Assault Interagency Committee	Detective Superintendent Helen Begg	Member
Alcohol & Other Drugs Council of Australia	Detective Superintendent Greig Newbery	Member
Animal Cruelty Interdepartmental Steering Committee	Assistant Commissioner Carlene York	Member
APEC Executive Management Committee	Deputy Commissioner Andrew Scipione	Member
APEC Security Group	Chief Superintendent Peter Lennon	Co-Chair
Associate Degree in Policing Practice Board of Management	Tony Aldred	Participant
Associate Degree in Policing Practice Board of Management	Superintendent Gregory Moore	Participant
Audit Committee	Carol Holley (independent) Commissioner of Police Executive Director Fran McPherson Deputy Commissioner Andrew Scipione Deputy Commissioner Terry Collins	Chair Members
Australasian College of Biomedical Scientists	Dr Tony Moynham	Vice President
Australasian Forensic Field Sciences Accreditation Board	Inspector Peter Baines	Member
Australasian Institute of Police Management	Commissioner of Police	Chair
Australasian Institute of Police Management Board of Studies	Tony Aldred	Participant
Australasian Police Ministers' Council Senior Officers Group	Commissioner of Police	Member
Australasian Police Professional Standards Council Inc	Commissioner of Police	Member
Australasian Policing Professional Standards Council Steering Committee	Tony Aldred	Participant
Australasian Telecommunication Investigation Fraud Association	Detective Superintendent Col Dyson	Participant
Australasian Traffic Policing Forum	Chief Superintendent John Hartley	Member
Australian Bankers Association Fraud Task Force	Detective Superintendent Col Dyson	Participant
Australian Colleges of Legal Medicine	Dr Tony Moynham	Vice President
Australian Competition & Consumer Commission	Detective Superintendent Col Dyson	Participant
Australian Crime Commissioners' Forum	Assistant Commissioner Graeme Morgan	Participant
Australian High Tech Crime Centre	Detective Inspector William van der Graaf	Participant
Australian National Child Offenders Register Board of Registrars	Detective Superintendent Helen Begg	Member
Australian National Council on Drugs	Detective Superintendent Frank Hansen	Advisor
Australian Retailers Association Fraud Committee	Detective Superintendent Col Dyson	Participant
Australian Standards Advisory on Safe Breath Testing Analysis	Dr Tony Moynham	Representative
Biometrics Institute Board	Assistant Commissioner Carlene York	Representative
Casino Control Authority Standing Committee	Detective Superintendent John Kerlatec	Member



Board/committee name	Participant	Position on committee
Channels & Access Senior Officers Working Group	Chris Beatson	Member
Chief Executives Committee	Commissioner of Police	Member
Child Death Review Committee	Detective Superintendent Geoff Beresford	Member
Child Death Review Team	Detective Superintendent Geoff Beresford	Member
Children's Court Advisory Committee	Assistant Commissioner Lee Shearer Superintendent Tony Trichter	Appointee Deputy Appointee
Commissioner's Advisory Committee on Culturally Responsive Policing	Commissioner of Police Assistant Commissioner Garry Dobson	Chair Member
Commissioner's Australasian Women in Policing Advisory Committee	Acting Inspector Donna Bruce	Representative
Commissioner's Executive Team	Commissioner Ken Moroney Executive Director Fran McPherson Deputy Commissioner Andrew Scipione Deputy Commissioner Terry Collins	Chair Members
Community Relations Commission	Superintendent Greg Rolph	Representative
Conference of the Commissioners of Police of Australia & the South West Pacific Region	Commissioner of Police	Member
CourtLink Steering Committee	Assistant Commissioner Carlene York	Member
Crime Stoppers Board of Directors	Assistant Commissioner Bob Waites Chris Beatson Strath Gordon	Directors
Criminal Justice CEOs Forum	Commissioner of Police	Member
Criminal Justice CEOs Group	Superintendent Rodney Smith	Member
CrimTrac Board	Commissioner of Police	Chair
CrimTrac Strategic Issues Group	Assistant Commissioner Carlene York	Chair
Department of Fair Trading	Detective Superintendent Col Dyson	Participant
Digital Radio Program	Assistant Commissioner Bob Waites Chief Superintendent Brad Shepherd Chief Inspector David Meurant	Chair Members
DNA Advisory Committee	Assistant Commissioner Carlene York	Representative
Executive Consultative Group	Ian Peters Nominated representatives rotate through various commands	Chair Members
Firearms Policy Working Group	Detective Superintendent John Kerlatec	Member
Government Agencies Road Safety Council	Chief Superintendent John Hartley	Member
Human Services CEOs Child Protection Senior Officers Group	Detective Superintendent Helen Begg Inspector Elizabeth Cullen	Members
Human Services CEOs Forum	Commissioner of Police	Member
Human Services CEOs Senior Officers Group	Detective Superintendent Helen Begg	Member
Illicit Drugs Monitoring Group	Assistant Commissioner Graeme Morgan	Member
Information Communication & Technology Management Board	Executive Director Fran McPherson Deputy Commissioner Andrew Scipione Deputy Commissioner Terry Collins Julie Roberts"	Chair Members
Interagency Arson Committee	Detective Superintendent Nick Bingham	Member
Interdepartmental Committee for Industrial Hemp Cultivation	Detective Superintendent Greig Newbery	Member
Intergovernmental Committee on Drug	Detective Superintendent Frank Hansen	Member
Intergovernmental Committee on Drugs	Detective Superintendent Frank Hansen	Deputy Chair
International Association of Financial Crimes Investigators	Detective Superintendent Col Dyson	Participant

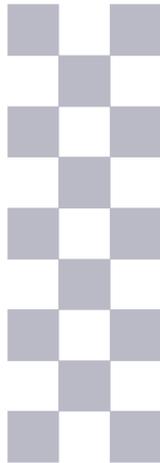
Board/committee name	Participant	Position on committee
Joint Asian Crime Group – Joint Management Committee	Assistant Commissioner Graeme Morgan	Participant
Joint Investigative Response Team Senior Management Group	Assistant Commissioner Graeme Morgan	Participant
Joint Investigative Response Team State-wide Management Group	Assistant Commissioner Graeme Morgan Detective Superintendent Helen Begg Detective Chief inspector Janice Stirling	Participants
Justice Sector Information Exchange Coordinating Committee	Assistant Commissioner Carlene York	Representative
Juvenile Justice Advisory Council	Superintendent Rodney Smith	Member
Law Enforcement & Public Safety Radio Communication Interoperability	Assistant Commissioner Bob Waites Chief Inspector David Meurant	Member Members
Law Enforcement & Security Radio Spectrum Committee	Assistant Commissioner Bob Waites Chief Inspector David Meurant	Chair Member
Law Society of NSW Criminal Law Committee	Superintendent Tony Trichter	Member
Magistrates Early Referral into Treatment Statewide Steering Committee	Patricia Ward	Member
Mental Health Interdepartmental Committee	Assistant Commissioner Dave Owens	Member
National Child Sexual Assault Reform Committee	Detective Superintendent Helen Begg	Member
National Coordinating Committee for Car Radio Communications	Assistant Commissioner Bob Waites	Member
National Crime Statistics Unit	Commissioner of Police	Member
National Disaster Victim Identification Committee	Detective Superintendent Mark Sweeney	Chair
National Drug Law Enforcement Research Fund Board	Detective Superintendent Frank Hansen Detective Superintendent Greig Newbery	Members
National Indigenous Drug & Alcohol Committee	Detective Superintendent Frank Hansen	Member
National Institute of Forensic Science Board	Assistant Commissioner Carlene York	Representative
National Investigation Management Group – Child Exploitation Internet Crime	Detective Superintendent Helen Begg	Member
National Motor Vehicle Theft Reduction Council	Detective Superintendent Nick Bingham	Member
National Operations Advisory Committee	Belinda O’Shea	Representative
National Police Child Protection Committee	Detective Superintendent Helen Begg	Member
National Police CIOs Forum	Julie Roberts	Member
National Precursor Working Group	Detective Inspector Rodney Hennes	Member
National Road Safety Strategy Panel	Chief Superintendent John Hartley	Member
NSW Crime Commission Board	Commissioner of Police	Member
NSW Crime Commission Referral Panel	Chief Superintendent Mark Holahan Superintendent Ian Foscholo	Participants
NSW Disaster Victim Identification Committee	Detective Superintendent Mark Sweeney	Chair
NSW Forensic Pathology Services Committee	Assistant Commissioner Carlene York	Representative
NSW Government Chief Information Officers Executive Council	Julie Roberts	Member
NSW Government Immigration & Settlement Planning Committee	Assistant Commissioner Garry Dobson	Member



Board/committee name	Participant	Position on committee
NSW Government Youth Partnership with Arabic Speaking Communities Implementation Committee	Assistant Commissioner Garry Dobson	Member
NSW Government Youth Partnership with Pacific Communities Implementation Committee	Assistant Commissioner Garry Dobson	Member
NSW Maritime Authority	Superintendent Tony Crandell	Participant
NSW Operations Cooperation Group	Assistant Commissioner Graeme Morgan	Participant
NSW Parole Board	Inspector Chris Whitehall Det Insp Linda Howlett	Members
NSW TAFE Access & General Education State Reference Group	Helen Scott	Participant
NSWPF & NSW Ombudsman's Joint Standing Committee	Chief Superintendent Mark Holahan	Participant
PCYC Board	Assistant Commissioner Chris Evans	Member
Police Aboriginal Strategic Advisory Committee	Commissioner of Police Assistant Commissioner Peter Parsons Superintendent Rodney Smith Peter Lalor	Chair Members
Police Commissioners Policy Advisory Group	Susan Thompson	Member
Police Integrity Commission Referral Panel	Assistant Commissioner Cath Burn Chief Superintendent Mark Holahan	Participants
Police/DPP Prosecution Liaison Standing Committee	Detective Chief Superintendent David Hudson	Participant
Public Order Management Committee	Superintendent Stephen Cullen	Member
Roads & Traffic Advisory Council	Chief Superintendent John Hartley	Member
Rural Lands Protection Board	Senior Constable Craig Middleton	Participant
Security Industry Regulators Forum	Detective Superintendent John Kerlatec	Member
Senior Managers of Australia & New Zealand Forensic Laboratories	Assistant Commissioner Carlene York	Executive member
Senior Officers Coordinating Committee on Diversion	Detective Superintendent Frank Hansen	Member
Sentencing Council of NSW	Assistant Commissioner Chris Evans	Member
Standing Inter-Agency Advisory Committee on Court Security	Superintendent Daryl Donnelly	Member
State Contracts Control Board	Fran McPherson John Karaboulis	Member Deputy Member
State Disaster Victim Identification Committee	Superintendent Mark Sweeney Detective Inspector Bryan Parker	Members
State Emergency Management Committee	Deputy Commissioner Andrew Scipione Assistant Commissioner Dave Owens	SEOCON Representative
State Rescue Board	Deputy Commissioner Andrew Scipione Assistant Commissioner Dave Owens	SEOCON Representative
Tow Truck Industry Advisory Council	Chief Superintendent John Hartley	Member
University of Technology Advisory Board	Assistant Commissioner Carlene York	Representative
Victims Advisory Board	Detective Superintendent Geoff Beresford	Member
Youth Justice Advisory Committee	Superintendent Rod Smith	Member

Note: Members of the NSW Police Force participate on many groups and panels to provide advice on policing issues

<b>Significant committees and statutory bodies established or abolished in 2006-07</b>				
<b>Board /committee name</b>	<b>Participant</b>	<b>Position on committee</b>	<b>Established or abolished</b>	<b>Function or role</b>
ADG/Project Board Management – JusticeLink Interface	Assistant Commissioner Carlene York	Chair	Established	To establish standards for information exchange between NSW justice agencies
APEC NSW Government Executive Group	Deputy Commissioner Andrew Scipione	Member	Established	To ensure a coordinated response at CEO level across all NSW agencies for APEC
CEOs Group on Aboriginal Affairs	Superintendent Rod Smith	Member	Disestablished	Dependent on issues identified
Emergency Call Services Advisory Committee	Chris Beatson	Member	Established	To advise the Australian Communications & Media Authority (ACMA) on the performance of national emergency call services.
Implementation Committee for the Police Powers (Drug Detection Trial) Act 2003	Assistant Commissioner Bob May Detective Superintendent Greig Newbery Detective Superintendent Deborah Wallace Other police members	Project Sponsor Members	Established	To oversee an 18 month trial targeting road based transportation of illicit drugs
Police Properties Steering Committee	Commissioner of Police Fran McPherson John Karaboulis	Members	Established	Oversees and approves the key strategies for the police property portfolio.
Two Ways Together: Aboriginal Justice Cluster	Superintendent Rod Smith Peter Lalor	Members	Disestablished	Develop & implement cross agency strategies focusing on Aboriginal families & communities (incorporating health, education, families & young people, & housing & infrastructure)



## Appendix 7 NSW POLICE FORCE SENIOR EXECUTIVE SERVICE

### Executive Remuneration

*\*\*Remuneration reported for executive members is the actual payment during 2006-07 based on the total monetary remuneration and the value of employment benefits specified in their employment contracts.*

*\*\*It includes any allowances for periods acting in higher positions.*

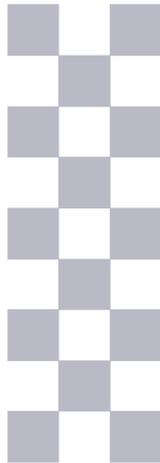
*\*\*No performance related incentive payments were made, in line with public sector policy.*

### NSW POLICE FORCE SENIOR EXECUTIVE SERVICE

<b>Name</b>	Kenneth Edward MORONEY, AO, APM
<b>Position</b>	Commissioner of Police
<b>SES Level</b>	8
<b>Total remuneration package</b>	\$402,740
<p>Commissioner Moroney has fulfilled the responsibilities as Commissioner of Police and met performance criteria to a high standard.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Achieved continued downward trends in most major crime categories and increase in community satisfaction levels with police services generally.</li> <li>• Reviewed and led effective corporate governance arrangements including the Commissioner’s Executive Team, and Total Asset Management and Investment Board.</li> <li>• Oversighted budget management and achievement of efficiency savings to achieve the government’s global savings targets.</li> <li>• Provided leadership to the NSW Police Force and the broader community in promoting the role of respect and responsibility in addressing antisocial behaviour; and improving consultation and cooperation between police and local communities, the Aboriginal community, those with disabilities and ethnic communities.</li> <li>• Promoted research and participation in innovative programs in partnership with other agencies to improve policing in a diverse range of areas including domestic violence, mental health, and dealing with young offenders.</li> <li>• Provided strategic direction in the pursuit of advancement in technology, equipment, authorised strength, policing practices and legislation to give police the resources needed to respond effectively.</li> <li>• Driven adherence to professional standards and behaviour in the workplace, including independent review of harassment, discrimination and bullying in the workplace and introduction of drug testing for police officers and students at the Police College.</li> <li>• Committed to continuous review and improvement of practices and policies, including implementation of recommendations of reports from the Ombudsman, the Police Integrity Commission, the Auditor General and independent reviews commissioned by the NSW Police Force. This included recommendations from Taskforce Neil, the PIC Abelia Report and the Ronalds Report.</li> <li>• Provided effective representation on key state and national law enforcement bodies including NSW Crime Commission Management Committee; APEC Executive Council; and Australian Crime Commission.</li> <li>• Provided leadership at the national level by chairing CrimTrac Board.</li> <li>• Contributed to national policing strategies through participation in the Australasian and South Pacific Commissioners’ Conference and the Senior Officers’ Group of the Australasian Police Ministers’ Council and supported realignment and rationalisation of national common policing services through the Australia &amp; New Zealand Policing Advisory Agency .</li> </ul> <p style="text-align: right;"><b>Signed: The Hon David Campbell, MP, Minister for Police.</b></p>	

<b>Name</b>	Frances Mary MCPHERSON, PSM
<b>Position</b>	Executive Director, Corporate Services
<b>SES Level</b>	7
<b>Total Remuneration Package</b>	\$301,600
<p>Ms McPherson has achieved the performance criteria contained in her performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>Directed and led the recruitment, education, training and attestation of a record number of students at the Police College.</li> <li>Established a Field Training Directorate within Corporate Services to manage probationary constables and support the Associate Degree of Policing Practice (ADPP).</li> <li>Led the development of strategies for and the implementation of the Corporate Services Efficiency Review and the NSW global savings strategy for the NSW Police Force.</li> <li>Initiated the development and implementation of a modernised corporate purchasing system for the NSW Police Force.</li> <li>Developed and implemented safety science training for all executive members of the NSW Police Force through the use of the Royal Melbourne Institute of Technology and the NSW Police Force Safety Command.</li> <li>Introduced workshops for executive police through the Black Dog Institute to assist leaders in the identification, response and management of symptoms of depression.</li> <li>Led the introduction of injury management processes to improve early return to work and reduce long term sick, including the piloting of project teams to assist commands.</li> <li>Led the conduct of the current and proposed promotions systems for NSW Police Force including the recommendations of the Schuberg and Anderson Committees.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

<b>Name</b>	Andrew Phillip SCIPIONE, APM
<b>Position</b>	Deputy Commissioner, Field Operations
<b>SES Level</b>	6
<b>Total remuneration package</b>	\$277,992
<p>Deputy Commissioner Scipione has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>Built, led and developed a Command Team with clear strategic priorities across Field Operations.</li> <li>Focused on improving links, processes and synergy between Field Operations and Human Resources with a focus on improving the management and support for our people.</li> <li>Provided effective financial management and control of the Field Operations budget and delivered the required savings.</li> <li>Continued downward or stable crime rates.</li> <li>Continued success in reducing road fatalities.</li> <li>Improved systems to help reduce the number of outstanding warrants.</li> <li>Improved processing time for certain types of offences and improved processing time for brief preparation.</li> <li>Led security planning, operational coordination, and recruitment and training for major events including APEC 2007 and World Youth Day 2008.</li> <li>Oversighted the implementation of the Duty Officer Model across the NSW Police Force.</li> <li>Established Strike Force Macinnes (pandemic preparation/ contingency planning).</li> <li>Established the Major Events &amp; Incidents Group;</li> <li>Established the Airport Policing Unit at Mascot Airport.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

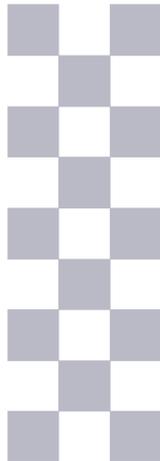


<b>Name</b>	Terrence Walter COLLINS, APM
<b>Position</b>	Deputy Commissioner, Specialist Operations
<b>SES Level</b>	6
<b>Total remuneration package</b>	\$277,992
<p>Deputy Commissioner Collins has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>Directed national exercises under the National Counter Terrorism Exercise Regime including Neptune's Treasure, and Blue Luminary I and II.</li> <li>Coordinated lectures on terrorism for senior staff and national law enforcement partners to increase understanding and encourage cooperation in the response to terrorism.</li> <li>Established a joint working group with Australian Customs Service and a range of experts to produce a legal guide for crimes at sea enabling appropriate policing response to maritime offences and crimes on board commercial vessels.</li> <li>Ensured a cost effective canine capability for law enforcement by reviewing and reengineering operations of the Dog Unit while providing appropriate support mechanisms for staff.</li> <li>Ensured high quality service delivery, while maintaining obligations to, and relationships with external stakeholders during the restructures of the Public Affairs Branch, Counter Terrorism &amp; Special Tactics Command and the State Protection Group.</li> <li>Sponsored the Real Time Crime Centre project: a major research and development project to establish a facility for data mining the substantial holdings of information across intelligence, evidence and other sources to provide information in real time to investigators.</li> <li>Worked in partnership with NSW Health to identify opportunities for improvements in the processing of DNA evidence.</li> <li>Ensured adherence to financial policies and procedures, and ensured that all Specialist Operations commands operated close to, or significantly under, their budgets.</li> <li>Represented the NSW Police Force on the National Counter Terrorism Committee and drove the development and implementation of counter terrorism strategies and legislation for NSW. Is a member of the Cabinet Standing Committee on Counter Terrorism.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

<b>Name</b>	Graeme Robert MORGAN, APM
<b>Position</b>	Commander, State Crime Command
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$224,415
<p>Assistant Commissioner Morgan has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>Implemented changes to police practice and procedure following major amendments to the Confiscation of the Proceeds of Crime Act 1989.</li> <li>Oversaw the development and implementation of improvements to investigative systems and procedures following the review of Strike Force Enoggera, which was established to investigate civil disorder at Cronulla and surrounding suburbs between 12 December 2005 and 20 January 2006.</li> <li>Contributed to the development of detectives in recruitment, retention and training through the Criminal Investigation Detectives Advisory Panel.</li> <li>Member of the board administering the Recovered Assets Pool which provides funding for investigations into major, serious and organised crime.</li> <li>Delivered regular strategic assessments on crime; particularly serious, major and organised crime.</li> <li>Promoted and supported multi-jurisdictional committees and forums, working collaboratively with other law enforcement agencies to develop and promote best practice in criminal investigation.</li> <li>Is the NSW Police Force Corporate Spokesperson for Confiscation for Proceeds of Crime Amendment Act 2002.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

<b>Name</b>	Naguib (Nick) KALDAS
<b>Position</b>	Commander, Counter Terrorism & Special Tactics
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$230,826
<p>Assistant Commissioner Kaldas has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Reviewed and restructured the Counter Terrorism Command to meet current and emerging challenges of global and local terrorism.</li> <li>• Has created the Counter Terrorism Business Liaison Unit, Community Contact Unit, Protection Programs Unit, to ensure the provision of counter terrorism services including security for places of mass gatherings, critical infrastructure and national icons.</li> <li>• Established a research and development unit that focuses on long term challenges and trends in counter terrorism.</li> <li>• Negotiated for the amalgamation of counter terrorism investigative efforts in New South Wales, with the soon to be affected merger of Australian Federal Police, Crime Commission, ASIO and the NSW Police Force Counter Terrorism investigative and intelligence teams.</li> <li>• Spoke at the Canadian Government National Security Conference, the Interpol Conference on 'Dealing with the Next Generation of Terrorists', and at the 'Breakthrough Leadership' in Abu Dhabi.</li> <li>• Is the NSW Police Force Corporate Spokesperson for Counter Terrorism.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

<b>Name</b>	Reginald MAHONEY, APM
<b>Position</b>	Commander, Commissioner's Inspectorate
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$230,322
<p>Assistant Commissioner Mahoney has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Collaborated and sponsored crime prevention, system improvements and domestic violence projects in partnership with the Department of Premier &amp; Cabinet and other government agencies.</li> <li>• Led the development and implementation of NSW Police Force priority delivery plans for the State Plan while guiding the whole of government response to the plan via the Human Services CEO and Criminal Justice CEO Cluster groups.</li> <li>• Led the implementation of the School Liaison Police program, an initiative to improve relationships between high school children and police and reduce the incidence of their involvement in crime, as either victims or offenders.</li> <li>• Elevated incremental organisational performance through revised performance management tools and support mechanisms.</li> <li>• Streamlined corporate performance reviews, support and reporting processes for all commands.</li> <li>• Sponsored the Domestic and Family Violence Working Party at both state and national level, and sponsored the Domestic Violence Court Intervention Model.</li> <li>• Is the NSW Police Force Corporate Spokesperson for elder abuse; domestic and family violence; volunteers in policing; and crime prevention.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	



<b>Name</b>	Robert James WAITES, APM
<b>Position</b>	Commander, Operational Communications & Information Command
<b>SES Level</b>	5
<b>Total remuneration package</b>	\$233,392
<p>Assistant Commissioner Waites has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Has delivered the first stages of the Computer Aided Despatch (PoliceCAD) System.</li> <li>• Has reviewed operational procedures for police communications centres and the Police Assistance Line (PAL) contact centres to allow greater efficiencies with Triple Zero (000).</li> <li>• Commenced the business development process for the implementation of VIEW (video image evidence on the web) a system to capture images of crime and major incidents for use in police investigations.</li> <li>• Implemented real time linking via voice over internet protocol (VOIP) of all six VKG Communications Centres which allows the movement of channels across the state.</li> <li>• Negotiated with United Group Services (UGS) to maintain and property manage 510 radio transmission sites across NSW.</li> <li>• Has negotiated with Australian Communications &amp; Media Authority (ACMA) for contiguous radio spectrum for future law enforcement use.</li> <li>• Is the NSW Police Force Corporate Spokesperson for Communications (VKG, PAL) and Crime Stoppers.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

<b>Name</b>	Julie Mary ROBERTS
<b>Position</b>	Chief Information Officer, Business & Technology Services (BTS)
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$218,400
<p>Ms Roberts was appointed in October 2006 and has achieved the performance criteria contained in her performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Led the change in focus of the replacement of the mainframe COPS to the modernisation of the existing COPS applications.</li> <li>• Developed a new BTS structure, which provides a clear separation between activities which enhance the technology services provided to police and the maintenance function that runs and protects information and communication technology service provision.</li> <li>• Developed a new information and communication technology strategy for implementation.</li> <li>• Reviewed and managed the staffing and contractual arrangements within BTS to deliver systems and services within budget.</li> <li>• Led the implementation of new corporate services systems including intelligence based rostering; employee self service; and automated processes.</li> <li>• Developed key performance indicators to measure and monitor BTS business unit performance.</li> <li>• Is the NSW Police Force corporate spokesperson for computer and technology issues.</li> </ul> <p style="text-align: right;"><b>Signed: F M McPherson, PSM, Executive Director Corporate Services.</b></p>	

<b>Name</b>	Catherine Judith BURN, APM
<b>Position</b>	Commander, Professional Standards Command
<b>SES Level</b>	5
<b>Total remuneration package</b>	\$227,249

Assistant Commissioner Burn has achieved the performance criteria contained in her performance agreement.

**Key Achievements**

- Contributed to achieving a police force respected for its high standards of professionalism and ethical policing by establishing and communicating clear professional standards for conduct and integrity.
- Chaired the Ronalds Report Steering Committee and provided advice to the Commissioner of Police in relation to harassment, discrimination, bullying, intimidation and victimisation.
- Maintained professional working relationships with the Police Integrity Commission and the Office of the Ombudsman in relation to the professional standards for conduct, integrity and complaint management.
- Reviewed processes for conducting reactive and proactive investigations into corruption and serious misconduct.
- Commenced streamlining the complaint management system.
- Commenced a revised corruption resistance framework for the NSW Police Force.
- Reviewed policy, processes and procedures with regard to internal witnesses.
- Awarded the Australian Police Medal and NSW Woman of the Year in 2007.
- Is the NSW Police Force Corporate Spokesperson for Professional Standards.

**Signed: K E Moroney, AO, APM, Commissioner of Police.**

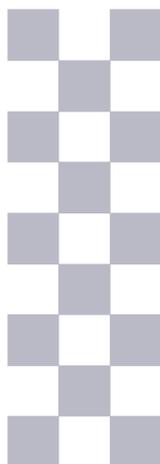
<b>Name</b>	Arthur DIAKOS
<b>Position</b>	Chief Financial Officer, Financial Services
<b>SES Level</b>	5
<b>Total remuneration package</b>	\$258,920

Mr Diakos has achieved the performance criteria contained in his performance agreement.

**Key Achievements**

- Provided effective and strategically focused financial and budgetary management advice and reporting.
- Implemented cost effective and customer focused financial and internal customer services structures.
- Established and refined corporate financial and budgetary policies, systems and procedures, including improved corporate financial and budgetary reporting and allocation framework.
- Directed the preparation and submission of the NSW Police Force statutory accounts.
- Participated in the development of budget savings strategies and established effective monitoring and reporting.
- Participated in the development and delivery of corporate services efficiency review projects.
- Is the Corporate Spokesperson on Finance.

**Signed: K E Moroney, AO, APM, Commissioner of Police.**



<b>Name</b>	Ian Michael PETERS
<b>Position</b>	Director, Human Resource Services Performing change management duties during 2006-07
<b>SES Level</b>	5
<b>Total remuneration package</b>	\$232,960
<p>Mr Peters has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Directed the corporate services efficiency review projects.</li> <li>• Led and managed the human resource aspects of change management.</li> <li>• Assisted with the 2006-07 major police recruitment initiative – 750 additional authorised police positions.</li> <li>• Participated in the implementation of the new police promotions system.</li> <li>• Participated in the review of probationary constable arrangements.</li> <li>• Realised administrative position savings including savings through new job design in local area commands.</li> <li>• Is the NSW Police Force Corporate Spokesperson for Human Resources.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

<b>Name</b>	David John OWENS, APM
<b>Position</b>	Commander, South West Metropolitan Region - Acting Commander, Central Metropolitan Region (Commencing 17/12/2006)
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$227,249
<p>Assistant Commissioner Owens has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Provided effective management, including financial management, for the Central Metropolitan Region Command.</li> <li>• Oversaw the delivery of new training for local emergency operations controllers while serving as the Deputy State Emergency Operations Controller.</li> <li>• Represents the NSW Police Force on the State Emergency Management Committee and State Rescue Board.</li> <li>• Commanded a number of security and public order operations, including New Year's Eve 2006-07; Operation Warwick, which provided security for visiting US Vice President Dick Cheney; and Operation Postcard, the highly mobile and flexible policing response to the 'Barmy Army' cricket supporters during the Ashes Cricket Series.</li> <li>• Oversaw local area command operations during Operation Beach Safe 2006-07, ensuring the beaches of Sydney were safe places for all during the summer months.</li> <li>• Oversaw the implementation of the Mental Health Intervention Team (MHIT), which focuses on educating and training frontline police to address mental health issues within the community.</li> <li>• Is the NSW Police Force Corporate Spokesperson for Mental Health and for Emergency Management.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

<b>Name</b>	Robert Sidney MAY, APM
<b>Position</b>	Commander, Southern Region
<b>SES Level</b>	5
<b>Total remuneration package</b>	\$227,249
<p>Assistant Commissioner May has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Provided effective management, including financial management, for the Southern Region.</li> <li>• Implemented the 'People First' vision for the region, which capitalises on the diverse range of experiences of region staff, and a commitment to respond and listen to our community needs and expectations, while focusing on the welfare and wellbeing of all staff.</li> <li>• Has fostered a better understanding of the communities within the region by embarking on a schedule of station visits including rural and remote communities to understand the varied needs of each.</li> <li>• Is the NSW Police Force Corporate Spokesperson for uniforms, which incorporates the development of cost effective and appropriate uniform standards for comfort and protection of staff.</li> <li>• Represented the Commissioner of Police at the Royal Humane Society of New South Wales and is the chair of the Commissioner's Awards Assessment Committee and of the Critical Incidents Working Party.</li> <li>• Is the NSW Police Force District Emergency Operations Controller for the five districts within Southern Region.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

<b>Name</b>	Mark Walter GOODWIN, APM
<b>Position</b>	Commander, Central Metropolitan Region
<b>SES Level</b>	5
<b>Total remuneration package</b>	\$227,249
<p>Prior to taking an extended period of leave in late 2006, Assistant Commissioner Goodwin achieved the following:</p> <ul style="list-style-type: none"> <li>• Reviewed the Metropolitan Region Scarce Resources for all of Sydney and realigned resources to better suit the needs of all three Sydney regions.</li> <li>• As the Deputy State Emergency Operations Controller, oversighted the development, delivery and enhancement of training for emergency operations controllers.</li> <li>• Commanded Operation Alchin (NSW Police Force response to the Freedom &amp; Justice for Palestine Rally) involving over 25,000 demonstrators through Sydney streets.</li> <li>• Worked with the Office of the NSW Ombudsman on the legislative review of the <i>Law Enforcement Legislation Amendment (Public Safety) Bill 2005</i>.</li> <li>• Planned for Operation Beach Safe 2006-07 to ensure Sydney beaches remained safe venues during the summer months.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

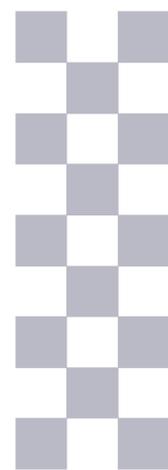


<b>Name</b>	Denis John CLIFFORD, APM
<b>Position</b>	Commander, North West Metropolitan Region
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$227,249
<p>Assistant Commissioner Clifford has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key achievements</b></p> <ul style="list-style-type: none"> <li>• Provided effective financial management and control of the North West Metropolitan Region budget.</li> <li>• Oversaw the Mainframe Replacement Program, one of the largest technical enhancement programs undertaken by the NSW Police Force.</li> <li>• Chair of steering committee overseeing the development and implementation of the duty officer deployment model.</li> <li>• Chaired both the Northern and Western Sydney Emergency Management District Committees.</li> <li>• Is the NSW Police Force Corporate Spokesperson for Bush Fires, Core Policing, Vulnerable Communities, and for the Sporting Venue (Offenders Banning Orders) Bill 2005.</li> <li>• Chaired the steering committee for the implementation of the Commissioner’s Disability Advisory Council.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

<b>Name</b>	Carmine Francis MENNILLI, APM
<b>Position</b>	Acting Commander, South West Metropolitan Region
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$214,351
<p>Acting Assistant Commissioner Mennilli has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key achievements</b></p> <ul style="list-style-type: none"> <li>• Coordinated and developed improved strategic planning and financial management within the South West Metropolitan Region.</li> <li>• Planning and operational management of public order incidents.</li> <li>• Focused on managing mid-level crime, including street drugs and robbery through Region Enforcement Squad (RES) operations.</li> <li>• Focused on identifying and targeting outlaw motorcycle gangs within the region.</li> <li>• Coordinating a working party on the current warrant system used by the NSW Police Force.</li> <li>• Corporate Spokesperson for Custody and Corrections.</li> <li>• Corporate Spokesperson for Audio Video Link (AVL) project – offenders appearing before courts via video link.</li> </ul> <p style="text-align: right;"><b>Signed: A P Scipione, APM, Deputy Commissioner Field Operations.</b></p>	

<b>Name</b>	Peter Charles PARSONS, APM
<b>Position</b>	Commander, Northern Region
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$227,249
<p>Assistant Commissioner Parsons has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key achievements</b></p> <ul style="list-style-type: none"> <li>• Provided effective management for the Northern Region in line with corporate directions, including financial management.</li> <li>• Initiated and led the 'Futures Project' to map the effects of population trends within the region over the next ten years and formulate policing strategies around these trends.</li> <li>• Established local responsibility for corporate program areas within the region enabling provision of local responses to key issues.</li> <li>• Oversighted the Northern Region's Facial Identification Unit.</li> <li>• Participated in the Leadership in Counter Terrorism Pacific Program.</li> <li>• Drove the launch of the Aboriginal Strategic Direction.</li> <li>• Oversaw the state wide implementation of the new police roster system.</li> <li>• Is the NSW Police Force Corporate Spokesperson for Aboriginal issues.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	

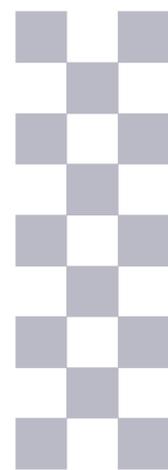
<b>Name</b>	Stephen BRADSHAW, APM
<b>Position</b>	Commander, Western Region
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$227,249
<p>Assistant Commissioner Bradshaw has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key achievements</b></p> <ul style="list-style-type: none"> <li>• Effectively managed the Western Region Command, geographically the largest region and comprising eleven local area commands.</li> <li>• Strengthened interstate policing relationships with the bordering states of Queensland, South Australia and Victoria through cross border operations.</li> <li>• Built on improvement strategies for staff of the region within the Western Region Strategic Plan 2006-09.</li> <li>• Implemented a range of strategies to improve staffing conditions and initiate strategies for long term staffing by encouraging placement of police officers to the Western region including improved residential conditions for police attached to remote and rural townships; implementation of workplace and community initiatives to encourage Aboriginal and Torres Strait communities to consider policing as a career.</li> <li>• Established key sponsorships to help manage significant crime prevention and social issues including Aboriginal issues, domestic violence, licensing, mental health and traffic.</li> <li>• Is the NSW Police Force Corporate Spokesperson for Rural Crime and has significantly improved both internal and external awareness of rural crime issues across New South Wales.</li> </ul> <p style="text-align: right;"><b>Signed: K E Moroney, AO, APM, Commissioner of Police.</b></p>	



<b>Name</b>	Anthony James McWHIRTER, APM
<b>Position</b>	Director, Human Resource Services (Temporary Appointment)
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$214,351
<p>Assistant Commissioner McWhirter has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Provided effective and strategically focused human resource advice and reporting.</li> <li>• Implemented cost effective and operational police oriented human resource policies and practices.</li> <li>• Directed the transfer of insurance related 'hurt on duty' processing from the NSW Police Force to Allianz.</li> <li>• Oversaw the implementation of the Death &amp; Disability Award.</li> <li>• Directed the review of a number of human resource policies and practices; systems and procedures including improvement of policies for reintegrating injured police officers.</li> <li>• Participated in the development and delivery of Corporate Services Efficiency Review projects.</li> <li>• Is the Corporate Spokesperson for Equity (Harassment &amp; Discrimination).</li> </ul> <p style="text-align: right;"><b>Signed: F M McPherson, PSM, Executive Director Corporate Services.</b></p>	

## Appendix 8 SPONSORSHIP AND DONATIONS

Command/Unit	Name of sponsor	Sponsorship/ donation	Type	Description/Initiative	Value
Bankstown LAC	Lotus Cars Australia	Sponsorship	Goods	Provision of vehicle to raise visibility of highway patrol duties and to act as a conduit for communication with youth and car enthusiasts	\$9,000 (excl GST)
Blacktown LAC	Blacktown Women's Domestic Violence Court Assistance Scheme (BWDVCAS)	Donation	Cash	Donation towards cost associated with the housing of the BWDVCAS coordinator on police premises	\$2,000 (excl GST)
Blue Mountains LAC	Will bequest	Donation	Cash	Financial assistance to purchase additional rescue equipment for Blue Mountains Rescue Squad	\$12,961.83 (excl GST)
Burwood LAC	Suttons Motor Dealers Homebush	Sponsorship	Goods	Provision of vehicle for use by Crime Management Unit	\$12,000 (excl GST)
Campbelltown LAC	Peter Donnelly Automotive	Sponsorship	Goods	Provision of vehicle for use by Crime Management Unit	\$8,098 (excl GST)
Campsie LAC	Mazda NSW	Sponsorship	Goods	Provision of vehicle for one year for crime prevention, youth liaison, and ethnic and community liaison officers	\$10,000 (excl GST)
Eastern Beaches LAC	Randwick Motor Group	Sponsorship	Goods	Provision of vehicle for Crime Management Unit	\$6,000 (excl GST)
Eastern Suburbs LAC	Volkswagen Group Australia	Sponsorship	Goods	Provision of vehicle for six months for crime prevention initiatives	\$6421.32 (excl GST)
Fairfield LAC	Ateco Automotive	Sponsorship	Goods	Provision of vehicle for use by Crime Management Unit	\$5,460 (excl GST)
Flemington LAC	Chrisco Brands	Sponsorship	Goods	Provision of vehicle for four years for use by Crime Management Unit	\$17,500 (est cost)
Gladesville LAC	Australian Automotive Group P/L T/A Brad Garlick Ford	Sponsorship	Goods	Provision of vehicle for use in community policing	\$10,720 (excl GST)
Green Valley LAC	Rotary Club of Liverpool West	Donation	Cash	Funding to assist running of youth camp	\$5,000 (excl GST)
Harbourside LAC	Custom Fleet	Sponsorship	Goods	Provision of two vehicles for use by Crime Management Unit and Crime Prevention Officer	\$20,000 (excl GST)
Holroyd LAC	McDonalds Merrylands	Sponsorship	Goods	Sponsorship of crime prevention and information display board, erected at front of police station	\$3,895 (excl GST)



Command/Unit	Name of sponsor	Sponsorship/donation	Type	Description/Initiative	Value
Kings Cross LAC	NRMA	Sponsorship	Cash	Provides financial assistance in arranging 'street retreat camps' for disadvantaged youth in the Kings Cross LAC	\$20,000 (excl GST)
Kuring-gai LAC	Roads & Traffic Authority	Donation	Cash	Funding for purchase of bicycles, helmets and costs of bicycle maintenance	\$5,000 (excl GST)
Kuring-gai LAC	Honda Australia	Sponsorship	Goods	Provision of vehicle for use for use by CARES program officers	\$9,068.40 (excl GST)
Lake Illawarra LAC	NRMA	Sponsorship	Cash	Funding to support Club Lock Scheme	\$4,545 (excl GST)
Lake Illawarra LAC	NRMA	Sponsorship	Cash	Funding to support Operation Never Again	\$4,545 (excl GST)
Lake Illawarra LAC	NRMA	Sponsorship	Cash	Funding of crime prevention partnership van	\$10,909 (excl GST)
Lake Illawarra LAC	Shellharbour City Council	Sponsorship	Cash	Funding of crime prevention partnership van	\$4,545 (excl GST)
Lake Illawarra LAC	Wollongong City Council	Sponsorship	Cash	Funding of crime prevention partnership van	\$9,090 (excl GST)
Lake Illawarra LAC	Kiama Council	Sponsorship	Cash	Funding of crime prevention partnership van	\$4,545 (excl GST)
Lake Illawarra LAC	Department of Housing	Sponsorship	Cash	Funding of crime prevention partnership van	\$4,545 (excl GST)
Lake Illawarra LAC	Harvey Norman	Donation	Goods	Plasma TV for crime prevention partnership van	\$2,599 (excl GST)
Lake Illawarra LAC	Wise Design Kitchens	Donation	Services	Donation of services to fit out cupboards for crime prevention partnership van	N/A
Lake Illawarra LAC	Transfield	Donation	Services	Donation of engineering services for crime prevention partnership van	N/A
Lake Illawarra LAC	Harrigan Ford	Donation	Services	Donation of all servicing for crime prevention partnership van	N/A
Lake Macquarie LAC	Forests NSW	Donation	Cash	Funding to purchase trail bike	\$8,490 (incl GST)
Lake Macquarie LAC	National Parks & Wildlife Service	Donation	Cash	Funding to purchase trail bike	\$11,490 (incl GST)
Lower Hunter LAC	Energy Australia	Donation	Cash	Funding for equipment for trail cyclists to enhance law enforcement activities	\$2,000 (excl GST)

Command/Unit	Name of sponsor	Sponsorship/ donation	Type	Description/Initiative	Value
Lower Hunter LAC	Hunter Water Corporation	Donation	Cash	Funding for equipment for trail cyclists to enhance law enforcement activities	\$2,000 (excl GST)
Miranda LAC	Toyota Motor Corporation	Sponsorship	Goods	Supply one vehicle for crime prevention – CPO and YLO. Ceased: 9/11/07	\$23,000
Miranda LAC	Stewart Automotive Group	Sponsorship	Services	Servicing of sponsored vehicle CPO/YLO. Ceased: 9/11/07	\$1000
Miranda LAC	Tynan Motors	Sponsorship	Goods	Supply one vehicle for CPO/YLO. Commenced: 2/4/07	\$7,860
Miranda LAC	Toyota Motor Corporation	Sponsorship	Goods	Supply and service two covert vehicles	\$15,720
Miranda LAC	Caltex Australia	Sponsorship	Goods	Caltex Fuel cards for CPO/YLO sponsored vehicle	\$3,000
Macquarie Fields LAC	Kia Motors Australia	Sponsorship	Goods	Provision of vehicle for Crime Management Unit	\$6,390 (excl GST)
North Shore LAC	Alec Mildren Saab	Sponsorship	Goods	Provision of vehicle for Crime Management Unit. Ceased: 31/07/07	N/A
North Shore LAC	Chatswood Toyota/Community Safety Committee	Sponsorship	Goods	Provision of vehicle for crime prevention – licensing and SOCO use	\$5,200 (excl GST)
NSW Marine Area Command	Britton Marine	Donation	Cash	Funding assistance for National Search & Rescue Council hosted by Marine Area Command	\$5,000 (incl GST)
NSW Police Force 2006 Education & Development Officers' Conference	Manchester Unity	Donation	Cash	Funding to support the annual NSW Police Force Education & Development Officers' Conference	\$5,500 (excl GST)
NSW Police Force 2006 Education & Development Officers' Conference	State Financial Services Australia	Donation	Cash	Funding to support the annual NSW Police Force Education & Development Officers' Conference	\$2,727 (excl GST)
NSW Police Force 2006 Education & Development Officers' Conference	Police Credit Union	Donation	Cash	Funding to support the annual NSW Police Force Education & Development Officers' Conference	\$2,727 (excl GST)
NSW Police Force 2006 Education & Development Officer's Conference	McMillan Shakespeare	Donation	Cash	Funding to support the annual NSW Police Force Education & Development Officers' Conference	\$3,000 (excl GST)
Orana LAC	Insurance Manufacturers Australia	Sponsorship	Cash	Funding for Operation Never Again	\$10,000 (excl GST)
Orana LAC	Insurance Manufacturers Australia	Sponsorship	Cash	Funding for Operation Stay Safe	\$6,000 (excl GST)
Orana LAC	Insurance Manufacturers Australia	Sponsorship	Cash	Funding for Operation Stop Thief	\$5,000 (excl GST)

Command/Unit	Name of sponsor	Sponsorship/donation	Type	Description/Initiative	Value
Oxley LAC	Department of Aboriginal Affairs	Sponsorship	Cash	Funding to support Gyalli cultural camps for local Aboriginal children	\$4,545
Public Affairs Branch	Police Association of NSW	Sponsorship	Cash	Funding to support marketing of National Police Remembrance Day	\$2,000 (excl GST)
Redfern LAC	Redfern Waterloo Authority and NRMA	Grant	Cash	Grant funding specifically aimed to youth mentoring within the Redfern area. Grant from NRMA for Operation Never Again	\$114,000 (excl GST)
Rural Crime Investigation Program	CGU Insurance	Sponsorship	Cash	Funding to support 'Prevent and report rural crime' campaign	\$25,000 (excl GST)
Spokeswomen's Network	NSW Police Credit Union	Donation	Cash	Funding to support the 2006 NSW Police Spokeswomen's Conference	\$4,546 (excl GST)
Spokeswomen's Network	NSW Police Education Services	Donation	Cash	Funding to support the 2006 NSW Police Spokeswomen's Conference	\$4,546 (excl GST)
St George LAC	St George Bank	Sponsorship	Cash	Funding to support the purchase of an all terrain vehicle to patrol the foreshores of Botany Bay	\$5,000 (excl GST)
St George LAC	Dominelli Ford	Sponsorship	Cash	Funding to support the purchase of an all terrain vehicle to patrol the foreshores of Botany Bay	\$5,000 (excl GST)
St George LAC	Rockdale Council	Sponsorship	Cash	Funding to support the purchase of an all terrain vehicle to patrol the foreshores of Botany Bay	\$5,000 (excl GST)
St George LAC	Caltex	Sponsorship	Cash	Funding to support the purchase of an all terrain vehicle to patrol the foreshores of Botany Bay	\$5,000 (excl GST)
St George LAC	Kogarah Council	Sponsorship	Cash	Funding to support the purchase of an all terrain vehicle to patrol the foreshores of Botany Bay	\$3,000 (excl GST)
St Mary's LAC	Cumberland Motor Group Pty Ltd Trading as Sinclair Hyundai	Sponsorship	Goods	Provision of vehicle	\$7,200
The Hills LAC	Baulkham Hills Council	Donation	Cash	Grant for purchase of four portable radios and two ballistics vests	\$12,000 (excl GST)
Tweed/Byron LAC	South Coast Automotive Group	Sponsorship	Goods	Motor vehicle for use by Crime Management Unit	\$6000 (excl GST)
Tweed/Byron LAC	Von Bibra Twin Towns Auto Village	Sponsorship	Goods	Motor vehicle for use by crime prevention officer	\$3,000
Wollongong LAC	Corban Kia	Sponsorship	Goods	Provision of vehicle for use by Community Safety Team	\$14,191 (excl GST)



## Appendix 9 RESEARCH AND DEVELOPMENT

**Table 1**

Projects completed in 2006-07	Agencies involved	Funded by
Internal witness survey (bi-annual)	University of Technology Sydney	NSW Police Force: \$5,000
Validation of youth cautions	ARTD Management & Research Consultants	NSW Police Force: \$50,000
Merit program police survey	Attorney General's Department	Attorney Generals and National Illicit Drugs Strategy: \$40,906
Combating police stress: The influence of stress, help-seeking and coping skills	University of Western Sydney	Masters project, no agency funding
Credibility assessments by non-indigenous Australians regarding statements by indigenous Australians who are interviewed by police	University of NSW	Honours project, no agency funding
Serial crime and criminal profiling	University of Western Sydney	PhD project, no agency funding
An atmosphere of understanding, trust and respect, the NSW Police Media Unit	University of Western Sydney	PhD project, no agency funding
Perceptions of managers and employees affected by restructuring	John Curtin University, Western Australia	PhD project, no agency funding
Outcomes of Operation Auxin (internet child pornography investigation)	Australian Institute of Criminology and Australian High Tech Crime Centre	Federal Government, no agency funding
Geographic profiling of serial bushfire arson	Charles Sturt University	Masters project, no agency funding
Domestic homicide review teams	Charles Sturt University	Masters project, no agency funding
Men, women and global conflict	University of NSW	Australian Research Council, no agency funding
Predictors of performance: Psychological testing and subsequent performance of NSW Police Force recruits	Australian Graduate School of Management	Sir Maurice Byers Research Fund: \$65,000
Resourcing public law enforcement agencies in the 21st Century: Coercion, sale and gift	The Australian National University	Australian Research Council, no agency funding
Improving the competency of police officers in conducting investigative interviews of children	Deakin University	Australian Research Council Linkage Grant. Commonwealth Government and NSW Police Force, agency contribution was \$10,000 pa over three years

Table 2

Current projects	Agencies involved	Funded by
Catching recidivist offenders: Improving crime detection rates by utilising criminal modus operandi and geographical profiling	Charles Sturt University	Australian Research Council Linkage Grant. Commonwealth Government and NSW Police Force, agency contribution was \$20,000 over the project duration.
Cautions under the <i>Young Offender's Act 1997</i> by police or respected community members, an evaluation	NSW Police Force	NSW Police Force Tertiary Scholarships Scheme, best practice action research, \$38,000
Plural policing: Policing sporting events, a comparative study of public-private policing interactions at major sporting events	University of NSW	PhD project, no agency funding
The new scientific eye witness: The role of DNA technology in shaping criminal Justice, a comparative study of NSW and Thames Valley, UK	University of NSW and NSW Justice Agencies	PhD project, no agency funding
Serial murder	Australian Institute of Criminology, Homicide Monitoring Project and the NSW Police Force Homicide Squad	Commonwealth Government, no agency funding
The influence of university education on police managers' perceptions of and confidence in their decision making abilities	Charles Sturt University/ Edith Cowan University	PhD project, no agency funding
Evaluation of school liaison police project	Charles Sturt University	NSW Police Force and Charles Sturt University: \$50,000
Evaluation of Cedar Cottage Program (NSW pre-trial diversion of offenders program)	University of NSW, NSW Health, NSW Police Force	Sydney West Area Health Service, no agency funding
Interpreters in police settings	Macquarie University	Masters project, no agency funding
The influence of training on detecting deception in the confessional context	University of NSW	PhD project, no agency funding
Trafficking of women for sexual purposes	Australian Institute of Criminology, Office of Women	Commonwealth Government, no agency funding
State of pay: A comparative analysis of job evaluation systems used by the NSW public sector in the broad context of strategic human resource management	The University of Sydney	PhD project, no agency funding
Psychological profiling of serial sex crimes	Queensland University of Technology	PhD project, no agency funding
Identifying personal strengths in Police: An investigation into factors that predict resilience, satisfaction, effectiveness and innovations in the NSW Police Force.	University of Wollongong and the NSW Police Force Special Services Command and Education Services.	Australian Research Council Linkage Grant, Commonwealth Government and NSW Police Force. Agency contribution: \$50,000 over life of project.
Human source management	NSW Police Force and Charles Sturt University	NSW Police Force Tertiary Scholarships Best Practice Action Research and Charles Sturt University: \$80,000.
Learning in early career police	University of Wollongong, Charles Sturt University	PhD project, no agency funding
NSW police attitudes to detective work and detective career expectations	NSW Police Leadership Development	Within agency resources
Longitudinal study of retention of large recruit intakes	NSW Police Leadership Development	Within agency resources

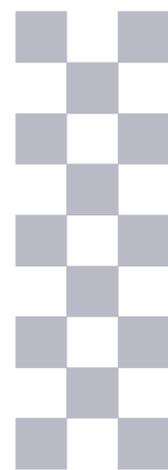
Current projects	Agencies involved	Funded by
People with mental health disorders and cognitive disability in the criminal justice system	University of NSW, Justice Health, NSW Health, NSW Department of Corrective Services, NSW Police Force, NSW Department of Housing, NSW Juvenile Justice and NSW Council for Intellectual Disability	Australian Postgraduate Award Industry PhD scholarship and a mix of financial and in-kind funding by all collaborating organisations
Identifying mental health frequent presenters to the NSW Police Force, Ambulance Services NSW and NSW Health	The NSW Police Force, Ambulance Services NSW and NSW Health, Attorney General's Department (court records)	Funded by Criminal Justice CEO agencies and NSW Health
Review of the NSW Police Force Gay, Lesbian Liaison Officer program	NSW Police Force	Within agency resources, University of Sydney Student placement. No agency funding
Surry Hills LAC research and development project	NSW Police Force	Within agency resources
Analysis of disperse dyes by ultra performance liquid chromatography	NSW Police Force	University of Technology Sydney
PhD in Forensic Science: Petrol on car carpets: The validity of analysis results in cases of suspected motor vehicle arson	Dr Claude Roux (UTS), Dr Chris Lennard (UCanberra) and Dr Naomi Speers (AFP).	University of Technology Sydney
Co-supervising a UTS honours research project: The occurrence of petrol in car boots.	Dr Claude Roux (UTS), Dr Chris Lennard (UCanberra) and Dr Naomi Speers (AFP).	University of Technology Sydney
PhD in Forensic Science: Investigation of the trace evidence characteristics of DNA.	University of Technology Sydney	University of Technology Sydney
PhD in Forensic Science: Forensic applications of infrared spectral imaging.	University of Technology Sydney	University of Technology Sydney
Honours in: Potential screening techniques for the targeted collection of gunshot residues.	University of Technology Sydney	University of Technology Sydney
Diploma project: using ballistics detection dogs for the targeted collection of gunshot residues.	Canberra Institute of Technology and NSW Police Force.	Canberra Institute of Technology and NSW Police Force
Identification of forensically important blowfly species by DNA techniques	University of Wollongong	Australian Research Council, NSW Police Force and University of Wollongong
The application of mini-STR DNA technology to the identification of old human remains and badly degraded specimens.	University of Technology Sydney, Division of Analytical Laboratories	University of Technology Sydney, NSW Police Force (in kind)
Analysis and quantification of trace DNA at crime scenes	University of Technology Sydney	University of Technology Sydney, NSW Police Force (in kind)

## Appendix 10 OVERSEAS TRAVEL

**NOTE:** in some instances details have been withheld for operational purposes.

Name	Purpose	Country	Funded
<b>Operational travel</b>			
Two police officers	Investigative inquiries	Lithuania and Latvia	NSW Police Force/ Commonwealth Bank
Two police officers	Investigative inquiries	Iraq	Australian Defence Force
Two police officers	Investigative inquiries	New Zealand	NSW Police Force
Two police officers	Investigative inquiries	Fiji and Solomon Islands	NSW Police Force
One police officer	Investigative inquiries	India	NSW Police Force/Australian Federal Police
One police officer	Investigative inquiries	France and UK	NSW Police Force
Two police officers	Investigative inquiries	UK	NSW Police Force
Two police officers	Investigative inquiries	New Zealand	NSW Police Force
Two police officers	Investigative inquiries	USA, UK & Italy	NSW Police Force
Two police officers	Extradition	Lebanon	NSW Police Force
Two police officers	Extradition	New Zealand	NSW Police Force
Two police officers	Extradition	New Zealand	NSW Police Force
Two police officers	Extradition	Hong Kong	Hong Kong Police
One police officer	Undercover training program	USA	Australian Defence Force
Peter Mercouris	Retrieve exhibits for trial	UK	NSW Police Force
Karen Brodie	DNA testing and computer lineup	USA	NSW Police Force
Lisa Carr	Victim support	UK	Crown Court Witness Care Unit, Exeter, UK
<b>Non-operational travel</b>			
Graham Abel	7th International Negotiation Working Group Conference	Germany	ASIO/Cmwth Attorney General's Department
Graham Abel	Conduct Negotiation Training Course	South Africa	South Africa Police/NSW Police Force
Graham Abel	Conduct Negotiation Training Course	India	ASIO
Adam Bernhardt	International Police Mountain Bike Associations Annual Conference	USA	International Police Mountain Bike Association/self funded
Chris Beatson	Advisory role to NZ Project to develop a single non-emergency number	New Zealand	New Zealand Police
Catherine Burn, Paul Carey	Ngakia Kia Puawai Conference	New Zealand	New Zealand Police
Jason Beckett	International Law Enforcement Panel at Security & Hacker conferences	USA	NSW Police Force
Alan Clarke	2007 ANZSOG Executive Masters of Public Administration program	New Zealand	ANZSOG/NSW Police Force
Scott Cook	FBI Pacific Training Initiative Course	Thailand	FBI/NSW Police Force
David Cole	Search and rescue/cadaver (victim identification) training program	New Zealand	NSW Police Force
Terry Collins	Observe police reservists working in the Australian Defence Force operational deployment	Solomon Islands	Australian Defence Force
Terry Collins, Robert Vellar	2007 Police Commissioners' Conference	New Zealand	NSW Police Force

Name	Purpose	Country	Funded
Michael Corboy	Chair, Independent Review Panel, NZ Police Communications Centre	New Zealand	New Zealand Police
Steve Cullen	Intensive command program at CENTREX	England and Northern Ireland	NSW Police Force
Rick Del Monte	Australasian Crime Commissioners' Forum	New Zealand	NSW Police Force
Gordon Dojcinovic	2006 International Symposium on Agro-terrorism	USA	NSW Police Force
Paul Freeman	Conduct two counter terrorism exercise writing courses	New Zealand	New Zealand Police
Peter Forbutt	2006 ITOA Annual Conference	UK	NSW Police Force/IOTA
David Gawel	International Management of Serious Crime Program	Indonesia	Australian Federal Police
Ann Hogan	Michael O'Brien Memorial Scholarship	France, USA and Canada	Michael O'Brien Memorial Scholarship/NSW Police Force
Peter Hansen	World Youth Day 2008 planning	Canada, Germany and Italy	World Youth Day Security Command
Peter Hinds, Julie Middlemiss, Sean McDowell	NZ Police Dog Section Conference	New Zealand	NSW Police Force
Rebecca Hoile	Bioterrorism working group workshop	France	Interpol
Rebecca Hoile	Bioterrorism research	Canada	NSW Police Force
Joon Hong, Kim Norton	Korean Heritage Awareness Forum	Republic of Korea	Korean Police
Mark Hutchings	Ministerial Council for Police & Emergency Management Police meeting	New Zealand	NSW Police Force
Belinda Jones	International Association of Arson Investigators Conference	Canada	Self funded
Graeme Jamieson, Sydney Griffith, David Buckley, Joseph McNulty	Tender Evaluation Team - Ocean Patrol Vessel	The Philippines	Treasury approved Fleet Replacement Program Funding
John Karaboulis	2007 Police Commissioners' Conference	New Zealand	NSW Police Force
Christopher Keane	Secondment to the International Centre for Political Violence & Terrorism Research	Singapore	NSW Police Force
Nick Kaldas	Conference on Countering Terrorism & Improvised Explosive Devices	Singapore	Sponsored by Marcus Evans Defence
Nick Kaldas, Peter Parsons	Counter Terrorism Pacific programs	Hawaii	NSW Police Force
Nick Kaldas	Royal Canadian Mounted Police National Security Conference; and Preventing the Emergence of the Next Generation of Terrorists Conference and meetings	Canada, France, London	Royal Canadian Mounted Police/Canada Border Service Agency/NSW Police Force
Nick Kaldas, Mark Jones	Briefing and discussion program with the FBI	Washington, USA	NSW Police Force
Malcolm Lanyon	NZ Domestic Violence Forum and attend meetings with New Zealand Police	New Zealand	New Zealand Police
Peter Lennon, Andrew Slattery	APEC Security Advance Programme	Vietnam	APEC Funding
Saskia Llowarch	International Youth Crime Reduction Conference	New Zealand	NSW Police Blue Light
John Lehmann	FBI Pacific Training Initiative Course	Thailand	FBI/ NSW Police Force



Name	Purpose	Country	Funded
John Lehmann	Operational meetings with Hong Kong Police	Hong Kong	FBI/ NSW Police Force
Peter Mercuris	Ballistics testing	UK	NSW Police Force
David Meurant	2007 Police Commissioners' Conference and attend meetings	New Zealand	New Zealand Police/ NSW Police Force
Ken Moroney	Ministerial Council for Police & Emergency Management Police Senior Officers' Group and Boards of Control meetings	New Zealand	NSW Police Force
Ken Moroney, Peter Parsons, Peter Shinfield, Ian Ball	Study tour to examine leadership development and community policing initiatives	UK, Netherlands, Canada, USA	NSW Police Force
John Mares	NSW Police Digital ERISP Project	UK	NSW Police Force
Peter Moroney	Michael O'Brien Memorial Scholarship	France, England, Canada, Egypt and USA	Michael O'Brien Scholarship/ NSW Police Force
Paul Macmillan	International Youth Crime Reduction Conference	New Zealand	NSW Police Blue Light
Shane Myers	International Association of Financial Crimes Investigations conference	USA	Sponsorship
Darren Mobbs	2006 International Surveillance Group Conference	USA	NSW Police Force/ host agency
Jozarino Ong	2nd Law Enforcement Forensic Software Developers Conference	Netherlands	NSW Police Force
Scott Osborn	Certified Advanced Fingerprint Training Courses - International Association for Identification	USA	NSW Police Force
David Owens, David Donohue	2007 Police Commissioners' Conference	New Zealand	NSW Police Force
David Owens, David Donohue	Undertake research on mental health and policing and 'ice' responses	USA	Minister/ NSW Police Force
Ian Gordon Parker	Provide training in disaster victim identification	Indonesia	Australian Federal Police
Christian Picker	Rotary funded exchange with organisations of a similar vocational nature	USA	Rotary Foundation
Mark Rudolph	Mastercard, Asia Pacific Fraud Conference	Bangkok	NSW Police Force/ sponsorship
Robert Redfern	ANZSOG Executive Masters of Public Administration	New Zealand	ANZSOG/ NSW Police Force
Greg Rolph	ANZSOG Executive Masters of Public Administration	New Zealand	NSW Police Force
Andrew Slattery	World Youth Day 2008 planning	Italy	NSW Police Force
Joanne Salama	Specialised training for scanning electron microscopy, energy dispersive X-ray analysis and gunshot residue analysis	The Netherlands and Belgium	NSW Police Force
John Stapleton	Canadian Defence Force training course	Canada	NSW Police Force/ Australian Defence Force
Andrew Scipione, Peter Lennon, Barry Powter, Chris Welfare, Mark Wade, Neil Hallinan, Mark Hargreaves	APEC 2006 Economies Leaders' Week Formal Observer programme	Vietnam	APEC Funding
Donald Stuart	Law Enforcement Torch Run - Special Olympics	USA	Special Olympics Australia

Name	Purpose	Country	Funded
Kent Strickland	Coordinator of multi-jurisdictional Australian police contingent - 5 yr ceremony 11.9.01	USA	Police Unions and Police Federation of Australia
Mark Samways	2006 Churchill Fellowship on missing persons	USA, Hong Kong, UK, Canada	Churchill Trust
Sue Thompson	Ministerial Council for Police & Emergency Management Police Senior Officers' Group and Boards of Control meetings	New Zealand	NSW Police Force
Stuart Trevallion, John Zimmerman, Bryan Jackson	Quality assess armoured vehicles and develop operational tactics and training packages	USA	APEC 2007 Task Force
Paul Taylor	Participate in Australia/UK/USA/Canada Capability Exercise	UK	NSW Police Force
William Bruce van der Graaf	Regional workshop on High Tech crime	Vietnam	Australian Federal Police
Richard Steinborn, Craig McNee	Police Tactical Group Commanders Forum	New Zealand	NSW Police Force
Deborah Wallace	Chinese Organised Crime Conference	New Zealand	New Zealand Police
Paul Willingham	Australian Customs Service Precursor Training Project	Malaysia and Phillipines	Australian Customs Service
Peter Williams	International Youth Crime Reduction Conference	New Zealand	NSW Police Blue Light
Carlene York	FBI Law Enforcement Executive Development Seminar	USA	NSW Police Force
Carlene York	National Institute of Forensic Services Board of Management meeting	New Zealand	NSW Police Force
Joanne Yates	2007 Police Commissioners' Conference	New Zealand	Victoria Police
Joanne Yates	Ministerial Council for Police & Emergency Management Police Senior Officers' Group meeting	New Zealand	Victoria Police/NSW Police Force
Robert J Waites	Special General Meeting of CrimeStoppers Board	New Zealand	NSW Police Force

## Appendix 11 CONSULTANTS

(a) Engagements costing \$30,000 or greater:

Consultant	Category	Name of project and purpose	Expenditure
Presto Consultants Pty Ltd	Organisational Review	Review of critical processes within Internal Customer Services to identify opportunities for efficiencies and productivity savings.	\$58,400

(b) Engagements costing less than \$30,000:

There were three consultants engaged to assist with organisational review and one consultant was engaged under the category of finance and accounting. The combined cost was **\$72,834**.

## Appendix 12 CREDITORS PAYMENTS AND CREDIT CARDS

### PAYMENT OF ACCOUNTS

#### 1(a) Creditors' payment performance indicators

Quarter	Accounts paid on time Target %	Accounts paid on time Actual %	Accounts paid on time \$'000	Total amount paid \$'000
September	99	98	122,975	125,028
December	99	79	107,236	135,582
March	99	76	104,588	137,320
June	99	90	163,701	181,345

Creditors payment performance is based on document date.

#### 1(b) Creditors aged analysis as at 30 June 2007

Quarter	Current \$'000	Between 30 and 60 days overdue \$'000	Between 60 and 90 days overdue \$'000	More than 90 days overdue \$'000
September	4,164	24	4	(21)
December	4,803	181	12	19
March	9,377	55	25	10
June	7,205	(4)	1	(38)

The above information is extracted from the Aged Accounts Payable Analysis as at September and December, 2006 and March and June, 2007.

Bracketed numbers represent moneys owed to NSW Police Force through refund etc.

### 2. Commentary

The creditors' payment performance indicators and creditors aged analysis include data provided by the United Group Services (UGS). UGS commenced management of the NSW Police Force Property Portfolio on 1 July 2006, with Facilities Management responsibility commencing on 10 December 2006.

#### 2(a) Problems affecting prompt processing of payments during the year:

- The restructure of local business units has contributed to delays in receiving accounts payable information to Internal Customer Services (ICS) for processing.
- The change of name from NSW Police to NSW Police Force effective February 2007, also contributed to delays in receiving valid tax invoices from suppliers between February and June, 2007.
- The transition of the NSW Police Force Property Portfolio to UGS has also contributed to delays in processing accounts.
- According to available records, \$1,674 penalty interest has been for late lodgement and payment of the Car Parking Levy at the Sydney Police Centre processed by UGS.

#### 2(b) Initiatives implemented to improve payment performance:

- Vendors are requested to supply bank details for payment by EFT as part of the ongoing initiative to reduce cheque printing and dispatch.
- Consolidation of multiple accounts from vendors where possible to improve payment processes and controls.
- Introduction of Purchase Card system in NSW Police Force.
- Encourage use of system purchase orders to enable vendor invoices to be forwarded to ICS for more timely processing.

**CREDIT CARD CERTIFICATION**

The use of approved credit cards for payment of expenses, in accordance with official NSW Police Force business, is subject to Treasurer’s Directions 205.08 of the *Public Finance and Audit Act 1983* and specific guidelines issued by the Premier from time to time.

The credit card facility available within NSW Police Force is the Corporate MasterCard. The card was issued to approved persons for official business expenses. Most transactions using the card were for minor maintenance and working expenses, and overseas travel purposes.

The use of credit cards within NSW Police Force for the period 2006-07 was satisfactory and has been in accordance with the Premier’s Memoranda and Treasurer’s Directions.

**Appendix 13 MATTERS ARISING FROM THE 2006-07 AUDIT**

**The Auditor observed that** the issues delaying the sale of the Sydney Police Centre were not finalised at 30 June 2007. This matter was initially raised during the 2001-02 audit.

**Response**

NSW Police Force has finalised all outstanding issues with Energy Australia and Sydney City Council, with formal agreement to the form of subdivision. This was the final stage necessary prior to settlement. The settlement is expected to occur in 2007-08.

**The Auditor observed that** the liability for recreation leave continued to increase during the 2006-07 financial year. The challenge continues to be reducing the liability without interrupting service delivery.

**Response**

The NSW Police Force has established a project titled “Elimination of excessive recreational leave balances” during 2006-07. The aim of the project is to reduce the recreation leave balance for most police officers to the balance allowed under the award conditions.

The strategies of the project include implementation of the electronic leave roster which automatically calculates leave balance of individual sworn officers and ensures compliance with the business rules set out in the “Recreational Leave – A Guide to Management”. Officers who are seeking to accrue recreation leave balances in excess of balances allowed under award conditions have entered into a written agreement with their respective Commander including the reason for the accrual and commitment as to when the leave balance will be reduced to an acceptable level.

In addition, the HR Command Support Project Team has now delivered training to over 2,000 of the most senior officers within NSW Police Force, including the proper management of recreation leave balances.

**The Auditor observed that** significant increases in liabilities relating to Partial and Permanent Incapacity (PPI) of police officers. The NSW Police Force’s liability for PPI is based on actuarial assessment. The assessment resulted in the provision increasing from \$29.2 million at 1 July 2006 to \$87.4 million at 30 June 2007. NSW Police Force will need to monitor its liquidity position to ensure availability of sufficient funds to meet the increasing costs of the Scheme.

**Response**

NSW Police Force’s management is actively monitoring the financial position of the Scheme and is currently considering possible options to operate the Scheme efficiently to meet the increasing costs of the Scheme.

## Appendix 14 LIST OF MAJOR ASSETS

### Buildings:

Albury Police Station, Ashfield Police Station, Balmain Marine Area Command, Batemans Bay Police Station, Bathurst Police Station, Botany Bay Water Police Station, Burwood Police Station, Cabramatta Police Station, Castle Hill Police Station, Chatswood Police Station, Coffs Harbour Police Station, Dee Why Police Station, Dubbo Police Station, Goulburn College, Goulburn Police Station, Green Valley Police Station, Hornsby Police Station, Hurstville Joint Emergency Services Complex, Kogarah Police Station, Liverpool Police Station, Maitland Police Station, Maroubra Police Station, Menai Police Complex, Merrylands Police Station, Mount Druitt Police Station, Newcastle Police Station, Nowra Police Station, Paddington Police Station, Parramatta Police Station, Penrith Police Station, Police Museum, Port Macquarie Police Station, Queanbeyan Police Station, Springwood Police Station, Sutherland Police Station, Sydney Police Centre, Tamworth Police Station, Wagga Wagga Police Station, Waratah Police Station, Waterloo Police Services Centre and Wollongong Police Station.

### New Buildings opened in 2006-07:

Armidale Police Station and Muswellbrook Police Station.

### Computers, Plant and Equipment:

C@tsi System, COPS System, DEW System, Digital Radio Network, E@gle.i, IT Network, Mobile Data, PhotoTrac, Police Headquarters Fitout, Police Headquarters Lease, SAP Application Software and Standard Operating Environment Server.

## Appendix 15 MAJOR WORKS IN PROGRESS

Project	Due for Completion	Cost to 30/06/07 \$'000
Burwood Police Station	June 2011	507
Campsie Police Station	June 2008	8,124
Corrimal Police Station	June 2008	313
Dubbo Police Station	June 2009	6,429
Fairfield Police Station	June 2008	6,768
Granville Police Station	June 2011	2,559
Kempsey Police Station	June 2010	321
Lake Illawarra Police Station	June 2010	1,925
Lismore Police Station	June 2008	9,291
Orange Police Station	June 2008	1,519
Port Stephens Police Station	June 2010	80
St Mary's Police Station	June 2008	8,326
The Rocks Police Station	June 2009	1,289
Wagga Wagga Police Station	June 2009	2,074
Windsor Police Station	June 2010	343
Wyong Police Station	June 2010	179
Yamba Police Station	June 2008	678
<b>Computers</b>		
Alcohol Related Crime Information Exchange	June 2008	757
Computer Aided Despatch System	June 2008	19,465
Forensic Services Digital Imaging	June 2009	811
Portable Electronic Fingerprint Devices	June 2009	684
<b>Plant and Equipment</b>		
Marine Fleet Replacement	June 2008	20,829
Police Motor Vehicle Fleet Enhancements	June 2008	3,871

## Appendix 16 PROPERTY DISPOSALS

In 2006-07 the NSW Police Force sold six properties for a total of \$5.914 million nett.

Site	Proceeds \$m
259 Cessnock Road, Abermain	0.294
133-135 Victoria Road, Drummoyne	1.936
20 John Street, East Maitland	0.201
13 Montgomery Street, Kogarah	3.124
11 Sempill Street, Maitland	0.046
1 South Street, West Wallsend	0.313

There were no properties which had a value of more than \$5.0 million. There was no family or business association between any of the buyers and the person responsible for approving disposal.

All properties disposed of were no longer suitable or were surplus to NSW Police Force requirements. All proceeds were retained by the NSW Police Force and used for re-investment in new buildings.

All properties disposed of in 2006-07 were sold in accordance with government policy. Documents relating to property disposal may be accessed under the *Freedom of Information Act 1989*.

The NSW Police Force is in the process of disposing of a portion of the car park area of the Sydney Police Centre to Energy Australia and to Sydney City Council. These sales will be finalised in 2007-08. At 30 June 2007 NSW Police Force had received \$6.8 million of the total proceeds of \$13.5 million. NSW Police Force applied \$10.6 million of this revenue toward funding the relocation of Police Headquarters to Parramatta. The balance nett of remediation and other sale costs, when received, will form part of the NSW Police Force 2007-08 Asset Acquisition Allocation and will be applied to the Capital Works Building program.

## Appendix 17 ASSET PURCHASE AND PROTECTION

The purchase of assets is undertaken under delegation from specific Asset Acquisition allocations and recorded in the Fixed Assets Register. For each asset, a 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 assets purchased.

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

## Appendix 18 INSURANCE ACTIVITIES

### Workers Compensation

The workers compensation insurance policy covers work place related injuries for all unsworn staff and all sworn officers recruited after 1st April 1988. For 2006-07, workers compensation premium only increased by 2.9% despite increases in wages and staff numbers. This improvement can be attributed to significant increases in the resources dedicated to work place safety and injury management.

### Public Liability

The public liability insurance policy covers all claims resulting from police activities for which the NSW Police Force is legally liable. The downward trend the NSW Police Force has experienced since 2003-04 continues. For 2006-07 the premium decreased by 25.8%. This is the largest reduction the agency has experienced since the start of the Treasury Managed Fund program in 1989. The trend in declining premiums is influenced by legislative changes that tightened liability payments.

### Motor vehicle

This Motor vehicle insurance policy covers damage to any vehicle used by the NSW Police Force for authorised police operations and activities. For 2006-07, the motor vehicle premium increased by 2.1%. This is the first increase in premium since 2003-04 and should be viewed in the context of the type of duty requirements for police vehicles. Despite the increase, NSW Police Force continues to outperform the primary pool.

### Property

The property insurance policy covers loss or damage to property (other than motor vehicles) owned, used, or in the control of the NSW Police Force. For 2006-07, the property premium decreased by 15.5%. NSW Police Force continues to outperform the primary pool.

### Miscellaneous

The miscellaneous insurance policy covers personal accident for volunteers, air travel in Australia, official visits abroad and personal effects. The premium reduced by 26.7% in 2006-07.

## Appendix 19 LIST OF PUBLICATIONS

NSW Police Force publishes a range of material each year. Most are available to the public on request either free or for a nominal fee to cover production costs. A range of fact sheets are available on the NSW Police Force Internet site, [www.police.nsw.gov.au](http://www.police.nsw.gov.au).

### New publications during the year 2006–07

- **School** security assessment – a booklet to help police and school staff to assess the security of their school
- **Car parks** security assessment – a booklet to help police and car park operators to assess the security of their car parks
- **Parks** security assessment – a booklet to help police and councils to assess the security of their public spaces
- **Residential and unit complex** security assessment – a booklet to help police and residents to assess the security of their buildings
- **Licensing** security assessment – a booklet to help police and business operators to assess the security of their business
- **Brothel** security assessment – a booklet to help police and business operators to assess the security of their business
- **Service stations** security assessment – a booklet to help police and business operators to assess the security of their business
- **Farm** security assessment – a booklet to help police and rural property owners to assess the security of their properties
- **Gay & Lesbian Fair Day/Mardi Gras:** poster, postcard, sticker, fact sheet
- **Building site theft kit:** brochure, form, poster and folder
- **Middle Eastern Organised Crime Squad:** poster, flyer, press advertisements, magnets
- **Crime Stoppers** door hanger
- **National Police Memorial:** brochure, fact sheet, press advertisements
- **National Police Remembrance Day:** poster, invitation and order of proceedings
- **Operation Light Fingers** (theft and sale of stolen property) poster
- The NSW Police Force Mental Health Implementation Plan 2006-2009
- **Police fact sheets**
  - o School liaison
  - o Crime Stoppers
  - o Apartment security
  - o Crime prevention officers
  - o Safety for seniors
  - o Keeping me safe
  - o Personal security
  - o Home security
  - o Good neighbours scheme
  - o Credit card fraud
  - o Transport security
  - o Volunteers in policing
  - o Personal security for students
  - o Community safety precinct committee

## Appendix 20 ANNUAL REPORT PRODUCTION COSTS

The 2006-07 NSW Police Force Annual Report was produced by the Commissioner’s Inspectorate in collaboration with the Public Affairs Branch.

The total production cost was \$25,405.47.

Three hundred copies of the Annual Report have been printed on recycled paper.

The Annual Report is also available on the NSW Police website [www.police.nsw.gov.au](http://www.police.nsw.gov.au)

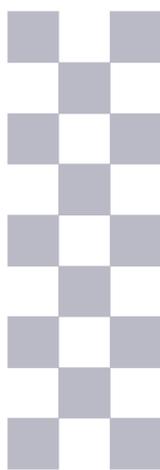
## Appendix 21 POLICE POWERS (DRUG DETECTION TRIAL) ACT 2003

Introduced in February 2007, the *Police Powers (Drug Detection Trial) Act 2003* re-establishes an 18 month trial of special powers that allow police to stop any vehicle in a specified search area and use dogs to carry out general drug detection of the vehicle. If the dog gives a positive indication to the presence of prohibited drugs, police may use normal drug search powers to search for prohibited drugs. With the authorisation of an executive commander, operations may be conducted anywhere in the state outside the Sydney, Newcastle and Wollongong metropolitan areas. An authorisation can remain in force for up to 14 days, and more than one check point can be moved around the authorised area of up to 15 square kilometres.

This reporting year police planned three operations under the *Police Powers (Drug Detection Trial) Act 2003*, however one was cancelled due to dangerous weather conditions.

### Police Powers (Drug Detection Trial) Act 2003

	Wagga Wagga LAC	New England LAC
The number of police officers used	70	14
The number of dogs used	6	1
Duration of the operation	48 hours	6 hours
The number of vehicles stopped	641	17
The number of vehicles Searched	51	2
The number of people searched	49	2
The reason for each search conducted	Drug detection dog indicated the presence of drugs	Drug detection dog indicated the presence of drugs
The number and nature of things seized and detained under this Act	1 pistol \$4,000 cash in bundles	Nil
The kinds and quality of any prohibited drugs and prohibited plants found	3 individual finds totalling 16 gr amphetamine (white/cream powder) with an estimated street value of \$10,000  7 individual finds totalling 41 gr cannabis with an estimated street value of \$4,000	1 find totalling 1 gr cannabis



# Honours and awards

## Silver Bar to the Commissioner's Valour Award

Instituted in 1987 for "conspicuous merit involving exceptional bravery" the Commissioner's Valour Award is the pre-eminent honour within the Force. The Commissioner's Valour Award carries the post nominal VA, the Silver Bar carries the post nominal VA\*.



Snr Cst Duncan Robert Abernethy, VA\* of the NSW Police Dog Unit is only the second member of the Force to be awarded the Silver Bar to the Commissioner's Valour Award. He was originally conferred with the Commissioner's Valour Award in 2002 when he single-handedly confronted three armed offenders at licensed premises in Strathfield. Snr Cst Abernethy, VA\* was subsequently conferred with the Silver Bar to the Commissioner's Valour Award in 2006 for his actions under fire which resulted in the arrest of an armed offender at Chatswood in 2004 as part of Strike Force Sulphide.



### Commissioner's Valour Award (VA)

*Awarded to officers for act of conspicuous merit involving exceptional bravery while on duty*

### Silver Bar to the Commissioner's Valour Award (VA\*)

*Snr Cst DR Abernethy,*

### Commissioner's Valour Award (VA)

- Cst PBP Bailey
- Snr Cst TJ Brown
- Snr Cst SW Case
- Snr Cst DK Curry
- Insp PJ Devaney
- Det Sgt H El-Khansa
- Snr Cst CJ Fowler
- Cst MT McDougall
- Snr Cst BN Muddle
- Det Sgt AF Phillips
- L/Snr Cst JE Puredi
- Snr Cst DRP Rutland
- Snr Cst SP Smith
- Snr Cst SM Tobin

### Commissioner's Commendation – Courage

*Awarded to officers for action in the line of duty where outstanding courage required*

- RP Ajaka
- JE Angus
- Cst JA Baker
- Cst M Bell
- RJ Bertram
- Cst GM Bird
- MG Burgess
- Cst WG Bushby
- Cst TP Cahill
- Cst CM Carey
- DJ Causer
- PC Charman
- MR Chidgey
- Cst J Conder
- PR Condon
- Cst RS Culll
- Cst SG Donald
- Cst TL Eade-Smith
- Cst A Ferry
- CM Fitton
- Cst RS Ford
- SL Fowler
- Snr Cst GR Fraser
- Snr Cst DS Galvin
- Snr Cst GD Garside
- PO RA Gray
- GK Greer
- Snr Cst E Gutierrez
- CM Hallinan
- Snr Cst SJ Harrison
- JP Hassett
- Snr Cst TT Hawkins
- BJ Heal
- Station Officer JC Henry (NSW Fire Brigades)

- Snr Sgt PJ Hinds
- Cst KD Klein
- Det Snr Cst DA Law
- Snr Cst TJ Leonard
- Det Sgt MA Lewis
- Cst RJ Lloyd
- Snr Cst MJ McCredie
- Snr Cst AP McLean
- Cst RJ McMahan
- Prb Cst LA McNeice
- Snr Cst SA McRae
- Snr Cst BB Miles
- Cst AM Molyneux
- Cst DS Morgan
- L/Snr Cst PK Nancekivell
- Snr Cst AM O'Neill
- Snr Cst PJ Pagonis
- L/Snr Cst RT Parker
- Snr Cst BM Pennell
- Det Insp SR Raines
- Cst JA Raper
- PC Snr Cst DM Roberts
- Snr Cst WLJ Robinson
- Cst KW Rodger
- L/Snr Cst SW Schussler
- Snr Cst MR Sikkema
- L/Snr Cst GA Smeallie
- Det Snr Cst P Stares
- Snr Cst MT Strachan
- Snr Cst M Sutherland
- Snr Cst KR Thomas
- Det Snr Cst DJ Townley
- L/Snr Cst LA Turner
- Snr Cst R Van Hoven
- Snr Cst TW Weston
- Snr Sgt WM Wilkes
- Snr Cst PG Williamson
- Det Insp MJ Willing
- Det Sgt CP Woolsey
- L/Snr Cst LJ Woolsey

### Commissioner's Commendation – Service

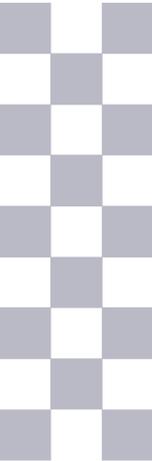
*Awarded to officers for outstanding or meritorious performance of duty*

- Det Ch Insp DJ Bray
- Asst Com JT Carroll, APM
- Mr DW Hand, OAM (civilian)
- Det Supt KC McKay, APM
- Mr HP McKinnon
- Mr GB O'Callaghan, MBE (civilian)
- Supt GE Rolph
- Det Sgt NK Warren

### Commissioner's Unit Citation

*Awarded to officers for outstanding collective service involving bravery or other merit*

- City East Region: Sydney CBD Public Order Management Operations 1999
- Glen Innes Siege 2003
- Monaro Anti Theft Squad: Thredbo Landslide 1997
- Queanbeyan Crime Scene Unit: Thredbo Landslide 1997
- Strike Force Delphinium 2003
- Task Force Bellaire 1997 - 2006
- Task Force Gain 2003 - 2006
- Witness Security Unit: Strike Force Sibret 2001 - 2005



**Commissioner's Certificate of Merit**

*Awarded to officers for exceptional performance of duty*

- Det Snr Cst BC Abdy
- Snr Cst RD Agnew
- Insp MG Appleton
- Det Snr Cst JA Ardill
- Snr Sgt AE Asmus
- Prb Cst SD Bennett
- Det Sgt SR Bensley
- Prb Cst VM Bolas
- Det Snr Cst C Boustani
- Ms C Braden
- Cst AG Brock
- Cst AJ Brookes
- Det Snr Cst DJ Broome
- Cst KM Burke
- Det Sgt JJ Cassar
- Sgt PJ Clark
- Sgt PJ Clark (2nd award)
- Cst RJ Coady
- Snr Cst KM Cooke
- Det Snr Cst JE Coorey
- Cst LP Corcoran
- Snr Cst R Costa
- Snr Cst RJ Cousins
- Det Snr Cst BJ Cullen
- Snr Cst RS Curll
- Sgt WL Demery
- Snr Cst CR Dimarco
- Insp IMR Duncan
- Snr Cst TC Elliott
- Mr D Emerton (civilian)
- Det Snr Cst TJ Fairall
- Snr Cst GP Featherstone
- Mr JD Fogarty
- Snr Cst RJ Franklin
- Ms S Gibbons
- Det Snr Cst NW Gilbert
- Snr Cst SS Glasser
- Ms KA Gordes
- Ms S Grech
- Det Snr Cst HR Gumley
- L/Snr Cst E Gutierrez
- Cst HM Hage
- Snr Cst AL Hampton
- Snr Cst PB Henderson
- Cst AL Holloway
- Det L/Snr Cst R Hollows
- Mr MN Holmes
- Snr Sgt KL Howitt
- Snr Cst BP Hughes
- Cst GJ Humphries
- Snr Cst JA Immarrata
- Det Sgt PR Kaufmann
- Det Snr Cst DS Keegan
- Sgt WE Kelly
- Det Snr Cst L Kerfoot
- Cst RL Knapp
- Cst N Kokotovich

- PC Snr Cst CJ Lindsay
- Mr A Lyons (civilian)
- Cst PR Maxwell
- Det Snr Cst MA McLean
- Snr Cst AD McMullen
- Prb Cst LA McNeice
- Cst LJ Miller
- Det Snr Cst RA Mills
- Snr Cst JC Morgan
- Sgt GD Neal
- Snr Cst D Newling
- Snr Cst D Newling (2nd award)
- Snr Cst SL Newton
- Det Snr Cst JB Noble
- Cst GJ Noye
- Snr Cst SA Ortlipp
- Snr Cst MD Paull
- Det Snr Cst SN Pearson
- Det Sgt RJ Pegram
- Snr Cst TJ Pieper
- Snr Cst AP Pocock
- Cst TC Pollard
- Snr Cst JC Price
- Det Snr Cst SA Reed
- Det Sgt GS Richardson
- Cst AMcR Rowbottom
- Det L/Snr Cst PK Rudens
- Det Insp MD Rudolph
- Det Sgt BF Ruse
- Snr Cst MA Scambary
- Snr Cst G Shaw
- Asst Com CT Small
- Snr Cst PK Smart
- Det Cst TC Smith
- Prb Cst RS Smith
- Snr Cst AJ Smith
- Ms K Stacey
- Sgt BJ Staines
- Cst AD Strachan
- Mr D Taylor (civilian)
- Prb Cst SR Tipping
- Mr DM Tonkin
- Det Snr Sgt GJ Trebley
- Snr Cst BP Turner
- An Undercover Operative
- Cst JA Van Cornewal
- Sgt DJ Vidal
- Dr J Wiggers (NSW Health)
- Snr Cst TJ Willemsen
- Snr Cst WP Wood

**Commissioner's Community Service Commendation**

*Awarded to officers for outstanding service to the community as a voluntary representative of the NSW Police Force*

- Insp AK Cooney
- Snr Cst MK Fancey
- Sgt J Klepczarek
- Sgt CJ Tuite
- Insp MJ Watkins

**Commissioner's Community Service Citation**

*Awarded to officers for service to the community as a voluntary representative of the NSW Police Force*

- Snr Cst R Havasi

**NSW Police Diligent & Ethical Service Medal**

*Awarded to sworn officers for 10 years of diligent and ethical service. A numbered Clasp is awarded for each additional five years of diligent and ethical service*  
1,650 Medals and Clasps approved

**Long Service Awards National Medal**

*Awarded for 15 years of diligent service by a member of an Australian police force. A Clasp is awarded for each additional 10 years diligent service*  
1,200 Medals and Clasps approved

**Australian Bravery Decorations**

*Star of Courage (SC)*  
*Awarded to officers for acts of conspicuous courage in circumstances of great peril*

- Snr Cst LH Rudder, VA

**Bravery Medal (BM)**

*Awarded to officers for acts of bravery in hazardous circumstances*

- Snr Cst KP Day, VA
- Snr Cst DJ Kolosque, VA
- Snr Cst JA Moylan

**Commendation for Brave Conduct**

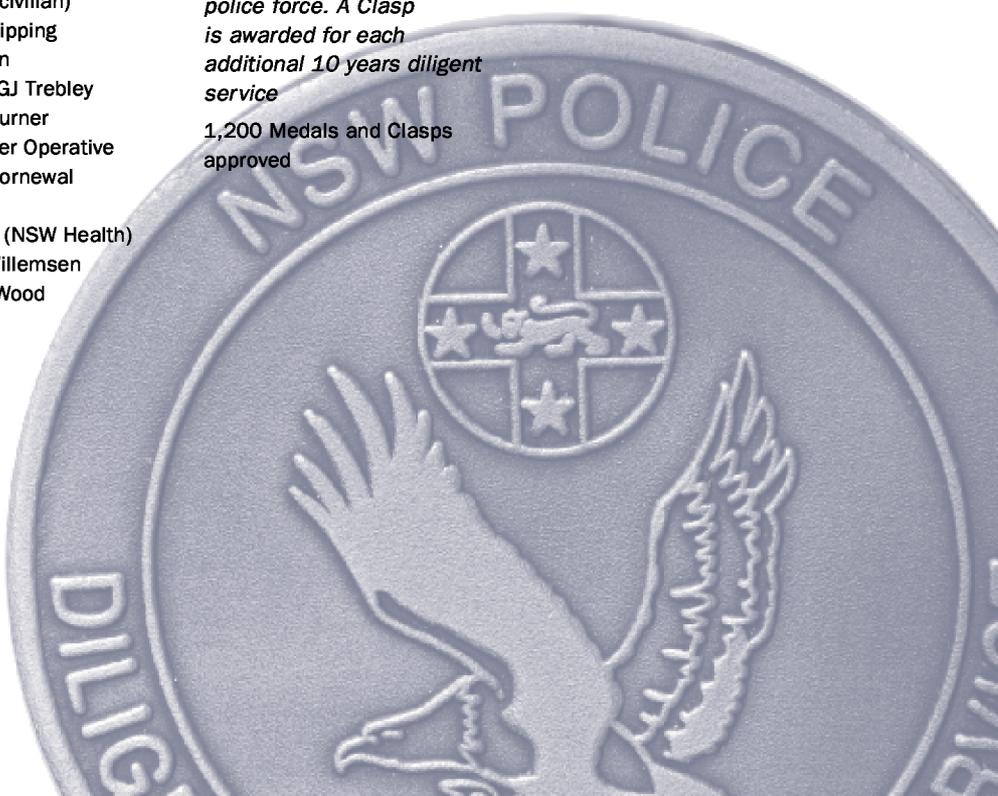
*Awarded to officers for other acts of bravery which are considered worthy of recognition*

- Snr Cst GR Payne
- Sgt SF Phillips, VA\*

**Australian Police Medal (APM)**

*Awarded for distinguished service by a member of an Australian police force*

- Asst Com CJ Burn
- Sgt J Hinckley
- Supt MW Holahan
- Supt MJ Hutchings
- Det Ch Supt MO Jenkins
- Ch Insp A Kopsias
- Ch Supt PW Lennon
- Supt AJ McWhirter
- Asst Com DJ Owens



**Humanitarian Overseas Service Medal**

*Awarded to officers for humanitarian service in hazardous circumstances outside of Australia*

**Indian Ocean Clasp**

Det Insp PA Baines  
 Snr Cst DP Conabeer  
 Sgt NL Davis  
 Insp JP Emery  
 Cst KI Karakaya  
 Sgt SS Lamerton  
 Det Sgt DA Neal  
 Det Snr Sgt IG Parker, APM  
 Det Sgt PB Pearce  
 Det Sgt RP Sinclair  
 Det Snr Sgt MG Swatridge  
 Det Sgt RC Wood  
 Supt JA Young, APM

**Iraq Clasp**

Asst Com N Kaldas

**New South Wales Certificate of Merit**

*NSW contribution to Operation Cawdor - the Australian policing response to the Indian Ocean Tsunami 2004*

Snr Cst CF Agius  
 Sgt SN Allison  
 Mr R Araullo (civilian)  
 Sgt LM Archer  
 Snr Cst GJ Bailey  
 Snr Cst RL-A Bailey  
 Det Insp PA Baines  
 Sgt NJ Barrett  
 Snr Cst NJ Beresford  
 Ms S Browne (civilian)  
 Ms G Bucco  
 Sgt TS Bush  
 Ms K Carlin (civilian)  
 Insp TM Chapman  
 Snr Cst AJ Chetham  
 Sgt V Chin  
 Sgt CE Clarke  
 Sgt S Cogno  
 Sgt SL Coleman  
 Snr Cst DP Conabeer  
 Ms JH Cordin  
 Ms L Davies  
 Sgt NL Davis  
 Sgt R De Bruin  
 Ms J Dennis (civilian)  
 Ms C Doggett (civilian)  
 Mr R Dunstan (civilian)  
 Snr Cst PJ Dwyer  
 Sgt PJ Elliott

Insp JP Emery  
 Insp DI Forbes  
 Ms K Friis (Dept of Forensic Medicine)  
 Dr P Gower (civilian)  
 Sgt MS Grainger  
 Sgt L Grose  
 Mr P Gunn  
 Sgt J Halpin  
 Sgt PJ Hennessy  
 Snr Sgt IP Hobson  
 Det Insp W Hoffman  
 Ms R Hoile  
 Snr Cst S Hussain  
 Sgt SJ Jeffrey  
 Cst KI Karakaya  
 Snr Cst D Kazzi  
 Fed Agent D Kentish (AFP)  
 Snr Cst J-A Kenworthy  
 Dr B King (Westmead Hospital)  
 Ms R Kumar  
 Sgt SS Lamerton  
 Dr R Lane (Sydney Dental Hospital)  
 Sgt BH Lewis  
 Sgt DJ Liddle  
 Sgt MMcP Magill  
 Snr Cst RK Mahoney  
 Ms V Mathews  
 Snr Cst JA McDonald  
 Ms LM McMaster  
 Snr Cst G Melchiorre  
 Dr A Middleton (civilian)  
 Sgt WP Miller  
 Ms I Moltchanskaia  
 Sgt GJ Moon  
 Snr Sgt AD Morris  
 Ms J Mowl (Dept of Forensic Medicine)  
 Snr Cst MO Mulholland  
 Snr Cst PL Nash  
 Det Sgt DA Neal  
 Snr Cst FC Nugara  
 Snr Cst VL O'Bryan  
 Sgt BH Olliver  
 Snr Sgt NA Paine  
 Det Snr Sgt IG Parker, APM  
 Det Sgt PB Pearce  
 Snr Cst LJ Piggott  
 Snr Sgt FL Poole  
 Federal Agent K Povolny (AFP)  
 Ms R Raco  
 Mr A Redpath (civilian)  
 Sgt S Robinson  
 Snr Cst VM Rolfe  
 Snr Cst DJ Rook  
 Insp RJ Rowe  
 Sgt MA Samways  
 Dr W Saunderson (Sydney Dental Hospital)

Insp K Shack-Evans  
 Sgt MJ Schibeci  
 Det Sgt RP Sinclair  
 Ms S Smith (civilian)  
 Snr Cst M Snowden  
 Snr Cst JK Southam  
 Sgt JA Sutcliffe  
 Det Snr Sgt MG Swatridge  
 Supt MF Sweeney  
 Snr Sgt P Taylor  
 Insp AD Taylor  
 Snr Sgt JM Thompson  
 Snr Cst LL Turner  
 Snr Cst GR Watt  
 Federal Agent K Webb (AFP)  
 Snr Cst PR Wells  
 Snr Cst VM Williams  
 Snr Sgt KL Willott  
 Det Sgt RC Wood  
 Sgt BC Worboys  
 Mr W Yeung (civilian)  
 Supt JA Young, APM  
 Ms L Young (Dept of Forensic Medicine)

**Royal Humane Society of New South Wales**

**Bronze Medal**  
*Awarded for bravery in rescue situations*

Snr Cst TJ Brown, VA  
 Snr Cst RS Curll  
 Insp PJ Devaney, VA  
 Snr Cst CJ Fowler, VA  
 Cst RJ McMahan  
 Snr Cst SA McRae  
 Cst AM Molyneux  
 Snr Cst BN Muddle, VA  
 L/Snr Cst PK Nancekivell  
 Snr Cst MR Sikkema  
 Snr Cst KR Thomas

**Certificate of Merit**  
*Awarded for meritorious actions in rescue situations*

Prb Cst VM Bolas  
 Cst KM Burke  
 Cst PC Charman  
 Cst MR Chidgey  
 Cst CM Fitton  
 Cst BJ Heal  
 L/Snr Cst SW Schussler  
 Snr Cst PG Williamson  
 Det Insp MJ Willing

**Royal Life Saving Awards**

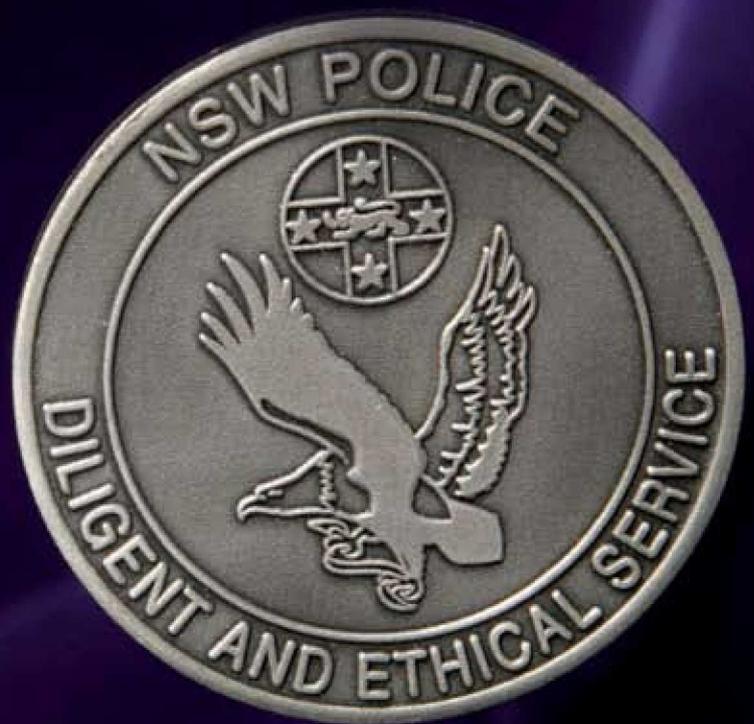
*Awarded for outstanding attempt at saving human life by application of life saving skills*

Cst KJ Aston  
 Snr Cst AR Borysewicz  
 Sgt SA Briscoe  
 Snr Cst KK Connor  
 Cst AG Davies  
 Insp DG Eardley  
 Prb Cst DW Ferris  
 L/Snr Cst PC Fitzer  
 Cst GJ Gill  
 Snr Cst DS Graham  
 Snr Cst M Hamilton  
 Snr Cst GJ Hayden  
 L/Snr Cst JL Housego  
 Cst CW Jones  
 Cst J Kissa  
 Cst NW Kitchen  
 Cst MP Lake  
 Snr Cst MD Lawson  
 Cst AJ Leach  
 Snr Cst IK McCullough  
 Sgt AJ McLean  
 Cst DM Norman  
 Cst MD Noyen  
 Cst I Omar  
 Cst R Portes  
 L/Snr Cst MS Rees  
 Cst EJ Satchell  
 Insp CW Sheridan  
 Cst DF Smith  
 Cst AL Staples  
 Insp SM Woolbank

**St John Ambulance Australia (NSW) Emergency Service Award**

*Awarded for successful life sustaining support to the public while on duty*

Snr Cst DP Eldridge  
 Cst DP Jones



# Glossary

ABS	Australian Bureau of Statistics		
ACLOs	Aboriginal community liaison officers		
ACPR	Australasian Centre for Policing Research		
ACS	Asian Crime Squad		
ACU	Asset Confiscation Unit	COPOCA	Confiscation of Proceeds of Crime Act
ACMA	Australian Communication & Media Authority	COPS	Computerised Operational Policing System
ACPR	Australian Centre for Policing Research	Covert	Concealed or undercover
ADPP	Associate Degree of Policing Studies	CPO	Crime prevention officer
AEIFRS	Australian equivalent to international financial reporting standards	CPR	Child Protection Register
AFP	Australian Federal Police	CPWT	Child protection watch team
AGD	Attorney General's Department	CT&ST	Counter Terrorism & Special Tactics
AIPM	Australian Institute of Police Management	DAC	Drug & Alcohol Coordination
ALU	Aboriginal Liaison Unit	DART	Domestic Assault Response Team
ANPR	Automatic number plate recognition	DES	Document Examination Section
ANZPAA	Australia & New Zealand Policing Advisory Agency	DEP	Detective Education Program
AO	Order of Australia	DiRAD	Digital Radio Program
APEC	Asia-Pacific Economic Cooperation	DNA	Deoxyribonucleic acid, or a set of genetic blueprints. Forensic scientists use DNA taken from body fluid, skin or hair found at a crime scene to identify victims and offenders. This called genetic fingerprinting or DNA profiling.
APM	Australian Police Medal		
APMAB	Australasian Multicultural Advisory Bureau	DoCS	Department of Community Services
APPSC	The Australasian Police Professional Standards Council	DPP	Director of Public Prosecutions
APSC	APEC Police Security Command	DV	Domestic violence
AQTF	Australian Quality Training Framework	DVICM	Domestic Violence Intervention Court Model
ARCIE	Alcohol Related Crime Information Exchange	DVIRT	Domestic Violence Intervention Response Team
ASB	Aviation Support Branch	DVLOs	Domestic violence liaison officers
ASIO	Australian Security Intelligence Organisation	DVPASS	Domestic Violence Proactive Support System
ATC	Advanced Technology Centre	EAP	Employee Assistance Program
ATM	Automated teller machine	EDOs	Education and development officers
Attestation	Steeped in ceremony and tradition, the attestation parade is when policing students take their Oath or Affirmation of Office, and is the point at which students	EDW	Enterprise Data Warehouse
AVL	Audio video link	ERISP	electronic record of interview of suspect person
AVO	Apprehended domestic violence order	FOI	Freedom of information
BDI	Black Dog Institute	FRICS	Firearms & Regulated Industries Crime Squad
BOCSAR	Bureau of Crime Statistics & Research	FSDI	Forensic Services Digital Imaging
BTS	Business & Technology Services	FSG	Forensic Services Group
BWDVCAS	Blacktown Women's Domestic Violence Court Assistance Scheme	GE	General establishment: refers to non-sworn, administrative positions within NSW Police Force
c@ts.i	Complaints Management System	GLLO	Gay and lesbian liaison officer
CCRP	Commissioner's Advisory Council on Culturally Responsive Policing	GVDVS	Green Valley Domestic Violence Service
CCTV	Closed circuit television	HR	Human Resources
CAD	Computer Aided Dispatch	HVP	High visibility policing: the deliberate increase of police presence in the community to reduce crime and raise levels of public awareness; to engender public confidence; and reduce the perception and fear of crime.
CAS	Computerised Assessment Systems\	HWP	Highway patrol
CBIDVRT	Canterbury Bankstown Interagency Domestic Violence Response Team	IBIS	Integrated Ballistics Identification System
CCMART	Complex Case Management & Review Team	IBR	Intelligence Based Rostering
CEIU	Child Exploitation Internet Unit	ICMF	Integrated Case Management for Families
CEO	Chief executive officer	ICTMB	Information Communication Technology Management Board
CEP	Constable Education Program	IMPACT	Innovative Models of Police & Community Training
CIDS	Computerised Incident Dispatch System	IRC	Industrial Relations Commission
CMF	Command Management Framework	IR	Information report
CMP	Crime Management Programs	IT	Information technology
CMT	complaint management teams	JIRT	Joint Investigative Response Team
CNIE	CourtLink / NSW Police Information Exchange	KPI	Key performance indicator
Controlled operation	An expression used to describe a covert (undercover) operation by a law enforcement agency to gather evidence that may lead to the identification and prosecution of a person for a criminal offence	LAC	Local area command
		LEPRA	<i>Law Enforcement (Powers &amp; Responsibilities) Act 2002</i>

LESRSC	Law Enforcement Security Radio Spectrum Committee	SOPs	Standard operating procedures
LIDAR	Light detection and ranging: an optical remote sensing device that measures distance to a target.	SSB	State Surveillance Branch
MAC	Marine Area Command	SSG	Special Services Group, includes: Marine Area Command (MAC), Aviation Support Branch (ASB), State Technical Investigation Branch (STIB), State Electronic Evidence Branch (SEEB), State Surveillance Branch (SSB), Undercover Branch (UCB), Telecommunications Interception Branch (TIB), Advanced Technology Centre (ATC), Professional Development Branch (PDB)
MCPEMP	Ministerial Council for Police & Emergency Management – Police (MCPEMP),	STIB	State Technical Investigation Branch
MCPES	Mandatory Continuing Police Education Scheme	TAG	Target action group
MDFVRSS	Mt Druitt Family Violence Response Support Strategy	Target hardening	Taking certain steps to improve the security of people or property
MDMA	3,4 methylenedioxymethamphetamine (ecstasy)	TIB	Telecommunications Interception Branch
MEOCS	Middle Eastern Organised Crime Squad	TOU	Tactical Operations Unit
MERIT	Magistrates Early Release into Treatment	UCB	Undercover Branch
MHIT	Mental Health Intervention Team	VIEW	Video image evidence on the web
MOU	Memorandum of understanding, a document used where the parties, usually government agencies, wish to record an understanding regarding for example, the exchange of information.	VKG	Police radio
MPS	Multimedia Production Services	VOIP	Voice over internet protocol
MRP	Mainframe Replacement Project	YLO	Youth liaison officer
NDS	National Drug Strategy	YOA	<i>Young Offenders Act 1997</i>
NG-MDTs	New Generation Mobile Data Terminals		
NIITF	National Indigenous Violence & Child Abuse Intelligence Task Force		
NSWPF	NSW Police Force		
OCI	Operational Communications & Information Command		
ODPP	Office of the Director of Public Prosecutions		
OECD	Organisation for Economic Cooperation & Development		
OHS&R	Occupational health, safety and rehabilitation		
OHS	Occupational health and safety		
OMCG	Outlaw motorcycle gang		
OCR	Operations & Crime Review		
ORS	Organisational Review & Support		
PAL	Police Assistance Line		
PACT	Police Accountability Community Teams: forum for the community to express its views about police visibility, police deployment and crime generally.		
PCA	Prescribed concentration of alcohol		
PCC	The Police Commissioners' Conference		
PCPAG	The Police Commissioners' Policy Advisory Group		
PCYC	Police & Community Youth Clubs		
PDB	Professional Development Branch		
PIPJ	Policing Issues & Practice Journal		
POC	Police Operations Centre		
PoliceCAD	Police Computer Aided Dispatch		
PQA	Pre-Qualifying Assessments		
PSC	Professional Standards Command		
PSOs	Peer support officers		
RAs	Requests for assistance		
RBT	Random breath tests		
SAP	SAP stands for 'systems applications and products' in data, and refers to our online system for human resource management		
SEEB	State Electronic Evidence Branch		
SIEMC	Senior Incident & Emergency Management Course		
SLP	School Liaison Police		
SOCO	Scene of crime officer (for collection of forensic evidence)		

#### Rank abbreviations

Asst Com	Assistant commissioner
Ch	Chief
Cst	Constable
Det	Detective
Insp	Inspector
L/Snr Cst	Leading senior constable
Prb	Probationary
Sgt	Sergeant
Snr	Senior
Supt	Superintendent

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## Code of Conduct & Ethics

An employee of NSW Police Force must:

- 1** behave honestly and in a way that upholds the values and the good reputation of NSW Police Force whether on or off duty
- 2** act with care and diligence when on duty
- 3** know and comply with all policies, procedures and guidelines that relate to their duties
- 4** treat everyone with respect, courtesy and fairness
- 5** comply with any lawful and reasonable direction given by someone in NSW Police Force who has authority to give the direction
- 6** comply with the law whether on or off duty
- 7** take reasonable steps to avoid conflicts of interest, report those that can not be avoided, and co-operate in their management
- 8** only access, use and/or disclose confidential information if required by their duties and allowed by NSW Police Force policy
- 9** not make improper use of their position or NSW Police Force information or resources
- 10** report misconduct of other NSW Police Force employees.

Failure to comply with the *Code of Conduct & Ethics* may result in management action.

This report can be downloaded from the NSW Police Force website [www.police.nsw.gov.au](http://www.police.nsw.gov.au)

ISSN: 1832-3472

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Design and layout by TMTE Group. Printed by GEON Agency Graphic World.

# Our guarantee of service

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 factors under our control, we will rectify the problem.

We acknowledge that NSW society is a complex, multicultural and multi-dimensional mix of people and expectations. To achieve equity, we believe 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 ethnic communities, youth, aged and Aboriginal people, as well as the gay, lesbian and transgender community.

In each local area command we have Police Accountability Community Teams (PACTs) which help us to know and understand the policing needs of local communities. In 2007-08, these will be reinforced with the introduction of Community Safety Precincts Committees.

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

## Contacts

### NSW POLICE FORCE HEADQUARTERS

1 Charles Street  
PARRAMATTA NSW 2150

#### Postal address

Locked Bag 5102  
PARRAMATTA NSW 2124

#### Website

[www.police.nsw.gov.au](http://www.police.nsw.gov.au)

### TELEPHONE

#### Triple Zero (000) – 24 hours

(Telstra ask for police)

#### Police Assistance Line

13 1444 – 24 hours

#### Customer Assistance Unit

1 800 622 571 – 24 hours  
(free call)

#### Crime Stoppers

1 800 333 000 – 24 hours  
(free call)

#### Police Switchboard

General enquiries  
131 444 – 24 hours

#### TTY (deaf and hearing impaired)

(02) 9211 3776 – 24 hours

### REGION OFFICES

#### Central Metropolitan

Level 7, Sydney Police Centre  
151-241 Goulburn Street  
SURRY HILLS NSW 2010  
(02) 9265 4920 - Business hours

#### North West Metropolitan

Level 9, Ferguson Centre  
130 George Street  
PARRAMATTA NSW 2150  
(02) 9689 7638 - Business hours

#### South West Metropolitan

6 Fetherstone Street  
BANKSTOWN NSW 2200  
(02) 8700 2499 - Business hours

#### Northern

Newcastle Police Station  
Cnr Church and Watt Streets  
NEWCASTLE NSW 2300  
(02) 4929 0688 - Business hours

#### Southern

Level 3, 84 Crown Street  
WOLLONGONG NSW 2500  
(02) 4226 7705 - Business hours

#### Western

148 Brisbane Street  
DUBBO NSW 2830  
(02) 6883 1704 - Business hours

Police are listed under 'Police NSW' in the  
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