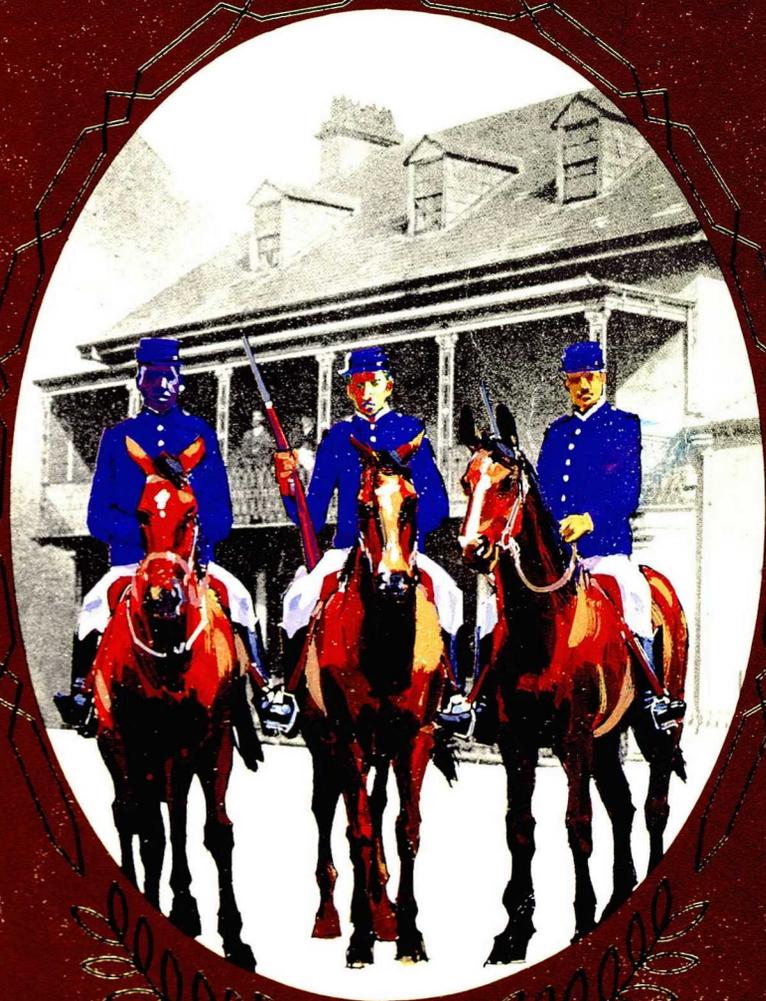
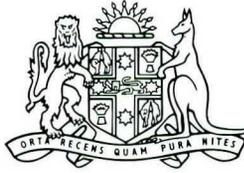


New South Wales
POLICE DEPARTMENT
Annual Report
1986-1987



125th Anniversary



7410/4
SA

Report
of the
New South Wales
Police Department
1986–87

Service Hours

The New South Wales Police provide a
24-hour service

Principal Office

New South Wales
Police Headquarters
14–24 College Street,
SYDNEY, N.S.W. 2000

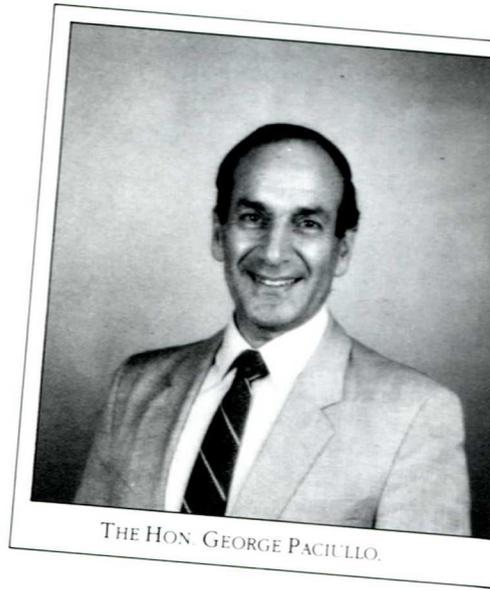
G.P.O. Box 45
SYDNEY, N.S.W. 2001

Telephone:

(02) 339-0277 (7.30 am–5pm Mon–Fri)
(02) 20966 (24 hours service)



The Hon. George Paciullo, M.P.,
Minister for Police and
Emergency Services.



Dear Mr. Paciullo,

In accordance with the Annual Reports (Departments) Act, 1985, I submit for your information and presentation to Parliament my report of the activities of the New South Wales Police Department for the financial year ended 30th June, 1987.

As a result of problems experienced in the collection and analysis of operational material from Police areas throughout the State, and in the preparation of detailed crime statistics published separately, it was necessary to seek the Treasurer's approval for extensions of time for submission of this report.

Yours sincerely,

J.K. Avery,
Commissioner.

Contents

Introduction 5

1. Commissioner's Foreword 6
2. Acting Secretary's Comments 8
3. 125th Anniversary 10

Structure and Objectives 13

1. Police Force 14
2. Police Department 15

Management and Planning 23

1. Corporate Objectives 24
2. Corporate Strategies 24
3. Regionalisation 24

Operational Policing 31

1. General Policing 32
2. Crime 40
3. Traffic 57
4. Emergency Services 71

Community Relations 77

1. Community Relations Bureau 78

Disciplinary Services 95

1. Internal Affairs Branch 96

Personnel, Training and Industrial Relations 101

1. Police Personnel Branch 102
2. Police Academy 105
3. Medical Branch 107
4. Police Training Development and Examination Branch 108
5. Police Staff and Industrial Branch 109
6. Public Service Personnel Branch 110

Technical Support 113

1. Research and Development Branch 114
2. Information Systems Branch 115
3. Computer Operations Branch 115
4. Technical Support Branch 121
5. Police Operations Centre 125
6. Police Motor Vehicles Branch 126

Legal and Administrative Services 129

1. Legal Services 130
2. Administrative Services 132

Properties 135

1. Properties Branch 136

Financial Services 143

1. Budget Overview 144
2. Financial Statements 146

Appendices and Index 165



FINGERPRINT CONVERSION PROJECT
— MANUAL TO COMPUTER.

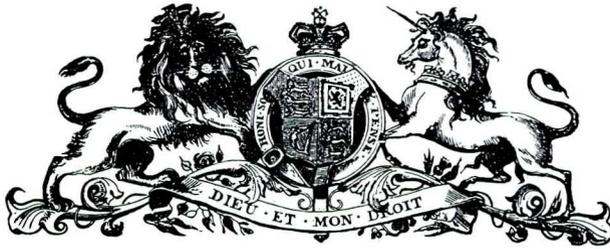


OPENING, SYDNEY POLICE CENTRE.



NEW RIGID DIVING HELMET.

Contained throughout this Annual Report are extracts from Rules for general management and discipline of members of the Police Force of the Colony published in the N.S.W. Government Gazette, No. 49, 1st March, 1862.



SECOND SUPPLEMENT

TO THE

NEW SOUTH WALES

Government Gazette

OF FRIDAY, 28 FEBRUARY, 1862.

PUBLISHED BY AUTHORITY.

No. 49.]

SATURDAY, 1 MARCH.

[1862.

Colonial Secretary's Office,
Sydney, 1st March, 1862.

POLICE RULES.

HIS Excellency the Governor, with the advice of the Executive Council, has been pleased to establish, under the Police Regulation Act of 1862, the following Rules for the general management and discipline of the Members of the Police Force of the Colony.

CHARLES COWPER.

RULES FOR THE POLICE FORCE OF NEW SOUTH WALES.

INTRODUCTION.

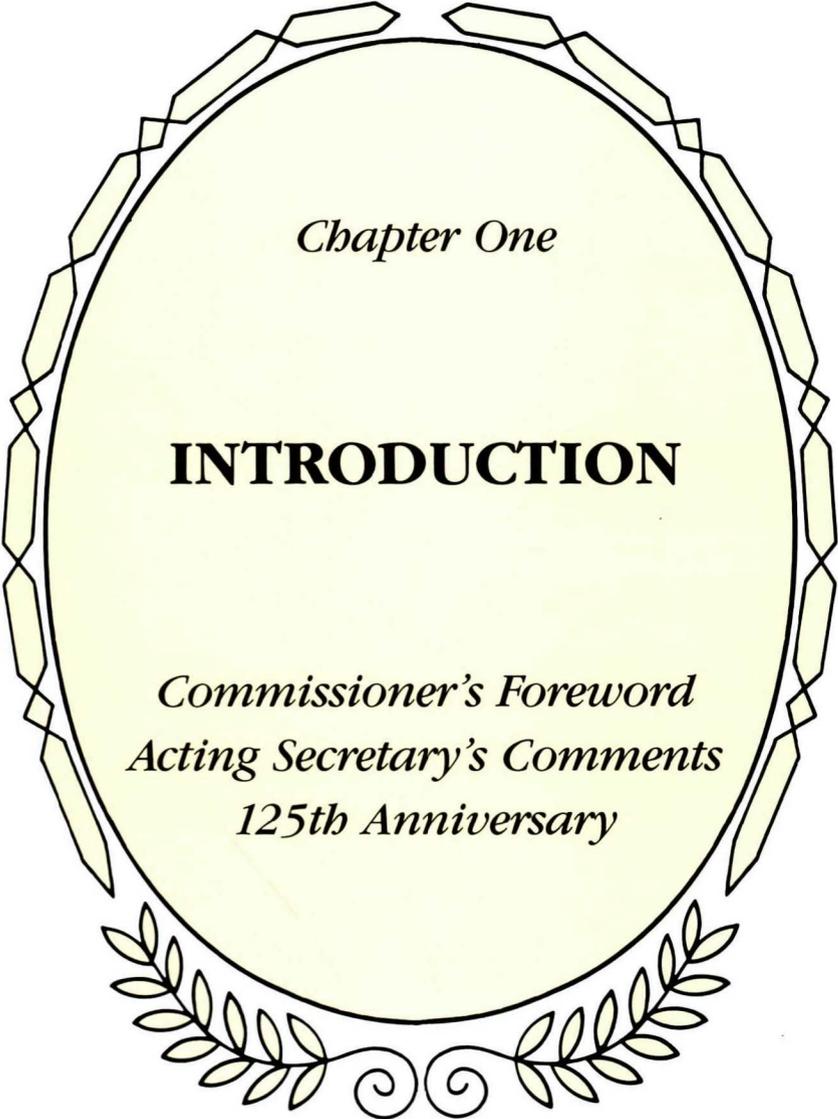
THE following Rules for the Police Force have been established by His Excellency the Governor and Executive Council, under the provisions of the Act 25 Vic., No. 16, in order that it may be conducted upon one uniform system, and that its Members may not be embarrassed in the execution of their several duties from the want of proper instructions.

2. The system of Police embraces in its leading features centralization of authority and unity of action.

3. It is impossible to give precise directions for the execution of every duty which the Police may be required to perform, or to anticipate every difficulty which the Members of the Force may have to encounter, as from the nature of the service its duties must vary, and consequently the mode of execution must vary with them. Every Member of the Force should therefore endeavour to become acquainted with the nature of the duty which he may be called on to execute, and by individual zeal, energy, discretion, and intelligence, endeavour to supply the unavoidable deficiency of general instructions.

4. Officers of Police who are in the Commission of the Peace, are, as a general rule, not expected to take Bench duty. If at any time they are at or near a Court of Petty Sessions, when from the absence of Magistrates, or a deficiency in the number required by law to act, their sitting in Court would be advantageous to the interests of the public, they may act judicially, provided their executive Police duties are not thereby interfered with. They are not, however, to act in any case where a Member of the Police Force is either complainant or defendant.

5. In referring to communications previously received from head quarters, Officers are enjoined to quote, not only the date of such communications, but also the numbers and letters which they may have borne, if any; and when any communication is forwarded with a minute, the party receiving it will, after noting and attending to it, return it without delay to the person by whom it was forwarded.

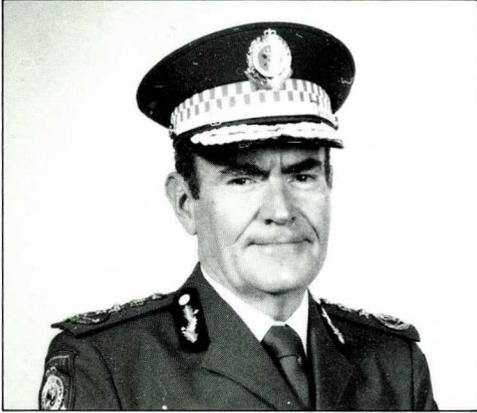


Chapter One

INTRODUCTION

Commissioner's Foreword
Acting Secretary's Comments
125th Anniversary

Commissioner's Foreword



J.K. AVERY, COMMISSIONER OF POLICE.

This year saw the commencement of some of the most significant changes in the history of the organisation. The adoption of Community Based Policing as the principal operational strategy brought with it major philosophical, structural and strategic reforms to the New South Wales Police Force.

The keystone of the changes is the *Statement of Values* —

Each New South Wales Police officer delivers service in a manner which:

- Upholds the rule of law.
- Preserves individual's rights and freedoms.
- Places integrity above all.
- Seeks to improve quality of life by community involvement in policing.
- Strives for citizen and Police personal satisfaction.
- Strives to capitalise on the wealth of human resources.
- Uses public resources — both money and authority.

These values are seen not as a mere attachment to Police Rules and Instructions, but the very essence of the

Police service in New South Wales. Within the limits of these values, Police officers have considerable freedom to work with their communities in pursuit of mutual objectives.

To give focus to the social responsibility of Police officers and their communities, part of the change has been to define geographical areas of responsibility for Police. Four regions have been designated, along with 24 districts, 73 divisions and 478 patrols. Each region is to be under the control of an Assistant Commissioner. There are Education, Review and Services portfolios to support the Regions.

The geographic concept is to be carried through from the regional concept to a "beat" responsibility for general duty constables. A substantial proportion of the additional 1,250 constables granted by Government over this and the next two years will be used to work more closely with the community.

To improve communication, decision-making and to support the "beat" constable, a flatter organisational structure has been developed, which reduces from fourteen to seven the number of reporting levels.

A consideration in restructuring was the creation of a broad base career development framework. Appointment of staff officers at the various command levels is designed to provide support to the commanders in the areas of intelligence, crime and community problems, community based policing strategies and projects, and human resource management within the regions and districts. It also provides a framework for gaining experience in a wide range of Police functions, regardless of an officer's original area of operational expertise. These changes in staff allocations are recognition that well over 80% of the Police annual budget is committed to salaries. Efficient

and effective management of our personnel resources is vital to the effective performance of this organisation.

Part of the improved communication and responsiveness to community requirements is based on the development of an information-problem solving network. Again, the major points of operation of the network will be at division and patrol level, to improve the capacity of local Police to respond to community needs and identify problems.

Throughout the State, Community Consultative Committees are being established at divisional level. It is intended that these Committees will reflect their local communities and be able to work with Police to identify local problems and solve them, if possible, at that level.

Civilian skills have been used to computerise the collection of information across the State. The information available to Police officers at the touch of a button on a computer terminal is making operational policing more effective.

Recent Government initiatives have sought to civilianise a number of existing Police positions with a view to re-allocating the trained Police personnel to operation areas of the organisation.

As a consequence of those initiatives, I re-activated the Establishment Review Committee (E.R.C.) in July, 1986, to undertake the task of identifying appropriate positions for civilianisation. The E.R.C. comprises representatives of the Commissioner of Police, the Public Service Board and the New South Wales Police Association.

At 30 June, 1987, 408 Police positions had been identified by the E.R.C as being suitable for civilianisation. The majority of these positions are to be filled by Communication and General Support Officers (CAGSO's) at police stations, or Communication Operators within the Sydney Police Centre. Recruitment and training processes commenced shortly after the first positions were identified and will continue until the civilianisation programme is fully implemented.

The E.R.C. is still actively engaged in an extensive programme conducting

inspections of Police positions in many areas of the organisation where it is anticipated further positions suitable for substitution may be identified. We are also endeavouring to take away extraneous duties to allow Police more time to concentrate on the critical phases of their duties.

It is anticipated that in the near future the Police in this State will be given access to lawful interception of telecommunications. Provision of these powers is a significant step but more can be done to arm the investigator. For instance, legislation similar to R.I.C.O. (Racketeer Influenced and Corrupt Organisations) Statutes, Bank Secrecy Statutes and the Continuing Criminal Enterprise provisions of the United States legislation are required to combat the professional and organised criminal element of our society.

The High Court of Australia's decision in *William -v- R.* has still not been addressed by legislation. Major submissions have been made to the Government and the Australian Law Reform Commission for legislation to allow the lawful detention and questioning of suspects for a reasonable period commensurate with the nature and scope of the investigation.

The need for lawful power to take fingerprints, palmprints, photographs and the requirement of suspects to undertake identification parades is still required by investigators. These powers have also been the subject of further submissions by this administration.

The first steps of our expanded education programme have been taken with the appointment of Mr. David Bradley as the Dean of Studies and two civilian lecturers to the Police Academy. This along with the permanent formation of the Police Education and Training Advisory Committee will form the foundation for a revised Police Recruit Education Programme as well as specialist and executive education.

Sergeants ranks were rationalised this year from three to Senior Sergeant and Sergeant. Promotion on merit will commence for Senior Sergeant on 1 January, 1988, followed on 1 April, 1989 by merit promotion for all sergeants ranks.

I pay special tribute to the people of the Police Force who contribute enormously to the quality of life in this State. They are meeting the challenges with dignity and commitment, conscientiously carrying out their responsibilities.

My special thanks go to the senior officers of this organisation who have risen to the task of organisational change, who have been prepared to question fundamental traditions and strategies, and ultimately fully supported a major change programme.

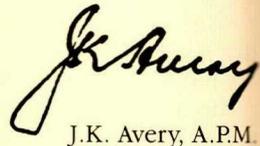
The public service staff have contributed greatly to our performance this year, and I thank them for their efforts. My appointment as Department Head on 19 June, 1987, will allow a progression towards an integrated Police service and to better fulfil the needs of New South Wales.

The Police Board has again made a major contribution to the administration and effective functioning of this

organisation. Their commitment to the major policy areas of education, staff selection and organisation structure have formed the basis for major advances.

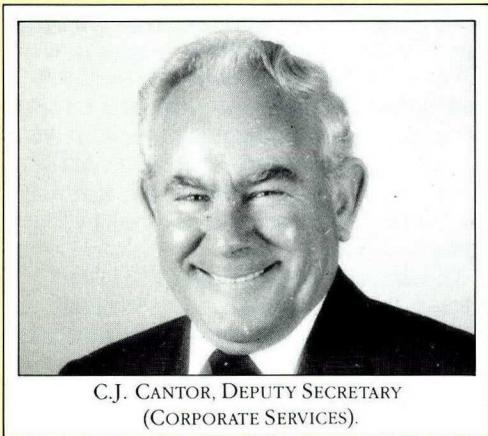
Our Minister, the Hon. George Paciullo, M.P., has been a major ally throughout this year. He has exhibited strength, commitment and leadership beyond that normally required by a Minister of the Crown.

I am appreciative of the contribution made by the vast majority of the people of New South Wales who have greatly assisted in supporting their own protection by their willingness to support the Police and their involvement in community based policing strategies.



J.K. Avery, A.P.M.

Acting Secretary's Comments



On 3 February, 1987, Mr. Leo Vineburg retired as Secretary, New South Wales Police Department. The position remained vacant at the close of the reporting period and I am providing these comments from the chair as Acting Secretary.

Responsibility as Department Head was transferred to the Commissioner of Police,

by changes to the Constitution Act and the Public Service Act effective from 19 June, 1987.

Achievements

The Department's last Annual Report listed several targets for achievement during the year 1986/87 and it is pleasing to record success in those key areas, primarily:

- Development of a high profile policy unit.
 - Introduction of 'multi skilling' concepts for civilian staff at police stations as well as those at central and head office locations.
 - Introduction of message switching on the computer network and expansion of the network itself.
- In the properties field:
- The Water Police occupied their new premises at Pymont, albeit only the first phase of their ultimate headquarters.
 - The Sydney Police Centre became operational and was officially opened

by the Hon. Premier on 11 March, 1987.

- The Maitland Police Centre became fully operational during August, 1986, and was officially opened by the Minister for Police and Emergency Services on 15 November, 1986.
- Responsibility for administration and control of funds for the maintenance of Police buildings and related works was transferred from the Department of Public Works to the Police Department.
- Plans were developed for the acquisition of sites and for major new Police Stations at Katoomba, Castle Hill, Sutherland and Bossley Park.

National Exchange of Police Information (N.E.P.I.)

Development of the N.E.P.I. project continued throughout the year with meetings of the Management Group held at Maitland (October, 1986) and Hobart (March, 1987). The N.E.P.I. Group has been expanded to include observers from New Zealand and will be further expanded by the inclusion of Fiji and Papua New Guinea to cover the same jurisdictions as those of the South West Pacific Region of Police Commissioners.

The national network, using New South Wales as the hub, now includes more than 1,600 terminals and provides access to important Police information relating to vehicles of interest and motor vehicle registration details; persons of interest, including driver's licence details as well as selected intelligence information.

Current activity is aimed at finalising the computerisation of a National Central Names Index with links to criminal and other records retained by other Australian Law Enforcement Agencies. This national index will also be integrated with the National Automated Fingerprint Computer System described below.

Fingerprint Computer

Development of the national fingerprint computer system, at the Ferguson Police Centre, Parramatta, has continued throughout the year with outstanding results. Conversion of all fingerprints held by Law Enforcement Agencies throughout Australia will be completed early 1987/88 and it is hoped that by the end of that

financial year all Agencies will have their own fingerprint computer workstation for the remote entry of fingerprints and for immediate searching against the national data base, of latent prints found at the scenes of crimes.

Civilianisation

As part of the Government's programme to replace Police on non-operational duties and functions with civilian staff, the equivalent of more than 400 positions were identified where functions could be carried out by civilians, freeing trained Police officers for operational duties.

The majority of these civilian officers will be engaged at police stations as Communication and General Support Officers (CAGSO's) or as Communication Operators in the new radio operations centre, Sydney Police Centre.

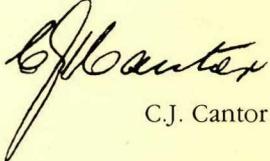
Several other positions have been identified for 'civilianisation' on a one for one replacement basis, including Driver Training Instructors and Training Officer (Computer Instruction) at the Police Academy and Cardio Pulmonary Instructors.

Projections

The year ahead places some heavy demands upon the civilian resources of the Department, particularly in the areas of computerisation, civilianisation and regionalisation.

Occupation of the Sydney Police Centre will be completed and a sophisticated message switching system introduced to computerise procedures within the radio operations area.

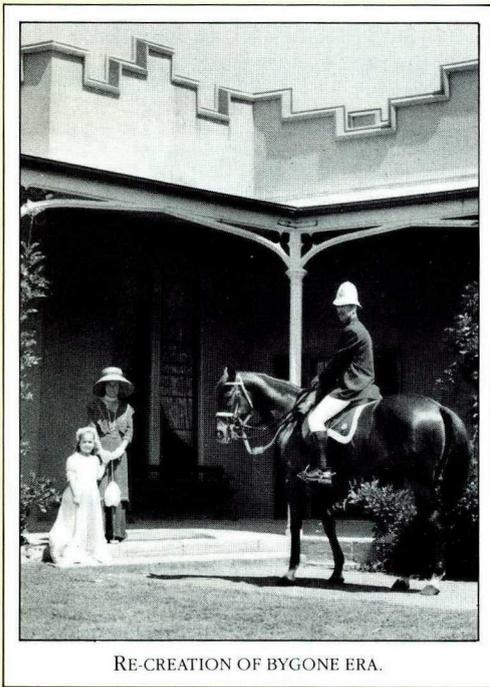
The current TELEPLEX network will be removed, its function served by the computerised message switching system. Likewise, the existing TELEX network will be considerably reduced or eliminated to take full advantage of more modern technology. These initiatives will result in considerable cost savings as well as providing a more efficient and effective means of communication.



C.J. Cantor

125th Anniversary

The year 1987 marks the 125th Anniversary of the inception of the New South Wales Police Force on 1 March, 1862, the date upon which the Police Regulation Act became law. Prior to 1862, Police were controlled for executive purposes by Benches of Magistrates who held, in addition, judicial Police powers. The result of this arrangement was a fragmented and disunited "constabulary". The geography of New South Wales demanded a colony-wide Police Force in order to restrict the severe and widespread criminal depredations not the least of which was the emergence of the bushrangers consequent upon the goldrushes during the 1860's.



RE-CREATION OF BYGONE ERA.

Under the Act the Inspector-General, at the direction of the Colonial Secretary, was charged with the superintendence of the Police Force of the entire Colony and was made responsible for the general efficiency and administration of the new proposals.

The State, for police purposes, was then divided into various districts, each with a Superintendent in Charge, and divided in turn into a series of sub-districts administered by Inspectors. The ranks created comprised Superintendent, Inspector, Sub-Inspector, Sergeant, Senior Constable, and Constable. The title of Inspector-General was altered to Commissioner of Police in 1926.

An intensification of criminal activity in 1862 led to criticism of the new Police Force, its powers and officers. In spite of poor communications, lack of transport facilities and with a total strength of only approximately 900 officers to cover all New South Wales, the Force managed to suppress the criminal element and in the process win the trust and confidence of the people of the colony.

Notwithstanding notable criminal outrages of an isolated nature, the period from 1872 to 1915 was, compared with the decade of the 1860's, very quiet, although the Maritime and Shearing strikes of the 1890's fully involved and tested the capabilities of the Force which was required to police expansive patrols in the outback, and crowded Divisions in the city.

The new century brought new challenges — mobile populations, inner-city congestion and other social conditions which led to greater criminal activity. The Police Force responded with a range of innovative reforms. In 1903, the Fingerprint method of criminal identification was introduced. There followed mechanisation from 1912, Women Police from 1915, and Public Safety Bureau (Highway Patrol) from 1926. The 1930's saw the introduction of specialist policing, and the formation of squads/sections to deal especially with certain characteristic crimes (Arson Squad, and the Scientific Investigation, Ballistics, and Modus Operandi Sections, and many others).

Dogs were used extensively by Police from 1932, and Boys' Clubs from 1937 provided a close association between Police and citizens in youth development. In 1946 an aviation section was created and today the Police helicopter fleet is inseparable from effective operational policing. Recent Community Policing projects such as Neighbourhood Watch have underlined the fact that for any Police Force to be truly effective, it must have the full support and co-operation of the public it seeks to serve.

In 1987, the New South Wales Police Force looks back on 125 years of history which has significantly contributed to the progress of this State. To celebrate this anniversary, spectacular events were staged at the New South Wales Police Academy, Goulburn, over the weekend of 28 February to 1 March, 1987. The celebrations were officially opened by the Premier of New South Wales and the highlight of the weekend was the holding of an inaugural Police Memorial Service and unveiling of a Police Chapel Foundation plaque.



POLICE DEPARTMENT INSPECTORS-GENERAL

William Spain	-1851	Edmund W. Fosbery	1874-1904
Capt. William C. Mayne	1852-1856	Thomas Garvin	1904-1910
Capt. John McLerie	1856-1874	Ernest C. Day	1911-1915

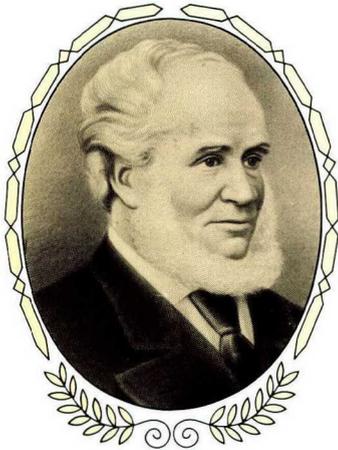
POLICE DEPARTMENT COMMISSIONERS

On 8 January, 1926, the Government altered the official title from that of Inspector-General of Police to Commissioner of Police.

James Mitchell	1915-1930	Frederick J. Hanson	1972-1976
Walter H. Childs	1930-1935	Mervyn T. Wood	1977-1979
William J. MacKay	1935-1948	James T. Lees	1979-1981
James F. Scott	1948-1952	Cecil R. Abbott	1981-1984
Colin J. Delaney	1952-1962	John K. Avery	1984-
Norman T.W. Allan	1962-1972		

POLICE DEPARTMENT SECRETARIES

Edmund W. Fosbery	1862-1874	Cyril L. Gentle	1952-1964
Thomas H. Goff	1890-1901	James T. Ross	1964-1965
David R. McCall	1901-1920	William R. Salkeld	1965-1970
Samuel Maddocks	1920-1930	Keith Parkinson	1970-1975
Edgar J. Baldwin	1930-1944	Philip A. Bowmer	1975-1982
Angelo M. Sticpewich	1944-1949	Leo F. Vineburg	1982-1987
Henry J. Cope	1949-1952		

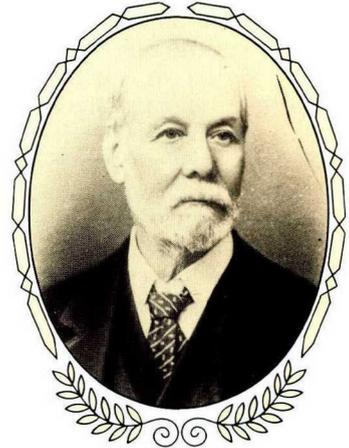


CAPTAIN JOHN McLERIE, INSPECTOR-GENERAL.

Edmund Walcott FOSBERY, C.M.G., *the longest serving Inspector-General, New South Wales Police Force*

Edmund Fosbery, born in England in 1834, came to Australia in 1852. Soon after arrival he obtained an appointment as a clerk in the Victorian Police Department and on 1 November, 1862, when the New South Wales system of administration was being reorganised by Captain McLerie, he accepted an invitation to assist in the framing of the new legislation. He was later appointed Secretary of the New South Wales Police Department with the rank of Superintendent, and made deputy Inspector-General.

He succeeded Captain McLerie as Inspector-General on 7 October, 1874, and held the position until 30 June, 1904, when he retired. His tenure of office was marked by outstanding administrative ability and great devotion to duty. Prior to his retirement he was created a Companion of the Order of St. Michael and St. George, and upon retirement was appointed a member of the New South Wales Legislative Assembly. He died at the age of 85 on 1 July, 1919.

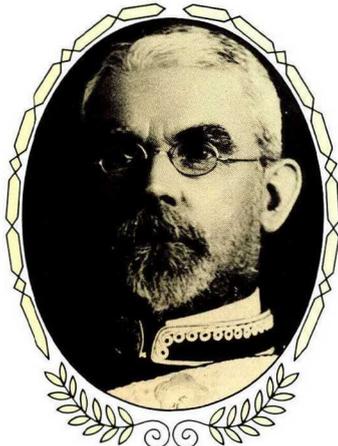


INSPECTOR-GENERAL EDMUND W. FOSBERY.

Thomas GARVIN, C.I.S.O., *Inspector-General, the longest serving member of the New South Wales Police Force*

Thomas Garvin was born in Sydney in 1843, and joined the New South Wales Police Force on 27 August, 1862. He served as a clerk for a number of years and in 1874 was appointed an Inspector in charge of Orange sub-district, and later Orange. He was appointed a Superintendent in 1890. In 1899, Garvin was appointed to the Queensland Police Commission, which at the time was inquiring into the reconstruction of the Queensland Police Force, winning the grateful esteem of the Queensland Premier for his invaluable assistance and sound administrative advice. During the Commonwealth festivities commemorating the Royal visit of the Duke and Duchess of York, he was in charge of Mounted Troopers brought from all parts of the State for this very important and unique occasion.

On 1 July, 1904, he was appointed Inspector-General. He proved a very able administrator and raised the level of the Mounted Police section to a very high standard of efficiency. He was created a Companion of the Imperial Service Order in 1909, and retired on 31 December, 1910. He died on 6 February, 1922, aged 79 years. Thomas Garvin served for 45 years, 4 months and 5 days.



INSPECTOR-GENERAL THOMAS GARVIN.

Chapter Two

STRUCTURE
and
OBJECTIVES

Police Force
Police Department

The New South Wales Police Force consists of 11,608 sworn personnel. The Force is supported by an administrative component, comprising 2,002 Public Service personnel. Additionally, there is a large auxiliary component of 497 Parking Patrol Officers, Security Officers, Bandsmen, Matrons and other Ministerial employees (See Organisational Charts pp 18-21).

1. Police Force

Executive Structure

The Police Force is headed by the Commissioner of Police who is responsible to the Minister for Police and Emergency Services. As at 31 May, 1987,

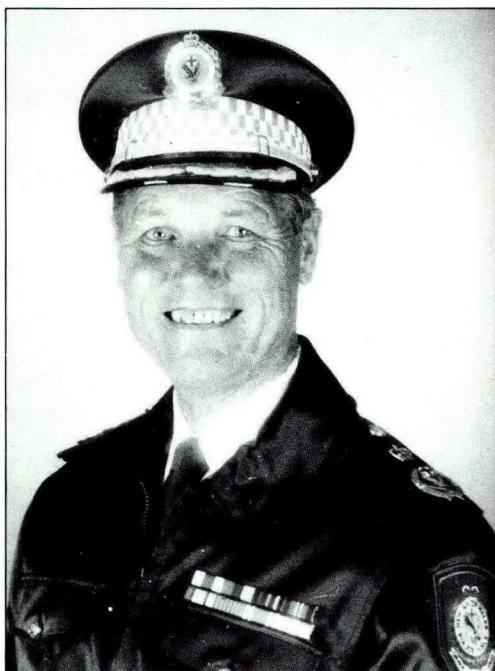
the Commissioner was assisted by two Deputy Commissioners, one responsible for administration and the other for operations.

On 1 June, 1987, as a preliminary step towards regionalisation of the Police Force (see Chapter 3) the position of Deputy Commissioner (Administration) was disestablished and the position of State Commander replaced the position of Deputy Commissioner (Operations).

Assistant Commissioners are responsible for the Services, Internal Affairs, Personnel, General, Traffic, Crime and Emergency Services portfolios. Under regionalisation, four regions have been designated, and four of the Assistant Commissioners will assume control of those regions.



W.B. ROSS, DEPUTY COMMISSIONER (OPERATIONS)
[RETIRED 9 MAY, 1987].



A.D.M. GRAHAM, DEPUTY COMMISSIONER,
STATE COMMANDER.

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

Mission

The mission of the Force is to provide for, and with the assistance of, the people a high quality, ethical and cost effective Police service in New South Wales as defined by the Parliament, Government and relevant legislation, including:

1. Protecting life.
2. Preventing crime.
3. Enforcing law.
4. Maintaining peace and good order.
5. Safeguarding property.
6. Facilitating safe and free movement of people and traffic.

To perform all these functions with impartiality and integrity and engender a feeling of safety and security within the community.

To meet these objectives the Police Force performs the following functions:

- Prevention, containment and suppression of crime or criminal acts.
- Detection and investigation of criminal acts or omissions and other breaches of the law, and the initiation of legal process so that alleged offenders may be dealt with according to law.
- Enforcement of all laws and statutes which confer duties, powers or authority upon members of the New South Wales Police Force.
- Provision of essential services for emergencies in co-operation and co-ordination with any other authority or organisation having a similar purpose.

Performance

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

- Crime rate per 100,000 of population provides a rough measure of the success of the pro-active policies of the Police Force in safeguarding property, maintaining peace and order and preventing crime.
- Clear-up rate provides a measure of how successful the reactive policies of

the Police Force are in enforcing the law and detecting and bringing offenders to justice.

- Decreases in the road toll and the number of traffic accidents are used as measures of success in facilitating the safe and free movement of people and traffic.
- Number of complaints lodged against Police is used as a measure of the community's satisfaction with the service provided.

2. Police Department

Executive Structure

On 19 June, 1987, the Public Service Act, 1979, was amended to provide for the appointment of the Commissioner of Police as Department Head. This position was formerly held by the Secretary.

As Head of the Police Department the Commissioner is responsible to the Minister and is assisted by the Secretary who in turn receives assistance from:

- Deputy Secretary (Management).
- Deputy Secretary (Corporate Services).
- Senior Assistant Secretary and Executive Assistant to the Commissioner.
- Director, Finance and Supply.
- Director, Police Staff and Industrial.
- Director, Medical Services.
- Director, Properties.
- Director, Management Review Unit.

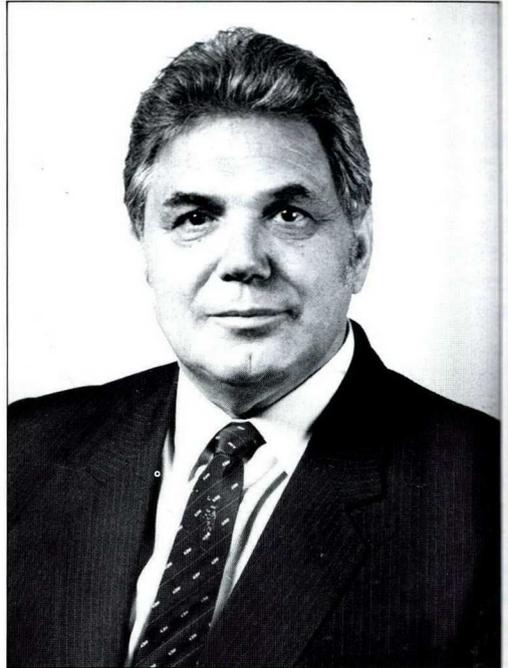
Assisting the Deputy Secretaries are:

- Director, Community Relations Bureau.
- Director, National Criminal Records Bureau Administrative Services.
- Director, Information Systems.
- Director, Computer Operations.
- Director, Traffic Branch Administrative Services.
- Directors, Police Station Administrative Services (North and South).
- Director, Research and Development.
- Director, Administrative Services.

The Senior Assistant Secretary is assisted by the Director, Internal Affairs Branch, Administrative Services.



A.J. TONGE, DEPUTY SECRETARY (MANAGEMENT).



LEO F. VINEBURG, SECRETARY
[RETIRED 3 FEBRUARY, 1987].

Complementary Objectives of the Public Service Component

The primary objectives of the Public Service component are to provide a high quality, cost effective service to the Commissioner, the Police and the community of New South Wales within relevant legislation and State Government policy, including:

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

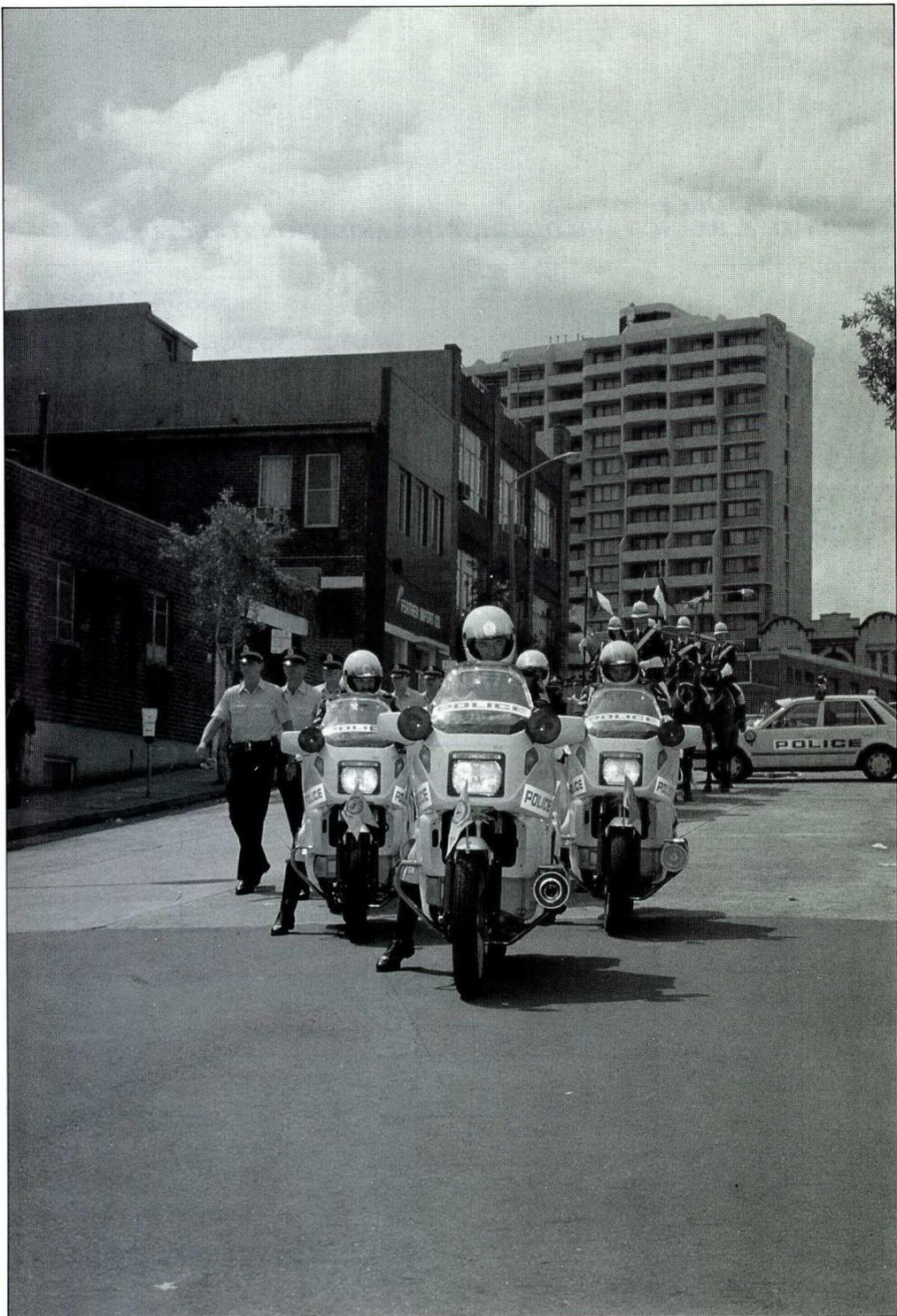
FORMATION.

13. *Members of the Police Force in New South Wales are divided into the following grades, viz.:*—

Inspector General.
Superintendents.
Officers { *Inspectors.*
Sub-Inspectors.
Sergeants.
Constables.
Aboriginal Trackers.

Detective Police.

Sub-Inspector and Constables.

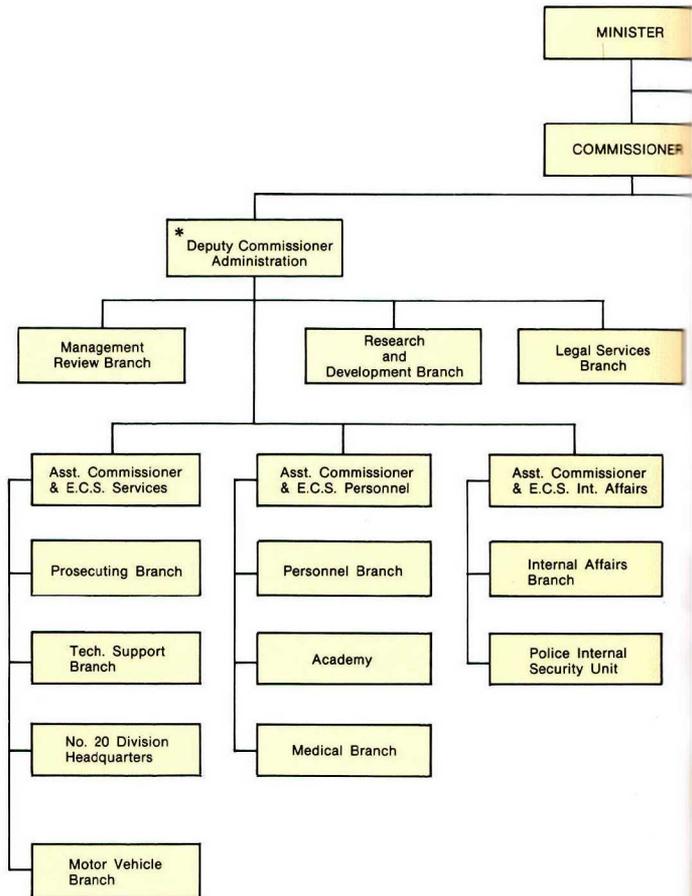


ON PARADE AT SYDNEY POLICE CENTRE.

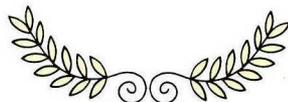
N.S.W. POLICE FORCE

— EXECUTIVE, BRANCH AND DISTRICT ORGANISATION STRUCTURE

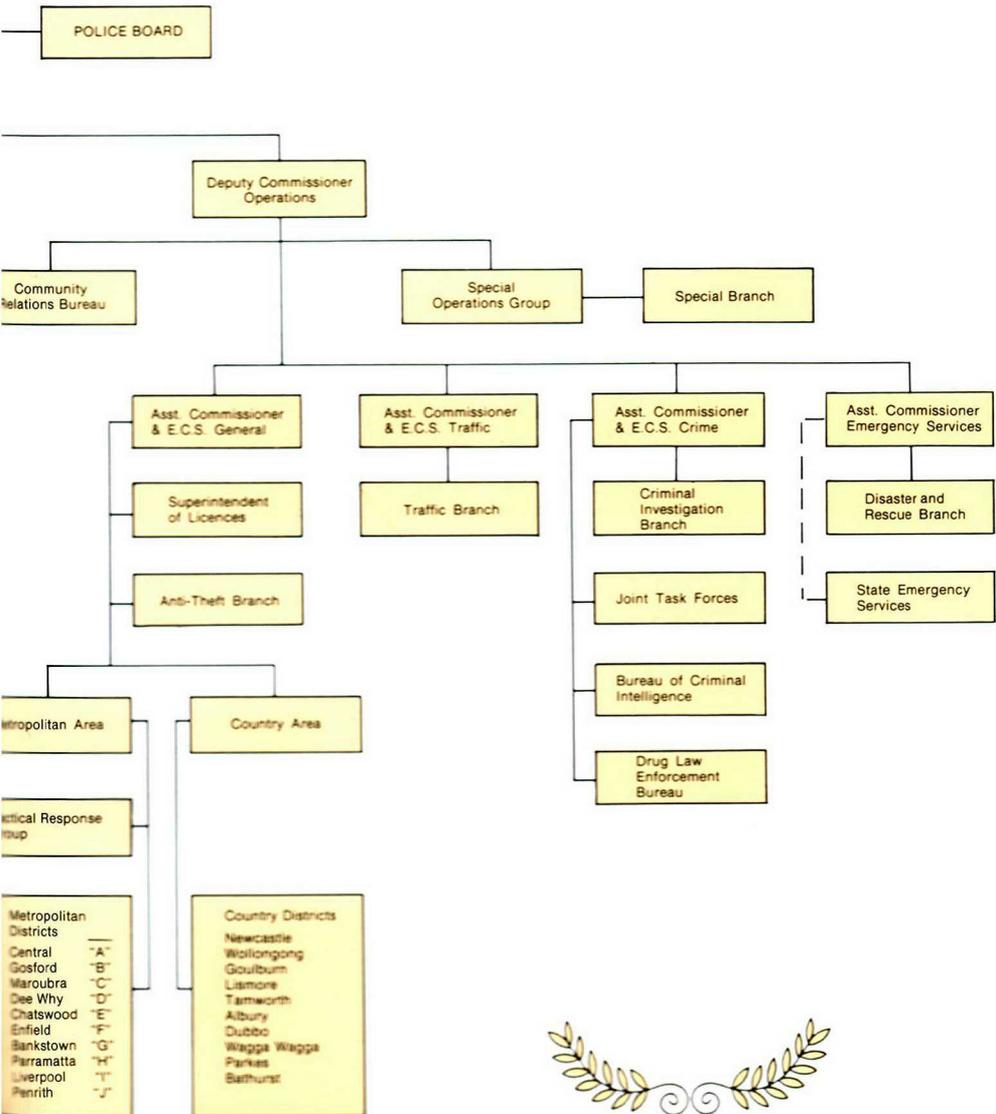
EXECUTIVE, B



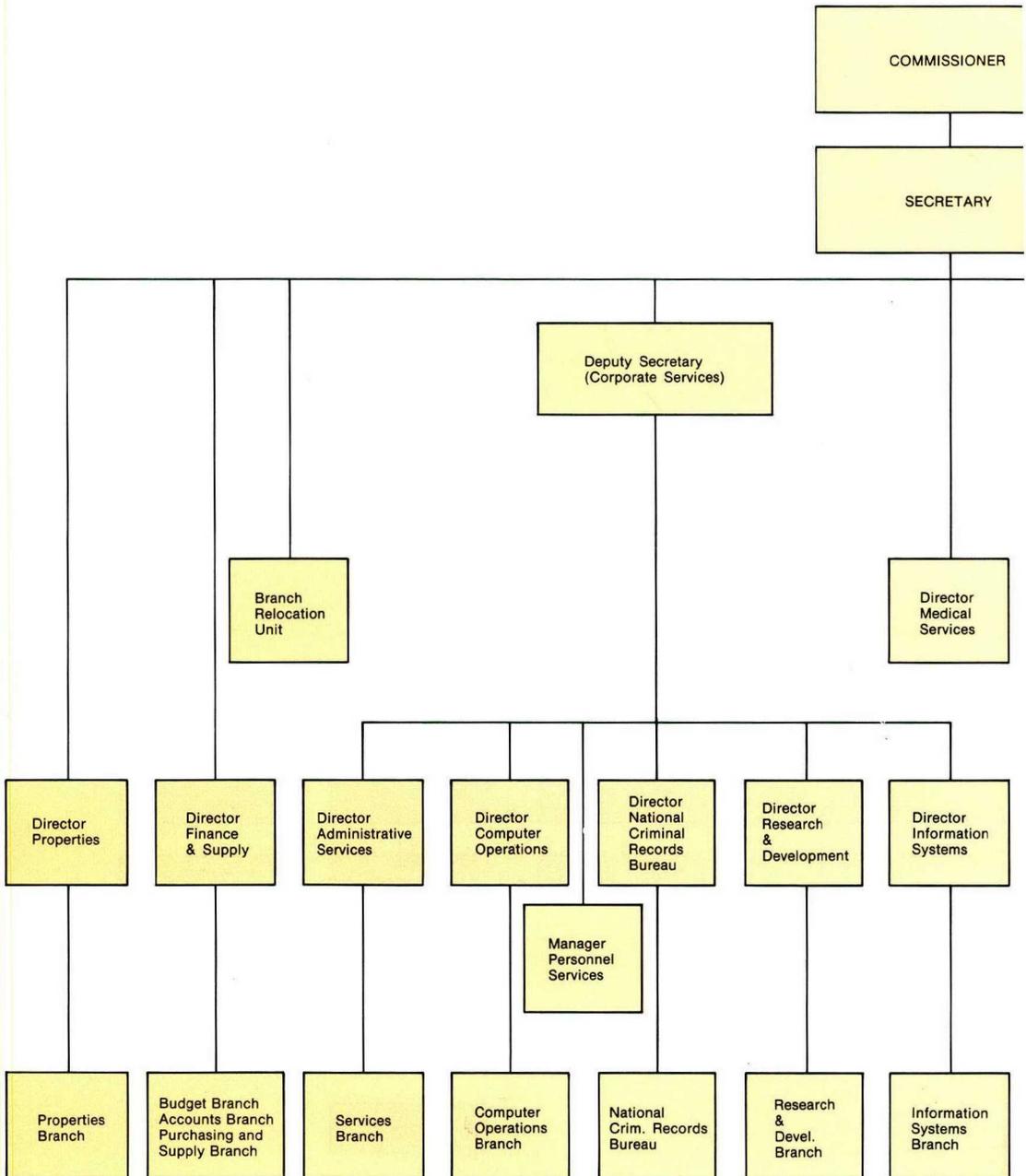
* Effective from 1.5.87, the position of Deputy Commissioner (Administration) was disestablished and the position of State Commander replaced the position of Deputy Commissioner (Operations).



WALES POLICE FORCE
DISTRICT ORGANISATION STRUCTURE



N.S.W. POLICE DEPARTMENT





MOUNTED TROOPER, CIRCA 1900.

Chapter Three

MANAGEMENT
and
PLANNING

Corporate Objectives

Corporate Strategies

Regionalisation

The Senior Executive of the Police service has formulated corporate objectives and has continued the development of the strategic planning process, reflecting the strategies associated with those objectives.

1. Corporate Objectives

The corporate objectives of the New South Wales Police Force are to:

- Increase feelings of safety and security in the community by giving priority to crime prevention and detection programmes.
- Make policing services more responsive to the needs and feelings of the community.
- Encourage greater involvement of citizens in policing.
- Influence changes in driver behaviour, with the object of reducing road deaths and injuries.
- Improve management and organisation to optimise use of resources.
- Minimise corruption within the Police Force.

2. Corporate Strategies

The corporate strategies in support of the corporate objectives aim to:

- Implement community based policing.
- Disseminate and adhere to the Statement of Values.
- Reduce the following:
 - Street and family violence.
 - The supply of and trafficking in illegal drugs.
 - The incidence of sexual assault.
 - Child abuse and exploitation.
 - Motor vehicle theft.
 - Property breakings.
 - The incidence of arson.

- Rehabilitate juvenile offenders and reduce juvenile crime.
- Emphasise foot patrols.
- Progressively redeploy Police to increase the general duty response strength in patrols.
- Expand Neighbourhood Watch, Safety House and other community based programmes Statewide.
- Establish community consultative committees.
- Intensify the random breath testing programme.
- Raise awareness of responsibility of all Police to enforce traffic laws.
- Emphasise speed reduction in traffic laws enforcement.
- Restructure the Police Force to increase line management authority, responsibility and personal accountability.
- Introduce a divestment programme to improve use of capital and personnel resources.
- Upgrade management reporting systems.
- Review effectiveness of large resource users.
- Implement merit based promotion for Senior Sergeants by 1 January, 1988 and Sergeants by 1 April, 1989.
- Include a Police ethics component in all training courses.
- Further impact on causes of corrupt behaviour.

3. Regionalisation

The management structure of the Force has undergone a rigorous scrutiny to determine the type of command chain which will deliver the highest level of protection to the public.

A decision has been taken by Government to adopt Community-Based Policing as the principal operation strategy

of the Force and Regionalisation as a vehicle for its implementation.

Community-Based Policing is a practical philosophy which enables Police to not only build an effective bond with the citizens they are protecting, but also makes it possible for Police services to be tailored to the specific needs of a particular community.

This concept involves Police and citizens working together towards a common goal to overcome problems of mutual concern. These problems are related to the activities of criminals and hoodlums and the effect of their viciousness on the community.

Under regionalisation Police officers on patrol will become well known to local communities. Not only will they no longer be anonymous, it is expected that they will build a stronger rapport with the citizens on their beat.

Benefits to the Community

Regionalisation will provide many revolutionary benefits to the people of New South Wales, including:

- Making Police at region, district, division and patrol levels more accountable for the delivery of their services.
- Bringing senior Police decision makers closer to citizens and their problems through a shorter command chain.
- Reducing the chain of command from 14 to 7 levels.
- No extra cost incurred by the taxpayer in achieving regionalisation.
- The facilitation of a closer monitoring of crime levels to enable new and effective crackdown measures to be swiftly implemented; and
- Greater concentration of specialist sections of the Force in the fight against crime and drug trafficking through the more efficient deployment of resources and manpower.

Main Features

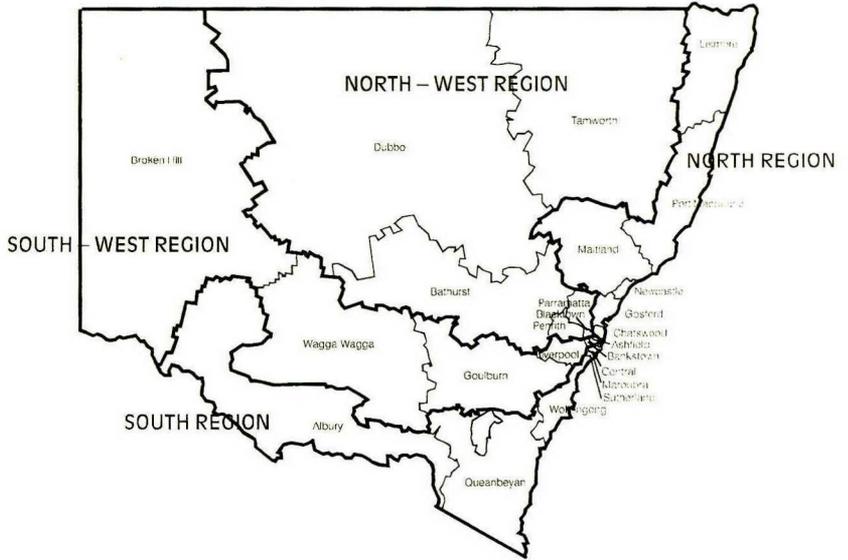
- Appointment of the Deputy Commissioner as State Commander.
- Creation of four regions (North, North-West, South-West and South).
- Appointment of Assistant Commissioners as Region Commanders.

- Establishment of strategically located regional headquarters.
- Disestablishment of portfolios of Deputy Commissioner (Administration) and Assistant Commissioners Crime, Traffic, General, and Emergency Services.
- Re-arrangement of the Personnel and Internal Affairs portfolios to Education and Review, respectively, to more clearly delineate the changed role of Police Headquarters.
- Confirmation of Assistant Commissioners Review, Services, and Education in the revised Police Headquarters structure.
- Progressive devolution of centralised areas which can be regionalised (C.I.B., Traffic Branch, Prosecuting Branch, Anti-Theft Branch, Community Relations Bureau, Internal Affairs Branch and so on) to regional command.
- Creation of new districts at Port Macquarie, Maitland, Blacktown, Sutherland, Queanbeyan and Broken Hill (making a total of 24 Districts — 6 per region).
- Change of Dee Why and Parkes Districts to Divisional status.
- Change of Forbes Division to Patrol status.
- Creation of Mt. DrUITT Division within Penrith District.
- Re-arrangement of some Commissioned Officers positions to better reflect new responsibilities, particularly in regard to deputy positions at Districts, Branches, Bureaux and Groups.

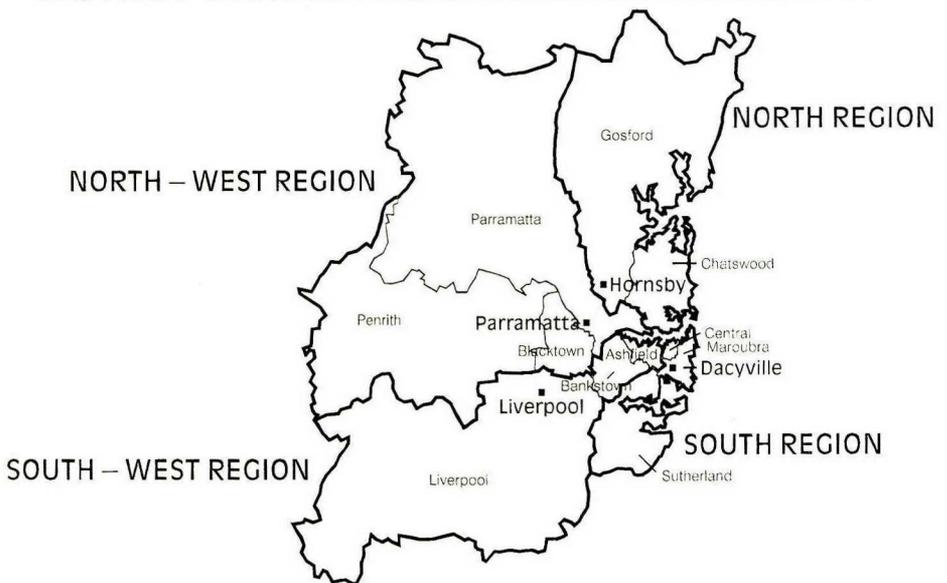
Reason for Structural Change

Police Forces, like most sophisticated public sector structures, have many management levels. A typical British Police Force has nine levels. In American Forces the number of ranks can vary from 9 to 13 levels depending on the size of the Force — New South Wales has 14 levels. It would be reasonable to deduce that so many thin layers in police organisations will tend to insulate the top from the bottom. It is, in fact, a natural barrier to effective communication between the senior officers and their operational police.

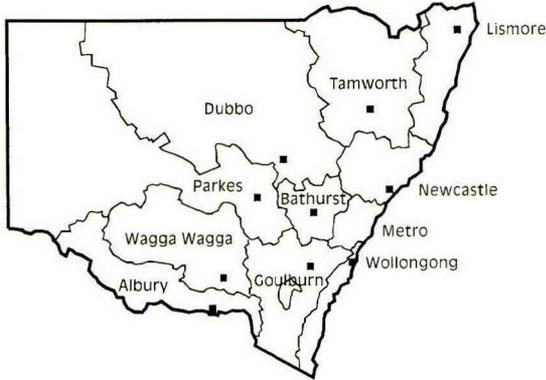
PROPOSED NEW SOUTH WALES POLICE ADMINISTRATIVE REGIONS



PROPOSED NEW SOUTH WALES POLICE METROPOLITAN ADMINISTRATION REGIONS



N.S.W. POLICE ADMINISTRATION AREAS SUPERINTENDENT DISTRICTS



N.S.W. POLICE SYDNEY METROPOLITAN ADMINISTRATION AREA SUPERINTENDENT DISTRICTS



The major problem of the present structure of the New South Wales Police Force is that functional groups, e.g. C.I.B. and Traffic, overlay a geographical management structure. Up to district level, policing is on a geographic basis and above that a function system has operated.

A new direction in policing is necessary for a number of reasons. District autonomy, decentralisation and partial regionalisation combined with moves towards strategic planning and programme budgeting have increased the complexity of organisational relationships. These developments have taken place against a background of a rapidly changing social climate.

However, the adjustments have been made generally with less than a "global" approach to the organisational needs. Management is made more difficult because lines of authority, responsibility, accountability and communication are unclear. In fact, basic principles of span of control and unity of command are breached throughout the organisation.

Corporate objectives and strategies for the next two to five years have been developed.

Implementation

Implementation will be progressive, to ensure minimal disruption upon management and services to the community. The following inaugural organisational changes have been made:

- Abolition of position of Deputy Commissioner (Administration).
- Creation of position of State Commander, replacing the position of Deputy Commissioner (Operations).

Strategic Planning

The commitment to the strategic planning process is continuing and all Police districts, branches, offices and sections of the Department have formulated plans.

The plans are developed to focus effort and resources in order to achieve specific targets. Targets are selected from a range of issues affecting key result areas where success is critical to attainment of the corporate objectives.

Policies and Priorities Group

The senior executive Policies and Priorities Group, chaired by the Commissioner, met on a regular basis during the year (see appendix 'E' pp 175).

The Group's decisions ensured that major initiatives were carried out in compliance with relevant legislation, defined mission, the highest ethical standards and recognised contemporary community needs.

Considerable time was devoted to the allocation and redistribution of finance and resources to meet changing priorities having regard to Government decision and community expectations.

Systems Review Group

The Systems Review Group ensures that all existing and new systems comply with the corporate objectives of the Force.

Under the Chairmanship of the Assistant Commissioner (Services), the Group met throughout the year and its main decisions included determination of a priority list of computer terminal placement as well as a priority list of computer systems to be developed (see appendix 'E' pp 175).

Management Review Branch

The Management Review Branch, as a joint Police Force/Public Service operation, provides an internal, high quality, cost effective process of audit/review of the New South Wales Police service for the Commissioner, Secretary and Departmental Audit Committee.

The recommendations of the Public Accounts Committee in their report on Performance Review Practices in Government Departments and Authorities, have led to a Branch restructure comprising:

- EDP Audit.
- Internal Audit.
- Management Review.
- Programme Evaluation Unit.

These sections combine to meet the following objectives of the Branch:

- The regular appraisal of the adequacy of and compliance with the system of internal control.

- The review of operations or programmes to ascertain whether results are consistent with established objectives and goals and whether the operation or programmes are being carried out as planned.
- The reporting directly at regular intervals to the Commissioner as to the results of any appraisal, inspection, investigation, examination or review.

Following the appointment of additional staff, the Branch commenced a solid training schedule using outside agencies:

<i>Course</i>	<i>Agency</i>
Auditing Techniques	Auditor-General's Office
Programme Performance Evaluation	Public Service Board
Performance Review Workshop	Gretam Pty. Ltd. (Consultants)

With the advent of micro-computers, the Branch is using the new technology to assist in audit planning, preparation and reporting.

Activities undertaken during the year included:

- Structure and functions review of the Radio Technical Unit.
- A management audit of the Automated Financial Package.
- Evaluation of the computerised Warrant System.
- Systems and procedures review within Chatswood District to establish a model blueprint for the administration of other Districts.
- Analysis of Personnel/Payroll systems.
- Evaluation of programmes nominated in the Department's 'Five Year' plan, the following areas being targeted for evaluation during 1987/88: Drug Law Enforcement; Arson; Child Protection; Stolen Motor Vehicles; Street Violence; and Domestic Violence.

Audit Committee

The Audit Committee, chaired by the Commissioner, pursuant to his appointment as Head of the Department, is responsible for the:

- Management Review Branch's charter.
- Review audit/review reports.
- Provision of informed comment thereon.

- Approval of any special projects for the Branch.
- Approval of the annual programme, including time costs and completion dates.
- Approval of long term audit/review plan.
- Review of the Annual Report of the operations of the Management Review Branch. (See appendix 'E' pp 175.)

INSPECTOR GENERAL — DUTIES.

64. *He will furnish the Government with an annual report of the general state of the Police Force, as to the number of men, their distribution and general efficiency, the increase or diminution of crime, the number of new Stations that may have been formed, with such other information as it may be necessary to afford.*

SUPERINTENDENT — DUTIES.

99. *It is of great importance that Government should receive immediate intelligence of every occurrence involving the safety of person or property, or the maintenance of the public peace, and, whenever practicable, such intelligence is to be communicated by the Electric Telegraph, to the Inspector General.*

INSPECTOR — DUTIES.

127. *He must cause particular attention to be paid to the saddles, and to the horses' backs and feet, himself carefully and constantly inspecting them, to satisfy himself that they are properly attended to and always kept in a state fit for instant use.*

131. *He should have a perfect knowledge of the characters, tempers, qualifications, and comparative merits of his Constables, not permitting any private feeling to influence his opinion of them.*



LEFT TO RIGHT: REVOLVER, 1851. REVOLVER ISSUED TO WOMEN POLICE UNTIL 1982.



LEFT TO RIGHT: SHIPWRECK RELIEF AND HUMANE SOCIETY MEDAL AWARDED TO CONSTABLE JOHN T. PATTINSON, 1901, FOR RESCUE WORK, MANLY. HANDCUFFS, CIRCA 1800. POLICE REVOLVER, 1865. WRIST CLIP FOR DETAINING SUSPECTS.



LEFT TO RIGHT: PISTOL ISSUED TO MOUNTED POLICE, PRE-1862. POWDER FLASK AND BALLS, CIRCA 1800. HANDCUFFS AND IDENTIFICATION BADGE ISSUED TO PRESENT-DAY POLICE.



LEFT TO RIGHT: POLICE TRUNCHEON, CIRCA 1800. FINGERPRINT ROLLER, BLOCK AND FORM.

Chapter Four

**OPERATIONAL
POLICING**

General Policing

Crime

Traffic

Emergency Services

The N.S.W. Police Force has an authorised strength of 11,608 officers, of whom 8,884 perform general operational duties in Districts throughout the State. The remainder are attached to specialised units and squads or to the Police Executive. For details of distribution see Appendix B.

1. General Policing

The main objectives set in this area of policing continue to be the reduction of daylight house robberies and car thefts, ensuring the safe movement of people and traffic, and the pursuit of Police anti-corruption measures.

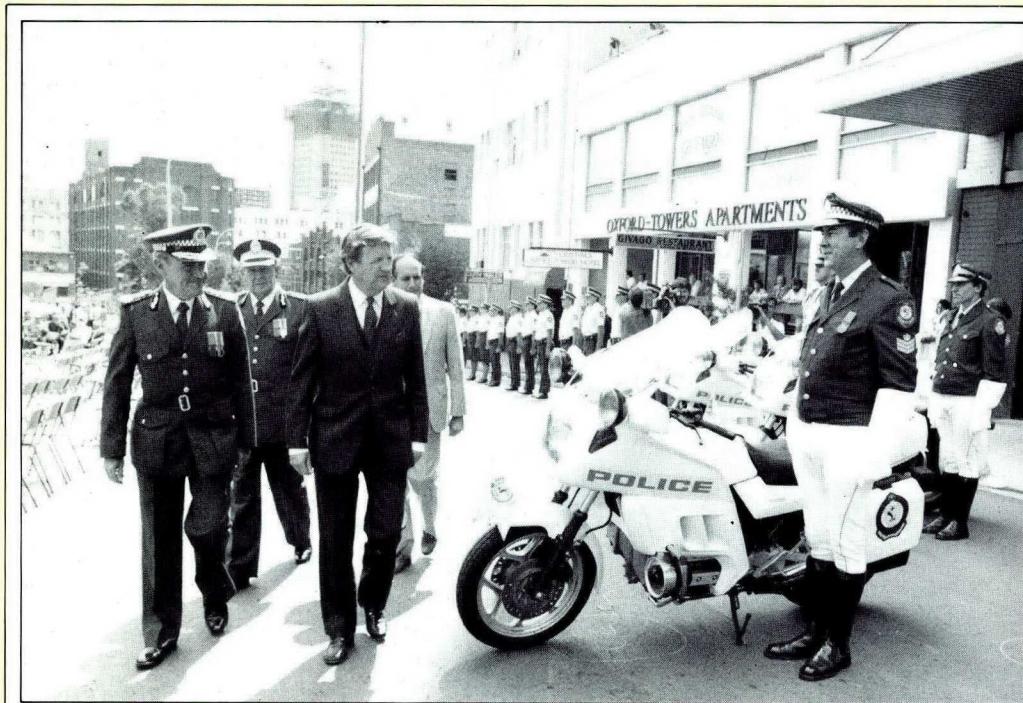
MAJOR INITIATIVES

Regionalisation

Inaugural organisational changes in connection with the regionalisation of the Force commenced on 1 June, 1987, and it is anticipated it will take at least two years for regionalisation to be fully implemented. The initial steps will have little direct bearing on the general duties Police officer.

Sydney Police Centre

The Sydney Police Centre, Surry Hills, under construction since 1980, was officially opened on 11 March, 1987, by the Premier of New South Wales. The Centre is the major receiving, holding and despatch



THE PREMIER, MINISTER AND COMMISSIONER AT OPENING, NEW SYDNEY POLICE CENTRE.

centre for offenders apprehended in the City of Sydney area and also houses the following:

- Segments of Communications Branch.
- Scientific Investigation Unit.
- Computer Centre.
- Disaster and Rescue Branch Administration.
- Sydney Police Station.

The opening of the Centre has heralded a new concept of City policing.

Centralised mobiles operate from that building, complemented by Foot Patrol Police attached to the satellite stations at Kings Cross, Redfern, Central and The Rocks. Such change has led to the closure of Darlinghurst and Regent Street Police Stations.

Ethnic Liaison Officers

Four Ethnic Liaison Officers were appointed to Cabramatta Police Station on a trial basis on 5 January, 1987. Their duties consist of assisting Police in communicating with the various ethnic individuals and groups in that area.

Fingerprint Experts

A fingerprint expert commenced duty at Albury on 1 July, 1986, to assist in the clearing up of offences and reducing the workload of scientific investigation staff at that centre.

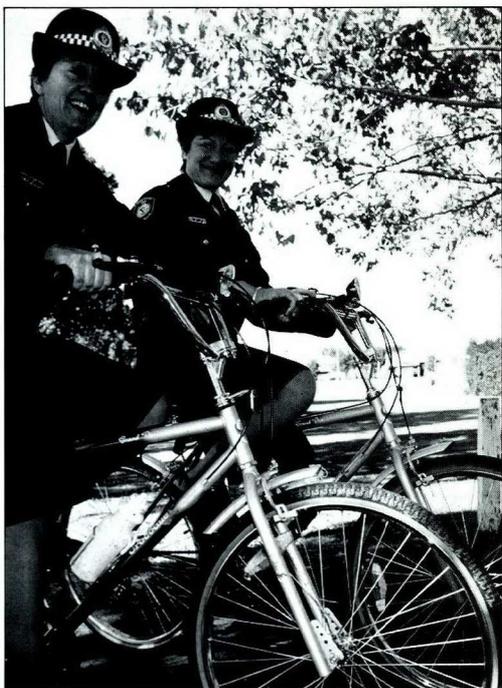
This initiative augments the number of fingerprint experts already appointed to several country Centres.

“Crime Phone In” Programme

A “Crime Phone In” Programme was introduced at Penrith where members of the public were encouraged to pass on information to Police regarding any person suspected of criminal dealings. In the light of its success, it is proposed to conduct this innovation on a quarterly basis, additional to the 24 hours a day “hotline”, “Operation Crimestop” (see Community Relations, Chapter 5).

District Mobile Foot Patrols

In keeping with the Government’s ‘back to basics’ approach to law and order, and to further expand the number of Foot Patrols in permanent operation throughout



DIVERSITY IN COUNTRY PATROLS.

areas of Sydney, Newcastle and Wollongong, a Foot Patrol comprised of ten Police was established during the year in the Dee Why District. This initiative has had immediate and outstanding results in deterring street crime, particularly hooliganism in the Manly Village area.

Administrative Changes

On 1 December, 1986, Alstonville, Ballina and Wardell Police Stations were transferred from the Lismore Division to the Tweed Heads Division, while Kyogle, Urbenville and Woodenbong were transferred from the Tweed Heads Division to the Lismore Division. This action was taken to realign the divisional boundaries in those two Divisions with the local government boundaries.

Offender Charging Scheme

A six-month pilot scheme was implemented in the Belmont, Newcastle and Wallsend Divisions, with a view to reducing the number of police stations at which offenders are charged. A considerable reduction in the administrative and clerical workloads of these Stations should result from centralising this activity at two designated police stations in each of these Divisions.

'Dial 000 Police' Programme

A programme titled 'Dial 000 Police' has been developed in the Dubbo/Bathurst areas and segments are televised monthly on mid-State television. This programme includes segments on crime prevention, road safety, firearms safety, juvenile drinking, neighbourhood watch and bicycle identification and safety.

Aboriginal Liaison Officers

Civilian Aboriginal Liaison Officers were appointed at Walgett and Bourke in December, 1986. The three at Bourke, in particular, have had a very significant impact on the town, reducing incidents of untoward behaviour experienced in recent times and easing racial tension within the community.

Juvenile Services Bureau

In keeping with the policy of decentralising the Juvenile Services Bureau, a unit of the Bureau was established at Coffs Harbour in April, 1987, to work in close liaison with the Department of Youth and Community Services in dealing with disadvantaged juveniles and incidents of child abuse.

During May, 1987, the two members of the Juvenile Services Bureau attached to the Wollongong District were relocated from Miranda to Bulli Police Station. This had previously not been possible because of accommodation problems.

SIGNIFICANT ACTIVITIES AND EVENTS

Triple Murder

On 6 July, 1986, a man was charged with the murders of Mark Mott and Ralph Burns on or about 1 October, 1984, at Griffith, and the murder of John Purtell at Griffith on 21 June, 1986. These youths were aged 13 years, 11 years and 8 years, respectively. The arrest culminated a protracted investigation by local Detectives assisted by the Homicide Squad, the Regional Crime Squad and other Police — he has been committed for trial in relation to these murders.

Sydney Flooding

On 5 August, 1986, Sydney had its wettest day on record, in excess of 430 millimetres of rain being recorded. Considerable flooding occurred in the Milperra, Lansvale, Canley Vale, Blacktown, Riverstone and Mt. Druitt areas. Six people died and thousands fled their homes as a result of the torrential rain. Police and Emergency Services resources were stretched to the limit.

Missing Person — Samantha Knight

On 19 August, 1986, Samantha Knight, 9 years old, failed to return to her Bondi home. Despite an extensive Police operation, which included photograph and high profile media campaigns and overseas inquiries, no trace was found of the missing child.

SYDNEY.

42. Should any suspicious characters either arrive at or leave any parts of the town within such Constable's beat, it is his duty to report it to his Sergeant, who will report the same to the Sub-Inspector with a view to its being brought to the notice of the Inspector.

Multiple Vehicle Collisions — Bulli

Over sixty motor vehicles were involved in multiple collisions on the Princes Highway and F6 Expressway at Bulli Tops on 28 September, 1986, resulting in 13 persons being conveyed to hospital. These crashes occurred in thick fog and heavy rain, requiring Police to work in very hazardous conditions.

Papal Visit

On 25–27 November, 1986, His Holiness Pope John Paul II visited Sydney. During his stay, the Pope attended a youth rally at the Sydney Cricket Ground; visited the Transfield Engineering Factory at Seven Hills for a workers' rally; visited the Opera House, where he met with various religious orders; met academics at the Sydney University and celebrated a Mass at Randwick Racecourse, which was attended by an estimated 200,000 persons. The operation required massive Police planning, supervision and security arrangements.

Arsonist Apprehended

A special Police patrol was instigated in January–February, 1987, following a large

number of motor vehicle fires in the Marrickville area. The operation resulted in the arrest of an offender, subsequently charged with 24 counts of arson.

Bushfire Emergency

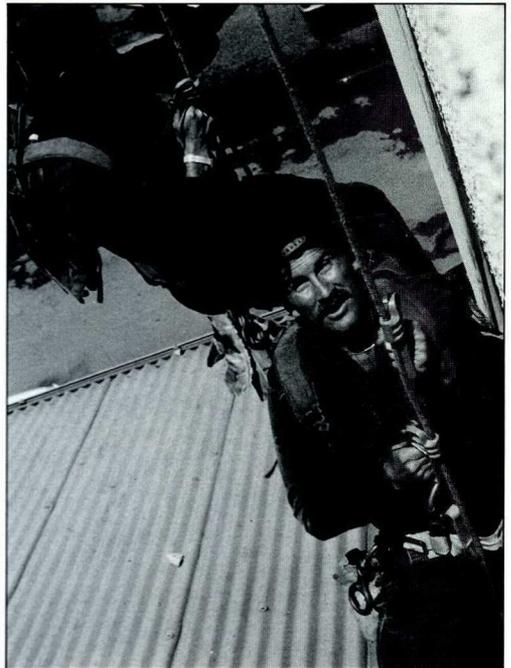
During January, February and April, 1987, Police and Emergency Services attended large bushfires in the Bethungra, Cooma (National Park and Wildlife area), and Breadalbane areas. Two lives were lost and widespread damage to property and stock totalling millions of dollars was caused.

Anniversary Celebration

Between 28 January and 1 March, 1987, the Police Academy at Goulburn celebrated the 125th Anniversary of the New South Wales Police Force. An 'open day' was held on the final weekend, featuring displays and demonstrations.

BARRACKS, STABLES, &C.

277. No poultry, cows, horses, goats, pigs, or other animals are to be kept by the Police without permission.



T.R.G. IN ACTION

TACTICAL RESPONSE GROUP

The Tactical Response Group continues to develop its role in providing highly trained and disciplined Police to counter outbreaks of lawlessness and to attend to complex or high risk operations on a Statewide basis.

It was established to provide an independent resource of manpower for deployment on a 24-hour basis to support the attainment of District objectives and the corporate mission of the Police Force generally.

Notable incidents attended by T.R.G. personnel during the year included:

- Response by a 'High Risk Incident' vehicle (specially equipped) to a call for assistance from a Random Breath Testing Station at Moorebank on 14 October, 1986, after a stolen pantechinon truck had failed to stop. Following a pursuit covering over 230 kilometres, Police arrested the occupants of the vehicle near Bathurst.
- Response to a call for assistance to stop an armoured personnel carrier which had been reported stolen from the

Holsworthy Army Base near Liverpool at about 9.00pm on 15 October, 1986. The vehicle was driven along the Hume Highway towards the City as the driver thwarted all attempts by Police to forcibly stop it. When the carrier finally halted on the Harbour Bridge, a Police officer leapt onto it and opened the turret, confronting the driver who produced an automatic pistol. During the subsequent struggle, the pistol discharged and the offender was fatally shot.

LICENSING

The Licensing Administration role provides management services for the statutory, regulatory and accountable responsibilities of Police in the supervision and enforcement of legislation as it relates to licensing functions. Licensing Police are now stationed at some 101 locations throughout the State, following the appointment of permanent Licensing Sergeants at twenty-seven Country Divisions during April-May, 1987.



UNIFORM POLICE, 1907.

The *Firearms Registry* is responsible for the issue and recording of all pistol, shooters and firearms dealers licences as well as the issue of Refusal Notices, Revocation and Prohibition Orders.

The *Licensing Investigation Unit* was formed in 1984 as a result of the commencement of the Liquor (Amusement Devices) Amendment Act. Its function is to investigate and process all applications relating to casinos, poker machines and amusement devices, the main objective being to prevent the entry of criminals and 'organised crime' figures into the poker machine and casino industry.

Central Licensing Branch

Established on 6 June, 1986, the Branch provides administrative support services to the Superintendent of Licences in relation to Police licensing responsibilities. Public Service officers are, in the main, engaged on maintaining computerised records in respect of the processing of applications for Pistol and Shooter's Licences under the provisions of the Firearms and Dangerous Weapons Act and Security Licences under the Security (Protection) Industry Act. Further support is provided in the maintenance of data under other legislation e.g., the Liquor Act, the Registered Clubs Act and the Commercial and Private Inquiry Agents Act.

The first stage of the Central Licensing System was implemented on 1 July, 1986. The main objective is to bring about a computerised system of centralised management of all records relating to licensing legislation throughout the State and will be of great assistance to all Police when fully operative.

Legislative Changes

During the year, there were significant legislative changes which have had a marked effect on licensing administration. The most important of these were:

- *Liquor Act* — amended to create an offence for any person to sell or supply liquor to a person under the age of 18 years — whether or not such

sale or supply takes place on licensed premises. It is also now an offence for a person to obtain liquor from licensed premises on behalf of a person under 18 years.

- *Registered Clubs Act* — amended to provide for licensing of persons involved in the sale and operation of poker machines on registered club premises. Provision is now made for the following new licences:
 - (a) Poker machine dealer's licence.
 - (b) Poker machine seller's licence.
 - (c) Poker machine technician's licence.
 - (d) Poker machine adviser's licence.

- *Security (Protection) Industry Act* — came into effect on 1 January, 1987, and provides for the licensing of persons engaged in the business of affording security protection to persons and/or property. The Act introduces three classes of licences:

Class 1

Individuals who engage in the following activities:

- (a) Patrol, watchguard, etc.
- (b) Bodyguard.
- (c) Maintenance of safes and other mechanical devices.
- (d) Electronic and other equipment installation.
- (e) Sellers of security equipment.

Class 2

Businesses who employ people in the security industry.

Class 3

Consultants in the security industry.

- *Firearms and Dangerous Weapons Act*. Amendments came into effect on 1 July, 1986, providing for the issue of three new classes of licences for firearms:

Class A

Shotguns and powerheads (spearguns).

Class B

Rim-fire rifles, rim-fire combinations and air rifles.

Class C

Any other rifle combination.

Later amendments have also made provision for licensing collectors of firearms and the issue of permits for ammunition.

- *Boxing Authority Act*. This Act was proclaimed in October, 1986, providing for the control and regulation of professional boxing and the registration of all boxers and industry participants.

The Act makes provision for the attendance of Licensing Police at boxing contests during the weigh-in, medical and ring inspections.

Additionally, it is a requirement that a Police Inspector be a member of the New South Wales Boxing Authority to act in the capacity of advisor.

**POLICE STATION
ADMINISTRATIVE SERVICES
(PUBLIC SERVICE SUPPORT STAFF
AT DISTRICTS, DIVISIONS AND
STATIONS)**

Two Directors and five Assistant Directors within the Police Station Administrative Services Directorate operate on a regional basis and are responsible for the overall planning, policy formulation and management of staff, equipment and financial resources provided as administrative and support services for Police.

Eighteen Managers, Administrative Services, are attached to Police Districts working in close consultation with District Superintendents in policy, administrative and financial advice with specific responsibilities for the efficient and effective use of human, financial and tangible resources within their area of administration.

Further administrative support is provided to District Superintendents and Divisional Inspectors through Personal Assistants who have responsibilities for the administration of the office and provide general advice and support to the District and Divisional Officers.

Public Service staff, covering many employment classifications, provide secretarial, typing, communication, specialist, computer input and inquiries, clerical, etc. services within Police Stations and other operational areas.

Public Service staff were also called upon to assist Police with communications, computer services, typing and general clerical work for many emergencies and special projects during the year, e.g. Bathurst Car and Cycle Races, 'J' District Crime Phone In, etc.

DRILL.

267. Those selected for mounted duty will, in addition to these instructions, be taught riding and the sword exercise.

Year's Activities

During the year under review Korn-Ferry Pty. Ltd. (Consultants) were engaged to review the impact of the 1985/86 Branch re-organisation and to assess the effectiveness of Public Service management support in the police station hierarchical structure. Korn-Ferry reported that the survey findings strongly confirm enormous gains and effective change implementations concerning Public Service officers in Police Station/District administration. The areas cover a broad range of organisation and personnel issues. The report further commented upon the efficient and satisfying work organisation, a changed emphasis from trivial to vital issues and the evolvement of the Public Service officers' unique professional and managerial contribution.

Deficiencies identified in the Korn-Ferry report in terms of communications between police station support administration and specialist Branches and anomalies in the structure will be addressed in the coming year.

1986/87 witnessed further expansion of the decentralised computer network. Civilian computer operators assumed additional responsibilities for the collection of data for Shooter's Licences, applications under the Security (Protection) Industry Act, fleet maintenance and assets management, and the decentralised financial management system commenced testing at Newcastle. Data Control Officers received intensive training in use of the network and software and now have expertise to more successfully implement word processing, message switching, training and software

packages for local management information and control systems.

Evaluation

Public Service staff in police station operational areas provide a most valuable support service, and management is at times pressed to satisfy staffing requests from District and Divisional Police. Internal financial constraints, staff ceilings, recruitment 'freezes', etc. impact heavily upon the desired level of support which can be made available. It therefore became necessary to prioritise positions to be filled to the detriment of others which were left vacant, often for lengthy periods. Such decisions unfortunately do not satisfy all areas and in the past year led to industrial disputes.

The implementation of a new management structure covering Police Station Administration personnel proved to be most effective and was responsible for vastly improved communication, higher morale and more effective relationships and consolidation of the team management approach between

Commissioned Police Officers and Public Service management personnel at Districts and Divisions.

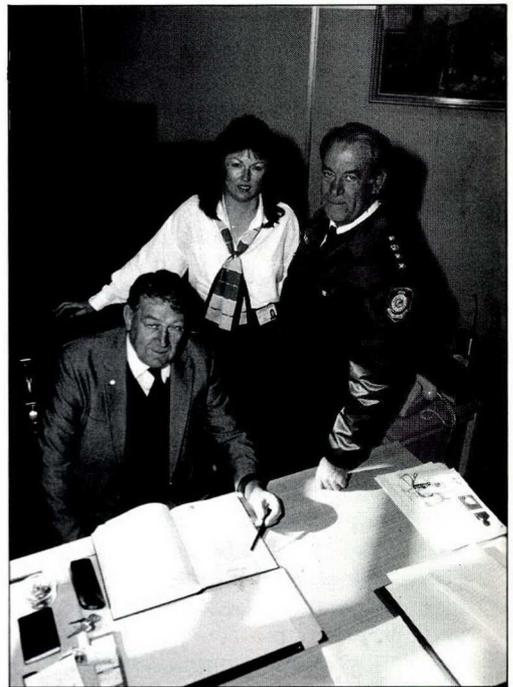
1987/88 will see the relocation of the Directors and Assistant Directors from a centralised location to the proposed four Region Commanders Offices. This initiative will enhance relationships between the Region Commanders and the Directorate and ensure a continuation of the team approach to resource management and policy formulation.

Regionalisation will further impact on Public Service resources at police stations. The Department is undertaking a series of reviews to identify functions which can be delegated to the proposed Regions, Districts and Divisions. Staff savings identified from these reviews will be utilised to establish regional administrative and secretarial services and to enable provision of similar services in the proposed new Police Districts.

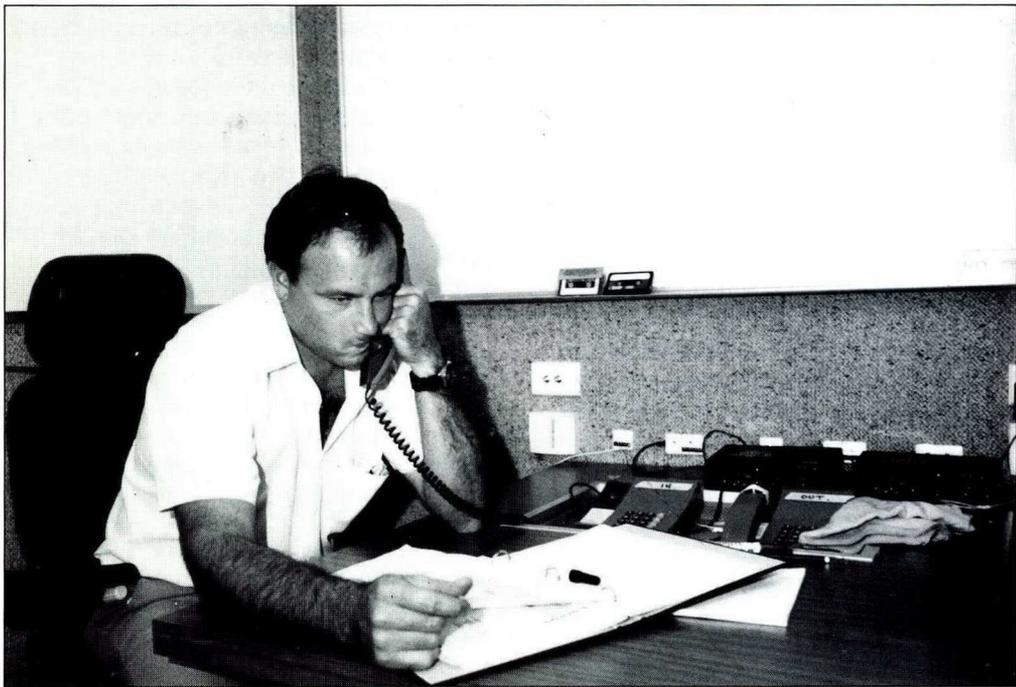
The coming year will also see the placement of 200 Communication and General Support Officers in metropolitan police stations as part of the Government's



COMPUTER OPERATION.



PUBLIC SERVICE AND POLICE MANAGEMENT.



DETECTIVE WORK.

commitment to release Police from clerical related activities to make them available for operational purposes. It is expected further staff will be available for country locations within the year.

2. Crime

CRIME STATISTICS

The detailed New South Wales Crime Statistics together with an analysis of significant crime trends for the year are being published separately.

CRIME INVESTIGATION

The following areas of the Police Force are involved in the investigation of crime:

- Criminal Investigation Branch.
- Bureau of Criminal Intelligence.
- Drug Law Enforcement Bureau.
- Special Operations Group.
- Anti-Theft Branch.
- Special Task Force (Commonwealth-State Joint Task Force on Drug Trafficking).

These groups are responsible for:

- Detection and investigation of criminal acts and omissions and other breaches of the law.
 - Apprehension of suspects where evidence is available to support criminal charges being preferred.
 - Fair and proper presentation of all available relevant evidence to the courts, irrespective of whether that evidence tends to incriminate or exculpate the accused person.
 - Gathering, collating, analysing and using intelligence relating to criminal activity.
 - Detection and analysis of crime trends.
 - Communication, co-ordination and co-operation between all segments of the Force and, where appropriate, other law enforcement agencies.
 - Active participation in community activities impacting on crime; and
 - Recovery of stolen property.
- Administrative support for such groups is provided by Public Service personnel.

CRIMINAL INVESTIGATION BRANCH

The Criminal Investigation Branch is headed by a Chief Superintendent, assisted by Superintendents with responsibility for administration, operations, regional operations and scientific investigation.

During the year a large number of successful convictions was obtained resulting in a high public profile for the Branch being maintained and considerable media attention being focused on the Branch's activities. The continued provision of public support is highly valued by the Department and is recognised as being instrumental in the successful prosecution of offenders.

Year's Highlights

- A Government initiative to assist in combating arson which, aside from the drug menace, is the fastest growing crime faced by communities in the western world, was announced. This arson offensive includes development of the skills of all operational Police in arson detection and investigation, and an increase in the strength of the Arson Squad.
- Discussions were held among members of the New South Wales, Victoria, Queensland and Tasmania Police as well as the Australian Bureau of Criminal Intelligence relative to the commencement of a National Arson Data Base to provide a free and rapid exchange of arson intelligence.
- Increase in the authorised strengths of the Juvenile Services Bureau and Sexual Assault Unit occurred as a result of Government initiatives taken to reduce the alarming increase in child and sexual abuse.
- Initiatives that have met with success in the detection of stolen motor vehicles and parts have been the greater liaison between Motor Squad members and Department of Motor Transport Inspection Officers, and with the members of the Police Highway Patrol, as well as increased input by the Squad at the Police training level.

- On 18 December, 1986, the Commissioner launched the community awareness scheme 'SPEAK UP . . . AND SAVE A LIFE'. Throughout the State, Domestic Violence Liaison Officers are carrying out duties relating to the programme, serious incidents being monitored by Divisional and Homicide Squad Detectives.
- Members of the Juvenile Services Bureau have been involved in a number of inter-Departmental committees designed to investigate methods by which children may be allowed to give evidence when testifying against alleged offenders. These include the taping of juvenile statements thus alleviating the need to subject these young persons to the rigours of court proceedings.

Noteworthy investigations undertaken during the year included the following:

- A case undertaken by the Armed Hold Up Squad involved the investigation into the commission of several armed robberies by the same person from February, 1986, until his subsequent arrest in May, 1987, when numerous charges were preferred against him including two counts of Attempt Murder.
- On 6 July, 1986, a male person was arrested and charged with the murder of John Purtell, 8 years old, who was reported missing from Griffith in June, 1986. He was also charged with the murders of juveniles Mark Anthony Mott and Ralph Burns who both disappeared from the same area in September, 1984. (See comment in general policing, pp 34.)
- A man was arrested and charged with the murder of Hryhory (George) Berkuta, committed at Bilpin on 1 August, 1966.
- A male person was arrested at Manly for the murders of Alexandra Susan MacGregor, Lisa MacGregor, Jennifer Louise MacGregor (sisters) and Lisa Chatterton at Pymble on 23 January, 1987.
- Members of the Regional Crime Squads were responsible for the arrest and charging of several men with

'Conspiracy to Murder' involving a witness in the case dealing with the murder of Megan Kalajzich.

- Members of Regional Crime Squad, North, charged a man with receiving the 'Centenary' sapphire, valued at \$1M, which was part of a \$3 ½ M theft of precious gems, gold nuggets and jewellery from Trans World Diamonds in 1983.
- In January, 1987, following an investigation by members of the Motor Unit, Regional Crime Squad, South, a man was arrested and charged with possession of a large number of blank drivers licences, registration certificates and registration labels. A lengthy investigation extended into Victoria resulting in a Task Force being established by Victoria Police to investigate the activities of a member of the Road Traffic Authority of Victoria.
- During May, 1987, a man was arrested and charged by members of the Regional Crime Squad, West, after lengthy inquiries in relation to 24 counts of Armed Robbery and Assault and Robbery.
- On 10 December, 1986, two Directors of a Newcastle car rental firm were arrested by members of the Licensed Dealers Unit, Major Crime Squad, after a lengthy investigation into the obtaining of credit from various financial institutions in relation to vehicles leased to them. Investigations are still proceeding and at present charges involving 150 vehicles valued at \$1 ¼ million have been laid.

Armed Hold Up Squad

The Armed Hold Up Squad provides specialised support in the investigation of armed robberies and related offences. The Squad has a strength of 72 Police including Police located at Regional Crime Squads West, South, North and Newcastle.

During the year offences committed in this State reflected a developing western world trend in which the influence of drugs ranks as the greatest single motive for these crimes of violence. Criminals on parole and licence and gaol escapees are

continuing to commit offences including armed robberies.

Of increasing concern are the instances where offenders have used their weapons to inflict wounds or in the case of firearms where the weapons have actually been discharged. During the year there were 1,830 recorded 'Armed Hold-up' offences in New South Wales, of which 405 were cleared by Police.

There has been a trend in armed robberies being directed again to Banks and Building Societies. A corresponding reduction has occurred in this State in robberies of Chemists shops and Service Stations, due largely to the fact that Chemists are generally not retaining money and drugs on their premises, the increased security of Service Stations and the actions of the Oil Industries Security Council.

Arson Squad

On 4 February, 1987, the Arson Unit was raised to Squad status with an authorised strength of 23 Police. The Squad is responsible for the investigation of suspicious fires and bombings occurring in New South Wales. Members receive specialised training in arson awareness and investigative techniques.

Approval was given by the Minister during 1987 for the creation of a Fire Brigade Investigation Unit, its prime function being that of investigating all fires to determine their cause and then to liaise with Police during the investigation of suspicious fires or occurrences.

A Counter Arson Advisory Committee, under the chairmanship of the Officer in Charge of the Arson Squad, has been established. This Committee comprises representatives of the Police Force, Fire Brigade, Bush Fire Council, Office of the Minister for Police and Emergency Services, Education Department and the Australian Insurance Council. The Committee meets every two months to discuss problems pertaining to each of the organisations and arson in general.

During the year members of the Squad investigated a total of 50 arsons, culminating in offenders being charged with 68 offences.



POLICE GROUP, 1914.

Fraud Squad

The role of the Fraud Squad, which consists of 42 officers, is primarily the investigation of major commercial and corporate crime occurring within the State. The Squad also performs auxiliary tasks of providing specialist advice and assistance to other sections of the Force, obtaining and collating intelligence information relative to its function, the training of Detectives, Prosecuting Staff and Corporate Affairs Commission investigators through a Commercial Crime Course and maintaining a resource 'library' of fraud investigation related material.

A close liaison with the Corporate Affairs Commission is maintained. Four officers are seconded to the Commission and two Company Inspectors have been seconded to the Squad. An increase in strength is planned during the coming year to bring the total seconded Police to 8.

During the year a variety of complex and protracted matters has been referred for investigation by the Squad, including defalcations by solicitors and accountants and fraudulent activities in the area of

finance, insurance and banking. Numerous inquiries have also emanated from Ministerial requests.

This Squad accepted 109 major complaints which resulted in 1,958 Crime Reports and 105 arrests being effected during the year.

Grain Handling Authority Liaison Office

A Detective Sergeant Third Class is on secondment to the Grain Handling Authority to act as that organisation's Investigations and Security Officer. A large amount of the officer's time is spent in country areas where facilities are visited on a regular basis to monitor receipts and security procedures. Monitoring of large scale grain movements by road transport from Grain Handling Authority facilities to interstate shipping ports has recently taken up more of the time of the Investigations Officer.

The Grain Handling Authority reimburses this Department for all salary/overtime expenses incurred by this officer.

Homicide Squad

The role of the Squad is to investigate homicides, suspicious deaths, skeletal remains and missing persons where foul play is suspected. The Squad has a strength of 37 officers.

There were 98 murders recorded in New South Wales during 1986/87 of which 69 were cleared by Police. Studies reveal that as many as 80 percent of murders committed could be classified as 'domestic killings'. Since the commencement of the domestic violence programme, 110 Criminal and General Information Forms have been received relating to serious domestic situations which have occurred throughout the State. In the majority of these incidents arrests were effected, charges preferred and a variety of weapons confiscated. In other cases children were placed in the care of the Youth and Community Services, domestic violence orders issued, or counselling sessions availed of.

Inquiry Office

The role of the Inquiry Office is to handle telex traffic and telephone inquiries from Police and the general public in all aspects of Police duties. The issue of shotguns/vests and ammunition is also performed by the Inquiry Office staff.

The safe keeping of certain exhibits is part of the responsibility of the Officer in Charge, Inquiry Office; also overseeing the production of large amounts of money and drug exhibits at the various Courts in the metropolitan area and in this respect the safekeeping and continuity aspect of the exhibits tendered at committals and subsequent trials is of considerable benefit to the Police, Prosecutors and Crown.

Juvenile Services Bureau

The functions of the Bureau are to investigate complaints of sexual and physical abuse of children; intervene when a child is at risk in the home or elsewhere; deal with serious crimes committed by

children; monitor the Juvenile Cautioning Programme and investigate possible exploitation of juveniles by others.

This year has seen an alarming increase in the number of notifications concerning sexual and physical abuse of young children. As a result of this trend, members of the Bureau have been placed at Coffs Harbour and Bulli and a number of training courses are being conducted to educate Police to recognise early indications of child abuse.

A special prosecuting unit has been set up within the Attorney-General's Department to prosecute most cases of child sexual abuse.

Major Crime Squad

This Squad was established to provide a co-ordinated approach to the investigation of major criminal activity throughout the State. The Squad is comprised of the Breaking Unit, Consorting Unit, Licensed Dealers Unit, Pillage Unit, Sexual Assault Unit and Special Weapons and Operations Squad.

Breaking Unit — investigates major safe robberies as well as warehouses and dwelling house breaking and entering offences when large quantities of property are involved, and the nature of property stolen is unusual or a degree of professionalism is shown by the offenders. During the year members of the Unit investigated a total number of 174 serious crimes relating to property offences, the value of which amounted to \$3,681,750. 124 persons were charged with a total of 301 offences relating to property of a total value of \$2,015,745.

Consorting Unit — investigates extortion and kidnapping offences in New South Wales, assists in the location and apprehension of escapees, suppresses offences relating to the racing industry and enforces the consorting provisions of the Crimes (Summary Offences) Amendment Act.

A total of 546 C.I.R. forms pertaining to movements of criminals were submitted by the Unit, 128 offenders were arrested and 257 charges preferred.

Licensed Dealers Unit — supervises the activities of pawnbrokers, secondhand

dealers, collectors, jewellers, scrap metal dealers, antique dealers, markets, auctioneers, hawkers and peddlers throughout the metropolitan area and in some country areas.

During the year members of the Unit arrested 232 persons for a large variety of offences involving 533 charges and the recovery of property to the value of \$760,000.

A concerted effort is underway to improve property identification techniques, and proposals are being examined concerning the professional training of Police in jewellery identification, utilising the services of a highly qualified jeweller.

Pillage Unit — investigates crime occurring on Sydney Harbour and the surrounding wharves and berths. The Unit also assists Sydney Water Police in the investigation of fatal and serious boating accidents and unidentified bodies recovered from the Harbour. The Unit works in close liaison with the Australian Customs Service, Australian Quarantine Service, Maritime Services Board, the

Association of Employers of Waterside Labour, Naval Police and many shipping and stevedoring companies.

Other duties include the investigation of offences committed on board ships, the investigation of crimes relating to the theft of outboard motors, vessels and marine equipment. Regular patrols are made of harbourside and river loading ramps, marine dealers and marinas to detect these offences. The Unit is involved in the implementation of the recommendations of the Joint Commonwealth/New South Wales Task Force — Security of Wharves and Containers and is conducting increased patrols of container terminals, depots and warehouses.

The Unit was involved in the security operation for the visiting warships engaged in the Australian Navy's 75th Anniversary Review. A number of demonstrators who interfered with the operations of berthing the ships were arrested.

Sexual Assault Unit — during 1986 the authorised strength of 8 officers was increased to 12. The Unit is responsible for the analysis of all reports of sexual assaults,



S.W.O.S.

the investigation of offences involving persistent offenders and co-ordinating the evidence in relation to them.

The Unit has been involved in the arrest of 18 persons during the year for offences of murder and sexual assault and has also identified eleven persistent offenders currently operating in the Sydney metropolitan area and country districts.

A highlight of the year's activities has been the successful identification of sexual offenders by means of the new fingerprint computer, resulting, in one instance, in the laying of charges for an offence committed in 1977.

Special Weapons and Operations Squad — provides a service to the Force and the community by resolving terrorist and high risk incidents involving weapons and firearms, siege/hostage situations and counter extortion operations. It also affords V.I.P. and witness protection.

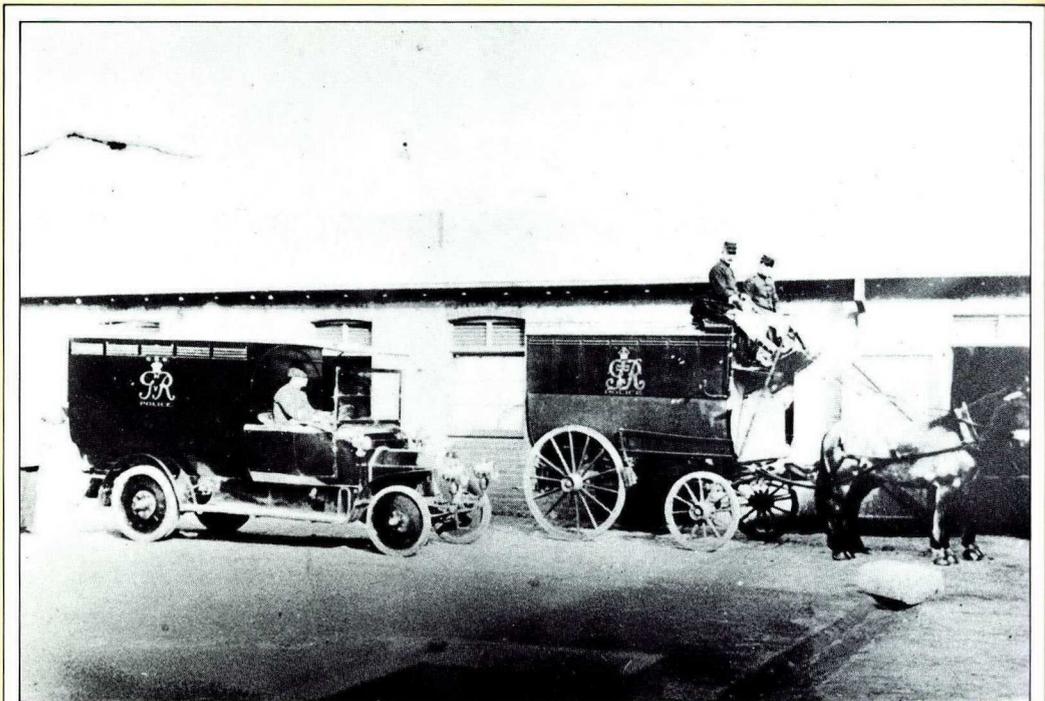
The Squad has an authorised strength of 8 officers with a further 439 fully trained and equipped officers attached to the Regional Crime Squads and Police Stations throughout the State. These officers are

available for immediate response to emergency situations.

The permanent element is also required to research and develop training programmes; design, develop, maintain and supply specific operational equipment; and act as an advisory/research service to the Standing Advisory Committee on Commonwealth/State co-operation for Protection Against Violence (Sac-Pav). The Squad was involved in 268 operations and 33 sieges, resulting in 127 offenders being arrested and charged with 263 offences during the year.

The members of the Squad were involved in Exercise 'Redfin', a combined Police/Military exercise testing the resources of the State Police and the Special Air Service, to respond to an incident involving the hijacking of a 747 aircraft and the taking of a large number of hostages.

V.I.P. visits policed included the Prime Minister of India, the President of Israel, Pope John Paul II, the U.S. Secretary of State and the U.S. Secretary of Defence.



FIRST POLICE MOTOR VEHICLE AND EARLIER HORSE-DRAWN WAGON.

Members of the Squad have liaised with members of the Police Executive in the preparation of a witness protection programme for presentation to Government. It is proposed this programme formalise the protection of witnesses and be accompanied by suitable legislation to demonstrate to the community that those who are prepared to assist enforcement of the rule of law may confidently expect to be protected.

Motor Squad

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

During the year members of the Squad arrested 125 offenders against whom 373 charges were laid. A total of 1,186 Motor Dealers Licences was received and investigated.

Parole Board Liaison Officer

In New South Wales the Parole Board comprises the Chairman, who is a Judge of the District Court, the Police Liaison Officer and four members of the public who reflect as closely as possible the composition of the community at large.

The Board's task is to consider the suitability of prisoners given non-parole periods for release on conditional liberty. The Board must also consider the performance of these persons while they are serving their sentences in the community. During the year 6,428 cases came before the Board for review.

Railway Liaison Officer

The Railway Liaison Officer is responsible for assisting the Transport Investigation Branch of the State Rail Authority in all areas of crime investigation involving rail passengers and freight, training of railway investigations staff and maintaining a link between both groups in matters of common interest.

During the year the Liaison Officer was involved in the arrest of 29 offenders for various offences, 44 charges being preferred. All arrests were made in the company of Railway Detectives or Patrol Staff who assisted in the compilation of Court briefs against the offenders.

Regional Crime Squads

Regional Crime Squads are based at Chatswood (North), Miranda (South), Penrith (West) and Newcastle.

Each Squad is comprised of members of the specialist sections of the Criminal Investigation Branch, headed by a Detective Chief Inspector, and is responsible for crime investigation in allotted Police Districts. The concept of regionalisation allows for closer interaction between specialist Police and general duty district Police, resulting in more effective policing.

Regional Crime Squad North has a strength of 38 and provides decentralised support to 'B', 'D' and 'E' Police Districts.

There were 308 arrests effected, resulting in 1,090 charges being laid.

Regional Crime Squad South operates in the metropolitan areas of 'G' District and the Wollongong, Goulburn, Albury and Wagga Wagga Districts. The Squad arrested 288 offenders against whom 1,176 charges were preferred. The authorised strength of the Squad is 48 Police.

Regional Crime Squad West operates within 'H', 'I', and 'J' Districts and the country Districts of Parkes, Dubbo and Bathurst. A total of 431 persons were arrested with 1,558 charges being laid.

Regional Crime Squad Newcastle operates within the Newcastle, Tamworth and Lismore Police Districts with a current strength of 47 Police. During the year 674 offenders had 2,568 charges preferred against them.

Stock Squad

The Stock Squad is responsible for the investigation of crime related to the rural industry as well as the policing of such Acts as the Wool, Hide and Skin Dealers Act, Pastures Protection Act, Auctioneers and Agents Act and the Prevention of Cruelty to Animals Act. In addition,

personnel are also required to visit stock selling centres with the view to detecting stolen stock and the prevention of lot-splitting and collusion buying. Six officers are located in the Sydney area and a further 13 attached to country Police Stations.

During the past twelve months members of the Squad have continued to investigate fraud-related offences committed by and against the rural sector as well as those of buying and selling thoroughbred horses. Close liaison has taken place between New South Wales, Queensland and Victoria Police at the conference level and during the conduct of interstate investigations.

Funding has been obtained for the introduction of a Rural Crime Watch Scheme. Contracts for sponsorship are being considered prior to the introduction of the Scheme.

Scientific Investigation Section

The primary function of the Scientific Investigation Section is to assist all Police with the examination of crime and incident scenes in relation to physical evidence. There are several stages in carrying out this role and they are:

- Searching for, recording, taking possession of and co-ordinating examinations of all physical evidence material.
- Either examining material in-house or forwarding it to an approved laboratory, organisation or authority for examination.
- Maintaining a liaison role between Police investigators and experts utilised by the Police Department to examine material of a physical nature; and
- The collating and delivery of complex information to various Judicial Inquiries/Courts in a manner that can be easily understood. This includes the preparation of photographs, charts, scale plans, etc.

The Scientific Investigation Section has several ancillary roles relating to disaster (fatal) victim identification, improvised explosive devices, Penry facial identification techniques.

The Section is comprised as follows:

Forensic Ballistics Unit — The Unit examines firearms and associated items used in the commission of crime; attends crime scenes and post mortem examinations to assist in determining the angle and direction of projectiles, shot spread, presence of gunshot residue, wound ballistics and other aspects associated with firearms and is also involved in the examination of suspected improvised explosive devices and the post blast examination of scenes involving high explosives.

During February 1987, the Forensic Ballistics Unit relocated to the Sydney Police Centre. The inclusion of modern storage facilities there has simplified the handling of weapons passing through the Unit.

Crime Scene Unit — The primary function of this Unit is to co-ordinate the preservation and examination of scenes of crime, unusual occurrences and disaster sites for physical evidence, and to prepare a brief of evidence from complex information, so it can be readily understood by those charged with the responsibility of ascertaining the true facts. The staff are skilled in all facets of photography and photomicroscopy.

During the year, the Unit received a grant from the National Police Research Unit to study motor vehicle identification methods, resulting in new systems being developed and a computer programme being released on the Eagle Computer System.

Document Examination Unit — The Unit provides a specialised service in the investigation of crimes where an expert opinion regarding the examination of handwriting, typewriting, paper tears and perforations, indentations and alterations is required.

The Unit comprises a staff of 7 consisting of 3 experts and 4 trainees at varying levels of training. The training consists of a 5-year "on the job" apprenticeship together with a formal training syllabus.



CRIME SCENE.

Mapping Unit — This Unit provides maps, aerial photographs, organisational charts, etc. as required. The drafting duties of the Unit include general cartographic work, the measurement and preparation of crime scene plans and the tracing of photogrammetry plans.

Facilities such as lamination and mounting onto caneite, foam board and cardboard are available for Court and general presentation work.

Motor Vehicle Examination Unit — This Unit operates throughout the State, its primary function being to carry out investigations and mechanical examinations into all classes of mechanical equipment including motor vehicles, cycles, trucks, semi-trailers, earth moving plant and on some occasions boats and marine equipment. All members of the Unit are qualified Automotive Engineers and hold a Diploma from the Institute of Automotive Mechanical Engineers.

In December, 1986, the Unit moved from the Technical Services Building, Surry Hills, to new premises situated at Waterloo.

Photogrammetry Unit — The Unit assists members of the Scientific Investigation Section throughout the State with the production of accurate plans using the science of Terrestrial Photogrammetry. The staff perform call-out field Photogrammetry surveys of crime scenes such as murders, serious road accidents, fatal plane and train accidents and other disasters.

In February, 1987, the Unit acquired a Wild Aviolyt BC2, the latest type of Photogrammetry plotting machine, and all personnel underwent an intensive training and familiarisation programme in its operation. The new machine provides state of the art computer enhanced Photogrammetry.

Photographic Unit — The Unit provides a professional photographic, processing and printing service. It was recently relocated to the Sydney Police Centre where professional high volume colour processing and printing equipment has been installed. When operating at full production the equipment, which is partly computerised, will be capable of

producing thousands of colour photographs per day.

As the new facility comes on line, the majority of scientific photographic work and the photographing of offenders arrested will transfer from black and white to colour.

BUREAU OF CRIMINAL INTELLIGENCE

The Bureau has the responsibility for the collection, collation, analysis and recording of information relating to criminal activity and the dissemination of that information as intelligence to the New South Wales Police Force and other law enforcement agencies.

The Bureau is comprised of the Intelligence Unit, Organised Crime Squad, Surveillance Unit and Technical Survey Unit.

Intelligence Unit — this Unit is responsible for the collection, collation, recording and analysis of crime and intelligence information received from various agencies and for the dissemination of such information to operational Police.

Approximately 34,000 items of Intelligence/Information were processed throughout the year. The dissemination of intelligence to other sections of the Police Force contributed towards a number of arrests and prosecutions, many of them drug related. The trend over recent years of an increase in the volume of information processed and disseminated has continued.

The Unit was also responsible for the preparation of a number of dossiers appertaining to criminal syndicates and the circulation of reference volumes to assist Police in identifying offenders engaged in particular fields of criminal activity.

Organised Crime Squad — the function of this Squad is to reduce organised crime by 'targeting' suspected crime figures and gathering information to substantiate criminal charges.

Squad Members have continued to process intelligence in relation to selected organised crime targets, including those having National status. Intelligence has

been shared with the National Crime Authority, State Drug Crime Commission of New South Wales and the Commonwealth/State Joint Task Force on Drug Trafficking. Regular communication is also established with the Australian Bureau of Criminal Intelligence.

Crime relating to the organised theft and disposal of property was also focused upon, and intelligence supplied to operational Police resulted in the arrest of a number of offenders.

Whereas the Organised Crime Squad formerly had authority to identify organised crime figures, arrest offenders and launch prosecutions, policy guidelines now determine that the Squad is to develop intelligence for action by operational Police external to the Bureau rather than to compete with those Police, as an operational arm within the Bureau.

Surveillance Unit — members of this Unit are available to provide surveillance services as a support facility to other sections of the Force.

The Unit attended to 394 applications for assistance during the period under review. The combined effort by Surveillance Unit members and other Police resulted in 759 arrests being made for criminal offences.

Technical Survey Unit — this Unit provides assistance to the Bureau, other areas of the Force and other law enforcement agencies.

During the year a high demand was placed on the Unit for technical assistance by other areas of the Force and associated agencies, including the National Crime Authority, Commonwealth/State Joint Task Force on Drug Trafficking, State Drug Crime Commission, interstate Police Forces and other Government Agencies.

The unit made a major contribution towards the arrest of 22 offenders throughout the year, most of them being charged with serious organised criminal offences.

Year's Highlights

- *Review of Organisation of Intelligence and visit by Professor Mark Moore* — The Superintendent, B.C.I. chaired a Committee to review the organisation

of intelligence and the needs of the New South Wales Police Force, including responsibility for management of criminal intelligence in New South Wales and correlation within the national framework. The committee has presented a final report which is under consideration.

The Committee had the benefit of discussions with Professor Mark Moore, distinguished Professor of Criminal Justice Policy and Management at Harvard University, who visited Sydney during July, 1986, under the auspices of the New South Wales Police Department as a consultant.

- *Pilot Study — "H" District Intelligence Office* — A District Intelligence Office was established at Parramatta, on 1 July, 1986, as a pilot study to evaluate proposals for an improved Intelligence service at District level. The objectives included the co-ordination of the Divisional intelligence function throughout the District and to provide the District Chief Superintendent and his Officers with timely and accurate intelligence appertaining to criminal patterns and trends throughout the District to permit the use of existing Police resources with maximum efficiency and effectiveness.
- *Pilot Study — No. 14 Division Intelligence/Information Office* — On 18 May, 1987, a Pilot Study commenced at Dee Why Police Station as a prototype Divisional Intelligence/Information Office with trained staff having increased capacity for the collection, analysis and dissemination of quality information and intelligence. More emphasis is being placed upon the Community Based Policing concept to bring the Police function closer to the community and to encourage more community co-operation with Police. It is also intended to classify information at local level and only that having ramifications external to the Division will be disseminated to other areas. The study is proving to be a highly successful model.

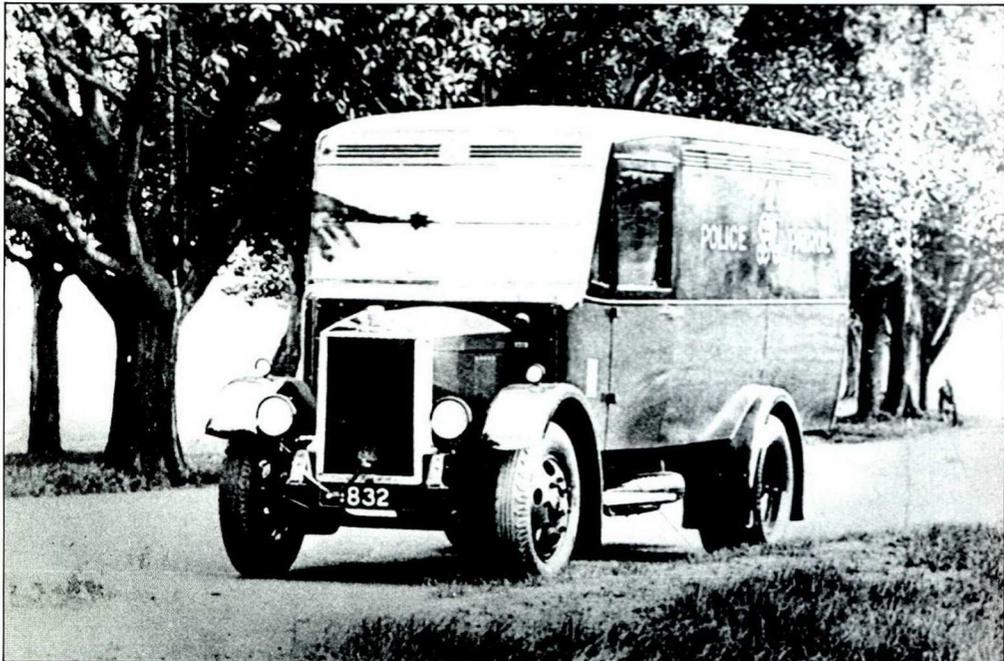
- *Operation "Noah"* — The Bureau participated in the intelligence support role in the Phone-In Operation "Noah" conducted during November, 1986, to seek information from the public in relation to drug abuse. (See Chapter 5 "Community Relations".)
- *Training* — Instructing Staff attached to the Bureau conducted three Criminal Intelligence Analyst Training Courses at the Police Academy, Goulburn. Eighteen members in each course were selected from various areas throughout the State, including Divisional Intelligence Offices and criminal investigation sections. Qualified Analysts are now placed strategically throughout the State. The Courses also included personnel from other Government Agencies who liaise with Police in the investigation of organised crime.

Instructors at the Surveillance Unit also conducted a number of courses to train selected Police in surveillance skills. Personnel from other law enforcement groups having a liaison with the Force participated in the courses.

DRUG LAW ENFORCEMENT BUREAU

The Bureau's operational priority is the detection, investigation and apprehension of persons trafficking in illicit drugs, with particular emphasis on heroin and cocaine. The objectives include gathering information on trends in drug trafficking, monitoring the effectiveness of law enforcement strategies, co-operating and liaising with other State and Federal drug law enforcement agencies and controlling and co-ordinating drug law enforcement within the New South Wales Police Force.

There are 14 Regional Drug Units, 10 being in the Sydney metropolitan area, and one each in Newcastle, Wollongong, Ballina and Coffs Harbour. The Coffs Harbour Unit commenced operations in April, 1987. The higher level administration and Strike Force including the Intelligence and Liaison Unit, Detection Unit, Surveillance Unit and Special Forces, are located in the Remington Centre, Sydney.



POLICE MOTOR VEHICLE. CIRCA 1915.

The Strike Force concentrates its resources towards identifying specific organisations and individuals involved in high level drug trafficking and carrying out the necessary investigations to successfully prosecute them. Included in the Strike Force is the Plantation Unit which is responsible for the co-ordination of all investigations relating to major cannabis plantations. During the year Bureau staff were responsible for seizing substantial quantities of cannabis, which it is considered were being cultivated for commercial marketing.

The functioning of the Bureau has been assisted since April, 1985, with the implementation of Operation 'Explorer', a special policing programme in which extra Police are regularly seconded to the 21 strong Kings Cross Drug Unit. These Police are trained to counter street level drug trafficking and have been successful in reducing drug trafficking and associated crime in the Kings Cross and Darlinghurst areas. As a measure of this success, the Kings Cross Chamber of Commerce presented a plaque to Kings Cross Police Station on 6 March, 1987, in recognition of

the work of the Bureau and local Police in combating crime in that area.

In February, 1987, amendments to the Drug Misuse and Trafficking Act empowered Magistrates, Judges and certain Senior Police Officers, to order the pre-trial destruction of seized drugs. This legislation is intended to drastically reduce the amount of drugs retained at Police Stations throughout the State.

Following the enactment of the Crimes (Confiscation of Profits) Act, machinery is now in place to enforce the legislation. During the period under review, the Drug Law Enforcement Bureau was responsible for the issue of restraining orders for property to the value of \$204,550. The matters have not yet been finalised. Bureau personnel also seized \$585,922 in money and property valued at \$60,493.

During the year, 2,000 drug supply charges were laid by Police throughout the State, while the Bureau accounted for 1,197 charges, representing 60% of the total number. Twenty-two of the total number of persons appearing before the District Court on the more serious drugs charges were sentenced to terms of imprisonment

in excess of 5 years, the maximum sentence being 12 years for the offence of 'Supply Cannabis'.

The Drug Law Enforcement Bureau makes a major contribution in personnel and operational support to the National Crime Authority, the Commonwealth/State Joint Task Force on Drug Trafficking (in both of which they are conjoined with the Australian Federal Police) and the State Drug Crime Commission. Each of those bodies in turn complements the work of the Bureau.

SPECIAL TASK FORCE

Commonwealth/State Joint Task Force on Drug Trafficking

The J.D.T.F. was established in 1979 as a Federal and State Government initiative emanating from the Williams and Woodward Royal Commissions of Inquiry into drug trafficking.

The Task Force is accountable to a management committee comprising representatives of both Governments as well as the participating Police Forces.

There are 21 Police attached to the J.D.T.F.: 10 Federal Police and 11 from N.S.W. Leadership is vested in a N.S.W. Police Superintendent.

The objectives of the J.D.T.F. are to:

- Investigate the identity of persons engaged in drug trafficking or in unlawful activities designed to assist such trafficking.
- Foster and maintain co-operation between law enforcement agencies; and
- Secure the conviction of persons engaged in drug trafficking.

The J.D.T.F. targets high level narcotic traffickers on a 'long term' basis.

During the year under review, the J.D.T.F. arrested 28 offenders and preferred a total of 63 charges, resulting in the destruction of three major and one minor drug trafficking syndicates. In addition, approximately \$465,000 in 'crime tainted' cash and property was seized.

The J.D.T.F. maintained liaison with the Australian Taxation Office which during 1986/87 recovered the sum of approximately \$2.6M in understated

income, additional tax and penalties, resulting from the Task Force's investigations.

The leader of the J.D.T.F. continued to chair the monthly meetings of the Intelligence Co-ordination Team (I.C.T.) which comprises senior representatives from the Australian Bureau of Criminal Intelligence, the National Crime Authority, the Drug Law Enforcement Bureau (N.S.W.), the Bureau of Criminal Intelligence (N.S.W.), the Intelligence and Drug Operations Branch, Eastern Region (A.F.P.), the Bureau of Crime Intelligence (A.F.P.), the Australian Customs Service and the State Drug Crime Commission.

The I.C.T. is the primary forum for the dissemination of intelligence on a regular basis and for exchanging information and discussing associated pertinent issues.

SPECIAL OPERATIONS GROUP

This Group is comprised as follows:

- Gaming Squad
- Vice Squad
- Special Licensing Squad
- Licensed Gaming Investigation Squad
- Special Branch

Gaming, Vice, Special Licensing and Licensed Gaming Investigation Squads

These squads are responsible for the suppression of Starting Price betting, unlawful gaming, crime in licensed clubs, offences against the Liquor Act, offences involving pornography and the suppression and control of offences under the Prostitution Act and Disorderly Houses Act.

Year's Highlights

- The main thrust of amendments to the Gaming and Betting Act relative to Amusement Devices was the issue of a warrant authorising seizure of suspected prohibited amusement devices; targeting large S.P. networks in conjunction with Telecom Investigative Staff; continued concentration of resources on illegal gambling and increased prosecutions

and seizures relative to prohibited amusement devices.

- Success in closing all but the nucleus of 'hard-core' gaming establishments, the majority of which are the subject of 'Declaration' proceedings before the Supreme Court. Current gaming legislation is the subject of review, particularly in regard to 'Declaration' proceedings.
- Efforts in the pursuit of the eradication of S.P. betting have dramatically reduced the number of persons engaged in this particular illegal activity. However, the established large scale operators continue to exist, aided by the utilisation of modern technology such as computers, radio telephones, telephone switching devices and the like. Targeting of this type of operation has achieved limited success, with raids on two such operations, the first of which involved eleven separate premises and the second, eight premises.
- A team was formed during the year with the responsibility for investigating and prosecuting offences connected with prohibited amusement devices. This initiative has proved most successful, over 300 prosecutions being launched and in excess of 300 prohibited amusement devices being seized. Despite such progress the illegal video amusement industry continues to expand, due no doubt to the enormous profits generated through this form of gambling. Submissions have been prepared and discussions held at Government level with a view to licensing this aspect of the amusement industry.
- In addition, of concern is the practice by the more determined offenders to avoid prosecution in relation to 'prohibited amusement devices' offences by means of technology, employing the use of remote control switching. To assist Police in overcoming this problem, the question of utilising the services of an electronics expert is under consideration.
- During the year evidence was collected and reports submitted requesting the assistance of the Crown Solicitor in making applications to the Supreme Court for sixteen premises to be declared disorderly houses. Of the sixteen applications made to the Supreme Court two premises were declared, one application was dismissed, three applications were withdrawn after the premises were vacated and prostitution activities ceased, and ten are pending.
- The targeting of offences committed on premises in the inner City area involved in pornographic exhibitions (strip shows, theatres and sex shops) resulted in a large number of prosecutions for liquor offences and offences under both the Film and Video Tape Classification Act and the Theatres and Public Halls Act. The Squad has also been actively engaged in support of the offensive against juvenile drinking. Regular visits were made to licensed premises and prosecutions relating to this type of offence launched.
- The offensive against the sale of pornographic videos continued. As a consequence, together with high fines being imposed, the number of outlets for this product diminished.
- A decline in illegal street soliciting is believed to have been brought about by constant Police attention given to prostitutes operating in the inner City illegal areas (near dwellings, schools, churches and hospitals), resulting in many prostitutes moving their activities from those areas to areas where soliciting is not an offence. An overall decrease in the activity of street prostitution has been noted, and this is probably attributable to the A.I.D.S. virus.
- The proliferation of drug abuse now appears to be mainly centred on street prostitutes. The incidence of drug affected prostitutes operating in 'off street' situations, e.g., massage parlours, escort agencies and health studios, etc., is declining. It is believed this has been brought about by the increased level of policing.

- The members of the Group, in continuing to address the problem of organised criminal activity affecting the registered club industry, are adopting a proactive role, involving many hours of surveillance and the use of all the surveillance tools available to the Force. One investigation alone conducted during the year resulted in an increase of \$120,000 in the annual poker machine revenue of a club.
- There are presently fourteen 'hardcore' illegal gambling establishments operating in the Sydney Metropolitan area, most of which are well guarded by steel doors, surveillance cameras and doormen who refuse entry to Police unless in possession of a search warrant. Even when in possession of such a warrant, Police are usually required to force entry. Submissions have been made by this Department to the Government regarding these problems and consideration is being given to the introduction of stronger legislation with a view to the closure of illegal gambling establishments in this State.

Special Branch

This component of the Group gathers information concerning politically motivated and/or extremist activities which have led or could lead to breaches of the peace or unlawful acts as well as actual or potential violence between factional groups within the community with a view to proposing preventative measures wherever possible.

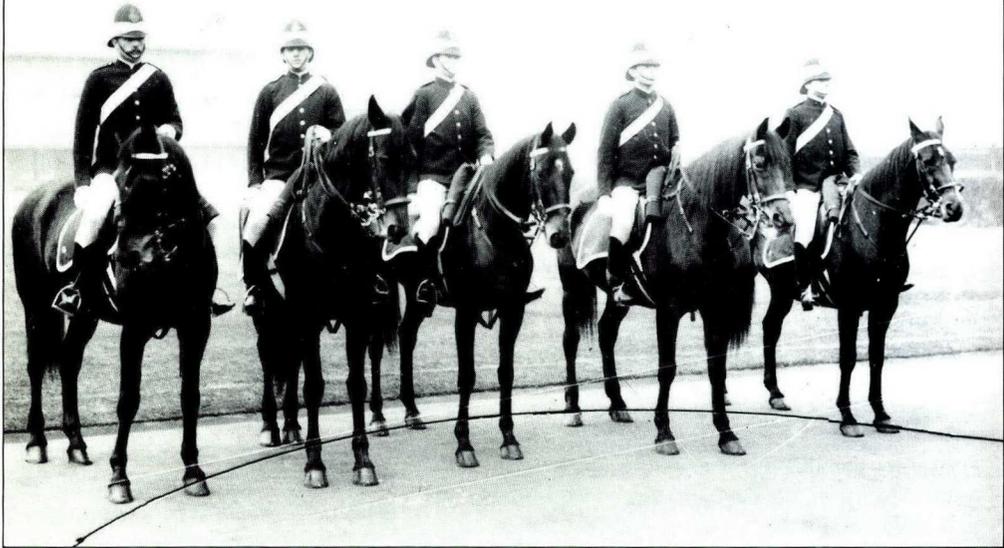
Information is provided concerning demonstrations and protests where breaches of the peace may occur to permit adequate policing to be arranged.

The Branch affords assistance with general policing arrangements and provides close personal and security escorts for Royalty, Heads of State, V.I.P.'s and controversial figures.

To these ends, a close working relationship is maintained with local and overseas law enforcement agencies and Government bodies, able to assist in the prevention or prosecution of acts of terrorism.

Year's Highlights

- Federal 'freedom of information' legislation and the impending introduction of similar State legislation have had a significant impact upon the gathering of information and the maintenance of records. Potential infringement upon the privacy and civil liberties of the individual is of prime consideration in this area.
- 269 Close Personal Escorts were undertaken by members of the Branch involving the personal security of visitors to this State, including His Holiness Pope John Paul II; His Royal Highness the Duke of Edinburgh; Her Majesty Queen Margrethe of Denmark; Mr. Shri Rasiv Gandhi, Prime Minister of India; Mr. George Schultz, U.S. Secretary of State; and Mr. Caspar Weinberger, U.S. Secretary of Defence.
- A further 800 visits by overseas and local V.I.P.'s were oversighted by members of the Branch.
- Increasing terrorist activity throughout the world and a tendency by individuals to see violence as a solution to problems has created the need to extend protective measures to certain V.I.P.'s resident in Australia. As a result, Close Personal Escorts, on a permanent or regular basis, were afforded to the Governor General of the Commonwealth of Australia, the Governor of New South Wales when acting as Administrator during absences of the Governor General, the Prime Minister of Australia, the Ambassador for Israel, the Ambassador for Turkey and the Premier of New South Wales.
- Security protection patrols of Consular premises and residences were maintained as were similar patrols of the business and/or residential premises of persons threatened by, or considered at risk from, extremist groups.
- Organised groups conducted more than 150 demonstrations and protests, most of which occurred in public places and streets within the Sydney Metropolitan area, involving a wide range of issues such as the



MOUNTED POLICE, 1914.

construction of a monorail in Sydney and Aboriginal land rights.

- A notable point was the emergence of 'ethnic groups' protesting about events affecting their former homelands.
- The increasing use of terrorism and violence to achieve political aims has added importance to the gathering and maintenance of valid information about such activities. Members of the Branch have been trained in the collection, collation and dissemination of information and intelligence and additionally have participated in appropriate training courses, including a Hostage Negotiators' Course.

ANTI-THEFT BRANCH

The Anti-Theft Branch was formed to combat the increasing incidence of property crime. The primary objective of the Branch is to increase the effectiveness of the Force in the role of protection of property.

Goals and strategies designed to achieve this objective are firmly based on research, analysis and planning. The basic functions

of the Branch include:

- Developing innovative procedures designed to assist in the suppression and detection of property offences.
- Co-ordinating implementation of inter-district and intra-state procedures and evaluating the effectiveness thereof.

In addition, the Branch is engaged in the general promotion of the concept of pro-active, community policing.

Year's Highlights

- During the year the District Anti-Theft Squads were responsible for the arrest of 8,729 offenders resulting in 25,329 charges being preferred. Property valued at \$1,812,165 was recovered and commitment warrants to the value of \$273,122 satisfied. The value of stolen motor vehicles recovered, following arrests, amounted to \$5,807,920.
- Members of Foot Patrols arrested 3,854 offenders, resulting in the preferment of 7,158 charges involving stealing, malicious injury, street offences, armed robbery and drug offences and the recovery of property valued at \$871,964.

- The Branch liaised with the Department of Consumer Affairs in the establishment by that Department of the Register of Encumbered Vehicles with the objective of assisting members of the public to check that motor vehicles they intend to purchase have not been stolen.
- Car Theft Task Force — At the direction of the Minister in November, 1986, a Task Force was established to address the incidence of car theft and to recommend strategies to overcome the problem.

Its charter was to examine in detail any matter that may assist in reducing the rate of car theft and in so doing develop a comprehensive and co-ordinated strategy on all aspects of motor vehicle theft, including juvenile car theft, markets for stolen vehicles in the spare parts trade, incidence of professional motor vehicle theft, anti-theft standards in motor vehicles, public education in motor vehicle security, and recovery methods for stolen vehicles.

The Task Force, comprised of representatives of the Office of the Minister for Police and Emergency Services, the New South Wales Police, Department of Motor Transport, Attorney General's Department, N.R.M.A., Insurance Council of Australia, Motor Traders' Association and the Chamber of Automotive Industry of New South Wales, met on a number of occasions and formulated recommendations which are the subject of consideration.

- Anti-Hooliganism/Vandalism Programme — Early in 1987 the Minister and the Commissioner, concerned at the increase in hooliganism and vandalism in this State, directed that a Statewide Programme be developed to deal with the problem.

Research was carried out and a programme designed to consolidate and define procedures to combat hooliganism and/or vandalism. A Statewide survey was undertaken to identify the extent of the problem and

to develop appropriate strategies. The results of this survey are being examined.

- Improved Crime Analysis/Problem Solving Network — In November, 1986, the Commissioner directed that a task force be formed by the Chief Superintendent, Anti-Theft Branch to develop a crime analysis/problem solving network to support the geographically based command structure.

After a number of meetings, a report was submitted with the key recommendation that approval be granted to test by way of a pilot study the crime analysis/problem solving concept outlined in the report.

As a result, a six month trial, due to end in October 1987, was commenced at Dee Why Police Station aimed at testing the viability of a District Information Intelligence Unit.

3. *Traffic*

The road trauma experienced in New South Wales is of continuing concern, although Police enforcement activities over the years have greatly contributed to the reduction of the road toll, particularly following the introduction of Random Breath Testing.

The Government has expended considerable funds on specialised traffic enforcement, which makes it incumbent on the Police Force to ensure maximum and efficient utilisation of manpower and resources.

The traffic mission is:

“to provide a high quality, ethical, and cost effective traffic policing service.”

The corporate objective relating to traffic is:

“influence changes in driver behaviour with the objective of reducing road deaths and injuries.”

Enforcement Strategies

To achieve these aims, emphasis is placed on the following strategies:

- Enforcing the Random Breath Testing programme.
- Raising awareness of all Police of their responsibilities to enforce traffic laws.
- Emphasise speeding offences in the enforcement of the traffic laws.
- Increasing Police visibility on roads.
- Concentration of enforcement at identified adverse crash locations.
- Selective enforcement programmes.
- Co-ordinated enforcement programmes between Districts and also in association with interstate Police Forces.
- On-going publicity emphasising detection and enforcement programmes.

Enforcement strategies have been designed to:

- Instil into the community the fact that the traffic laws are being enforced and a real risk of detection and punishment exists when the laws are broken.
- Obtain voluntary compliance with the traffic laws.
- Impress upon the community that enforcement is specifically directed towards providing a safer road

environment by reducing the incidence of fatal and casualty crashes.

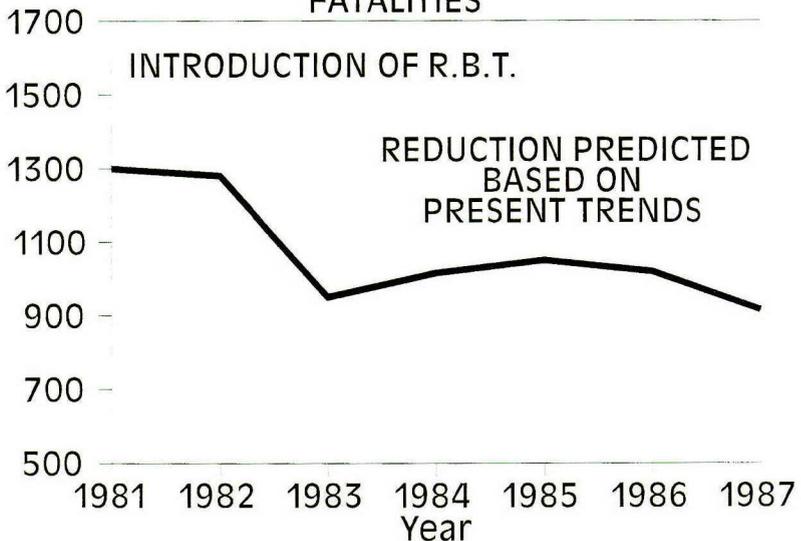
EFFECT OF TRAFFIC ENFORCEMENT

1986

Three specific targets were established for 1986.

- By 31 December, 1986, endeavour to limit the number of fatal road traffic crashes at the 1985 level or below.
This target was achieved, with 53 fatal crashes (5.5%) and 38 deaths (3.6%) less than 1985. This reduction mainly occurred in the country area.
- By 31 December, 1986, endeavour to limit the number of road traffic crashes at the 1985 level or below.
This target was achieved, with 8,755 (5.75%) fewer crashes reported than 1985.
- To conduct one million Random Breath Tests by 31 December, 1986.
This target was achieved, with a record 1,285,555 tests being conducted, resulting in 5,225 persons being charged.

DISTRIBUTION OF ROAD FATALITIES IN N.S.W. FATALITIES



1987

Similar targets have been established for 1987. They are:

- By 31 December, 1987, ensure the 1987 number of motor vehicle crashes requiring Police attention does not exceed the 1986 number of motor vehicle crashes.

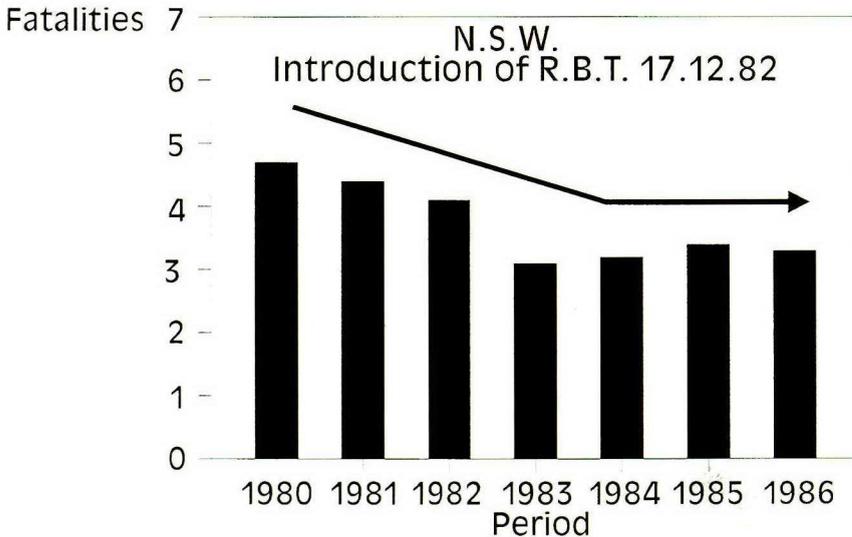
Preliminary figures as at 30 June, 1987, indicate there were 3,498 (5.3%) more crashes reported for the first 6 months of 1987, as compared with the corresponding period of 1986. However, there have been 2,017 (12%) less injury crashes. It is believed that the speed reduction campaign has greatly contributed to the reduction in crash severity.

- By 31 December, 1987, ensure the 1987 number of fatal road traffic crashes does not exceed the 1986 number of fatal road crashes.

At 30 June, 1987, the number of fatal road crashes was 58 less than for the first 6 months of 1986. The most significant reduction has occurred in the metropolitan area, where the number of fatal crashes was 38 less.

- To conduct one million Random Breath Tests by 31 December, 1987. 636,250 tests, resulting in 2,973 charges, were conducted during the first 6 months of 1987. At the present level of testing, the target of one million tests for 1987 will be exceeded.

FATAL ACCIDENTS PER 10,000 MOTOR VEHICLES REGISTERED



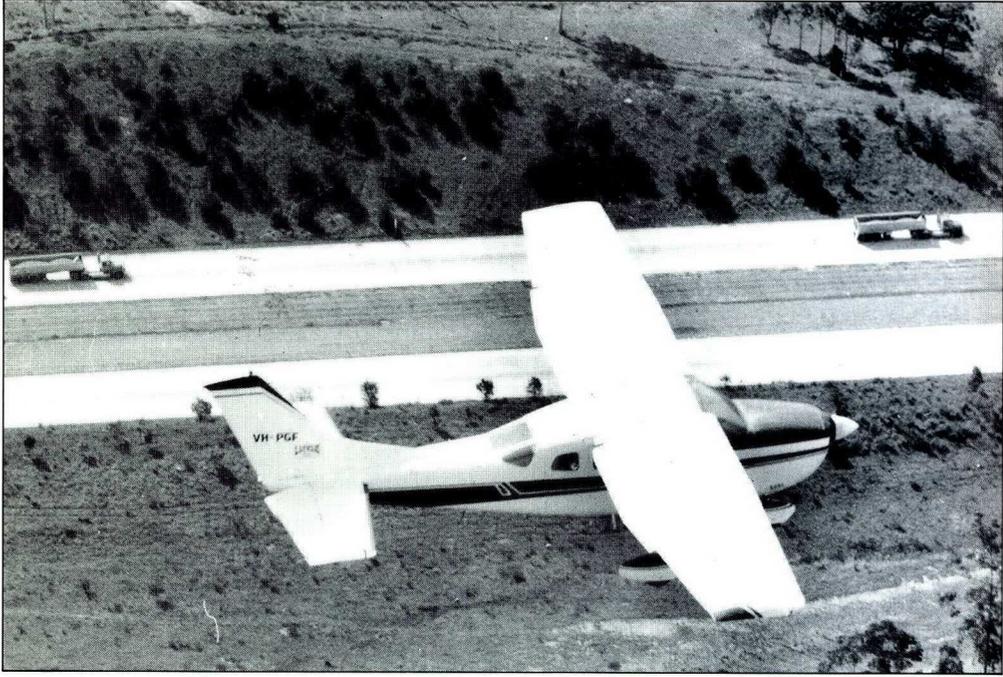
ENFORCEMENT INITIATIVES

Aerial Speed Surveillance

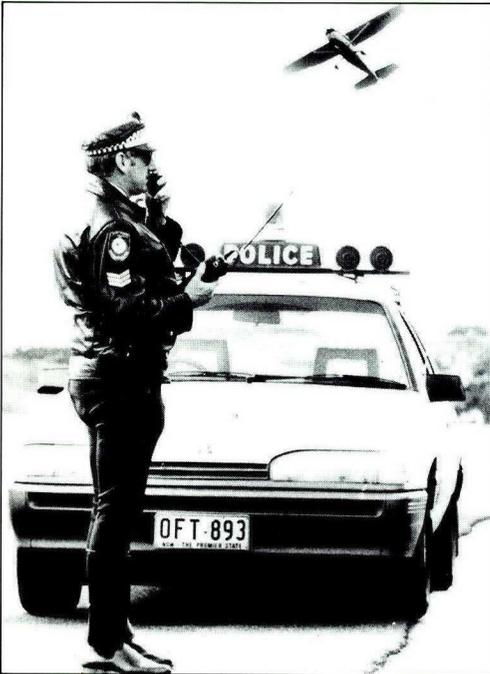
- The aerial speed enforcement programme has been effective in reducing traffic speeds, particularly truck speeds.
- A reduction in road traffic crashes has occurred in signposted enforcement

areas and for 5 kilometres either side.

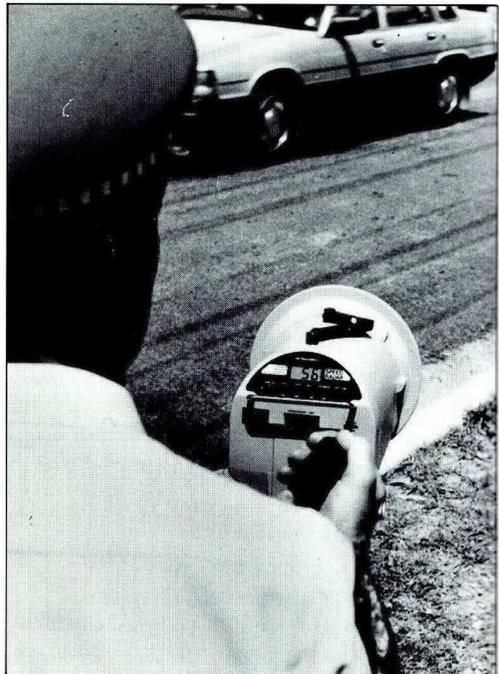
- Approval has been given for an additional 5 pilots and 10 observers.
- Extension of the programme by an additional 25 locations was approved.
- The use of the aircraft for the detection of other traffic offences is under consideration.



AERIAL SPEED SURVEILLANCE.



AERIAL SPEED SURVEILLANCE.



SLANT DOPPLER RADAR UNIT.

Speed Reduction Campaign

The speed reduction campaign is recognised as the most significant traffic initiative since the introduction of Random Breath Testing. The campaign gained momentum in December, 1986, with:

- Particular emphasis on co-ordinated speed enforcement programmes and associated publicity.
- Continuation of aerial speed surveillance on a larger scale.
- Acquisition of 14 additional K.R. 10 radar devices.
- Acquisition of 10 slant radar devices for use in the Metropolitan, Newcastle and Wollongong areas.
- Application of a 10% speed tolerance for radar devices.

Random Breath Testing

Random Breath Testing continues to be one of the most effective initiatives introduced to impact on the road toll. An important aspect of Random Breath Testing is the credibility of a highly visible Police presence.

On 1 May, 1987, Police conducted the five millionth Random Breath Test since Random Breath Testing commenced on 17 December, 1982. The occasion was marked by the Minister for Police and Emergency Services, Mr. George Paciullo, presenting the five millionth motorist with an "Alcolmeter" and a Commemorative Plaque.

TABLE 1
Number of Random Breath Tests conducted by Police

<i>Year</i>	<i>Tests</i>	<i>Positives</i>	<i>Percentage of Positives</i>	<i>Charges</i>	<i>Percentage of Charges</i>
1983	923,630	7,462	0.81	5,470	0.59
1984	1,240,842	6,310	0.51	5,044	0.41
1985	1,128,829	6,648	0.59	5,315	0.47
1986	1,283,557	6,489	0.51	5,225	0.41
1987					
to					
30.6.87	636,250	3,419	0.54	2,973	0.47

Following the successful trial of Random Breath Testing by general duty Police at Rose Bay Station, the programme was expanded in November, 1986, to include the involvement of general duty Police in metropolitan and country areas, with their main activities occurring during the late evening and early hours of the morning.

Number of Random Breath Tests conducted by General Duty Police

	<i>Tests</i>	<i>Positives</i>	<i>Percentage of Positives</i>
1.1.87-30.6.87	21,611	150	0.69

These figures are included in the above.

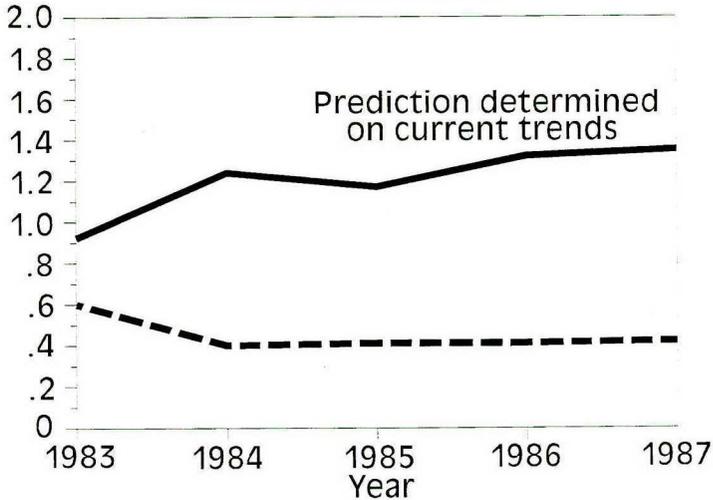
On 17 December, 1986, combined Radar/Random Breath Testing operations were introduced for a trial period of 6 months. The results are currently being evaluated and present indications are that this method of operation will be introduced on a permanent basis.

HORSES.

308. No horse is to travel at a pace exceeding five miles per hour, unless in cases of emergency, such as the pursuit of offenders, &c., where it is apparent that speed is absolutely necessary.

RANDOM BREATH TESTS AND CHARGES

Charges as percentage of tests conducted
Tests x 1 million



FUTURE TRAFFIC INITIATIVES

Traffic Light Cameras

Legislation has been enacted to provide for the introduction of the necessary owner/onus requirement under Section 18A of the Motor Traffic Act to permit enforcement of penalties for offences detected by cameras at traffic light signals locations. Cameras and other ancillary equipment are being acquired for installation by the Department of Main Roads at 20 adverse crash locations controlled by traffic light signals.

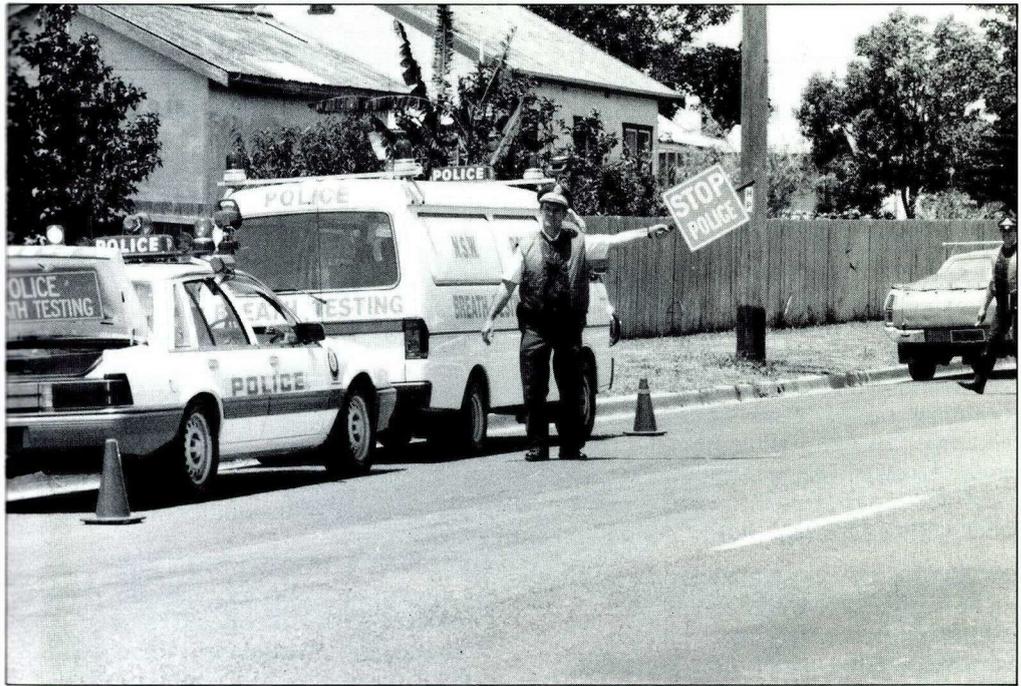
Approval has been given for the establishment of a Traffic Camera Section comprising one Sergeant and five Constables. This unit will be responsible for the rotation of cameras between the selected sites, loading of cameras, collection, viewing and adjudication of film and initiating action for the issue of infringement notices. Public Service staff will be responsible for the infringement notice process system which includes a computer based "standalone" system using magnetic tapes to generate infringement notices for posting.

Mobile Random Breath Testing

The introduction of mobile Random Breath Testing is seen as a further initiative in impacting on the road toll and approval is being sought from the Minister for its implementation on a trial basis. This alternative policing method should prove effective in detecting offending motorists, particularly the high risk driver who avoids stationary Random Breath Testing sites, increase the deterrent value of Random Breath Testing and maintain the impetus of enforcement.

Speed Zoning

In November, 1986, this Department requested the Traffic Authority of New South Wales to undertake a comprehensive review of speed limits and, in particular, speed zoning. This review is being undertaken by the Speed Reduction Task Force as part of the speed reduction campaign. It is expected that the review will lead to a more realistic and credible system of speed limits which, in turn, will lead to better public acceptance of sign posted speed limits.



RANDOM BREATH TESTING UNIT.

New Technology in Speed Detection

The use of new and improved technology in the field of speed detection has been actively pursued. Evaluations have been completed and reports are being prepared on the results of tests conducted on various speed detection devices.

The development of a camera for use in conjunction with slant radar devices is also being pursued with the manufacturers of that device. Recommendations will be made to the Government for the purchase of appropriate instruments and for supporting owner/onus legislation.

FUTURE LEGISLATIVE CHANGES

Motor Traffic (Radar Detected Offences) Amendment Act, 1987

The Act and Regulations have not at this time been proclaimed. When introduced the proposed legislation will enable a certificate to be used as evidence that a device (radar) is an approved radar speed measuring device that has been tested and found to be accurate and operating properly.

Blood and Urine Testing of Drivers apparently under the influence of Drugs

It is anticipated legislation will, in the near future, be introduced to enable the taking of samples of blood and urine from drivers of motor vehicles where their driving gives cause for belief that they are under the influence of drugs.

PARLIAMENTARY STANDING COMMITTEE ON ROAD SAFETY (STAYSAFE)

During the year, the Assistant Commissioner (Traffic) was required to comment on enquiries being conducted by the Parliamentary Standing Committee on Road Safety (Staysafe) in respect to:

- Heavy vehicle safety.
- Speed control and road safety.
- Safe speed and overtaking on 100 kph roads.

The Assistant Commissioner and other Traffic personnel were also required to appear before the Staysafe Committee and give evidence in respect to heavy vehicle safety and, in particular, the use of radar

jammers, radar warning devices and citizen band radios.

The Executive Chief Superintendent (Traffic) also delivered a paper at a seminar on "Safety on 2-lane country roads", convened by the Staysafe Committee.

HOUSE OF REPRESENTATIVES STANDING COMMITTEE ON TRANSPORT SAFETY

In July, 1986, the New South Wales Traffic Authority and this Department made a joint submission on "Traffic Law Enforcement in New South Wales" to the House of Representatives Standing Committee on Transport Safety. The Executive Chief Superintendent (Traffic) has appeared before the Committee and given evidence in respect to matters of a Police nature contained in the submission.

ACCIDENT INVESTIGATION SQUAD

The Accident Investigation Squad operates from the Ferguson Centre, Parramatta, with smaller units located at Daceyville, Newcastle and Wollongong. The Squad currently has a strength of 42 units. Approval has been given for the strength to be increased by an additional 14 personnel and the establishment of small units at Lismore, Goulburn and Tamworth.

Accident Investigation Squad Members:

- Investigate fatal and serious injury crashes where circumstances indicate that charges under the Crimes Act may be preferred.
- In conjunction with members of the Internal Affairs Branch investigate all fatal and serious injury crashes involving Police vehicles, irrespective of whether the circumstances indicate the presence, or otherwise, of criminal negligence.
- Investigate all fatal and serious injury crashes arising from a pursuit regardless of whether or not the Police vehicle or such other vehicle used by Police in pursuit is actually involved in the crash.
- Investigate crashes of a serious and unusual nature. In this respect the Squad attended 1,119 traffic crashes and charged 409 persons (37%) with criminal offences.

BLOOD SAMPLE UNIT

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

A comprehensive review of blood sample procedures has been completed and the recommendations are still to be evaluated. During the year 26,902 blood tests were conducted, 4,296 (16%) with positive results.

If legislation is enacted to enable the taking of samples of blood and urine from drivers of motor vehicles where their driving gives cause for belief that they are under the influence of drugs, the blood and urine samples obtained will become part of the responsibilities of the Unit.

BREATH ANALYSIS SECTION

Breath Analysis Operators are responsible for the operation of breathalyser instruments where initial roadside tests by Police have proven positive. Full-time operators are also responsible for training of Police, the conduct of experimental programmes and the education of service and community groups on the effects of drink driving.

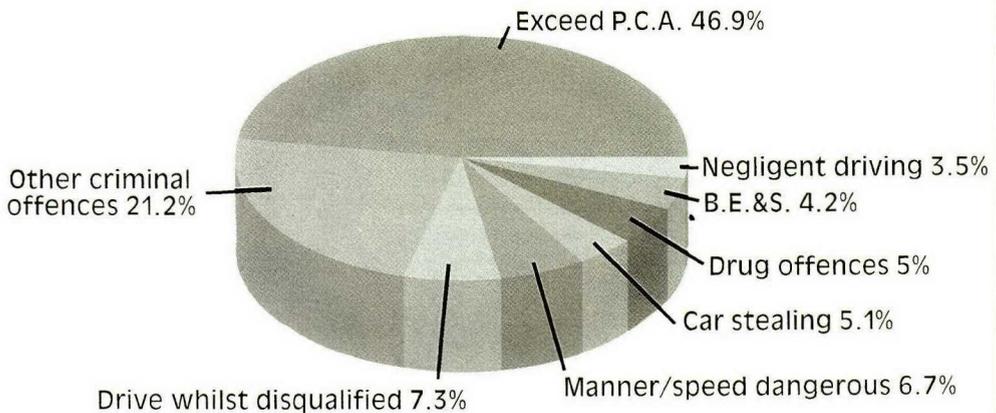
In August, 1986, the Breath Analysis Section undertook the servicing and calibration of alcoholmeter breath testing devices. In December, 1986, one hundred S-D2 (Digital Readout) alcoholmeters were purchased for use at Random Breath Test sites. A further sixty-five units have since been acquired to progressively replace the older S-L2 alcoholmeters.

Evaluation of second generation evidential breathalyzer instrumentation is currently being undertaken for possible future replacement of existing Breathalyzer Model 900 instruments.

DISTRICT HIGHWAY PATROL OPERATIONS

The role of District Highway Patrol Police is through visible Police enforcement patrols, to reduce fatal and serious crashes, encourage conditions of safety and freedom of movement for motorists, promote voluntary compliance with the traffic laws and detection/prosecution of traffic offenders.

HIGHWAY PATROL ACTIVITIES 1986/87 NUMBER OF CHARGES PREFERRED



District Highway Patrol Police activities are concentrated on adverse crash locations with particular emphasis upon those offences involving driving under the influence of alcohol, drugs, excessive speed and dangerous driving.

HIGHWAY PATROL RESPONSE GROUP

The Highway Patrol Response Group:

- Provides a specialist traffic support function to Metropolitan and Country Districts.
- Conducts special traffic law enforcement programmes with particular attention to identified adverse accident locations.
- Develops, co-ordinates and participates in conjunction with District resources, special enforcement programmes which transcend District boundaries.
- Performs specialist functions, such as heavy and off road vehicle enforcement, traffic signal offence detection, Random Breath Testing operations, industrial escorts, V.I.P. escorts, and aerial speed surveillance.

The Highway Patrol Response Group has provided support to Metropolitan and Country Districts with activities ranging from small localised operations to major initiatives conducted at Cooma, Narrandera and Dubbo, as well as extended patrols on the Putty Road to Singleton and the Great Western Highway in the Blue Mountains area.

The Trail Bike Squad has been actively used in the outer areas of Sydney with excellent results. The squad has also been utilised by the Drug Law Enforcement Bureau to assist in special operations in remote areas of the State.

V.I.P. escorts continue to form an important part of the Response Group's operations. Thirty cyclists were involved in the escort and security of His Holiness Pope John Paul II during his visit in November, 1986.

The Response Group has continued to conduct displays at various centres and functions to improve continued awareness of the role and purpose of the Group.

TABLE 2
Highway Patrol Activities 1986/87

Number of persons charged:	
Exceed prescribed concentration of alcohol	12,499
Negligent driving	929
Driving motor vehicle whilst disqualified	1,938
Driving motor vehicle in a manner or at speed dangerous to public	1,782
Car stealing	669
Illegal use motor vehicle	700
Stealing	739
Drug Offences	1,338
Break enter and steal	1,119
Other criminal offences	<u>4,914</u>
	26,627
Number of traffic infringement notices and breach reports issued:	
Exceed speed (radar)	253,088
Other traffic offences	<u>363,157</u>
TOTAL	<u><u>616,245</u></u>

Review of Effectiveness of Highway Patrol

Arising out of the 1986 report of the Parliamentary Public Accounts Committee, a Highway Patrol Management Task Force undertook at the request of the Police Board of New South Wales a review of the allocation and utilisation of vehicles to Highway Patrol Units as well as a more general review aimed at enhancing the effectiveness of the Highway Patrol, including the development of performance indicators.

Basically, the Task Force, which was comprised of representatives of the Police Force and Police Board, focused its attention in two main areas:

- The determination of an appropriate methodology for calculating the strength, rank structure and distribution of Highway Patrol Police; and
- The identification of ways in which the effectiveness of the Highway Patrol could be enhanced based on improved management systems including better supervision of junior staff, and appropriate deployment, allocation and utilisation of vehicles and staff.

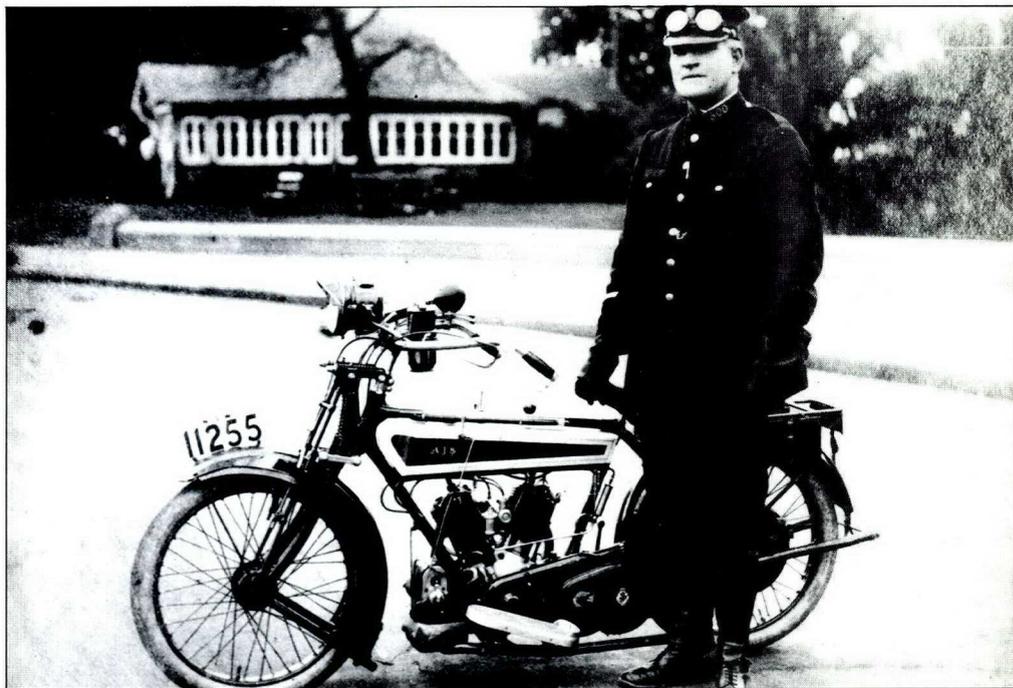
The Task Force has furnished its recommendations, which have been submitted to the Police Board.

On the question of performance indicators, it was emphasised that Highway Patrol effectiveness cannot be gauged by the number of traffic infringement notices issued, nor by persons charged with traffic offences. Its efforts are directed principally towards reducing fatal and injury crashes. This is regarded as the best performance indicator and specific targets are designed to achieve such a reduction or at the very least to contain the number of accidents.

PERMIT SECTION

The Permit Section is responsible for the movement and control of excess dimension vehicles and loadings on public streets and the co-ordination of Police escorts associated with such movements. During 1986/87 the Section co-ordinated 498 instances where Police escorts were required.

In keeping with the commitment of decentralisation, on 1 January, 1987, new procedures were introduced in respect to the issuing of permits for excess dimension vehicles and loadings. Approved Police



MOTOR CYCLE OFFICER, CIRCA 1920.

Stations throughout the State can now authorise and issue permits for the movement of excess dimension vehicles and loadings not exceeding 21.4 metres article length, 3.5 metres in width and 4.4 metres in height.

POLICY AND PLANNING UNIT

The Unit advises Police management on the development and analysis of policy options affecting traffic management and control, and has been involved in:

- Review of the management of the Highway Patrol.
- Review of procedures for Random Breath Testing, i.e. combined Random Breath Testing/Radar operations—mobile Random Breath Testing.
- Review of blood sample procedures.
- Introduction of a modified accident reporting scheme.
- Procedural changes for processing breach reports at the Traffic Laws Unit, Traffic Branch.
- Assisting in the research and preparation of submissions to the Staysafe Committee.
- Development of targets for the Traffic

Strategic Plan.

- Submissions dealing with the evaluation and acquisition of traffic law enforcement devices.

TRAFFIC LAWS UNIT

The Unit is responsible for adjudication of all traffic related breach reports, particularly those relating to serious motor vehicle crashes, fatal crashes, Police crashes, alcohol related offences substantiated by blood sample analysis and offences which result in driver disqualification.

The staff act in an advisory capacity for Police, other Government Departments and members of the public on the legal aspect of the State's traffic laws.

In November, 1986, the range of offences for which on-the-spot infringement notices can be issued was extended to over 600. The extension of the range of offences within the Self Enforcing Infringement Notice Scheme has allowed for infringement notices to be posted from local Police Stations and provides an increased control and security mechanism for breach reports.

TRAFFIC RESEARCH AND ANALYSIS UNIT

The Traffic Research and Analysis Unit is responsible for the collation and analysis of traffic related data to assist in:

- Identifying traffic crash trends.
- Identifying adverse crash locations.
- The development of appropriate enforcement strategies.
- The evaluation of enforcement strategies and traffic enforcement devices.

Major areas of involvement are:

- Fatal crash statistics.
- Black spot locations.
- Police pursuits.
- Random Breath Testing and other Breath Testing.
- Speed reduction campaign.
- Aerial speed enforcement.

TRAFFIC SIGNALS OPERATION SECTION

The Traffic Signals Operation Section is manned on a 24 hour basis to facilitate traffic movement within the city and metropolitan areas by the monitoring of 1,282 traffic control light signal intersections.

The Police Operations Staff, where necessary, alter the phasing of the traffic control light system or arrange for the manual control of intersections:

- To assist traffic flow, particularly during the morning and afternoon peak periods.
- To assist the movement of V.I.P. escorts and emergency vehicles.
- To assist in the implementation of traffic diversions brought about by demonstrations, fires, serious crashes, etc.

ANCILLARY OFFICERS

Parking Police Officers

Parking Patrol Officers are ministerial employees employed to supplement Police in the enforcement of the parking laws. Their primary function is by way of continuous patrolling and surveillance to detect and report motor vehicles parked or standing contrary to the provisions of the motor traffic regulations.

New and additional items of uniform suitable for the climatic and working conditions are progressively being issued to Parking Patrol Officers.

Negotiations are continuing in respect to:

- Permanent appointment.
- 38 hour week.

Civilian Crossing Supervisors

Civilian Crossing Supervisors are engaged on a part-time basis, to enhance the safety of children using marked foot crossings and foot crossings during the hours between 8am–9.30am and 2.30pm–4.00pm on school days, or other hours as deemed necessary.

Priority for their appointment is given to those locations frequented by kindergarten and primary school children.

TRAFFIC BRANCH ADMINISTRATIVE SERVICES

Traffic Branch Administrative Services comprises 247 Public Service Officers under the leadership of the Director.

The two main Units of the Branch administer the Self Enforcing Infringement Notice Scheme by the processing of all documents concerning driving and parking infringements, by the collection of associated revenue and by providing relevant policy advice. A third and smaller Unit provides clerical support to Senior Traffic Police Officers.

The 1985/86 emphasis on improved administrative practices and staff development was continued in 1986/87. An independent survey by Arthur Young Services, Management Consultants engaged by the Department to conduct a post-implementation review of the Self Enforcement Infringement Notice Scheme, established that Branch efficiencies and services to the public reached significantly high levels. The grounds for complaints concerning administrative activity were virtually eliminated in 1986/87, an achievement recognised by Mr. G. G. Masterman, Q.C., Ombudsman.

1,710,700 infringements, representing \$74,817,070, were issued in 1986/87 and a payment rate of 73.2 percent was reached. This figure is consistent with the 1985/86

statistic of 73.6 percent and is well above the average 65 percent payment rate of the previous manual enforcement scheme.

1986/87 revenue receipts of \$58,045,114 increased \$4,149,363 on the 1985/86 total of \$53,895,751. This increase is attributable to the 92,486 extra infringements issued in 1986/87.

Initiatives implemented in 1986/87 include:

- The acceptance of "Mastercard" and "Visa" payments.
- The introduction of a simplified 'new style' infringement notice. This document allows the receiver to retain a "tear off" portion, thereby reducing the need for the public to make inquiries, and incorporates the micro-encoded segment essential to more effective computer payment processing.
- The installation of sophisticated mail opening equipment, which has also increased payment processing efficiency.
- Re-organisation of the Branch so as to include a 75-strong "multi-skilled" work group. This feature has considerably increased individual job satisfaction as well as management flexibility, and is a notable commitment to the philosophy of equal employment opportunity and to occupational health and safety factors.
- The introduction of computerised processing of infringement payments.
- The installation of security alarms and surveillance cameras and mirrors to effect greater protection of staff and public monies.

In addition, the concept of the payment of infringement notices at Statewide agencies has been approved by Government. It is anticipated that this major enhancement will be introduced in 1987/88. Preparations are being made within the Traffic Branch Administrative Services for the forthcoming introduction of camera detected offences at traffic control lights.

Comprehensive staff training programmes continued during the year and a work experience programme involvement with a number of schools was

maintained. This programme has been extended to incorporate formal Youth Employment Scheme participants.

ACCIDENT INFORMATION BUREAU

The Accident Information Bureau located at Gosford maintains a computerised system for the recording of all motor vehicle accidents reported to Police in New South Wales and provides particulars to interested parties upon payment of a fee.

During the financial year ended June, 1987, the Bureau collected \$2,135,000 in revenue, which represents an increase of 19% when compared to the previous financial year figure of \$1,792,000.

The computerised programme in use at the Bureau also provides a means to gather statistics on a Statewide basis relative to motor vehicle accidents. This acts as an aid to Police in the performance of their duties by the identification of accident prone intersections, dangerous stretches of road, etc.

ESCORTS.

342. On the march they will keep the prisoners in the centre of the party, and will not allow them to separate or straggle, and therefore the rate of marching must be regulated according to the powers of the prisoners if on foot, and if in carts according to the pace at which the vehicles can conveniently proceed. Neither acquaintances of the prisoners nor other persons are to be allowed to mix with or accompany the prisoners and Escort.

ARMS, AMMUNITION, APPOINTMENTS, &C.

254. He will be supplied with twenty rounds of ammunition, and in the event of the quantity being unaccounted for at any time the amount of sixpence for every missing cartridge will be deducted from his pay; when applying for more, he will state in writing how and when that previously issued had been expended.

TABLE 3
Reconciliation of Police Department Traffic/Parking Infringement Scheme — 1986/87

<i>Type of Infringement</i>	<i>Parking</i>	<i>Traffic</i>	<i>Totals (and percentage of infringements issued in 1986/87)</i>
Number and value paid to Police Department	727,651 — \$21,360,602	523,973 — \$36,684,512	1,251,624 — \$58,045,114 (73.20%)
Number and value quashed by Police Department review and adjudication processes	80,102 — \$ 2,346,245	14,648 — \$ 1,013,815	94,750 — \$ 3,360,060 (5.53%)
Number and value the subject of election for magistrates' decision	1,524 — \$ 51,297	7,185 — \$ 517,893	8,709 — \$ 569,190 (0.50%)
Number and value the subject of other court action (court enforcement orders, summons, etc.)	160,817 — \$ 5,001,713	97,732 — \$ 5,135,207	258,549 — \$10,136,920 (15.11%)
Number and value the subject of individual error	1,360 — \$ 39,970	327 — \$ 20,385	1,687 — \$ 60,355 (0.09%)
Number and value unfinalised at 30 June, 1987 (unexpired payment periods, correspondence, etc.)	64,080 — \$ 973,519	31,301 — \$ 1,671,912	95,381 — \$ 2,645,431 (5.57%)
TOTALS	1,035,534 — \$29,773,346	675,166 — \$45,043,724	1,710,700 — \$74,817,070 (100.00%)

4. Emergency Services

The State Emergency Service and Civil Defence Act provides for the appointment of a Director, State Emergency Services (Commissioner of Police). Responsibility for the administration of services is delegated to the Chief Superintendent (Emergency Services).

Emergency Services in New South Wales are co-ordinated by the Rescue and Emergency Services Co-ordination Committee which comprises representatives of the Police Force, Office of the Minister for Police and Emergency Services, Board of Fire Commissioners, New South Wales Ambulance Service, Volunteer Rescue Association, Department of Youth and Community Services, State Emergency Services, Department of Health and the Bush Fire Council.

Up to the time of his retirement in May, the Deputy Commissioner (Operations) represented New South Wales on the Standing Advisory Committee for the Protection Against Violence (S.A.C.P.A.V.). An Executive Chief Superintendent

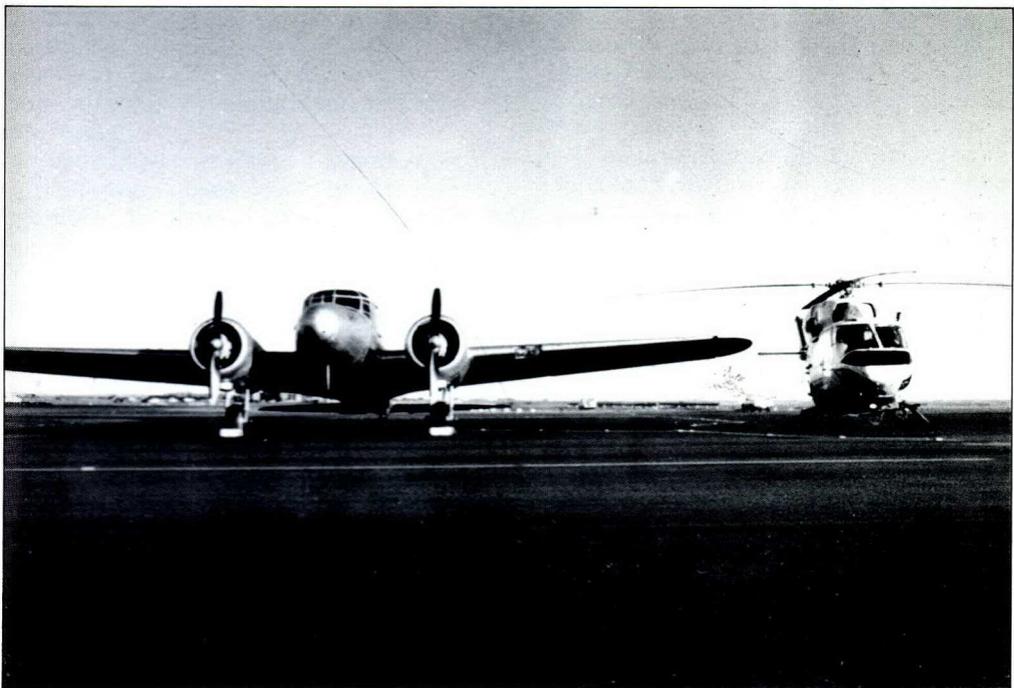
currently fulfils these obligations, including the responsibility for the development of effective responses, training and conduct of exercises for Police and other organisations involved in terrorist/hijack situations.

DISTRICT OPERATIONS

Police Districts, both country and metropolitan, conduct their own Regional Rescue and Emergency Services Co-ordination Committees which report to the parent body. The Chief Superintendent and Chief Inspector of the Disaster and Rescue Branch are the Police Department representatives on the central Committee.

There are presently 129 Regional and Local Rescue and Emergency Services Co-ordination Committees throughout the State. Each is chaired by the most senior Police Officer in the locality. These Committees have representatives from various statutory and non-statutory organisations together with volunteer emergency groups within the region.

Counter disaster exercises are also conducted by these Committees, and an



POLICE AIRCRAFT "OLD AND NEW"

officer from the Disaster and Rescue Branch attends as a 'referee'. The Branch also provides Course Directors for three annual Disaster Controller Commander Courses, each of which is attended by senior Police from metropolitan and country centres.

DISASTER AND RESCUE BRANCH

The Branch, controlled by a Chief Superintendent, consists of the Air Wing, Dog Squad, Rescue Squad and Water Police.

In addition to these specialised services, the Branch is responsible for the study and evaluation of all facets of counter disaster planning and the provision of expert assistance in the preparation of Community Disaster Plans. Senior Police staff hold responsible positions on numerous committees associated with counter disaster planning and rescue procedures.

Branch Officers also provide specialised information and advice on the planning of emergency exercises and the preparation of counter disaster and evacuation

procedures to a wide range of organisations such as schools, hospitals, airports, large industrial complexes and volunteer rescue associations.

Air Wing

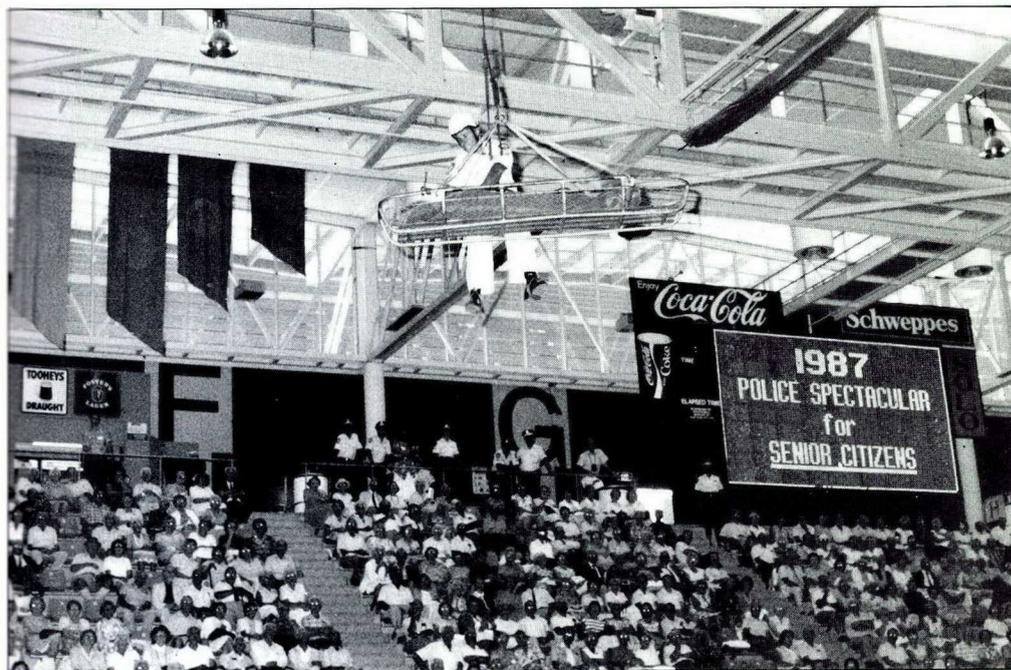
The Air Wing is responsible for the provision of an air operational support service to all sections of the Police Force and other Government bodies as required. These services include support for Police operations, surveillance, search and rescue, patrols, and transporting of Police and prisoners.

Currently three single turbine engined helicopters are in service. During April 1987 a fourth helicopter, a twin turbined machine, was delivered for evaluation and is expected to greatly enhance the overall efficiency of the Air Wing.

Fixed wing aircraft are also used under a hire system as required. There has been a solid demand for the use of such aircraft, particularly with the ongoing 'Eye in the Sky' programme of detecting speeding vehicles on the State highways.



NEW TWIN TURBINE HELICOPTER.



RESCUE SQUAD DISPLAY, SENIOR CITIZENS' WEEK.

Police Dog Squad

The role of the Squad is to develop and maintain a specialist support group to assist all operational sections of the Police Force in the suppression of crime, the apprehension of offenders and in rescue situations.

Capabilities of the Squad include apprehension of armed and dangerous offenders, location of persons unlawfully on premises, searching for and apprehending offenders decamped from crime scenes, location of exhibits either lost or secreted by offenders, detection of drugs and location of missing persons.

The Squad attended 2,697 incidents during the year and participated in 628 arrests. In addition 1,801 preventative foot patrols and 3,062 school patrols were conducted.

The strengthening of the Squad by sixty dog teams over the next three years should lead to it having a more proactive role in combating street crime.

Rescue Squad

The Squad provides support and emergency services to the Police and

community in a variety of matters. During the year it attended over 3,500 incidents including: motor vehicle accidents, cliff rescues, industrial rescues, aircraft alerts and crashes, bomb alerts and explosions, domestic rescues, bush fires and searches for lost hikers.

The headquarters of the Squad is situated at Marrickville and decentralised metropolitan units are located at Blacktown, Frenchs Forest, Hornsby, Katoomba, Liverpool and Sutherland, with country units at Bathurst, Cooma, Goulburn, Lismore, Newcastle and Wollongong.

Two members of the Squad were seconded to the Defence Department as part of an Australian Aid Project to conduct a Land Search and Rescue Course for members of seven Pacific Island Police Forces in Western Samoa and to assist in providing a Search and Rescue capability to the Western Samoan Police Emergency Operations Squad.

Members of the Squad combined with New South Wales Ambulance Rescue Operators to attend and conduct training programmes within the fields of rescue,

first aid — basic life support. This programme is a positive step to ensure the welfare of victims.

Water Police

This area of policing includes the Police Diving Section, Launch Maintenance Section, Flood Rescue Squad and general duty Water Police.

The role of the Water Police is to enforce certain delegated maritime laws, to provide a marine service to protect life and property and to prevent, contain and suppress crime on the State's waterways. Additionally the Water Police, in accordance with an agreement between the Commonwealth and States, is the responsible authority for the co-ordination of search and rescue operations.

December saw the relocation of the Water Police from Dawes Point to a new complex at Pyrmont, providing for the first time facilities for large launch slippages and on-site launch ramping for trailerised units.

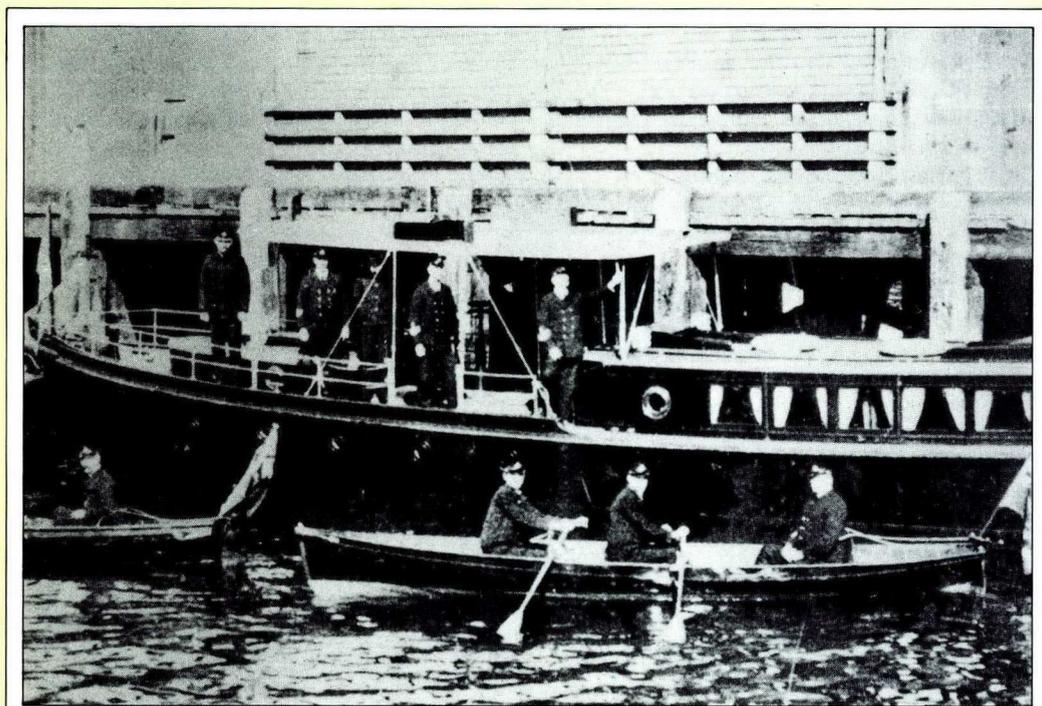
Water Police effected the rescue of 1,240 vessels and 4,004 persons from the State's harbours, ports, coastline and estuaries,

recovered 34 deceased persons from the waters and attended 358 other major incidents during the year.

In keeping with the recommendations of the Joint Commonwealth/New South Wales Task Force — Security of Wharves and Containers, relating to increased Police presence on the waterfront, the Water Police are increasing their patrols by water of wharves and waterfront container terminals in Sydney Harbour and Port Botany. They are also patrolling these areas by foot.

Highlights of the year included the supervision of the 26 warships engaged in the 75th Royal Australian Navy Anniversary.

Diving Section — provides an underwater and recovery unit as an adjunct to all other operational sections of the Police Force throughout all inland and coastal waters in New South Wales. A wide range of activities includes liaison with other branches and sections in relation to air, marine and similar disasters, the recovery of deceased persons as a result of accidents and criminal offences, investigations into diving related deaths,



WATER POLICE, 1920.

and underwater security with respect to explosives and terrorism.

Legislative requirements have resulted in the Section acquiring 'Rigid' Diving Helmet and Dry suits together with ancillary equipment. Training procedures have been re-organised to meet the standards for an 'Approved Training Centre' as regulated within the Occupational Health and Safety Act.

Two additional members of the Section are undergoing training to paramedic standard relative to diver related injuries and recompression chamber treatment procedures.

Major operations undertaken included:

- Recovery of bodies from the vessel *Gabriella* which capsized and sank while berthed in Port Kembla Harbour on 14 August, 1986.
- Searches associated with murders at Sydney, Cowra, Wagga Wagga and Newcastle.

Launch Maintenance Section — is responsible for the maintenance of 83 vessels in the Police Marine Fleet throughout the State and for the provision

of advice on the purchase of vessels and equipment.

Major activities during the year included reconstruction operations to the vessels *Stackpool* and *NTW Allan* and the fitting of replacement engines to several other vessels.

Flood Rescue Squad — the role of the Squad is to rescue and evacuate persons in danger from floods, transportation of injured persons during floods to hospitals and medical services, conveyance of Police and Government Officials on duties connected with the emergency, assistance in the restoration of services, removal of deceased persons and to carry out searches. Additionally, the Squad assists in the training of State Emergency Services personnel.

The Squad consists of 36 general duties Police stationed throughout the metropolitan area who may be called upon at any time.

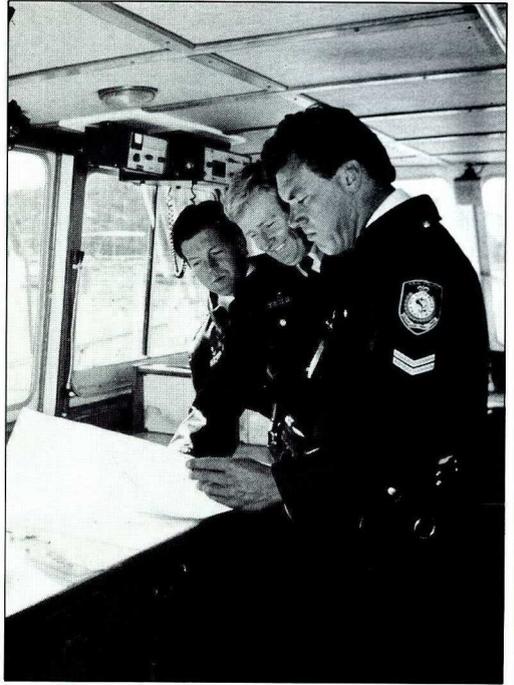
A noteworthy operation undertaken involved rescue duties within Sydney during August, 1986, over a period of four days, when serious flooding occurred.



DIVING EQUIPMENT OF 1950'S.



POLICE LAUNCH — VALIANT.



CONTROL ROOM — VALIANT.



DIVING EXERCISE.

WATER POLICE.

50. The boats crews on night duty are provided with signal lights, in case it should be necessary to call for assistance from the Stations.

Chapter Five

**COMMUNITY
RELATIONS**

Community Relations Bureau

The Community Relations Bureau initiates and co-ordinates Community Policing activities throughout New South Wales in an endeavour to achieve a harmonious 'working together' relationship between Police and the general community with a resultant reduction in crime.

OBJECTIVES AND STRUCTURE

The objectives of the Bureau are to:

- Identify social problems which may affect the incidence of crime, examine the underlying causes, and develop remedial community policing programmes.
- Prevent and reduce crime through development of wider community confidence in, and closer direct contact with, Police.
- Provide an input into the formulation of major Departmental policies likely to affect Police/community relations.
- Establish close and continuous liaison and communication with the media to build a strong working relationship.
- Contribute to the provision of community relations training programmes in all phases of Police training and monitor their effectiveness.
- Assist Region Commanders, District/Branch Superintendents and their supervisory officers to identify local community groups, associations and services to allow them to establish contact and work with them to the mutual benefit of Police and the community.
- Develop programmes and conduct research which ensure that the objectives and performance of the New South Wales Police Force reflect the needs of the community.

The Bureau is staffed by over 200 Police and Public Service personnel who are attached to three major Sections: Community Policing, Promotions and Publications, and Media Liaison, as well as the Federation of Police/Citizens Youth Clubs. It is jointly headed by a Chief Superintendent and a Public Service Director.

COMMUNITY POLICING

The Community Policing Section comprises units established to administer specific community policing programmes such as Neighbourhood, Business and Rural Watch, and the Safety Houses Scheme. It also comprises the Youth and Schools Liaison Unit (formerly the Safety Advisory Unit), Crime Prevention Unit, Missing Persons Unit and several specialised liaison units and civilian Community Relations Co-ordinators with direct responsibility for liaison between the Police service and relevant minority/disadvantaged groups including youth, Aborigines, non-English-speaking community groups, elderly and the gay community. There are decentralised Community Relations personnel attached to Police Districts throughout the State.

COMMUNITY CONSULTATIVE COMMITTEES

A major addition to the community based policing concept was the introduction of Community Consultative Committees during the year. These committees, which are being established in all Police Districts, are designed to bring Police closer to the community they serve and to deal with the issues which are of most concern to the community.

Community Consultative Committees comprise representatives of all sections of the community, and meet on a regular basis.

NEIGHBOURHOOD WATCH

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

Since the programme was officially launched by the Minister for Police and Emergency Services in March, 1985, the public response has been overwhelming. A total of 1,227 areas have been formed encompassing some 981,000 homes, the majority of which display the Neighbourhood Watch plaque. A further 118 areas are planned to be launched formally into the scheme.

On 12 February, 1987, at the State Seminar, the Premier of New South Wales the Hon. B. J. Unsworth, M.P., was the official guest. He announced that in the two years since the introduction of Neighbourhood Watch in New South

Wales, break, enter and steal offences committed upon dwelling houses had decreased by some 25% from 70,000 offences in the year prior to the scheme's launching to 55,000 in its second year of operation.

Representatives of the scheme's sponsors, the N.R.M.A. Insurance and Commercial Union Insurance Companies attended the seminar and announced their financial commitment to the level of \$500,000, ensuring the future development of the scheme.

United Nations recognition for the Neighbourhood Watch Scheme was received in late November when a UNICEF Peace Medal (part of the UNICEF First Earth Run celebrations) was presented to the New South Wales Police Department at a ceremony at Parramatta Park, Sydney.

BUSINESS WATCH

Business Watch continues to expand. The scheme, based on the same broad principles as Neighbourhood Watch, is administered to a large extent by the Retail Traders' Association, who have distributed relevant literature to their members.



UNICEF PEACE MEDAL AWARDED
NEIGHBOURHOOD WATCH SCHEME.



POLICE TRACKER, 1894.

The primary aim is to actively involve members of the business sector in assisting Police to combat the activities of criminals who specialise in armed hold-ups, credit card frauds, or other offences directed at businesses.

When requested, members from the Crime Prevention Unit attend the initial meeting and launch the programme.

The Retail Traders' Association combines with the District Community Relations Officer in the establishment of the programme.

RURAL WATCH

The concept of Rural Watch is currently being tested at Picton and Camden, under the auspices of a pilot committee.

This programme could become an extension of the Neighbourhood Watch Scheme. Signs will be created to identify properties that participate in the scheme and an additional brochure developed to cover subjects such as branding cattle, security of outbuildings and marking of vulnerable machinery.

SAFETY HOUSE SCHEME

This scheme, launched in New South Wales in 1984, is designed to provide a network of identified homes/shops which children, en route to and from school, can enter if they have been approached by a stranger, or if they encounter any other difficulty.

Since its introduction, 1,438 committees have joined the scheme and the names of some 434,812 applicants have been screened by Police. There are approximately 143,138 safety homes/shops identified in the State.

A Safety House Co-ordinator is provided for the purpose of establishing Safety House Schemes throughout the State.

BLUE LIGHT DISCOS

Blue Light Discos have continued to cater for the entertainment needs of young people throughout the State and attract attendances of more than 600,000 annually. Some 750 Police and 7,500 citizens, all working in a voluntary capacity, organise and supervise the Discos and ensure patrons are provided with a venue where they can dance and socialise

in an atmosphere free of drugs, alcohol and objectionable behaviour.

The Blue Light Disco organisation in New South Wales is now sponsored by Kambrook.

YOUTH AND SCHOOL LIAISON

On 11 January, 1987, the Safety Advisory Unit was dis-established and the Youth & School Liaison Unit formed. This Unit is involved in all areas of personal protection for youth. Support is extended to the school communities by personal visits and pupils are addressed in relation to topics concerning their safety. Support is also given to the Safety House Scheme and the Blue Light Discos.

This Unit has become one of the Community Policing Units. Nineteen personnel were transferred to Metropolitan Districts and thirteen personnel were attached to the Community Relations Bureau as a support group. The Officer in Charge of this Unit was appointed as State Co-ordinator for Youth & School Liaison activities.

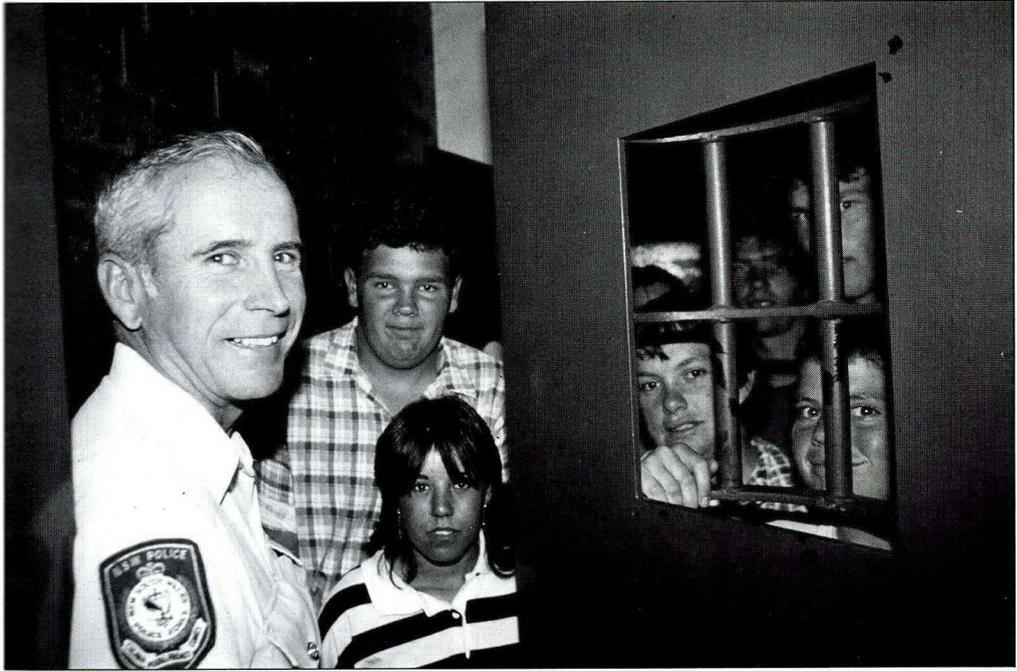
Fifty years of Police visits to schools were celebrated this year. This brought about the Constable Care Schools Competition which received some 36,000 entries from 619 schools within the State.

The Community Relations Co-ordinator (Youth) has continued to maintain liaison with youth workers, community organisations, Government organisations and local councils to develop the concept and application of community based policing for young people.

A number of new programmes have been developed, including the Protective Behaviours Programme aimed at teaching potential victims of crime how to be more assertive in threatening situations.

Another programme is "Constables in Schools" which will initially involve the placement of a Constable in three Government High Schools and one non-Government School. Discussions are currently taking place with the Education Department to formulate procedures.

The Unit has also had input into the amended Juvenile Cautioning Programme and will continue to monitor its effectiveness.



YOUTH LIAISON.

ABORIGINAL LIAISON

Members of the Aboriginal Liaison Unit and the Community Relations Aboriginal Liaison Co-ordinator continued to promote co-operation between Police and the Aboriginal Community during the year.

The Unit is actively involved in the establishment of Community Consultative Committees and has been travelling throughout the State instigating interest among Aboriginal communities.

A major initiative of the Government has been the establishment in December, 1986, of the positions of Aboriginal Community Liaison Officers at Bourke and Walgett. Three of these officers were appointed to Bourke and one to Walgett.

This Scheme has met with significant success and the appointment of additional Aboriginal Community Liaison Officers is being considered.

The Unit is also actively engaged in promoting the recruitment of Aborigines into the Police Force.

ETHNIC LIAISON

The Ethnic Liaison Unit has expanded to include the Community Relations

Co-ordinator (Ethnic Liaison), the Inspector, Community Policing Section, a Sergeant and two bi-lingual Constables.

The Unit continues its efforts to improve communications and co-operation between Police and the Non-English-Speaking Background (N.E.S.B.) communities.

In January a pilot programme was introduced with the appointment of four civilian bi-lingual Community Liaison Officers to Cabramatta Police Station. These officers are playing a major role in establishing dialogue and facilitating understanding between Police and the large multi-cultural community in that area.

There has been increased Police participation in the community education programmes. Adult migrant education classes and N.E.S.B. community groups are responding positively to the lectures delivered by Police on the Police role, law and procedures.

Liaison with ethnic organisations has increased and assistance is provided to local Police who wish to expand their contacts in this area.

The Unit maintains close links with several government organisations involved in migrant issues. A constant exchange of information takes place with several States and in particular with the Victorian Police Ethnic Affairs Unit.

The Co-ordinator is involved in training programmes for Senior Police and currently conducts 3-hour seminars on 'Policing a Multi-Cultural Society'.

GAY LIAISON

The Gay Liaison Unit has continued the work of promoting co-operation and communication between Police and members of the Gay community.

A Gay 'Hotline' was conducted over a 24-hour period in October 1986 and much more recent relevant information was received on this occasion which was instrumental in several arrests being effected for assaults on members of the Gay community.

The Unit, in co-operation with the Police-Gay Liaison Group, is also in the process of establishing regional Police-Gay Liaison Groups in country and outer metropolitan areas.

The Illawarra Police-Gay Liaison Groups have been functioning since January 1986 and the ground work for groups in the Western Suburbs and Dubbo area is being carried out.

Lectures on A.I.D.S. by personnel from the Sydney Hospital S.T.D. Clinic are now being delivered to the Initial Trainees' Course at the Goulburn Academy.

The Unit's continuing success was exemplified by the 1987 Gay Mardi Gras which, both Police and the Mardi Gras Committee claim, was the most incident free and successful function of its ten-year existence.

AGED SERVICES

The Aged Services Co-ordinator has continued liaising with all major agencies representing the elderly and has established contact with many additional senior citizens organisations throughout the State.

The main focus of the Unit's activities has continued to be on educating elderly people to lead safer lifestyles. To this end, a brochure entitled Safety Advice for the Elderly (S.A.F.E.) has been prepared and is



A HELPING HAND.

being distributed to senior citizens throughout New South Wales. The brochure is in large, easy-to-read type and will be available in a number of community languages.

Two pilot programmes of the (SAFE) scheme were launched this year, one in the Hurstville area and the other at Collaroy. Through the SAFE programme elderly volunteers are being trained to lecture their peers on crime prevention, using the Police Department's SAFE manual and accompanying slides as the basis for lecture presentations.

Two crime prevention seminars for senior citizens were held at Castle Hill and Newcastle.

The official Police contribution to the Senior Citizens' Week celebrations was held at the State Sports Centre, Homebush, on 18 March, 1987. The full-day spectacular proved exceedingly popular, being attended by some 3,500 senior citizens. A similar function for approximately 500 senior citizens was held at Wagga Wagga Police-Citizens Youth Club on 20 March, 1987.

CRIME PREVENTION UNIT

Members of this Unit regularly conduct lectures on topics ranging from general crime prevention, dangers of drug abuse, business and industrial security, to sexual assault prevention and home and personal protection. During the year, 370 lectures were delivered to 38,029 people.

Security surveys are conducted by the Unit upon request, or in response to reported crimes, at Government buildings, business premises, Licensed Clubs, Methadone Clinics and private dwellings, etc. During the year 258 surveys were completed.

Media interviews were conducted with various radio stations on holiday hints, handbag snatching, motor vehicle security and personal safety.

MISSING PERSONS UNIT

The Missing Persons Unit is responsible for tracing persons reported missing and for identifying bodies.

During the year a total of 4,098 persons were reported as missing of whom 2,514 were under the age of 16 years. Among the

latter were 548 absconders from institutions. Of the total number of persons reported missing, 3,762 have been located.

There were 74 reports of unidentified bodies, 65 bodies being subsequently identified.

DISTRICT COMMUNITY POLICING

When the Bureau was established, a network of District Community Relations Officers was introduced to ensure that Community Policing initiatives were applied uniformly in all Police Districts of the State. In this regard, the District Community Relations Officers were responsible for identifying special problems and needs of their local areas, in partnership with the local community. To assist the District Community Relations Officer, a Co-ordinator was appointed at Headquarters. Through this Co-ordinator there is a constant exchange of ideas.

These Units, which were subsequently expanded, continue to implement specifically designed community relations programmes to meet the needs of their districts. Such programmes include Victims of Crime, Bicycle Safety, Protective Behaviour, Neighbourhood Watch, Safety Houses, Service for the Aged, Community Consultative Committees, etc.

PROMOTIONS AND PUBLICATIONS

The Promotions and Publications Section incorporates a number of Units (described later in this Chapter) and Officers engaged in specialised public relations activities, including the Co-ordinator of Programmes and Publications, Historian, Curator of the Justice/Police Museum, Police Military and Pipe Bands, Choir, Mounted Police, Film and Television Unit, Display Unit and Photographic Unit.

It is responsible for keeping the public informed of the activities of the Police Force in New South Wales. This is achieved by way of photographic and general displays, lectures, and distribution of various brochures and pamphlets etc., and a range of other promotional activities.

Publications available include:

- Documents on Police in New South Wales 1789-1879.

- New South Wales Police Services for the Elderly.
- Safe Handling of Firearms and Licensing of Shooters in New South Wales.
- Neighbourhood Watch information brochures.
- Safety House brochures.
- Crime Prevention brochures.
- Snow Safety brochure.
- Protective Behaviours manual.
- Vehicle Security pamphlet.
- 000 Emergency pamphlet; and
- Neighbourhood Watch Marine information brochures.

PROMOTIONS AND PROGRAMMES

Many new promotions and programmes were launched successfully during the year and the Bureau supported campaigns initiated by other organisations. Some of these include:

Promotions

- The 1987 Royal Easter Show Exhibit, which won the Awards for the Best Overall Exhibit and the Best

Government Exhibit and attracted over 1,000,000 visitors.

- Goulburn Police Academy Open Day, celebrating 125 years of policing in New South Wales.
- The Police Spectacular at the State Sports Centre during Senior Citizens Week, attended by over 3,500 elderly citizens, which attracted extensive media coverage.
- The opening of the Sydney Police Centre and other Police Stations throughout New South Wales.
- Police Week held at various shopping centres throughout the State to promote closer liaison between the Police and the community.
- The Police Games held at the Narrabeen Sports Academy, attracting over 1,000 entries.
- The Police/A.C.I. Art Exhibition held in November 1986 raised \$850 for Spine Care. There were 140 entries and the exhibition was well patronised by the public.
- The Police/Rollei Photographic Awards attracted about 300 entries and



PRESENTATION OF BEST EXHIBIT AWARDS WON BY POLICE PAVILION, ROYAL EASTER SHOW, 1987.



CLOSING CEREMONY, POLICE WEEK, 1986.

resulted in a cheque for nearly \$600 being presented to the Royal Blind Society.

- The 10th Annual 000 Fun Run held in Centennial Park was contested by about 400 competitors from the Police, Ambulance and Fire Services and the proceeds, amounting to \$2,750, were donated to the charity, Specific Learning Difficulties for Children (SPELD).
- The "Ridesafe '88" promotion run in conjunction with the Royal Easter Show Exhibit raised \$12,000 through the sale of photographs and this amount was presented to the Children's Hospital.
- 'Constable Care' was a part of the Royal Easter Show exhibit and is an ongoing scheme promoting safety with children. 25,000 free show bags were distributed together with safety calendars and games. Sponsorship of approximately \$190,000 was received from various organisations.
- Static displays of various policing activities were again conducted at Exhibitions, Fairs, etc.

Programmes

The Minister for Police and Emergency Services launched the following new programmes during the year:

- Protective Behaviours, which will supersede "Stranger Danger" and is sponsored by the National Mutual Life Association. This programme is for children, adolescents and adults and is an anti-victim training process.
- Neighbourhood Watch-Marine, sponsored by N.R.M.A. and is an extension of the Neighbourhood Watch programme directed at safety and security of boats.
- "Ridesafe '88", which is designed to reward cyclists observed doing the right thing and which is sponsored by the National Australia Bank and Rosebank Stackhats.
- Operation Car Safe, sponsored by G.I.O., which is a public education and awareness campaign designed to reduce the number of vehicle thefts and increase the recovery rate of those stolen.
- Police Advice Line (P.A.L.), sponsored by Wormald Security, consists of



MINISTER VISITS RIDESAFE 88.



MR. PACIULLO LAUNCHES POLICE ADVICE LINE.

recorded messages providing community awareness and crime prevention programmes.

The New South Wales Police Snow Safety programme was launched on the Minister's behalf, being designed to create a greater awareness of the dangers in the snowfields and to indicate the safety and security precautions that should be taken. The programme is sponsored by Peter Stuyvesant International.

Other Campaigns Supported

- The Identikid programme to improve processes for identifying lost children organised by The Lions Club, Radio Station 2UE and Polaroid.
- The Click Clack Front and Back programme, initiated by the Traffic Authority of New South Wales to promote the wearing of seat belts in motor vehicles.
- The Speed Reduction Campaign, organised jointly by the Police Department and the Traffic Authority of New South Wales.
- Business Watch campaign, sponsored and co-ordinated by the Retail Traders' Association.

PHOTOGRAPHIC UNIT

The Photographic Unit has continued to be responsible for taking all official photographs covering the full range of Police activities.

This year photographs were taken for use in "In the Job" magazine, recruiting brochures and posters, brochures and posters for State-wide programmes, displays for the Royal Easter Show, the Annual Report, etc.

The Unit co-ordinates the conduct of the Annual Police/Rollei Photographic Awards.

FILM AND TELEVISION UNIT

The Film and Television Unit started as an advisory unit and has since expanded to cover all facets of Police involvement in films, television series, commercials, still shots, drama groups, etc.

The basic aim is to ensure authenticity, correct procedure and protocol by all actors portraying Police in policing situations.

From the Film and Television Industry enquiries in excess of 2,000 were dealt with during the year. Advice to the Industry is offered free of charge.

Lectures are conducted each year in conjunction with the Australian Broadcasting Commission to instruct employees regarding the correct procedures to follow when filming in the street, or when seeking assistance from the Police Department.

Information was also provided to both the Los Angeles Police and the London Metropolitan Police to assist them with the setting up of similar units.

JUSTICE AND POLICE MUSEUM

The Museum, which is being established as part of the Bicentennial celebrations at a cost of some \$5 million, continues to prepare for its opening in late 1988. The Museum will be located in the former Phillip Street Police Station and Court House, which was first occupied in 1854. It will illustrate the history of Law, Order and Crime in New South Wales.

A Curator has been appointed to organise catalogueing and conservation of the extensive collections, and to plan exhibitions. An Education Officer has also been appointed and is developing an educational programme that focuses on using the restored Courtroom, Police chargeroom and cells for mock trials, role playing and other activities.

During the year mobile displays using the Museum collection were on show at different locations, including the Goulburn Police Academy Open Day on the 125th Anniversary of the New South Wales Police Force, the opening of the Sydney Police Centre and the Royal Easter Show.

POLICE BANDS AND CHOIR

The *Police Military Band*, formed in 1894, is recognised as the State Ceremonial Band and performs at Regal and Vice Regal parades and receptions, and Police Passing Out Parades. It also provides a service to civic and charitable organisations throughout the State.

The *Police Pipe Band* was formed in 1946 and is also used on Ceremonial

occasions. The band is widely recognised, having won many competitions throughout Australia.

During the year the Bands each participated in over 160 public functions, including performances during the Papal visit, the Police Spectacular during Senior Citizens Week, the opening of the Sydney Police Centre, the Rugby Union World Cup, "Police in Concert" at Newcastle and the Police Foundations Day Celebrations at Goulburn in conjunction with the Bands

of the Ambulance Service, Fire Brigade, Corrective Services and Lake Macquarie Police-Citizens Youth Club and the Goulburn Pipe Band.

Concerts and music workshops were presented at schools in the Metropolitan and Central Coast areas.

Both the Police Pipe Band and the Military Band represented the New South Wales Police Force at the South Australian International Police Tattoo held in Adelaide.



POLICE BAND, 1896.

The *Police Choir*, which was established in 1930, maintains its presence in the community with its policy of presenting concerts for the entertainment of aged citizens at their hostels and day-care centres. It also co-operates with the numerous organisations involved in the work of raising money for charity. During the year the Choir participated in 96 concerts.

In January, four civilians were recruited on a part-time basis to increase the strength of the choir. The choir was one of the units which performed in the successful concert at Homebush Sports Centre during Senior Citizens Week.

MOUNTED POLICE

The Mounted Police perform a dual role, the first relating to public relations duties and the second, to general operational Police duties on horseback. With regard to the former, members performed in some 200 engagements during the year.

Operational duties of the Mounted Police included control of traffic and crowds, and patrols of parks and streets.

MEDIA LIAISON

The Media Liaison Section is responsible for liaison with all sections of the media; co-ordination of media at the scene of major incidents together with the

provision of appropriate spokespersons at such scenes; and issue of media releases.

To keep the media informed of current Police investigations, the section conducts media conferences twice daily in the Media Room, Police Headquarters (8.00am and 4.00pm), with the co-operation of the Duty Detective Inspector, Criminal Investigation Branch. Special press conferences are also conducted as required.

The Media Liaison Section is staffed from 5.00am to 11.00pm and includes a standby unit, available on a 24-hour basis, to assist media and Police at the scenes of disasters and serious crimes.

In addition, the media unit is responsible for organising major publicity campaigns such as those associated with Operation N.O.A.H., Highway Patrol operations, etc.



MUSICAL RIDE TRAINING, EARLY 1930's.

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

During 1986, Operation N.O.A.H. was again successfully co-ordinated by the Media Section. On 19 November, 1986, Operation N.O.A.H. was staged in all mainland States of Australia, except Western Australia.

In New South Wales, a total of 3,154 telephone calls were received during a day of continuous media coverage. Operation N.O.A.H. 1986 concentrated on the suppliers of heroin and other hard drugs.

Since its inception, Operation N.O.A.H. has demonstrated the public's willingness to supply Police with information on illicit drug use, and a large number of arrests have followed.

Operation Crimestop

The permanent 'hotline' known as "Operation Crimestop" continues to provide valuable information on criminal activities throughout the State. Operation Crimestop was established in December 1984 to enable the community to anonymously provide Police with information in crime related matters.



DISTINGUISHED VISITORS — OPERATION NOAH.

Operation Crimestop operates 24 hours a day and is mainly staffed by Police attached to the Media Liaison Section. Its telephone numbers are 332-3555 (Metropolitan) and 008-422-199 (Toll Free Country). Reports received on the hotline are relayed directly to the Superintendent in Charge, Criminal Investigation Branch.

In addition to the regular operations of the hotline, a further incentive was taken during the past year to conduct a weekend Crimestop Hotline service in 'J' District (Penrith). This met with a large public response.

During the year, Operation Crimestop received 591 calls from members of the public relating to various offences, the vast majority being drug related. Investigations to date have resulted in the arrest of 42 persons, a total of 100 charges being preferred.

Police Advice Line (P.A.L.)

The Police Advice Line was launched by the Minister for Police and Emergency Services and the Commissioner of Police on 14 August, 1986.

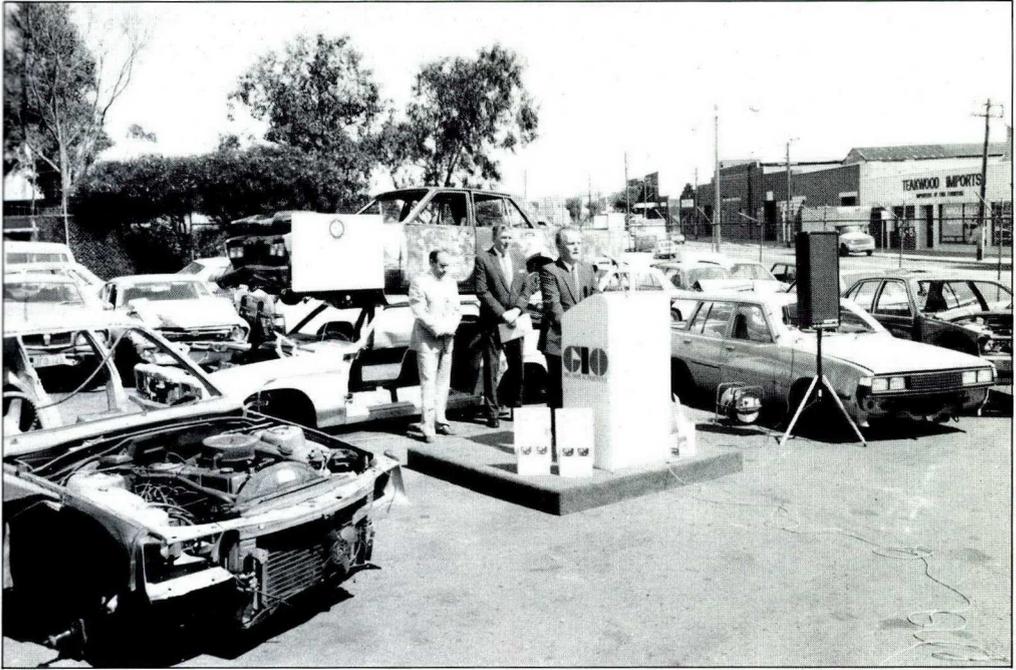
The service has been highly successful, handling between 2,000 and 5,000 calls each week. The highest number of calls to date was 9,337 for the week ending 30 September, 1986.

P.A.L. consists of two recorded messages, each of approximately three minutes' duration, which are prepared by the Media Liaison Co-ordinator, and updated at least weekly. They cover a wide range of topical issues including community awareness and crime prevention programmes, specialist items such as sexual assault and child molestation and general information on specific matters such as Operation N.O.A.H. and traffic campaigns.

The P.A.L. 24-hour seven-days-a-week service is provided on telephone number 1122.

DETECTIVES.

53. The Detectives, although subject to the same discipline, are in most other respects a distinct body of the Force, their duties being to detect rather than to prevent crime.



MR. PACIULLO LAUNCHES OPERATION CAR SAFE.

Sponsorship

Proposals were received from many arms of the Department for programmes and projects involving the education and co-operation of the community in the prevention of all aspects of crime and generally effecting a harmonious relationship between the Police and the public in satisfying community needs.

Because of the high cost of these programmes and the budgetary constraints placed on the Department, corporate sponsorship was sought. During the past year approximately \$1,000,000 was obtained from corporate sponsors, which enabled the introduction of a number of new programmes and the continuation of existing programmes.

Without this generous support the introduction of a number of important programmes may have been delayed and the continuance of existing programmes may have been in jeopardy.

FEDERATION OF NEW SOUTH WALES POLICE-CITIZENS' YOUTH CLUBS

The Federation, a public company limited by guarantee and also a registered

charity, provides supervised recreation for males and females aged between eight and twenty-one years. Its facilities throughout the State are also used by various community groups, including organisations for the disabled, senior citizens and ethnic groups.

One hundred and twenty-nine Police under the charge of a Superintendent (the President) and one public servant are seconded to the Federation in a full-time capacity. The Federation also employs a number of administrative personnel and is assisted by hundreds of voluntary Police and citizens.

Although the Youth Clubs, regarded as an integral part of community policing in this State, are largely financially autonomous, they receive Government assistance in the form of an annual grant towards the cost of establishing clubs and an effective contribution of over \$3.75 million in the form of salaries, services, etc.

Objectives

The objectives of the Federation are to:

- Promote programmes and activities directed to the personal, physical and

cultural development of children and adolescents in New South Wales.

- Awaken citizens and Police to their responsibilities towards children and adolescents.
- Nurture citizenship.
- Provide an interface between the Police Force and the citizens of New South Wales, especially children and adolescents, which fosters mutual respect and understanding.
- Provide cultural, recreational and sporting programmes for individuals, community groups and organisations regardless of sex, race, creed or ethnic background.
- Provide educational programmes pertaining to the maintenance of law and order, such programmes to include, but not to be confined to, such matters as the role of Police, crime prevention, road safety and drug abuse.
- Establish branches in suitable localities throughout the State.

Significant Points

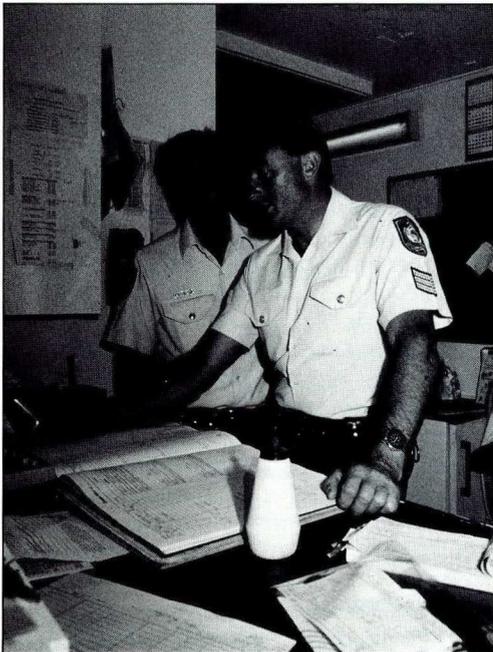
During the year, in keeping with recommendations made by the

Inter-Departmental Committee established to review the Federation's organisational procedures, an agreement between the Commissioner of Police and the Federation was completed regarding the duties and responsibilities of Police and citizens in the conduct of affairs of the Federation. The agreement sets out for the first time the responsibility of these persons to the Board of Directors in respect of their duties, etc. while attached to the Federation.

The rank structure of all Clubs is now being considered by the Organisational and Analysis Unit which is examining various aspects such as the location of Clubs, membership and financial position.

An important factor this year has been the withdrawal of most Public Service employees who had been seconded to assist the company. A member of the private sector has been appointed to the position of Company Secretary and Police fundraisers have also been replaced by three civilians.

During the year the Federation introduced a Central Banking System where all monies not being used by Clubs



STATION TRAINING.



BICYCLE SECURITY.

are pooled and invested at the highest return.

During 1986 the Campbelltown and District Club officially opened and the Shalvey Club will be operational by the end of 1987. Efforts are being made to establish clubs in Manly, Coffs Harbour, Liverpool and Gosford.

Jeff Fenech, the World Boxing Champion, has provided publicity for the Newtown Club and the Federation movement as a whole.

STRATEGIC PLANNING

The implementation of Community Policing as an operational policing strategy throughout the Force is continuing to gain acceptance and the Bureau is actively engaged in furthering this policy. During the year many Police Districts and Divisions were visited and the concept of community policing was explained in depth. Following these visits, Community Consultative Committees have been established in many Districts. These committees comprise representatives of all sections of the community, meeting with Police monthly to ensure there is no conflict of issues and Police are aware of and responsive to community needs. It is the Bureau's plan to assist Region Commanders to have Community Consultative Committees operating in all Police Districts and Divisions during 1987/88 and to expand to include these at patrol levels.

The target of 900,000 homes in the Neighbourhood Watch Scheme during the year was achieved and the entry of the 1,000,000th home into the Scheme will be attained early in the 1987/88 year.

The Bureau's 1986/87 major goal was to reduce the number of thefts of motor vehicles by 5% and to increase the recovery rate by 5%. Operation Car Safe was officially launched in October 1986 but the full impact of the educational and media programme was not evident until January 1987. During the last six months, the rate of motor vehicle theft has been consistently dropping, reduction of 5.85% over the same period in 1986 being evident. The target in the recovery rate for the whole year was achieved in that there was an increase of 10% in the number of

motor vehicles recovered during the year, over and above those recovered in the previous twelve months.

The Community Relations Bureau is concentrating on monitoring the efficiency and effectiveness of existing programmes. However, the major goal for 1987/88 is to reduce the incidence of death and serious injury to bicycle riders by an education programme designed to encourage the wearing of approved safety helmets and the compliance with road safety techniques.

CONDITION OF ENROLMENT.

9. *After the period of probation they are, if considered suitable, required to fill up, in their own handwriting, answers to the following queries, attaching their signatures thereto, and to take and subscribe, in the presence of a Magistrate, the following oath, as required by the Police Regulation Act.*

Questions.

Have you been in any Police service — if so, in each case what and where?

For what time?

When discharged and why?

By whom last employed, and where?

By whom recommended?

Married or single?

Are you fully aware of the regulations for the guidance of the Force, and the provisions of the Police Regulation Act?

[Signature]

Oath.

I, _____ do swear, that I will well and truly serve our Sovereign Lady the Queen, in the office of Constable, without favour or affection, malice or ill-will, for the period of _____ and until I am legally discharged; that I will see and cause Her Majesty's peace to be kept and preserved, and that I will prevent, to the best of my power, all offences against the same; and that while I shall continue to hold the said Office I will, to the best of my skill and knowledge, discharge all the duties thereof faithfully, according to law. So help me God.



POLICE PIPE BAND, POLICE WEEK, BANKSTOWN.

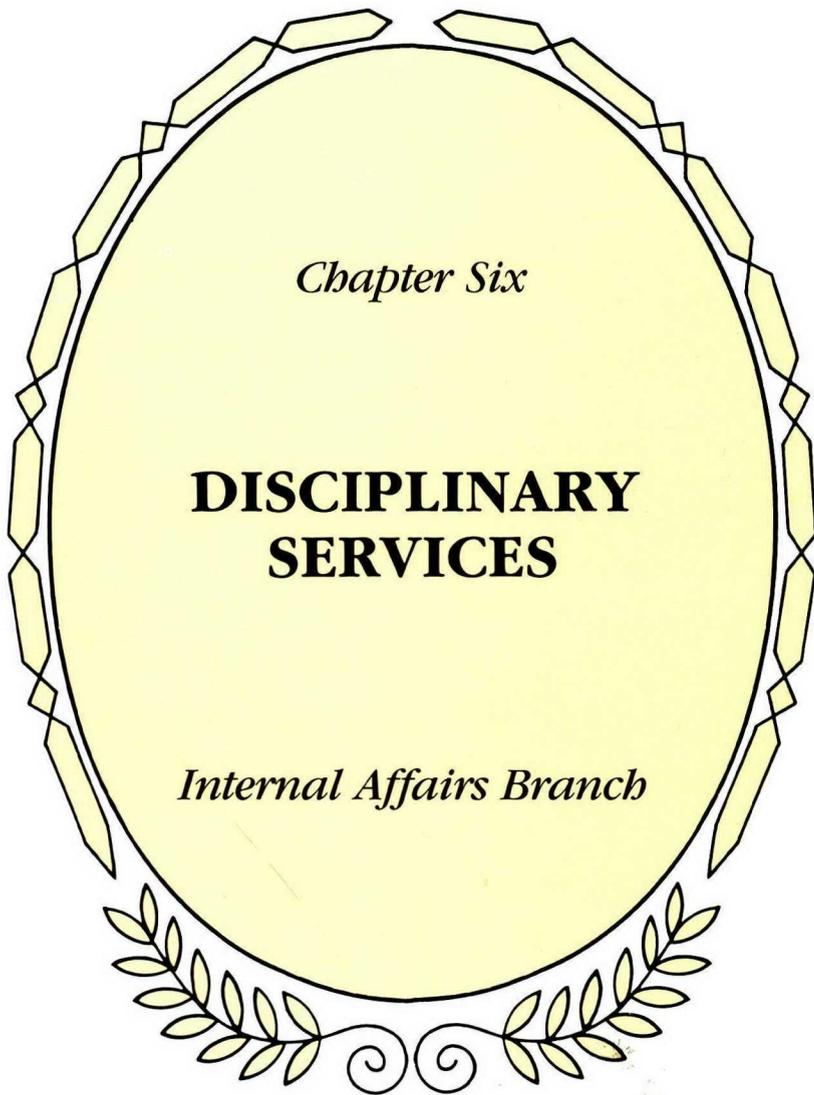


POLICE MILITARY BAND, SYDNEY TOWN HALL.

Chapter Six

**DISCIPLINARY
SERVICES**

Internal Affairs Branch



The Police Internal Affairs Branch is responsible for the investigation of improper conduct on the part of Police including allegations of such behaviour brought to notice by members of the public in the form of complaint.

INTERNAL AFFAIRS BRANCH

The Branch has as its objective the elimination of unethical conduct from within the Force by:

- Investigating and reporting to the Commissioner, the Ombudsman and the Minister for Police and Emergency Services on incidents of unethical conduct on the part of Police.
- Identifying corrupt, and potentially corrupt, practices and procedures and consciously moving to eradicate same; and
- Devising and implementing policies aimed at instilling in Police of all ranks the need to maintain a standard of ethical behaviour of the highest degree at all times.

Strategies were developed to halt the upward trend in complaints lodged by members of the public. Those strategies were:

- The State-wide seminars on Police ethics and complaint investigation procedures.
- The introduction of similar based modules into all in-service training courses.

Both measures have proved a success and will be continued, in improved format, to bring about an on-going reduction in the number of complaints lodged.

Another function of the Branch is the statutory requirement to report on the background of all persons under consideration for appointment to Commissioned rank, and the Police Internal Affairs Branch.

Composition

The Branch is divided into four areas:

- *The Investigative Section*, where staff are responsible for the investigation of incidents of improper conduct of a more serious nature, especially those of "a class or kind" for which an agreement exists between the Department and the Ombudsman's Office to include allegations of assault (except of a minor or technical nature), corruption, dishonesty or other criminal behaviour.

Under the direction of a Chief Superintendent who is the Director of Investigations, the Section has an authorised strength of 61 units, the majority of whom operate in teams of two with each "investigative pair" comprising an Inspector assisted by an experienced Constable.

Senior staff are selected by competitive application with subsequent appointment to the Branch subject to Ministerial approval.

- *The Administrative and Special Services Section*, where staff are trained in the conduct of covert surveillance, including the use of sophisticated audio/visual recording equipment, designed to obtain evidence in such matters as the solicitation/acceptance of bribes.

The Section has an authorised strength of 16 units and is under the direction of an Inspector. It combines involvement in the special operations described with the performance of a number of administrative functions.

- *The Internal Police Security Unit*, where staff have been given the responsibility of attending to those functions imposed by virtue of Section 35(1) (cl) of the Police Regulation (Allegations of Misconduct) Act as

regards identification/investigation of institutionalised corruption.

Under the direction of a Chief Superintendent, the Unit has an authorised strength of 30 Commissioned and non-Commissioned officers. The Chief Superintendent also oversees the work of a Special Investigation Team of 4 units on secondment to the Department of Corrective Services to investigate allegations of a criminal nature involving prison staff and/or inmates.

- *The Public Service Support Group*, consisting of 31 officers, provides administrative and clerical support ranging from policy advice to the drafting of detailed submissions.

Investigations

Upon receipt of a written complaint, in respect of the conduct of a member of the Force, the matter is first brought to the notice of the Ombudsman. Then, should investigation be required, a level of inquiry is determined and instructions issued to the Officer selected to carry out the task. Complaints of a more serious nature or those of "a class or kind" are investigated by the Branch while investigation of less serious matters is generally delegated to district, division or branch level.

Complaints not in writing from members of the public concerning the conduct of Police do not fall within the ambit of the Police Regulation (Allegations of Misconduct) Act. Nonetheless, they are still the subject of appropriate Departmental investigation. The Branch is responsible for such inquiries as well as the investigation of other breaches of discipline detected in the normal course of events.

Statistics

During the year, 952 persons or organisations lodged written complaints in respect of the conduct of Police, a reduction of 11.35% on the previous twelve months when 1,074 complaints were recorded and a reduction of 20.60% on the 1984/85 figure of 1,199 complaints.

For various reasons, the Ombudsman declined investigation of 198 (20.80%) of

the matters received. Of the remainder, 471 (49.47%) were referred for investigation at district, division or branch level and the balance of 283 (29.73%) attended to by the Branch.

From all nature of disciplinary investigations completed during the twelve months in question, a total of 193 Departmental charges were preferred against 146 members of the Force; 59 Police were proceeded against in respect of 147 criminal offences; and a further 25 members summonsed for a total of 41 breaches of the traffic laws.

The percentage of prosecutions resulting from re-investigation by the Ombudsman remains comparatively minor. With just 4 exceptions, all of the abovementioned proceedings were commenced on the Department's initiative. Only 4 Departmental charges of "Misconduct" and 2 criminal charges of "Assault" can be credited to inquiries conducted by the Ombudsman. To date, only 1 of those matters has been finalised, the charge involved being found proved by the Police Tribunal with recommendation for reprimand.

During the year and resulting from criminal charges preferred and found proved, 10 members of the Force were dismissed; 1 member forfeited seniority; and 1 was paraded and warned. In the case of Departmental charges found proved, there were 14 dismissals with a further 4 members being permitted to resign; 36 others were fined; 14 paraded and warned and 2 cautioned. Another 19 Police had penalty "held in abeyance" to be subject of review in light of further report as to their continued conduct and manner of performance of duty.

Review of Year's Activities

The administration's commitment to the elimination of unethical conduct by Police has continued and is recognised as an important corporate objective.

Statewide Seminars There was a significant improvement of material for the second series of seminars on Police ethics and complaint investigation procedures which commenced in May 1987. The



POLICE HEADQUARTERS, SYDNEY, 1906-1967.

revised material was based on the experience of members involved in the preparation and presentation of the initial series of seminars and the contribution of Police attending that series who furnished constructive post-seminar critiques.

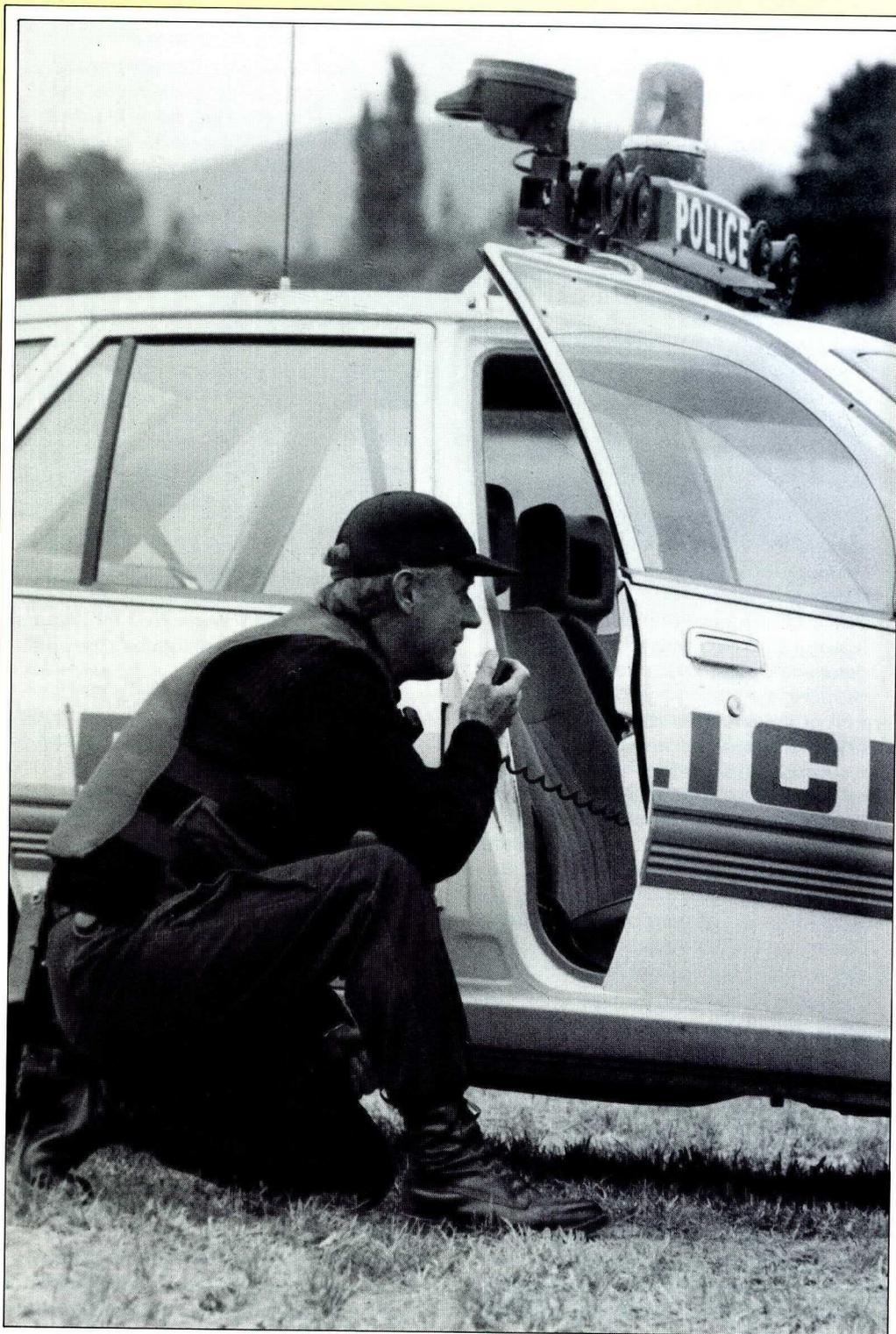
In-Service Training The training modules which incorporate similar material have been revised and presentation extended to other in-service courses. Production of the first in a series of video training films has been completed. The films depict serving Police in a number of "unethical" situations either the result of their own actions and/or the actions of others. The options available, for those involved, are presented together with the consequences of their behaviour. Each video was filmed at locations which included well known police stations to achieve greater impact.

Dissemination of Information
The continued analysis of statistical information within the Branch was disseminated to District/Branch supervisors. This material provided early

warning of developing patterns of behaviour and allowed Officers to target specific problem areas. The acquisition of a computer facility will improve the current manual system for the collection, collation and analysis of complaint statistics.

Analysis of Statistical Trend Complaints against Police have fallen by 11.35% and 10.43% respectively, during the years 1986/87 and 1985/86. Credit for this is due to educational initiatives and a firmer approach to discipline generally. That approach can be seen in the number of charges, both criminal and Departmental, that have been preferred against Police and by the imposition of punishments more in keeping with the gravity of offences when such offences were found proved.

Amendments to Departmental Procedures
Deficiencies in legislation, practices and procedures, supervision and training were brought to notice. The following matters were referred to appropriate specialist areas for remedial action and represent a



T.R.G. EXERCISE AT GOULBURN.

Chapter Seven

**PERSONNEL
TRAINING *and*
INDUSTRIAL
RELATIONS**

Police Personnel Branch

Police Academy

Medical Branch

*Police Training Development
and Examination Branch*

*Police Staff and
Industrial Branch*

*Public Service
Personnel Branch*

At 30 June, 1987 the New South Wales Police Force had an authorised strength of 11,608 officers. This represented an increase of 865 officers since 30 June, 1986.

TABLE 4
Police Strength in
New South Wales 1977/87

	<i>Strength</i>
1977	8,549
1978	8,774
1979	8,974
1980	9,197
1981	9,297
1982	9,397
1983	9,797
1984	10,432
1985	10,608
1986	10,743
1987	11,608

Full details of strength figures and deployment of officers are shown in Appendix B. Particulars of the occupants of Police Executive positions are set out in Appendix A.

Personnel management, training and industrial issues affecting members of the Police Force are dealt with by the Police Personnel Branch, Police Academy, Medical Branch and the Police Training Development and Examination Branch. The Police Staff and Industrial Branch provides the administrative support necessary in each of these areas.

The functions and structure of all of these areas as well as the Public Service Personnel Branch are described in this chapter.

POLICE PERSONNEL BRANCH

The Police Personnel Branch has undergone a change from the traditional role of administering transfers and appraisals. The Branch now concentrates

on co-ordinating and enforcing all policies relating to human resource management which are designed to provide support towards the achievement of the Force's corporate goals.

The influence of regionalisation upon the role of the Personnel Branch will bring about a closer working relationship between the personnel policy makers and the operational Police. This will help to ensure that proper and equitable personnel practices are in fact carried out at the work place.

Many personnel administration practices will become decentralised and devolved to officers at both Region and District level. This will have the effect of placing human resource management facilities closer to the Police and the community and making these more accessible and responsive to the needs of both.

The functions of the following Sections and Units which comprise the Personnel Branch all contribute toward the achievement of an efficient and effective human resource management programme.

Organisation Analysis Section

This Section is accountable for the analysis and rank evaluation of Police positions, the identification of organisational anomalies and the correction of structural inconsistencies. Organisation analysis provides the Police Force with the tools through which jobs and structure can be studied without undertaking uneconomic 'trial and error' methods.

Over the past 12 months the Section has experienced an increased workload caused by the extension of positional promotion to the rank of Senior Sergeant, planned to commence on 1 January, 1988.

The acquisition of a Basic Wang Computer System has facilitated the production of Position Descriptions and Special Projects.

Recruitment Section

The Recruitment Section is responsible for the development and implementation of strategies to attract suitable applicants for the New South Wales Police Force and for the processing of those applications in accordance with the recruitment guidelines.

The current strategies to attract recruits include the use of pamphlets, posters, newspaper advertisements, career markets and the delivery of career lectures.

The Section also arranges for the recruitment of persons for Parking Patrol and Security duties.

Police recruiting is now based on a two-season recruiting period in the calendar year. Once Academy classes are filled for that season, fresh applications are called for the new season. Over 6,000 applications were processed and 1,274 recruits accepted into classes at the Goulburn Police Academy during the year.

Recruiting recommenced in August, 1986 following the acceptance of new recruiting criteria prepared by a Task Force established by the Minister.

A number of initiatives were implemented, the foremost being the abandonment of height restrictions.

Educational and physical requirements were updated, resulting in the attraction of a higher quality applicant to the Force.

A job-related physical agility test was introduced together with an aerobic run and a series of job-related aptitude tests.

Staff Deployment Section

This Section's function is to maximise organisational efficiency and effectiveness by the selection and placement of human resources to the best advantage of the Police Force, ensuring at the same time that all placements are both fair and equitable. The authority to transfer is being moved from the central Executive and delegated to District and Region Level in conjunction with the regionalisation process.

During the year the Section arranged a total of 3,578 transfers, 73.6% of which were within the Metropolitan area.

Equal Employment Opportunity Unit

The function of the E.E.O. Unit is to

ensure the Police Force meets the requirements of the Anti-Discrimination Act of 1977, as amended.

During the period under review, members of the E.E.O. Unit took part in two State-wide field Recruiting Programmes, delivered in-service lectures to all levels of the Police Force, conciliated numerous complaints on the basis of sex, marital status, physical impairment and sexual preference, as well as conciliating sexual harassment complaints. The Annual E.E.O. Management Plan was prepared and distributed and a State-wide E.E.O. programme involving Non-Commissioned Officers seminars is being planned.

Police Welfare Unit

This Unit provides services for the support of the physical, spiritual and moral well-being of all serving/retired Police and their immediate families, Police widows and widowers.

Its members work in close liaison with the Police Medical Branch, Police Chaplains and the Police Drug and Alcohol Counsellor.

During the year staff members travelled approximately 120,000 kilometres, servicing 1,900 Police in all areas of the State.

Members of the Unit also delivered lectures to all in-service courses, initial and secondary trainees at the Police Academy.

Occupational Health and Safety

In compliance with the provisions of the Occupational Health and Safety Act, 1983, an Occupational Health and Safety Officer has been appointed and Workplace Committees are being established. Three Police Officers have been accredited by the Occupational Health, Safety and Rehabilitation Council of New South Wales (a statutory body of the Department of Industrial Relations) for training of committee members.

A Co-ordinating and Consultative Committee comprising senior management representatives for the Police Force and the Department, the Occupational Health and Safety Officers and representatives from the Executive of each of the relevant Employee Associations will be established at Headquarters.

The Committee will be accountable to management for providing central control and co-ordination in the progressive development and implementation of policies and programmes in meeting legislative requirements.

Police Chaplaincy

Chaplains are responsible for the following services and work in conjunction with the Police Welfare Unit:

- Counselling regarding personal and moral problems relating to work, marriage, family, etc., when required.
- Hospital calls in cases of serious illness and house calls in cases of long confinements, when requested.
- Attending Police funerals and assisting families in time of bereavement, if appropriate.
- Divisional visits to become personally acquainted with Police.
- Development of Police and family relationships to better recognise personal problems before they become critical.
- Involvement in Police Training and In-Service Courses.

- Comfort, counselling and Guidance in times of emergency, stress or burden of domestic affairs.
- Assignment to various departmental functions to present Invocations, Benedictions and Dedications.
- Assistance to Police at the scene of an emergency/disaster by affording spiritual care to victims at Police operations and assisting their Clergy.

Three Senior Police Chaplains and 40 Honorary Chaplains perform duty throughout the State. Of the Senior Chaplains, only one is employed by the Department on a full-time basis, but is soon to be joined by a further two full-time Chaplains.

Promotions Unit

This Unit is responsible for the efficient and effective administration of promotional procedures.

During the year members of the Unit participated on three Task Forces, one of which dealt with the introduction of Merit Based Promotion to Senior Sergeant and Sergeant Ranks. Another was the Assessment and Progression for New South



HIS EXCELLENCY THE GOVERNOR OF NEW SOUTH WALES AND PREMIER OF NEW SOUTH WALES ATTEND INAUGURAL POLICE MEMORIAL SERVICE, POLICE ACADEMY.

Wales Police which involved a review of the Examination System. The Unit was also represented on the Task Force which reviewed the current Position Description and advertisement formats for all Commissioned Officer Positions.

All Senior Sergeant Courses conducted at the Police Academy have been visited by the Commissioned Officer attached to the Unit and lectures given on the Positional Promotion System.

The programme for the training of all Commissioned Officers in Interview and Selection (Positional Promotion) techniques has been continued and also expanded by the introduction of a one-day practical segment.

Staff Development Section

This Section comprises the following Units:

Career Guidance Unit — provides advice and guidance relating to matters including career paths, transfer pre-locations and promotion prospects.

Applications for Non-Commissioned and Constable advertised positions are received and processed. The proposed supply of a computer will facilitate the maintenance of retrieval of skills, qualifications and abilities.

During February and March, 1987, personnel from this Unit participated in a State-wide education programme where discussions were held to introduce a revised staff appraisal system. Approximately 200 Police attended these discussions.

Lectures are provided at in-service courses ranging from Initial Training to the Inspectors' Course. During May, a Career Counselling Service for Trainees at the Police Academy was introduced by this Unit.

Staff Appraisal Unit — collects, processes and collates data on work performance of all Police up to and including the rank of Chief Superintendent.

On 1 April, a revised Work Performance Appraisal System commenced. Unit staff participated in the State-wide education programme to discuss this System and other personnel practices. The Unit will monitor and

provide data/statistics for an evaluation of this system.

Year's Activities

During the last twelve months the Police Personnel Branch has been affected by policy changes, including the expansion of the Branch by the inclusion of a significant number of Public Service officers. This strategy has enabled the Branch to maintain a high level of efficiency and at the same time place operational Police in the areas of most need.

A recent major change which has impacted on the Branch has been the regionalisation of the Force, the effect of which is that there will be a closer liaison between the personnel policy organisers and operational Police. There has also been a major change in the organisation structure which has in turn involved a rationalisation of authority, to facilitate increased control and accountability at the Region and District level.

POLICE ACADEMY

The Academy is headed by a Chief Superintendent (Principal) and staffed by specially trained Police Instructors. Public Service administrative support is provided.

The main Academy complex is situated at Goulburn but a City training facility is provided in premises at both Elizabeth Street, Redfern and Liverpool Street, Sydney.

Major Education and Training Courses

The following courses were undertaken during the year:

Initial Training — duration 12 weeks residential; attended by 1,274 recruits; class size increased to 200 to meet Government initiative to increase strength of Force by 2,000 officers.

Secondary Training — duration 4 weeks; 679 Probationary Constables had their appointment to the Force confirmed.

Sergeants — 197 officers successfully completed courses designed to prepare personnel for the supervisory and managerial tasks of Sergeants.

Senior Sergeants/Inspectors — duration 8 and 3 weeks, attended by 80 and 31 participants, respectively; designed to prepare officers at a senior level in matters such as management,

communication skills, human relations, operational command and community awareness.

Criminal Assaults Complaints — duration 1 week; attended by 46 officers; related to care of female victims of criminal assaults, taking statements and social worker/hospital liaison.

Detective Training — comprised initial 4 weeks' course for the potential crime investigator; 14 months' practical field experience and an intensive 6 weeks' training; 113 successful officers were designated as Detectives.

Weapons Training — provided revolver refresher training for all Police throughout the State.

Specialised Training — provided specialised training for Police throughout the State in resuscitation, operational command, methods of instruction, etc.

Driver Training — basic driver training for trainees was provided at the newly completed Driver Training School, Goulburn; rider/driver tests and instruction courses for Police/Public Service personnel were held at St. Ives Driver Training School.

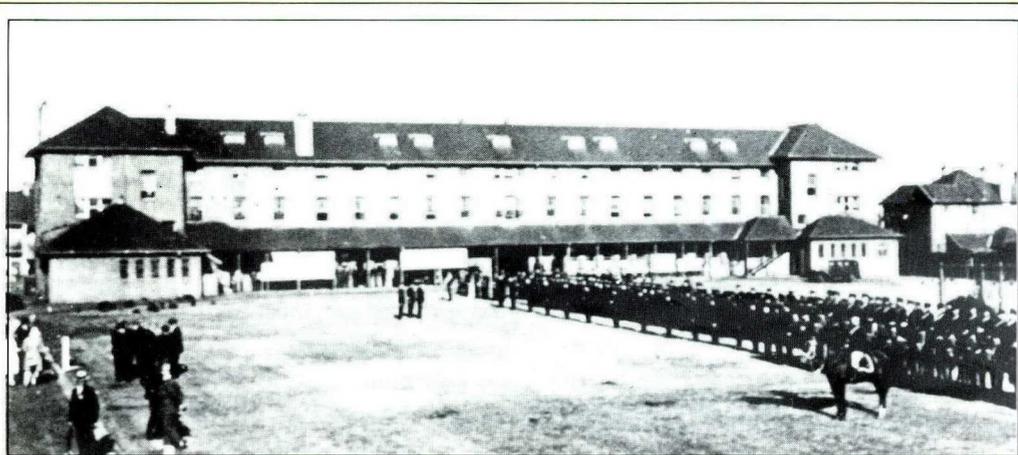
Significant Points

In January, 1987, the Dean of Studies of the New South Wales Police Academy, Mr. David Bradley, was appointed. The Dean's role is to review all training with an immediate and particular emphasis on the development and implementation of the

Police Recruit Education Programme (PREP). This programme, which has been adopted by the Police Board, provides for extended training of Police recruits with increased emphasis on the development of high levels of technical and professional competence and includes interpersonal and communication skills. The aim of recruit education in the future is to introduce the recruit to the prospect of further education at various levels.

Major building works at the Academy included:

- The new residential complex consisting of an additional 150 beds, occupied on 29 September, 1986.
- The new Driver Training Track situated in a rural setting 5km from the Academy, completed in September, 1986.
- The new telephone system, which will eventually be connected to the Eaglenet system, completed in September, 1986.
- Progress on the construction of an administration and facilities building at the Driver Training Track, expected to be completed by the end of 1987.
- Completion of construction of the indoor pistol range. Sophisticated targetry equipment is currently being installed and it is anticipated this work will be completed by late 1987.
- Air conditioning of a number of lecture rooms, completed during the year.



POLICE DEPOT, REDFERN, 1930.

Future development proposals include:

- Construction of a ring road connecting the various instructional, residential and administrative buildings (tenders sought).
- A project that will include the refurbishing and extension of the existing kitchen and the extension of the main dining room.
- Construction of an all-weather parade ground.
- Construction of an additional residential complex of approximately 160 beds required in connection with the proposed PREP training programme.

Open days were conducted at the new Driver Training Track on Saturday, 28 February, 1987 and at the main campus on Sunday, 1 March, 1987. The Governor of New South Wales, His Excellency Air Marshal Sir James Rowland, K.B.E., D.F.C., A.F.C., and the Premier of New South Wales, The Honourable Barrie Unsworth, M.P., attended the ceremony held on 1 March, 1987, to lay the foundation stone of the Police Chapel which is proposed to be built in the Academy grounds from Police and public donations.

Arising from the second report of the Task Force established to review the Department's Library Services, approval has been given for the computerisation of the Library Catalogue and for the computer network to be utilised to provide remote access.

The major review of the Academy's administrative and support staff structure carried out during the latter part of 1985/86 was approved by the Public Service Board in early 1986/87. The associated recruitment programme, including the strengthening of middle management, was completed recently.

MEDICAL BRANCH

The mission of the Medical Branch is "the provision of a cost effective, readily available medical resource to meet all Police and Departmental needs, both present and anticipated".

The Director, Medical Services, together with additional medical and non-medical staff, provide a wide range of service activities, including:

- Health care of Police.

- Occupational health.
- Call-outs at night and weekends on forensic criminal matters.
- Examination of Police recruits and examination of serving officers for promotional and general health purposes.
- Visits to the Academy and country areas.
- Services and advice by Departmental clinical psychologist.
- Provision of clinical forensic medical services, including the conducting of medical examinations, taking of forensic samples, giving of medical advice to Police in criminal matters and presenting specialist forensic evidence at court proceedings.
- Training of Police on medical aspects of breathalyzer-generated offences and advice on instruments.

Special training is arranged with the Royal Australian Navy in underwater medicine. Three of the Police Medical Officers hold the Navy's "Certificate of Advanced Underwater Medicine", being the only Police Medical Officers in the world who hold such qualification. Their role includes both the care of divers and training and supervision in "compression chamber" duties.

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

The incidence of the number of Police on sick report is monitored by the Branch on behalf of the senior executive.

Liaison is maintained with the Pensions and Hurt on Duty Unit, and the Welfare Unit, and also with the Inspector, Occupational Health and Safety.

During the year staff of the Police Medical Branch prepared many medical briefs for the Crown Solicitor, while the Medical Officers tendered evidence at numerous court proceedings and gave direct medical advice to Police in a large number of criminal cases.

Three new positions were created in 1986/87, a Deputy Director, Assistant Director and Clinical Psychologist having been appointed.

POLICE TRAINING DEVELOPMENT AND EXAMINATION BRANCH

The Police Training Development and Examination Branch consists of four separate, but related, functions considered vital to the training policies of the Force.

Examination Unit

The members of this Unit are responsible for the Force's in-service and promotional examinations.

TABLE 5
Examination Results 1986/87

Sergeant Third Class — 1986	
385 Officers sat for the examination	
241 (62.5%) Passed all subjects	144 (37.5%) Failed at least one subject
Constable First Class — 1986	
556 Officers sat for the examination	
541 (97.3%) Passed all subjects	15 (2.7%) Failed at least one subject
Sergeant First Class — 1987	
382 Officers sat for the examination	
292 (76.4%) Passed all subjects	90 (23.6%) Failed at least one subject
Inspectors — 1987	
399 Officers sat for the examination	
337 (84.5%) Passed all subjects	62 (15.5%) Failed at least one subject
Initial Training Classes	
1,223 Trainees entered initial training	
1,193 Passed all examinations and were attested as Constables on Probation	
30 Trainees failed initial examinations	
Secondary Training Classes	
764 Officers entered secondary training	
752 Passed all examinations and were confirmed as Constables of Police	
12 Failed secondary examinations	

On-the-Job Training Unit

The On-the-Job Training Unit's function is to supply to District Education Officers the material necessary to keep all Police abreast of legislation and procedural changes.

Members of the Unit are required to interpret new legislation and, in liaison with the Legal Services Branch and other specialist areas, prepare reference material on the procedures Police have to follow in the execution of their duty.

Training Development Unit

The prime function of this Unit is the direction of training in other specialist sections to meet the operational needs and goals of the Force as a whole.

Some of the projects initiated and/or researched by the Unit during the year were the Police Recruit Education Programme (P.R.E.P.); Computer Based Training; the use of personal computers in office management; Safety Houses; Domestic Violence and Protective Behaviour.

The Unit was involved in a survey of the qualifications of Police and the nature of studies completed or being undertaken are shown in Table 6.

TABLE 6
Police Qualifications

	<i>Study Completed</i>	<i>Studying</i>
PhD		1
MA	2	10
Masters of Law	1	14
Law Degrees	28	66
Other Degrees	50	74
Dip Crim	42	6
Other Diplomas ...	20	8
Assoc Diploma	228	406
TAFE Cert	677	180

Audio Visual Unit

The Unit is responsible for all Police video training and communication needs.

During 1986/87 the Unit produced 35 complete training films for use within the Force. After negotiation with the Australian Film Corporation an exemption was issued to the Force to produce its own training films for in-house use.

The services of the Unit were also used to film or recreate five crime scenes for evidentiary purposes. One of these re-creations led to detectives acquiring enough evidence to lay a murder charge in a matter which appeared to have involved suicide.

POLICE STAFF AND INDUSTRIAL BRANCH

This Branch is responsible to the Director, Police Staff and Industrial, for the provision of administrative and clerical support within the framework of personnel management of the Police Force.

It is also responsible for the examination and negotiation of industrial issues and the processing of Police pensions.

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

Policy and Industrial Group

The role of this Group is to negotiate, interpret and apply industrial awards, agreements and other conditions of Police service.

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

During the year major improvements were made to salaries and conditions of employment for Police and ancillary staff, including:

- Salaries, shift and positional allowances increased in accordance with the State Wage Case of July, 1986.
- Salaries and shift allowances increased in accordance with the State Wage Case of March, 1987.
- 367 positions were civilianised pursuant to the Police Association's commitment to concede 454 Police positions as part of the 38-hour week package.
- Special duties allowance increased, retrospective to 1 May, 1987.
- Professional/academic qualification allowances increased, retrospective to 1 May, 1987.
- Allowance in lieu of uniform and stocking allowance increased to \$840 and \$81 per annum, respectively, effective 17 October, 1986.
- Special expense allowances payable to Detectives and Police on criminal investigation duty increased from 17 October, 1986.
- Introduction of a 38-hour week for commissioned officers.
- Creation of an 'On-Call' Allowance Award, effective 8 February, 1987, introducing allowances of \$6 and \$9 to Police rostered on-call. The Award also prescribes payment of a 'vehicle care' allowance of \$3.
- Reimbursement of lockup keepers recalled to duty on multiple occasions.
- Assistance with re-location costs for Probationary Constables appointed to country locations after attestation.

- Amendment to Police Rule 12 (1), effective 22 May, 1987, to permit Police to engage in other employment.
- Ministerial approval, in principle, to amend the Police Rules to provide for payment of camping allowance at the same rate as Public Service Officers, effective 1 January, 1987.
- Introduction of a 38-hour week for Security Officers, effective 19 December, 1986.
- A new Uniform Award, encompassing the full condemnation concept, made with a prospective operative date of 1 July, 1987.
- Maternity and adoption leave entitlements significantly altered to reflect general public sector standards.
- Creation of new classification of Supervising Special Constable (Security Officer).
- Introduction of an allowance to Police who, as a result of appointment to Commissioned officer rank, are required to commence duty at the new location pending finalisation of appeal action.
- Rationalisation of Sergeants' rank to provide for 'Senior Sergeant' and 'Sergeant' ranks only.

Despite extensive and on-going negotiations a number of issues remain unresolved, the most significant of which are:

- 38-hour week claims for remaining ancillary staff.
- Claim for 'permanency' by Parking Patrol Officers.
- Detectives' investigative skills award application.
- 2nd tier wage negotiations.

Police Staff Unit

The Unit's function is to implement policies and procedures relating to the entitlements of members of the Police Force and to maintain personnel records.

The workload of the Police Staff Unit has been steadily increasing during the last 12 months because of substantial increases in the strength of the Police Force in line with Government approval to provide an additional 2,000 Police by 1988.

During the course of the year 512 terminations were processed, comprising:

TABLE 7
Terminations during 1986/7

Retirements	25
Optional Retirements	62
Medically Unfit	177
Resignations	201
Dismissals	22
Services Terminated	7
Deaths	18
TOTAL	512

The main achievement of this Unit was the development and implementation of a Public Service structure to provide urgently needed administrative, clerical and secretarial support within the Police Personnel Branch.

Pensions and Hurt on Duty Unit

This Unit determines Hurt on Duty (Workers' Compensation) claims made by Police pursuant to the provisions of the Police Rules and Police Regulation (Superannuation) Act, 1906 as amended.

During the year 4,805 hurt on duty claims were received and 6,810 related accounts, totalling \$1,379,864 were approved for payment.

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

Applications processed for pensions during the year totalled 328 of which 183 were for medically retired officers (including 72 resulting from an injury sustained during the course of an officer's duty), 14 for increased Hurt on Duty benefits and 11 for lump sum redemptions. Forty-five applications for gratuities were also dealt with, of which 20 related to medical retirement of officers and 12 related to the death of serving members.

PUBLIC SERVICE PERSONNEL BRANCH

This Branch is comprised of Personnel, Staff Administration, Establishment/

Recruitment, Occupational Health and Safety and Staff Development and Training Units, and is responsible for providing a high level of service in these areas to both staff and management.

Achievements During the Year

In response to the move towards district autonomy/regionalisation, the role and functions of the Branch as part of the organisational processes were reviewed in order to provide better support in terms of policies, advice, training etc., in developing standards and competencies at the line-management level.

Staff development and training programmes were reviewed and strengthened at the new employee and middle management level with the introduction of a familiarisation programme, a residential middle management programme, and the introduction of required training for all supervisors and middle managers.

In addition to providing centralised training programmes to meet common and special needs, the Staff Development and Training Unit is undertaking a more active internal consulting/advisory role in analysing training needs, recommending solutions and developing action plans in consultation with line-managers and senior management.

A programme of visits by Branch personnel was undertaken as a service to staff and supervisors in relation to personnel policy and procedural matters as well as personal and career counselling.

The recruitment function was decentralised to the extent of involving managers more in the recruitment/selection of staff, in order to speed up the selection process.

An occupational health and safety function was established and the progressive development of overall policy, programmes, education and training was commenced. A number of ergonomic surveys were conducted and a risk management programme, including an RSI Management Plan, is to be introduced.

The concept of multi-skilling was introduced with the establishment of 200 positions of Communication and General

Support Officers under the Civilianisation Programme.

The existing computer systems have benefited the Branch, but due to changing requirements and the need to manage more effectively within existing resources these systems are currently being reviewed and enhanced.

Regular meetings between the local Executive of the Public Service Association and Management representatives continued to provide a useful forum for exchange of information and resolution of matters of concern to members of the Association at a local level.

E.E.O. Co-ordinator

The Equal Employment Opportunity Co-ordinator was again very active in the implementation and review of the Department's Equal Employment Opportunity Management Plan, and provided advice and assistance to management in the creation of new policies and strategies relating to the Public Service staff of the Department.

The primary responsibilities of the E.E.O. Co-ordinator are to ensure that the Department's policies are in accord with the Government's Equal Employment Opportunity policies, and that such policies are implemented.

Emphasis was again focused on training and development with Equal Employment Opportunity segments in all supervisory courses. On-going Equal Employment Opportunity workshops were conducted throughout the State with particular attention being paid to the issues:

“Managing in a multi-cultural society”

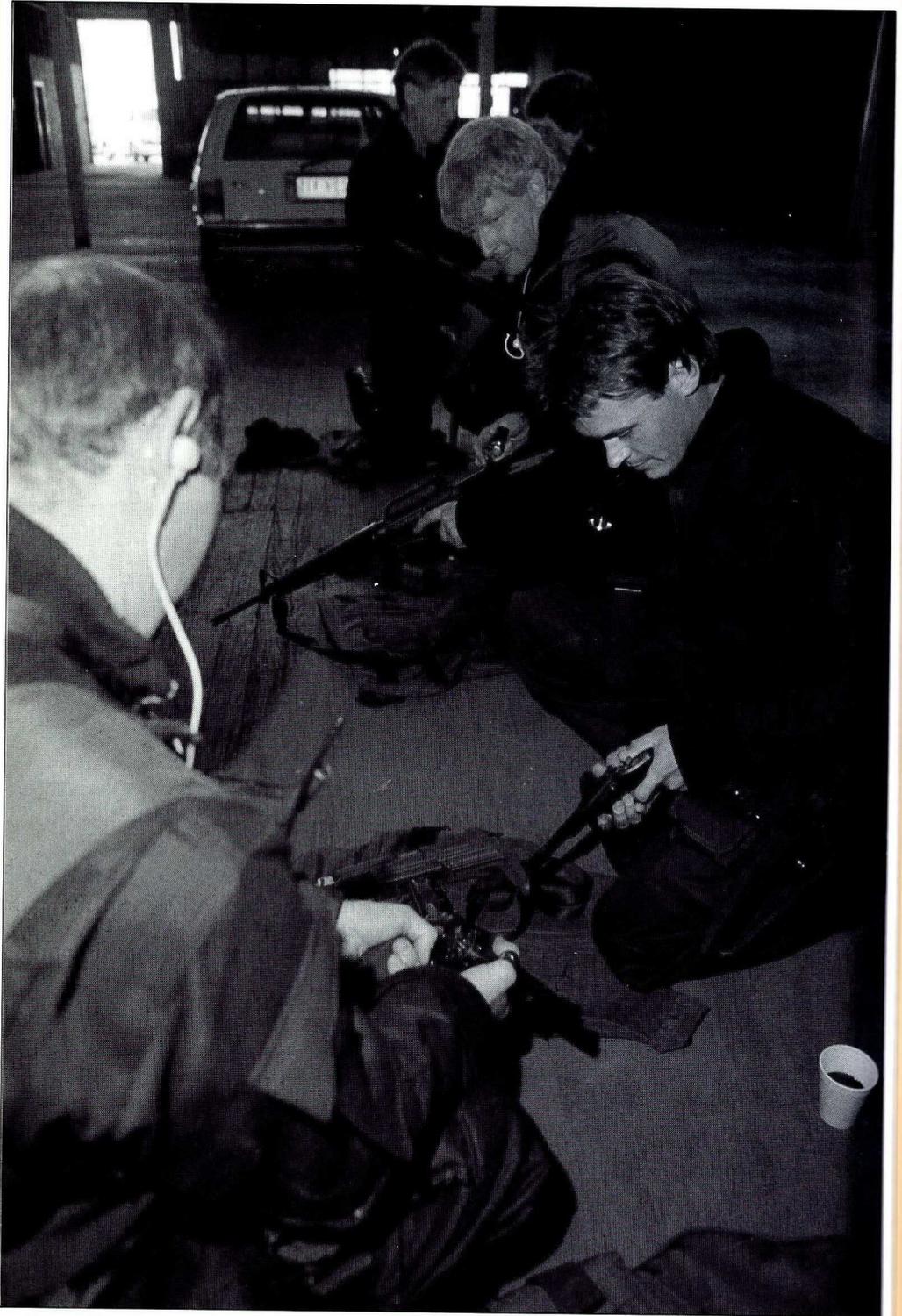
“Sexual and Racial Harassment”

“Physical disabilities”

“Re-settlement”.

CONSTABLES — DUTIES.

188. *As no man can be promoted to the rank of Sergeant, no matter how exemplary his conduct, who cannot write a good official report or letter; it is the interest of every Constable to devote such hours as he can spare from his duty, to reading, writing, and the general improvement of his mind; and it is no less his interest to lead a sober and steady course of life.*



S. W. O. S. EXERCISE, MASCOT.

Chapter Eight

**TECHNICAL
SUPPORT**

*Research and
Development Branch*

Information Systems Branch

Computer Operations Branch

Technical Support Branch

Police Operations Centre

*Police Motor
Vehicles Branch*

In this Chapter, the role of five branches providing technical and logistical support to operational Police is shown.

Included are an historical overview of the Department's advancements in the development of computer systems and a segment on the Police Operations Centre, as much of the latest technology is employed within this area.

RESEARCH AND DEVELOPMENT BRANCH

This Branch's function is to:

- Provide advice on reviews of policies, procedures and information systems.
- Assess the application of modern computer technology to the organisation's requirements.
- Ensure a co-ordinated approach to the

computerisation of operational and management information systems.

- Ensure appropriate training of staff in the use of computer systems.
- Assess staffing requirements of Police Stations/Branches.

These functions are carried out jointly by Police and Public Service Officers.

Year's Activities

In March, 1987, the Research and Development Branch hosted a Research and Development Conference attended by delegates from the Police Forces of Australia, New Zealand, Papua New Guinea and Fiji who discussed matters pertinent to current research projects.

The Branch continued to advise Management on technology related matters



VISITING PACIFIC DELEGATION.

and liaised with user Branches to implement major changes within the Department. Several advanced technologies were introduced including facsimile machines at major locations throughout the State, primarily for the transmission of warrants, criminal records, fingerprints and urgent correspondence.

Training of operational Police in the use of computerised systems remains a prime objective. During the year more than 1,700 Police were trained in the use of major computer systems by the Computer Training Section of this Branch.

The task of determining appropriate staffing levels for each Police Station and Branch became the responsibility of the Branch upon the attachment of the Establishment Section (formerly Staff Deployment and Analysis Unit) to this area.

INFORMATION SYSTEMS BRANCH

This Branch is staffed by a Public Service component which is responsible for the research, design and development of operational and administrative computer based systems. It provides consultation and guidance services for not only the Police Department but also other New South Wales and interstate Departments, when there are common interests.

The Branch was restructured on 8 August, 1986 into two areas:

- Technical Design and Research — embraces computer systems research, design and technical evaluation as well as advice and guidance.
- Applications — includes the programming and maintenance tasks associated with new and existing systems and the control of the databases.

The major activities are:

- The establishment and maintenance of uniform procedures for the design, development and implementation of systems.
- The provision of technical support for surveys and evaluations carried out by the Research and Development Branch and other Branches where there is a potential involvement of computers; the maintenance and enhancement of existing systems; contributing to

training programmes and the research and evaluation of software and systems.

COMPUTER OPERATIONS BRANCH

The Branch is responsible for computer operations, operating systems, data communications and network support service. This includes the operations of all computer sites including the Fingerprint Computer; District computers; control, acquisition, maintenance and support of all computer equipment; provision of service associated with the installation, relocation, cabling and maintenance of terminals and provision of user support in regard to the general use and operation of terminals.

Relocated to the Sydney Police Centre during the year, the Branch is staffed by Public Service Officers and was restructured to address the expansion of computer systems, the terminal network and user support within the Department.

SYSTEM PROJECTS DEVELOPED

Over recent years these three Branches have made significant advancement in the development and implementation of computer networks and systems, as described in the following paragraphs.

Computer Hardware Systems

Mainframe — The Department purchased its first computer in 1971. This computer was used for the first on-line application, the original Crime Information and Intelligence System. Five data entry operators keyed the information into the computer using the terminals. The network expanded from 5 to 22 terminals. The computer had a maximum memory capacity of 256k (the same as the average terminal being used currently at Police Stations).

Today, the Department operates a computer with 32 megabytes of memory currently installed. This is 128 times the maximum capacity of the original and has the capability of being increased to 256 times the capacity of the original computer. The terminal network has

expanded from 22 to approximately 850 and is now operating also at an interstate level.

Networking — The Terminal Networking Computer System developed and implemented over the last two years has provided the Department with a very sophisticated network. This networking system is continually being expanded and enhanced by installing additional terminals and networking software. These enhancements provide the flexibility to meet continually changing requirements, emergency situations and to improve Police computer facilities throughout the State.

Each VS location throughout the network is involved in the general purpose message switching system. Currently 301 users are listed in the message switching directory. This message switching network will ultimately replace the existing telex and teleplex networks which, combined, total approximately 220. The growth of the network will increase the message switching potential for the Department, providing an effective recording system of transmitted communications and eliminate the cost of the teleplex and telex networks, reducing telephone charges.

Localised Systems

The Department, in implementing the networking computer system with VS locations strategically placed, equipped with multi functional terminals capable of enquiry, data entry, word processing and other facilities, has enabled the development and implementation of localised computer systems including:

- Homicide Squad — used to aid in searching information relating to murders.
- Air Wing — uses a Flight Plan Programme as well as Database software language to assist in the evaluation of air travel costs.
- Criminal Records Branch — uses a voucher retrieval system at a local level, developed using a Database software language and will eventually use the same product for an Exhibit Recording System for latent prints.
- Motor Vehicle Branch — used for recording motor vehicles.

- Financial System — utilises the VS mini computer at Parramatta with a remote access pilot scheme, using the networking system, being operated from Newcastle.
- Traffic crash data entry — performed during the day using data entry software on the VS mini computer at Gosford and transmitted overnight to the Sydney Police Centre to update the Traffic Crash System.
- Blood Sampling System — utilises the VS mini computer at Parramatta for collation and dissemination of information regarding blood sampling tests.
- Bicentennial requirements — have been written as an application to run on the VS mini computer. The Networking system will also meet this project's requirements.
- Interim Message Switching System — developed to bridge the gap until the Command and Control System (see Computer Systems Projects Being Developed) is installed, is being considered for operation on VS mini computer sites at Newcastle, Penrith and Warilla for radio despatcher use at those locations.
- VS Word Processing — VS sites at Maroubra, Chatswood and Gosford are being used as pilot sites for VS word processing.
- Red Light Camera System — will be developed on the VS located at Parramatta.

Implementation of localised computer systems will curtail the drain on the enquiry and storage utilisation on the Mainframe Computer. Rationalisation of computer facilities already available, eventual upgrade of memory and storage capacity on the Mainframe, will increase the efficiency of the computerised systems.

Central Licensing System — Phase one of this system automated the recording and application of shooters licences and was implemented in July 1986. Phase two automated the issue of licences under the Security Industries (Protection) legislation and was implemented in March 1987. It utilises remote data entry facilities and allows operational Police access to the

Central Names Index to verify licence details.

Additional enhancements, still to be implemented on the Central Licensing System, involve conversion of the existing computerised Pistol Licence Register into the new Shooters Licensing System. This will provide a platform for weapons registration if considered necessary in the future by Government. Completion of this phase will eliminate all appropriate card indices maintained at the Licensing Office.

Case Law Book — Development of a Case Law Book System, using a modern text retrieval procedure, for the Police Prosecuting Branch was completed in August, 1985. Data capture is ongoing to form a complete and up-to-date database. The System now has some 1,800 cases recorded on the Database, which is currently being used by 180 Prosecuting Branch personnel, located at the Library and selected remote locations to refer to cases for judgmental opinions.

The Case Law Book System contains data not available commercially. Continued development will enable prosecutors wherever they are stationed to access the system and retrieve up-to-date Case Law information.

On-line Charging — This system is due for pilot running at the Gosford Police Station and will record details of a person charged together with administration details associated with prisoners' property, cell holdings and the preparation of charge sheets, court lists and informant advisings. The system will use a central indictment data bank maintained by the Police Prosecuting Branch and is seen as forming the potential basis of a total Criminal Justice System. It will pass data electronically to the Criminal Histories System and eliminate a significant amount of initial data capture for both the Crime Information and Intelligence System and Criminal Systems.

Crime Information and Intelligence System (C.I.I.S.) — This was the first computer system introduced into the Department in 1971 but was redeveloped as a total Police Information System, being implemented in April, 1985. The system involves the crime reports and persons arrested or suspected of crimes. Input is

on-line from remote centres located in District offices and at the Central Modus Operandi Unit. Details are stored on-line for three years then rewritten to secondary disk storage for access as required.

The C.I.I.S., in addition to storing and providing on-line access through a variety of enquiry keys such as time/date/location/type of crime, also holds the description of offenders and other persons of interest (e.g. wanted/suspect persons, missing/located persons, unidentified bodies). Information can be retrieved by basic description of a person or the description can be tried using a peculiarity such as a scar, tattoo or deformity. Responses from this part of the system provide photo references, where known, of possible offenders/suspects held on the system.

This system is the basis from which the Department's crime statistics are compiled. These details are printed on a regional/incident type basis and are used internally for administrative purposes. They are also used for external release and issued to other agencies and authorities such as the Bureau of Census and Statistics (for national crime statistics) and Interpol.

Now incorporated into the new C.I.I.S. is the Property Tracing System. This on-line system records details of all property reported to Police as lost, stolen or found and is identifiable by serial number. The on-line Property Tracing System has resulted in a substantial increase in the return of stolen property to the owner.

Central Names Index — This Index currently contains the names of all persons recorded by the Central Fingerprint Bureau and the C.I.I.S. and the Warrant System. The System forms the initial reference point for access to several other systems for operational Police.

Following input into the Fingerprint Computer of all prints held interstate and subsequently identified as not having been previously recorded at the Central Fingerprint Bureau, these names are being added to the Index.

Access to the Criminal Names Index can be performed remotely, through terminals installed in Police Stations and linked to the Criminal History System.

Under the National Exchange of Police Information (N.E.P.I.), procedures are being developed to add to the National Central Names Index details of all persons of interest for access by Police agencies throughout Australia.

Criminal Histories System — Computerisation of criminal history records commenced on 18 December, 1985. All records maintained since 1945 by the Central Fingerprint Bureau were microfilmed and now form an integral part of the computerised procedures.

A computer record is now created for each recidivist and new offender and is linked to the Central Names Index and the Fingerprint Computer. The Criminal Histories System forms the basis of the National Persons of Interest System.

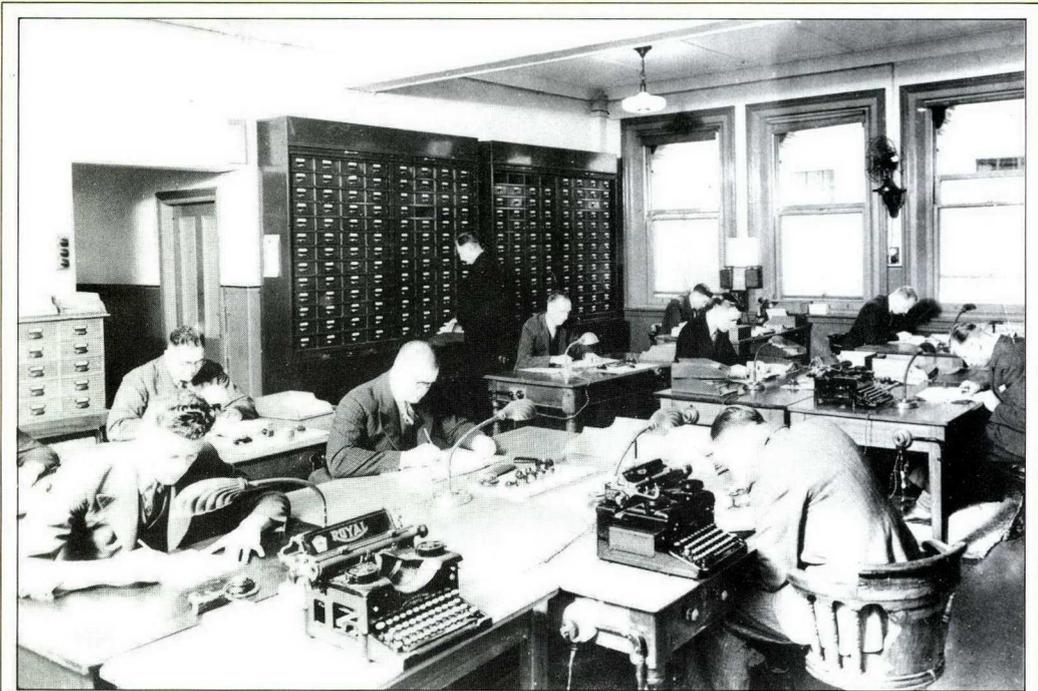
The Bureau now has access to the computerised criminal histories of Western Australia which will facilitate the exchange of criminal history information between the two States. It is anticipated Northern Territory will come on line late 1987, with other States to follow during the coming year. When this takes place, the concept of a National Bureau will be established.

Fingerprint System — The system records data and images of fingerprints from 10 print forms and provides the ability to automatically search latent prints found at the scenes of crime. The conversion of the manual 10 print collection commenced in July, 1985, and is now completed.

All Australian Police agencies with the exception of Australian Federal Police and Tasmania have input and searching workstations, enabling the processing of 10 prints and latent searches against the central fingerprint database from a remote location.

The implementation of remote national input and searching capabilities will achieve the objectives of the system as originally proposed. This system is the computerisation of the National Fingerprint Bureau with the capability of storage and retrieval of fingerprints from a central database by all Australian Police Agencies forming the basis of the National Automated Fingerprint Computer System (N.A.F.I.S.).

This sophisticated system has had, among other benefits, a significant impact



FINGERPRINT ROOM, 1930.

on the Department's ability to nominate suspects from latent fingerprints found at the scenes of crime. Comparative analysis shows identifications have increased from around 2% in the manual system to 21% since the introduction of the Fingerprint Computer.

Fleet Maintenance — This system provides a Management Information System for the control of the Department's motor vehicle fleet of approximately 3,500 vehicles. It will provide location and cost controls for both Region and District Commanders and allow for scheduling of vehicle replacement.

Fringe Benefits Tax System — This system allows the capture of data from remote sites to enable the calculation of the Department's liabilities for motor vehicles under the federal legislation.

Financial Package — Has been implemented by the Budget Branch on the VS mini computer at Parramatta. A pilot scheme at Newcastle which allows a terminal to access the Financial System at Parramatta is currently being evaluated.

Police Personnel System — The initial stage was implemented on 2 February, 1984. It contained the personal details of Police as well as their service records and other details. On 23 January, 1985, the authorised strength subsystem was implemented to assist the Police Staff Branch to maintain the authorised/actual strength figures of each station. Comparison figures are automatically maintained by the Police Registry when Police members enter the system or are transferred.

In October, 1986, the Police Provident Fund module, an index record of all Police Officers who are fund members, together with dependant details, was added.

The personnel system also produces the Seniority List of all Police together with monthly increment schedules for salary purposes and is now a comprehensive personnel information system which receives and stores personnel data in respect of the Police Force.

Recruitment System — Government initiatives aimed at introducing an additional 2,000 Police into the Force have

resulted in the development of a computer system to assist in the administrative associated with the recruitment processes. The Recruitment system has been designed to cover all aspects of recruitment and will include the provision of management statistics. It also provides automatic transfer of data relating to successful applicants into the Police Personnel System, eliminating duplicate recording systems and reducing data entry within the Police Personnel Branch.

Stolen Motor Vehicles System — This on-line system, which was developed in 1974, records details of motor vehicles, cycles, vans and buses, etc., reported stolen, not only throughout New South Wales, but in nearly all States and Territories.

Details of vehicles reported stolen and recovered in Queensland and the A.C.T. are entered on-line from those Police Forces, while particulars in respect of other States and Territories, except Victoria, are forwarded to Sydney by telex then keyed into the terminals at the Stolen Vehicles Index on a daily basis.

In addition to responses from the Police computer giving vehicle status details, one enquiry accesses the computer of the Department of Motor Transport and appends registration details and particulars of the owner to the response.

This system forms the basis of the National Vehicles of Interest System being developed through the National Exchange of Police Information System (N.E.P.I.).

Traffic Collision System — This system incorporates the Accident Information Bureau database which records details of all motor vehicle accidents reported to Police. It allows on-line enquiry to personal details and produces statistical reports.

The Traffic Planning subsystem was implemented on 10 January, 1986, to record data on fatal accidents. The Police Vehicle Urgent Duty collisions subsystem was implemented in February, 1986, to record data collected on this category of collision. The Government Insurance Office has now been linked on-line to the system to facilitate implementation of the new Transcover Third Party Motor Vehicle Insurance scheme.

Traffic Penalties System — Implemented in its current form in July, 1984, the system runs with on-line access through enquiry terminals throughout the Traffic Branch. It accesses, by means of tape transfer, the computer of the Department of Motor Transport for owner and licence status details and subsequently transfers details of paid recordable traffic infringements to that Department to update conviction records.

The system integrates the functions of the Police service in processing traffic infringements with the Police Warrant System and passes data to the Local Courts Administration for the production of enforcement orders which mature to the Warrant System.

Warrant System — Implemented on 10 March, 1986, this system was developed for the Warrant Index Unit at Campbelltown and involved conversion of all possible information from the former system. Details of warrants issued under the 'self enforcing' traffic system from the Local Courts Administration are automatically created by tape input while other warrants continue to be created by batch data entry and the original document microfilmed.

The computer system, where possible, links all warrants for the same person. This innovation is possible by utilising the Central Names Index. All warrants with exclusion of apprehension warrants remain in the Warrant Index Unit. Only copy warrants are forwarded where required and only as necessary. The computer system tracks the copy warrants and the original apprehension warrants to ensure integrity and security.

This system may require further modification in the light of Government initiatives in respect of fine default procedures.

Street Index System — This system forms part of the Interim Message Switching system now operational at the Sydney Police Centre and will also be integrated into the proposed Command and Control Project. It is a list of all streets and street numbering, intersections, localities and landmarks within the Sydney Metropolitan area. The data is linked with a Street Directory System.

Blood Sampling Unit — This system records details of blood sample certificates received from hospitals in connection with motor vehicle accidents. It matches the results of blood tests to analytical certificates and also produces advice reports for the officer in charge of the case and civil parties. It was the first system to be developed on a local computer at a District, using fourth generation programming language.

Ministerial Document Locator System — This system was implemented on 25 January, 1985, and records the transmission of ministerial files and submissions between the Police Department and Office of the Minister for Police and Emergency Services.

Records Management System — This is an on-line data entry and information retrieval system which details movement and location of all correspondence files. It is being used primarily at Police Headquarters and the Ferguson Centre at Parramatta and is capable of extension to other network locations.

Random Breath Testing — This system records the level of activity in this area of Police operations and subsequently management information for resource allocation.

Stolen Vehicle Index — This project involves the redesign and respecification of the existing system taking into account changes in user requirements which will encompass National requirements.

SYSTEMS PROJECTS BEING DEVELOPED

Command and Control Project — This system will computerise the functions of the radio operations area within the Sydney Police Centre to provide greater management information and control mechanisms to maximise resource utilisation against calls for service. Calls for assistance will be routed through this system and immediately recorded on computer. The computer will record the status of resources available through radio contact and will assign the most appropriate resource and priority to the task.

The system will keep track of the task until completed and ensure faster attention

for the community and in addition greater safety of Police resources despatched. It will incorporate the street index system already developed.

Internal Affairs — The manual analysis of complaint statistics continues and District and Branch Supervisory Officers are provided with information which highlights emerging patterns and possible areas where special action or close attention may be required.

It is hoped that during the next year the capability of the Internal Affairs Branch to collate and analyse statistics will be enhanced by the introduction of a computerised file tracking system. Negotiations are currently being held between the Branch and Research and Development Branch Officers in the course of preparing specifications for the system.

Missing Persons System — This will be developed as a subsystem of the C.I.I.S. which will complement existing data and feed into the Central Names Index and National Systems.

National Arson Database — This is a proposed system put forward by the Australian Police Ministers' Council and is currently being evaluated by a working party chaired by a representative of the Australian Federal Police.

Rostering and Overtime System — Planning for a computer based rostering and overtime management system is in the final stages. Revised procedures have been implemented to identify unusual factors of overtime enabling management at all levels to quickly assess the situation and implement remedial action where necessary. Returns are presently collated and analysed on a State-wide basis and computer printouts are supplied to District Superintendents. With the introduction of computerised rostering and overtime, information collation and retrieval will be expedited. The objectives of this computerised system are:

- Minimisation of resource usage in the production of rosters and the processing of overtime claims and other associated reports.
- Elimination of typing of daily duty rosters.

- Interaction with the Police Personnel System to provide up-to-date information on the location of personnel.
- Elimination of the present card index system (P28A) for the recording of information on overtime and shift allowances.
- Automation of the transfer of data to the Accounts Branch, replacing form P28B and the cost of employing external contractors in punching data for submission to the Central Salaries System.
- Recording of data on sick leave for loading into the Personnel System.
- Provision of up-to-date management information on each unit's expenditure and current and projected budget position.

Red Light Cameras — This is a system similar to the Traffic Penalties System which when fully implemented will record details of vehicles photographed in the act of disobeying traffic signals at selected intersections. The information once recorded will be searched against Department of Motor Transport records to verify registration and licence particulars and after adjudication will be integrated into the existing Traffic Penalties System for the issue of infringements.

TECHNICAL SUPPORT BRANCH

It is the role of the Branch to provide a comprehensive service within the following areas:

- Armoury (Police firearms, ammunition and handcuffs).
- Communications.
- Criminal information and intelligence data.
- Fingerprints.
- Insurance inquiries.
- Motor Vehicle thefts.
- Property tracing.
- Warrants.

The Branch is segmented into the Information Section, Communications Section and Armoury. The National Criminal Records Bureau, established as a support element of the Branch, lends administrative support within the Information Section.



REDFERN RADIO ROOM, 1936.

Information Section

A number of specialist groups exist within this Section, their functions being as follows:

Central Fingerprint Bureau — The main function of the Bureau is the searching and identification of offenders arrested and charged within New South Wales by the positive identification of their fingerprints, and the maintenance of accurate and verified criminal records. The Bureau is the central repository for fingerprint information, serving all other States and Federal jurisdictions and overseas bureaux as required.

The Bureau is comprised of four units: Searching, Training and Research Unit, Latent Fingerprint Unit, and the Criminal Records Unit.

Review of the Year's Activities

The conversion of the fingerprint collection maintained at the Bureau is complete, 1,366,727 sets of fingerprints being processed and images loaded into the computer data base. This facilitates the computer searching of fingerprints of those male and female persons born

between 1941-80 and finalises the data base for tenprint and latent computerised searching for both males and females throughout Australia. The establishment of the full data base affords the Bureau the facility to fully implement the computer searching of latent fingerprints developed at crime scenes.

The backcapture of criminal records of all recidivists is progressing and some 83,000 records have been computerised. All records are authenticated prior to input to ensure their integrity.

On a National level, the Bureau continued to oversee the computerisation of all State and Territory fingerprint collections which are now in full operation.

Modus Operandi Unit — This Unit is the central records area responsible for the collection, storage, maintenance and issue of crime and criminal intelligence information for use by Police throughout the Force. Consideration is being given to merging the latter role with that of the Intelligence Unit, Bureau of Criminal Intelligence. It is comprised of the following sections: Suspect Unit, Property

Tracing Registry, Crime Information and Intelligence System (C.I.I.S.), Centralised Information Service.

Review of the Year's Activities

The Unit supplied increased intelligence data to Police generally and Government agencies (Parole Board, National Crime Authority, Corrective Services Department, Immigration Department).

Amendments to the Pawnbrokers Act have led to an increase in the processing of data and the introduction of initiatives to identify recidivist property offenders, creating dossiers and Modus Operandi records.

The Unit commenced pro-active searches for frauds and co-ordinated assessors' information into the C.I.I.S. (\$819,644 was received during the year in respect to 32,625 inquiries), from Insurance companies and the public to the Centralised Information Service.

Stolen Vehicle Unit — This Unit is a computerised central body for the recording of particulars about the theft, recovery and details of any vehicle of interest to Police within New South Wales and is accessible by all law enforcement agencies throughout Australia. The Unit also satisfies inquiries from the Department of Motor Transport and other Government Departments.

Warrant Index Unit — The role of the Unit is to provide a computerised system for recording warrants and providing an

enquiry, revenue collection and correspondence service. The Unit receipts, banks and transfers warrant revenue in liaison with the Local Courts Administration.

Since the introduction of the new computer warrant system in March, 1986, warrants have been more effectively finalised

More recent developments of the system include:

- Pro-rata update of Warrants of Commitment by computer.
- Installation of facsimile equipment within various Police Stations thus eliminating the holding of money and making immediately available Warrants in the First Instance for production at Court.
- Computer tape transfer of 'Self Enforcing' warrants between 302 Castlereagh Street, Local Court and the Unit thus eliminating data entry of new warrants.
- Similar plans for 'Non Seins' warrants. (SEINS: Self Enforcing Infringement Notice System.)
- Acceptance by the Local Courts Administration of personal cheques for Commitment and Apprehension Warrants.

TABLE 8
Warrant Statistics

	1984/85	1985/86	1986/87
New Warrants Received	329,180	369,372	321,380
Number Finalised	212,750	205,170	220,078
Number on Hand (as at 30 June, 1987)	550,125	711,618*	724,920

*Previous year's figures did not include warrants in circulation or warrants subject to representations.

New Warrants

	1984/85	1985/86	1986/87
*SEINS	88,834	202,846	213,148
	(10.12.84/30.6.85)		
NON-SEINS	240,346	166,526	108,232

*SEINS: Self Enforcing Infringement Notice System.

COMMUNICATIONS SECTION

The role of the Section is to provide, maintain, operate and continually develop, taking into account technological changes, cost effective and efficient telephone, telex and radio communications systems for the Police Force.

The Communications Section Administration moved to the Sydney Police Centre in December, 1986. Internal restructuring of the Communications Section saw the Radio Operations Unit and the Telecommunications Unit removed from the Communications Section in October last year and placed under the control of the Assistant Commissioner (General). The Communications Section now consists of the Radar and Breath Analysis Engineering Unit, Communications Planning Unit, Command and Control Project and Radio Technical Unit.

Radar and Breath Analysis Engineering Unit — This Unit was relocated from the Flemington Police complex to the new premises at the Sydney Radio Technical Unit in February, 1987. The technicians continue to provide service to radar speed detection equipment and breath testing and analysing instruments. Police from this Unit are often called upon to give expert evidence at court relating to the technical aspects of radar and breath analysis equipment.

Communications Planning Unit — The Unit is responsible for the planning and evaluation of all communications systems. The Radio Design and Development Unit and three members of the Telecommunications Unit were amalgamated into the Communications Planning Unit in October, 1986. Police personnel with vast experience in the fields of radio and tele-communications are attached to this Unit and constantly liaise with Telecom, Department of Communications and industry representatives.

The remainder of the Telecommunications Unit was relocated to the Sydney Police Centre. (See New South Wales Police Operations Centre pp. 125.)

Command and Control Project — A computer based system which, when integrated into a radio despatching system, will streamline the despatching process

and build up a data base of information relating to tasks.

During September 1986 approval was given by the State Contracts Control Board for the Command and Control Project to engage in open tendering. As a result, a number of major computing companies submitted their tenders which have now been evaluated. Following completion of the tender evaluation, documentation was submitted with a firm recommendation concerning the most suitable tenderer. (See also Computer Projects being Developed pp. 120.)

Radio Technical Unit — The Unit was transferred from premises at the former Police Academy at Redfern to new and modern facilities at the Police Services Centre, Zetland, in November, 1986. The Unit is involved in the replacement of radio equipment throughout the State and the continuing servicing and maintenance of radios within the metropolitan area.

Review of the Year's Activities

- Statewide Microwave Development — the construction of Mt. Kurrajong radio hut and tower at capital cost of \$185,700, providing the hub for future development/linking.
- Community Policing — the purchase of 96 portable radio transceivers and associated hardware at capital cost of \$393,058.
- Mobile Radio Replacement and Expansion — the purchase of 203 new VHF radio transceivers at capital cost of \$208,460.
- Base Radio Development — purchase of equipment at capital cost of \$129,695.
- Statewide Eaglenet Telephone System — the installation of an MD110 PABX within the Sydney Police Centre at a capital cost of \$2 million. Overall, substantial savings in telephone charges are expected as a result of increased efficiencies.
- Replacement of manual switchboards — new PABX's, linked to the main PABX, were installed at 10 Divisional head stations at capital cost of \$800,000. The present PABX's at Police Headquarters and Newcastle were also expanded.

- Eaglefone expansion — the installation of an additional 15 units at police stations will provide better Police access for the public.

Approximately \$3 million has been spent on major and minor changes increasing and improving telephone, telex and data facilities throughout the State. Additionally \$1 million was spent on specific radio communications projects.

Police Armoury

The role of the Armoury is to effectively arm Police through the provision of firearms, ammunition, handcuffs and other operational hardware. This responsibility includes the manufacture of practice revolver ammunition, the provision of special purpose equipment and the purchase, service and maintenance of appropriate firearms, supplies and equipment.

Review of Year's Activities

- Approval for the distribution of the controlled expansion bullet.
- Introduction of a two-year tender scheme for ammunition.
- Representation on a Departmental Task Force established to consider the suitability of the current service revolver.

The Armoury was relocated to the Sydney Police Centre during the year.

NEW SOUTH WALES POLICE OPERATIONS CENTRE

This Centre, the operational Communications Section of the Force, comprises the Radio Operations Unit, which deals with all forms of message transmission other than telephones, and the Telecommunications Unit, which is responsible for the 20966 switchboard and its ancillary services.

Radio Operations Unit

The Unit provides both directly and indirectly, via 8 district radio channels, 2 city-wide information channels and telex/teleplex and computer message switching facilities, efficient and effective communications to the operational and administration sections of the Police Force.

On 5 October, 1986, the Radio Operations Unit was separated from the Communications Section and became part of the Police Operations Centre. Additional Civilian Communications Operators were introduced within the Unit for radio operations training as part of the Government's commitment to civilianisation of the Police Force. An eventual strength of 112 operators is to be achieved.

During the year the Radio Operations Unit controlled and co-ordinated a large number of special operations, including those involving armed offenders, sieges, serious bushfires, chemical spills, floods, the Papal visit and visits by other Heads of State/dignitaries.

The overall demand for service from the public and Police operational units steadily increased, as did the requirement for computer/operational related enquiries from operational units.

District channels messages broadcast and received during the year totalled 1,205,444 while 704,288 computer back enquiries were accessed via the city-wide channels and district channels.

Associated with the radio messages broadcast is the total number of telephone calls received and activated, which averaged between 1,600–2,000 per day.

The total number of messages handled from the telex/teleplex area was approximately 100,000. A large number of messages are now being handled via the computer message switching system, which will eventually replace all teleplex/telex requirements. The new office mail system will lead to extensive networking facilities throughout the metropolitan area.

The new Radio Operational area within the Sydney Police Centre is undergoing final operational evaluation before occupancy later in 1987 by the Unit. Upon that move the Unit will take into use electronic message switching facilities, replacing the existing 'conveyor belt' process, together with an advanced electronic radio system, and with an Automatic Call Distributor telephone system, enhanced with telephone tape replay facilities and more extensive



OLD TELEPHONE SYSTEM.

telephone capabilities. The introduction of this system will enable a more efficient and effective responsiveness to both operational Police and public requirements.

Telecommunications Unit

On 16 November, 1986, the Telecommunications Unit was relocated to the Sydney Police Centre and is handling between 13,000 and 14,000 telephone calls per day.

The relocation introduced the Police 20966 switchboard to a modern MD110 3RD Generation Stored Processor Control Unit, replacing the old Electro Mechanical Linefinder PABX Switchboard. The new system will complement the eventual introduction State-wide of a 'Private Telephone Network' (Eaglenet) with a closed numbering scheme of 5 digit numbers, incorporating additional facilities for future system enhancements.

POLICE MOTOR VEHICLES BRANCH

It is the role of this Branch to ensure the provision and maintenance of an adequate

motor vehicle fleet throughout the State and to operate a centralised Police transport service.

The Branch programmes the purchase of approximately 1,800 new vehicles annually as replacement vehicles; provides a transport service to convey about 33,000 prisoners between metropolitan gaols, institutions and courts; and provides drivers and vehicles to the Special Branch as security escorts for the Prime Minister when in New South Wales and other visiting local and overseas dignitaries.

TABLE 9

As at 30 June, 1987, the motor vehicle fleet comprised:

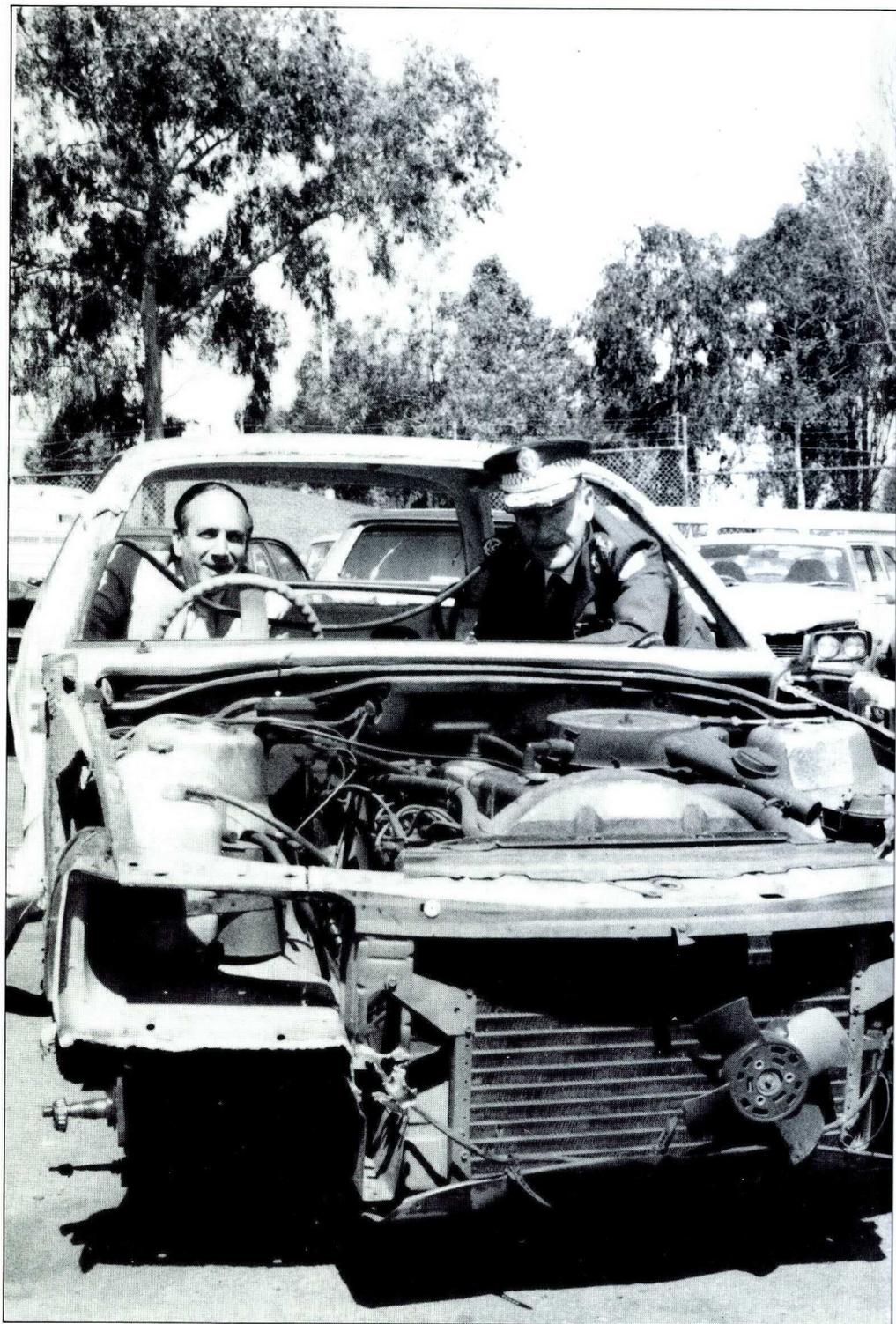
Four Wheeled Vehicles	2,299
Four Wheel Drive Vehicles	150
Motor Cycles	237
Snow Cruisers	6
Trailers, Caravans, Tractor and Fork Lift	104
TOTAL	2,796

Review of Year's Activities

- Acquisition of 3-litre fuel injected turbo charged sedans for Highway Patrol pursuit work.
- Testing of a 5-litre V.8 as an alternative for the 3-litre turbo charged sedans in the event of the production of the latter being terminated.
- Acceptance of tender for the supply of a new configuration electronic sound alarm system for use on Police vehicles generally following the evaluation of different brands.
- Prison Vans replaced by updated air conditioned models with increased security.
- Completion of new buildings of the Zetland Complex and the subsequent occupancy by the Radio Technical Unit, Motor Vehicle Examination Unit and the Transport Section of the Motor Vehicles Branch.
- At the request of the State Contracts Control Board, a rationalisation programme was carried out regarding the retention of the F.100 Utility. As a result, the number of F.100's used by the Police Department was reduced from 161 to 126. Replacement vehicles for these F.100's were 21 FJ. 75 Hardtops and 14 Panel Vans.



BREAK ENTER AND STEAL INVESTIGATION.



MINISTER AND COMMISSIONER INSPECT END RESULT OF RECENT CAR THEFT.

Chapter Nine

LEGAL
and
ADMINISTRATIVE
SERVICES

Legal Services
Administrative Services

Responsibility for the provision of legal services to Police officers and the Public Service staff is vested in two Branches, the Police Prosecuting Branch which advises on criminal matters, and the Legal Services Branch which comments on Departmental matters.

1. Legal Services

The Police Prosecuting Branch consists of members of the Police Force who have been especially trained in criminal law, the rules of evidence, court procedure and public speaking.

POLICE PROSECUTING BRANCH

The primary function of the Branch is the representation of Police informants in all cases before the lower courts. Other Branch functions include:

- Appearance in the Coroner's Courts, Children's Courts and licensing jurisdiction.
- Assistance to Police involved in complicated inquests by the Police Coronial Unit under the control of the Chief Superintendent, Police Prosecuting Branch.
- 'Expression of an opinion' in respect of internal affairs issues where there is a possibility of a criminal charge being laid against a Police officer.
- Prosecution function on behalf of other Government Departments and authorities.

In respect to prosecutions before the courts the type of charges presented range from minor street and traffic offences to murder, complicated frauds, conspiracies, armed robberies, drug offences and sexual assaults.

Year's Activities

A further temporary increase in the authorised strength of the Branch by 25 units to a total of 248 was implemented.

This increase has enabled several new and innovative training programmes to more adequately reflect and meet the special needs of the trainee Police Prosecutors.

The Branch developed and implemented a *fast track* training system. During the training course, trainee prosecutors are lectured in all aspects of criminal law, evidence, court procedure as well as prosecuting skills. A great deal of time is spent on practical sessions designed to fully equip prosecutors with the necessary knowledge and skills to enable them to efficiently appear on behalf of informants in the Local Courts of New South Wales, as well as assisting Coroners throughout the State with inquests.

Staff of the Branch have been involved in several working parties concerning legislation such as the draft Commonwealth/States Mutual Assistance Bill, which will have ramifications both interstate and internationally. The legislation, which is in the formulative stage, is the forerunner to proposed International Treaties providing for mutual assistance between investigative agencies in matters including the taking of testimony and statements of persons, provision of documents and records, the location and identification of persons, the execution of requests for search and seizure and confiscation of proceeds of crime.

During the year, a major judicial decision was made in *Williams -v- The Queen* (1986) 60 A.L.J.R. 636, where the High Court of Australia made a statement on the law of arrest, which will have implications upon the procedures adopted by Police when arresting a suspect (see comment in Commissioner's Foreword).

LEGAL SERVICES BRANCH

The Legal Services Branch embraces the Legal Advisings and Police Appeals Section,

the Criminal Correspondence Unit and the Privacy Liaison Unit. The Branch is administered by a Chief Inspector, assisted by two Inspectors, one being a Solicitor of the Supreme Court and the Head Legal Officer of the Branch.

Legal Advisings and Police Appeals Section

This Section has the following primary responsibilities:

- Provision of advocates to represent the Commissioner of Police, the Police Board of N.S.W. and the Police Superannuation Board to the:
 - Anti-Discrimination Board.
 - Equal Employment Opportunity Tribunal.
 - Government and Related Employees Appeal Tribunal.
 - Police Tribunal.
 - Review Division of the Police Tribunal.
 - Workers' Compensation Commission.
- Provision of legal advice and opinion to Police generally in matters of a non-criminal nature.
- Presentation of applications to the Supreme Court under the Listening Devices Act.
- Preparation of restraining order applications under the Crimes (Confiscation of Profits) Act of 1985, for presentation to the Solicitor for Public Prosecutions.
- Preparation of affidavits and other necessary documentation for members of the service in claims under the Criminal Injuries Compensation legislation.
- Instruction of Senior Counsel and appearances on behalf of the Commissioner. There are a number of Police Officers holding legal qualifications, members undergoing legal studies and former Police Prosecutors with legal training and experience.
- Co-ordination of the Reward Evaluation Committee, established during the year, in its determinations respecting the payment of departmental rewards and rewards under the Banks Reward Scheme and

other private schemes to informants and other citizens. The Committee is chaired by the Officer in Charge and comprises representatives from the Criminal Investigation Branch, Drug Law Enforcement Bureau, the Bureau of Criminal Intelligence and the Office of the State Commander.

- Provision of advice to the Legislative Management Co-ordination Committee. Chaired by the Officer in Charge, the Committee co-ordinates and advises on legislative changes affecting the Police Force.

Criminal Correspondence Unit

The Criminal Correspondence Unit is responsible for specialist and highly confidential administrative support to the executive members of the Force. Issues dealt with by the Unit include:

- Extraditions from overseas countries.
- Attendance of interstate and overseas witnesses at court.
- Disposal of exhibits.
- Police visits interstate and overseas on criminal matters.
- Government rewards.
- Interstate prisoner transfers.
- Interpol inquiries.
- Processing of subpoenae and bail applications in criminal proceedings.
- General inquiries interstate and overseas on criminal matters.

Privacy Liaison Unit

This Unit is responsible for all matters of privacy concerning the Police Force and liaison with the Privacy Committee on behalf of the Commissioner.

It also deals with all correspondence arising from Federal and other States' Freedom of Information legislation which affects this State.

Review of the Year's Activities

The introduction of amendments to the Drug Misuse and Trafficking Act in February 1987 brought about dramatic changes to Departmental procedures regarding drug exhibits (pre-trial destruction of drug exhibits) which will overcome many of the problems associated with long term retention of drug exhibits.

The Crimes (Confiscation of Profits) Act introduced in May 1986 enables the Crown to obtain restraining and confiscation orders in respect of "tainted property" used in connection with or derived from the commission of serious criminal offences. The counselling of Police in regard to the provisions of the Act continued during the year.¹

A sharp increase in Departmental charges against Police being determined in the Police Tribunal was encountered during the year. In some instances it was necessary to brief Senior Counsel to present some of the more serious matters to the Tribunal.

An increase in applications under the provisions of the Listening Devices Act occurred, culminating in offenders involved in serious criminal and drug related offences being brought to justice.

There is a heavy demand within the Criminal Injuries Compensation claims area and the Branch continued to assist Police because of the nexus between their being injured on duty and such applications. A Task Force from the Attorney General's Department has recommended the constitution of a special Tribunal to determine such matters in an informal fashion. Unlike the present legislation, this Tribunal will have the power to award legal costs. It is anticipated this new procedure may commence early in 1988, and should this occur the involvement of the Branch to the present extent may not be necessary.

During the year two members of the Branch were admitted as a Solicitor and a Barrister, respectively, increasing the numbers of those legally qualified. However, a major problem has been the recruitment and retention of legally qualified Police officers to perform the duties allocated this area of the service. The increase in the workload has necessitated the secondment of additional legally qualified or experienced officers.

281. If the Officer of the District at his inspection finds any article of bedding unduly dirty, he is to order it to be immediately washed at the expense of the person in whose use it has been.

2. Administrative Services

The following groups, located at Police Headquarters, provide direct specialist administrative and clerical support to senior management:

COMMISSIONER'S AND SECRETARY'S POLICY UNIT

The Unit provides a consultancy service in terms of off-line special projects involving analysis, research, development, implementation, examination of policy issues etc. The functions involve:

- Corporate and strategic planning.
- Development of policy options relating to corporate and strategic initiatives.
- Undertaking special assignments which impact on, or are relevant to, the creation/development and analysis of corporate policies and strategies.
- Project management.
- Policy analysis and provision of advice to the Commissioner and the Secretary.

Year's Activities

The Unit was closely involved in the evaluation of the regionalisation model, the concepts of integration and community based policing, and planning for Public Service organisational support structure to Police operational regionalisation.

Significant projects undertaken during the year include:

- Total functional/management review of the Police Department with the objectives:
 - to achieve staff savings;
 - to increase efficiency, effectiveness in performance; and
 - to achieve economies.
- Preparation of the Police Department's submission to the Commonwealth Grants Commission (a review and rationalisation of policies and procedures relating to State funding arrangements in respect to policing).
- Preparation of the Police services submission to the Government's Expenditure Review Committee — evaluation of budgetary implications from the activities of the Committee;

- Total review and reconciliation of the Department's computer acquisitions, policies, procedures and accounting methods.
- Examination and review of the Department's Capital Works Allocations 1986/87 — funding and development options.
- Review of the Police Department's E.D.P. developments and systems and proposals for future directions.
- Establishment of programme management for:
 - juveniles and child abuse,
 - domestic violence,
 - drug law enforcement strategies.
- Implementation of recommendations of the Inter-departmental Committee on Police—Citizens' Youth Clubs.
- Review of powers to address terrorism.
- Police motor vehicle accidents — review of policies and procedures.
- Police motor vehicle pursuit — review of policies and procedures.
- Examination of electronic recording of Police interviews.
- Examination of Law Reform Commission proposals regarding Police powers of arrest and detention.
- Examination of Law Reform Commission proposals regarding the procedure from charging to trial.
- Handles a wide range of correspondence of a general and quasi-legal nature including consideration of matters submitted under the Departmental Suggestion Awards Scheme; the disposal of property in Police possession; letters of appreciation relating to actions of Police; the initial processing of applications for Police clearances for visa purposes; nominations by various public/private sector organisations for the appointment of employees as Special Constables; and requests for compensation following damage to premises by Police in the course of their duties.
- Liaises with Police, the Attorney General's Department, the Crown Solicitor's Office and the legal profession generally in matters including the service of civil 'court process' on Police officers arising from the performance of their duties.
- Processes applications by Police for Crown representation and deals with the receipt and dispatching of subpoenae served on the Department for the attendance of Police and the production of documents in civil proceedings.
- Undertakes the revision of the book of Police Rules and Instructions.

ADMINISTRATIVE SECRETARIAT

The Administrative Secretariat performs a review and development function for senior management by:

- Providing analysis and advice and preparing correspondence on complex issues, affecting Departmental practices and procedures.
- Preparing briefing material for the Minister, Commissioner, Secretary and other senior officers in respect of their representation on Inter-departmental Committees and National Law Enforcement Agencies, and ensuring the implementation of recommendations arising from discussions taken by those Committees and Agencies.

In addition, the Secretariat:

- Co-ordinates executive conferences and prepares the Department's Annual Report to the Parliament.

MINISTERIAL LIAISON UNIT

The Ministerial Liaison Unit is the main liaison link between the Police Department and the Office of the Minister for Police and Emergency Services. Its role is to co-ordinate/prepare all Ministerial correspondence, briefing papers and answers to Parliamentary questions.

SERVICES BRANCH

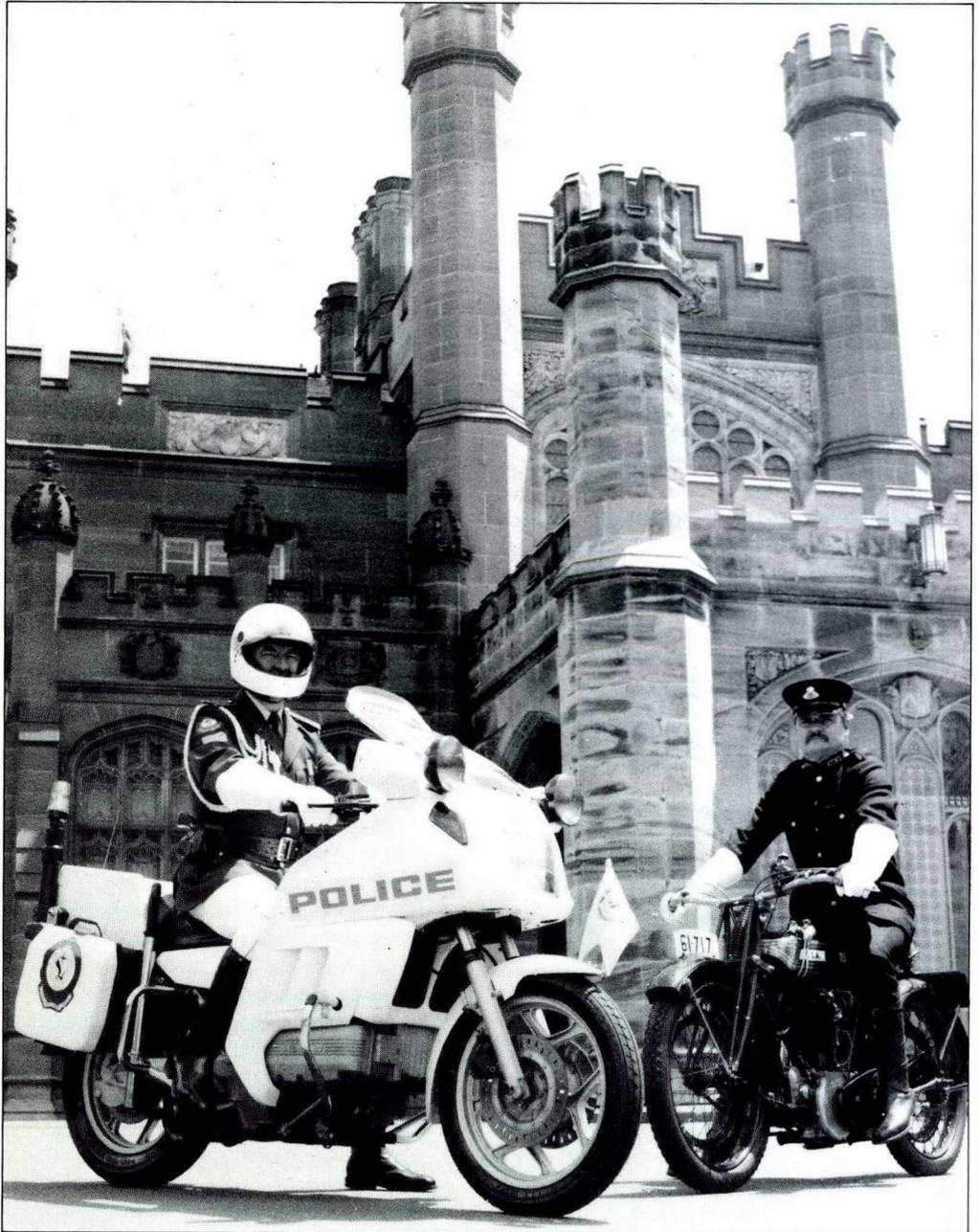
Responsible for the provision of services to assist management and functional areas at Police Headquarters and the Ferguson Police Centre, Parramatta.

Branch resources include a computerised Records Management Centre; Telephone Switch Services (Headquarters and Parramatta); Keyboard Services (Typing Bureau, Word Processing Unit and Audio Transcription); and Food

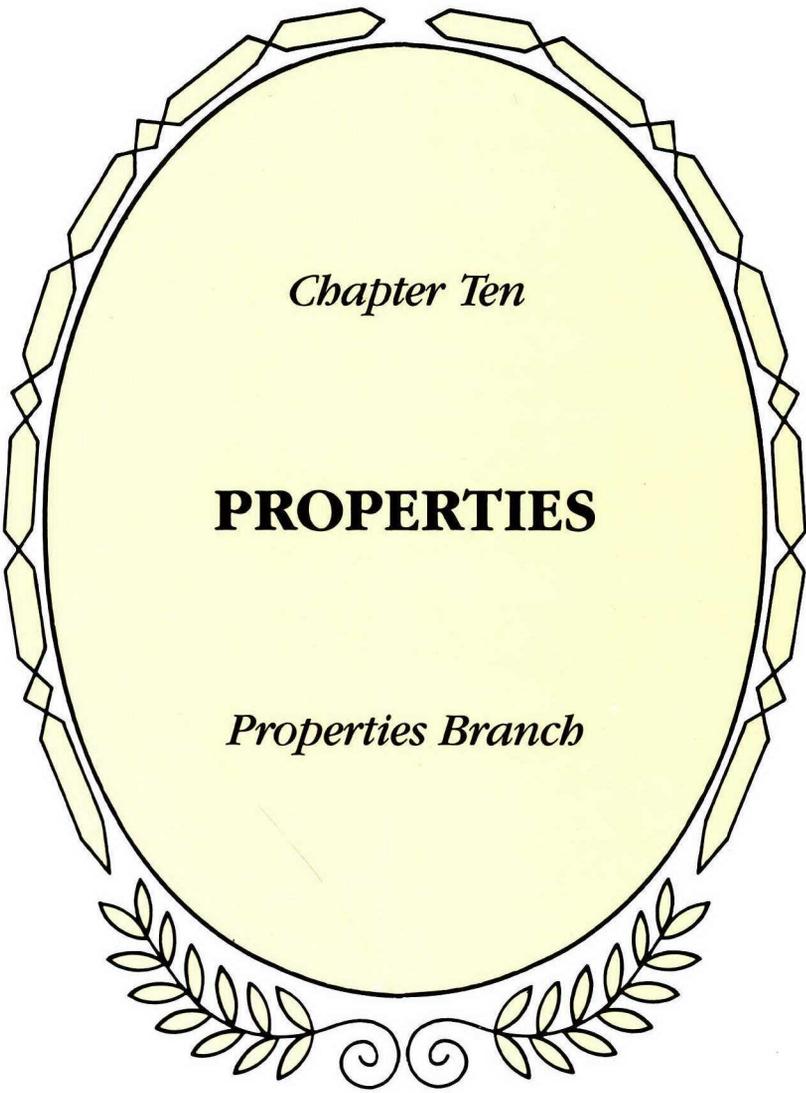
Services, Building Services, Printing Services and Reception Personnel (at Headquarters).

In September, 1986 the Branch successfully negotiated the transfer of Police night courier runs to the

Government Courier Services, releasing Police for other duties. In November, 1986 a major re-organisation, involving most areas of the Branch, was implemented. Staff savings and increased efficiency resulted.



HIGHWAY PATROL CYCLISTS "PAST AND PRESENT".



Chapter Ten

PROPERTIES

Properties Branch

The primary objective of the Properties Branch is to provide functional and cost effective accommodation and facilities essential to the efficient operation of the Police service. It is also the task of the Branch to arrange for the maintenance and modernisation of all existing police stations and offices as well as residences, this involves the development and subsequent implementation of programmes for site acquisitions, new constructions, leaseings, and maintenance and renovations to all departmentally occupied properties, both government owned and leased, throughout the State.

1. Properties Branch

As indicated in the 1985/86 Annual Report the Department assumed responsibility for the management of all Departmental properties from the Department of Public Works.

All action related to that activity is now dealt with by Properties Branch personnel. Substantial progress has been achieved in transferring property titles to Police Department administration and it is anticipated that all transfers will be completed by mid 1988.

The high cost of providing new police station accommodation, coupled with a continuing tightening of funds allocated for police buildings, compelled the Department to closely review the level of accommodation being provided with a view to achieving economies where possible. The result of that review has been the adoption of a new policy where the development of only basic operational police stations is undertaken initially, with accommodation for administrative and ancillary units being developed later on a staged basis. Any intermediate needs for administrative and ancillary staff accommodation are to be met by leasing.

This policy will apply to the proposed new Police Station development at Sutherland.

MAJOR WORKS

Sydney Police Centre

On 11 March, 1987, the Sydney Police Centre was officially opened by the Premier of New South Wales, at a ceremony attended by the Minister for Police and Emergency Services, the Commissioner of Police and invited guests.

As well as the inclusion of a large police station complex to service the inner Sydney area, the Centre houses the Department's major computer facilities and other specialised scientific, technical, communications, armoury, and command and control services.

The opening of the Sydney Police Centre has meant a rationalisation of policing in the city of Sydney area and the closure of Darlinghurst and Regent Street Police Stations.

The Sydney Police Centre represents a substantial Government investment in providing modern police facilities to the community of New South Wales. The total project cost was \$87.03 million, an increase of \$13.89 million over the previous year's estimates due primarily to delays resulting from industrial disputes.

Police Services Centre, Zetland

The staged redevelopment of the Police Services Centre continued during the 1986/87 financial year. The project commenced in 1983 and is due for completion in December, 1987. Total project costs are estimated at \$5.7 million.

Police Academy, Goulburn

The staged development of the Goulburn Police Academy, which commenced in 1984, progressed during the year.

The new driver training circuit was completed in September, 1986. Work commenced in October, 1986, on the driver training administrative building and is expected to be completed by the end of 1987.

The pistol range at the Police Academy, which will provide a modern facility for instruction of Police in firearm use and safety, is almost finished. The construction of the pistol range building was completed in January, 1987, but delays for the fitting out and equipment installation have extended completion of the project to the end of July, 1987.

Work for construction of a new residential wing at the Police Academy to accommodate 150 Police attending 'live in' courses of instruction was completed and the accommodation was brought into use in September, 1986.

Outstanding works at the Academy include alterations to the kitchen/dining area, road and site works and some ancillary works.

The overall project is anticipated to conclude in late 1988 at a total estimated cost of \$17.3 million.

Sydney Water Police Headquarters

In view of the redevelopment of the Circular Quay/Dawes Point area as a Bicentennial project, the Sydney Water Police was relocated from Dawes Point to a site leased from the Maritime Services Board at Wharf 25, Pyrmont, in October, 1986. Pending construction of the permanent headquarters, demountable accommodation and a permanent marina have been established on the site. Project estimate costs have increased from \$9.5 million to \$10.2 million due to the escalation in building costs. Completion of work is anticipated during 1990.

Justice and Police Museum

Conversion of the former Police Station/Courts complex at Phillip Street into the Justice/Police Museum is proceeding, although at a slower rate than expected due to the nature of the project, which requires detailed investigation to ensure the historical accuracy of the building is maintained. Project completion is expected by June, 1988, with a total cost estimated at around \$5.5 million.

Maitland Police Station

Redevelopment of the former County Council premises into a new Divisional Headquarters was completed and became operational in August, 1986. The establishment of the State's first "shop front" community relations facility there has excited much favourable public interest and comment and is an indicator of the public support for the Department's community policing strategy. Total project cost was \$1.5 million.

Bourke Single Officers' Quarters

In many country areas, single accommodation is very difficult to obtain. It has been found necessary to supplement normal measures of providing accommodation and use transportable houses which, if the accommodation market changes favourably, can then be relocated to a centre of greater need. The pilot project was carried out at Bourke where a site was purchased and transportable house accommodation for 4 provided, at a cost of \$190,000.

Tea Gardens, Yeoval and Clarence Town Police Stations

Demountable accommodation was provided at the above locations to improve and supplement existing inadequate accommodation and facilities at a total cost of \$78,000.

PROPOSED DEVELOPMENTS

Sutherland Divisional Headquarters

In line with the Department's community policing initiatives a new Divisional Headquarters is to be established in Sutherland. A site has been acquired in Flora Street, Sutherland, and will be developed to provide accommodation for Police in conjunction with a court house building. Planning is proceeding and completion is expected by about September, 1989. To accord with New Police Station Development Policy, the Divisional Headquarters will be designed to permit extension for a District Headquarters in the future when funds are available. In the short term the Sutherland District Commander will operate from leased accommodation. The total project cost is estimated at \$4.9 million.

Castle Hill Divisional Headquarters

A site in Pennant Street, Castle Hill, has been acquired and planning is proceeding for the construction of a new Divisional Headquarters to provide more functional accommodation and replace the existing Police Station. It is anticipated the project will be completed by April, 1989 at an estimated cost of \$3.1 million.

OFFICIAL RESIDENCES

During the year official Police residences were provided at the Goulburn Academy at a cost of \$93,000 and Broken Hill at a cost of \$59,000.

SITE ACQUISITIONS

Action has been taken to acquire sites at Campsie for a new Police Station, and Merrylands to provide additional car parking and improved access at a cost of \$151,000.

POLICE FORCE SPECIAL ACCOMMODATION SCHEME

During the year, funds were made available and houses acquired under the scheme at Bathurst, Cowra, Mudgee and Scone.

TABLE 10
Maintenance and Renovation Projects

The more significant maintenance and renovation projects were:

<i>Project</i>	<i>Cost \$</i>
Comboyne Police Station	63,000
Mayfield Police Station	152,000
Moree Police Station	92,400
Hornsby Police Station	69,800
Parramatta Police Station	104,600
Trangie Police Station	93,300
Walla Walla Police Station and Residence	72,000
Young Lockupkeeper's Residence	145,000
Parkes Police Station	247,000
Oberon Lockupkeeper's Residence	45,000
Peak Hill Lockupkeeper's Residence	73,000
Tottenham Police Station and Residence	90,000
Lithgow Police Station	45,000
Bathurst Police Station	111,000
Griffith Police Station	109,000

LEASING ACTIVITIES

Leases entered into during the year included:

Albury — Accommodation for Divisional staff to ease overcrowding at the Albury Police Station.

Bathurst — Accommodation for District and Divisional staff following relocation from inadequate premises.

Teralba — Provision of a leased building complex to provide a new Police Station.

Dubbo — Accommodation for District and

Divisional staff following relocation from outmoded and congested premises.

Hornsby — Accommodation for District and Divisional personnel following relocation from previously unsatisfactory premises.

Sussex Inlet — Improved accommodation for the resident Officer in Charge to replace a house for which the lease had expired.

Moruya — Police Station accommodation.

Gosford — Additional carparking and improved security access to Police Station.

CITY ACCOMMODATION RATIONALISATION

The Firearms Registry was relocated from the Remington Centre and the Superintendent of Licences vacated leased premises in Sussex Street to consolidated accommodation on floor 12 of the Central Square Building, Castlereagh Street, Sydney, provided by the Public Service Board. The accommodation in the Sussex Street premises was surrendered.

Leased premises at 16-18 Grosvenor Street, Sydney, previously accommodating Police Personnel and Parking Patrol Officers, were also surrendered following the opening of the Sydney Police Centre.

The progressive surrender of space in the Remington Centre, Liverpool Street, Sydney, continued. At 30 June, 1987, 7,500 square metres of space had been vacated and transferred to the Public Service Board.

TABLE 11
Expenditure Summary 1986/87 as at 30.6.87

	\$
Major Works	30,661,000
Minor Works	429,000
Site Acquisition	151,000
Police Force Special Accommodation Scheme Acquisition of 4 houses ...	308,000
Maintenance and Renovation	
Government Owned Accommodation	6,892,000*
Leased Premises	240,000*
P.F.S.A.S.	350,000
Lease Rental	8,600,000
	<u>47,631,000</u>

*Department of Public Works Funds

REGIONALISATION

The first of four Regional Police Offices was established at the Ferguson Centre at Parramatta on 1 June, 1987. Action to acquire accommodation for the three remaining Regional Offices at Liverpool, Hornsby and Sutherland was commenced, with establishment of those offices expected early in the new financial year.

Accommodation will be acquired in the coming financial year for new District Police offices at Blacktown, Sutherland, Maitland, Broken Hill, Queanbeyan and Port Macquarie.

KATOOMBA EMERGENCY SERVICES CENTRE

Following the Premier's request to the Minister for Police and Emergency Services, a special Inter-departmental Working Party was formed during the year to determine the feasibility of establishing a combined emergency services centre at Katoomba. The working party was

co-ordinated by the Police Department under the chairmanship of the Director of Properties and consisted of senior personnel from the Police Department, Premier's Department, N.S.W. State Emergency Services, Bushfire Council of N.S.W., Department of Public Works, Blue Mountains City Council and Board of Fire Commissioners. The working party has submitted its recommendations to the Minister.

EFFICIENCY AUDIT

An efficiency audit of Departmental property activity was conducted by the Public Service Board's Management and Audit Division to assess the efficiency of the Police Properties Branch and to ascertain what improvements have been made since the 1981 Lusher inquiry.

The audit concluded that although property functions were generally carried out in a satisfactory manner, improvements and a fresh direction were required in the areas of housing, forward planning,

accommodation standards and property management. A number of recommendations were made which are being closely examined with a view to implementation.

EVALUATION

The proposed reorganisation of the Properties Branch did not proceed as a consequence of the aforementioned audit.

During 1986/87, property activity was once again dealt with on a priority basis and while large sums were spent and significant achievements made in the property field, areas of unsatisfactory accommodation still exist in many locations of the State.

Individual property/accommodation programmes were completed as planned during the year with full expenditure generally being achieved. Computerisation of Branch information has continued to enhance the development and

management of programmes and records/information systems.

Transfer of the control of departmental capital works building funding from the Department of Public Works to the Police Department has given the Properties Branch the means by which it can more efficiently manage its capital works activity. In addition the transfer from the Department of Public Works to this Department of control over funding for building maintenance, renovation and repair activity, from 1 July, 1987, will similarly improve management capacity in that area.

An increase in the range of property, accommodation and related annual programmes cannot be achieved without a restructure of the Properties Branch organisation and not without an increase in funds allocated to property activity. Those two areas will be the focus of priority attention by the Properties Branch in the coming financial year.



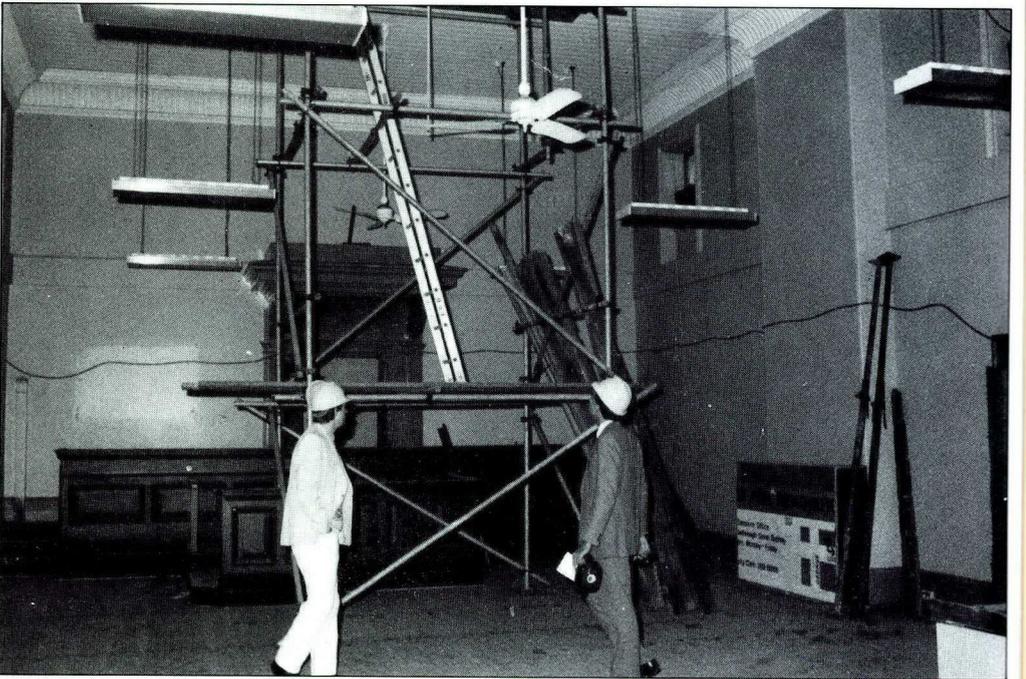
SYDNEY POLICE CENTRE.

TABLE 12
Cost Analysis of Major Works in Progress

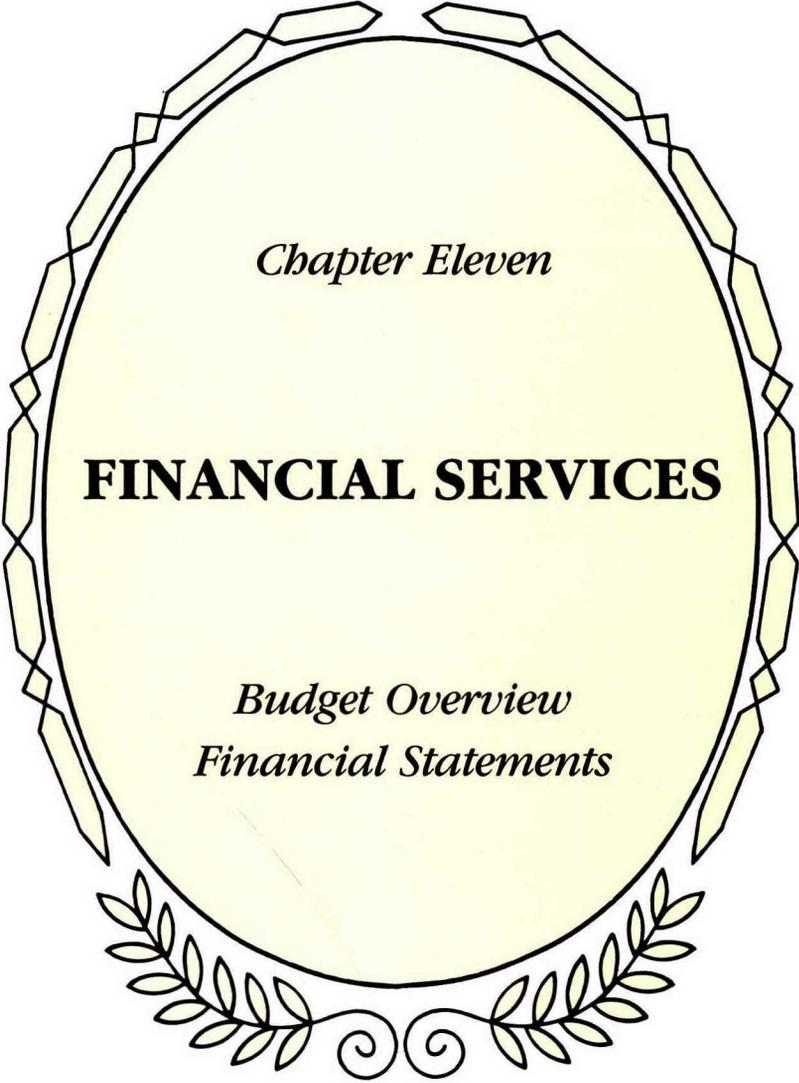
<i>Project</i>	<i>Original Estimate</i>	<i>Total Cost Estimate June, 1987</i>	<i>Cost to June, 1987</i>	<i>Cost adjustment</i>	<i>Completion</i>	<i>Reason for increase in costs</i>	<i>Delays/ Cancellations</i>
Sydney Police Centre	32,700,000	87,038,000	85,750,000	44,338,000	March, 1987	Design alterations due to changing requirements; prolongation claims	Inclement weather; industrial disputes; Govt. freeze on new contracts
Police Academy	12,600,000	17,298,000	13,078,000	4,698,000	late 1988	Building price index increases	Government contracts freeze
Justice/Police Museum	5,000,000	5,523,000	2,125,000	523,000	June, 1988	,,	
Sydney Water Police Centre	9,518,000	10,173,000	4,174,000	655,000	1990/91	,,	,,
Police Services Centre	2,467,000	5,786,000	5,533,000	3,319,000	December 1987	Inclement weather; design changes	Government freeze on new contracts
Maitland Divisional Headquarters	1,500,000	1,515,000	1,515,000	Nil	August 1986		
Sutherland District Headquarters	4,900,000	5,208,000	4,000	308,000	September, 1989	Building price index increases	
Castle Hill Divisional Headquarters	3,000,000	3,180,000	6,000	180,000	April, 1989	,,	
Bourke Single Officers quarters	190,000	190,000	199,000	Nil	June, 1987		
Tea Gardens Police Station	30,000	30,000	30,000	Nil	June, 1987		
Yeoval Police Station	16,000	30,000	16,000	Nil	May, 1987		
Clarence Town Police Station	42,000	42,000	35,000	Nil	June, 1987		



POLICE SERVICES CENTRE, ZETLAND.



JUSTICE AND POLICE MUSEUM UNDER CONSTRUCTION.



Chapter Eleven

FINANCIAL SERVICES

Budget Overview
Financial Statements

The Financial Services area of the Department comprises three Branches — Accounts, Budget Management and Supply, each of which is responsible to the Director, Finance and Supply.

1. Budget Overview

The Police Department received a total funding allocation of \$509.8 million for the 1986/87 financial year which represented an increase of 10.5% over 1985/86 expenditure levels. A dissection of the Department's overall budget (capital and recurrent) across the five programmes which comprise the programme area Police Services is included in Table 13. The Department was able to operate within the overall allocation during 1986/87.

On the recurrent budget the Department absorbed the cost of both the aerial surveillance programme and a significant increase in expenditure relating to "leave on retirements and resignations" from existing resources. This was achieved in part by savings generated through district/branch budgeting and also by savings brought about by limitations on the capacity to recruit sufficient police to maintain full authorised strength.

The capital works allocation for 1986/87 (which includes both building construction and major equipment) was not fully utilised due to a Government freeze on new capital works projects towards the end of the financial year. Approval was given by Government during the year to redirect capital works funding towards the lease/purchase of a new twin turbine helicopter.

Table 20 depicts the major categories of operating expenditure on the Department's recurrent budget. In last year's report it was indicated that the Department took action to reduce expenditure on equipment purchases in

order to provide the necessary funding for Government initiatives. The Department was able to partly redress the situation this year by providing some additional funding for the replacement of ageing equipment. This action is reflected by the increased proportion of expenditure incurred in that area.

While the Department did allocate a greater portion of its budget to the acquisition of equipment, the acquisition programme was properly planned throughout the year. Diagrams 5 and 6 highlight the pattern of expenditure during the year as compared with the 1985/86 financial year. At first glance it would appear that expenditure on stores and equipment was not properly planned. However, Diagram 7 reveals the true picture by examining the lag between the date when funds were committed and the date when equipment was finally delivered and paid for. A list of the major assets acquired during the year is contained in Diagram 8.

Improved Financial Systems

It was mentioned in last year's report that a new financial system was to come into operation on 1 July, 1986. The new system was successfully implemented on that date and the old system phased out during the first month of operation. Action was also taken during the year to decentralise the processing of accounts to both district and branch levels. Two sites were selected for testing this aspect of the new software. While the software has proved satisfactory, difficulties have been experienced with both hardware and computer lines at the Newcastle site. Further development of the decentralised processing facet of the system will depend upon resolution of these problems.

District/Branch Budgeting

Each of the Department's twenty

districts and eighteen branches were given comprehensive budgets covering all expenditure items other than salaries. New South Wales is the first State Police Agency to attempt district budgeting on such a scale. Diagram 9 outlines the comparative operating costs of the metropolitan and country police districts along with those of the major branches.

While difficulties were experienced in assessing the level of budget to be applied to each cost centre, the exercise has fulfilled its primary objective — increased financial control. In addition, information is now available to management on the operating costs of various policing activities throughout the organisation.

Financial Management Training

A series of financial management seminars were conducted during the year involving senior Police and Public Service managers. These seminars were aimed at

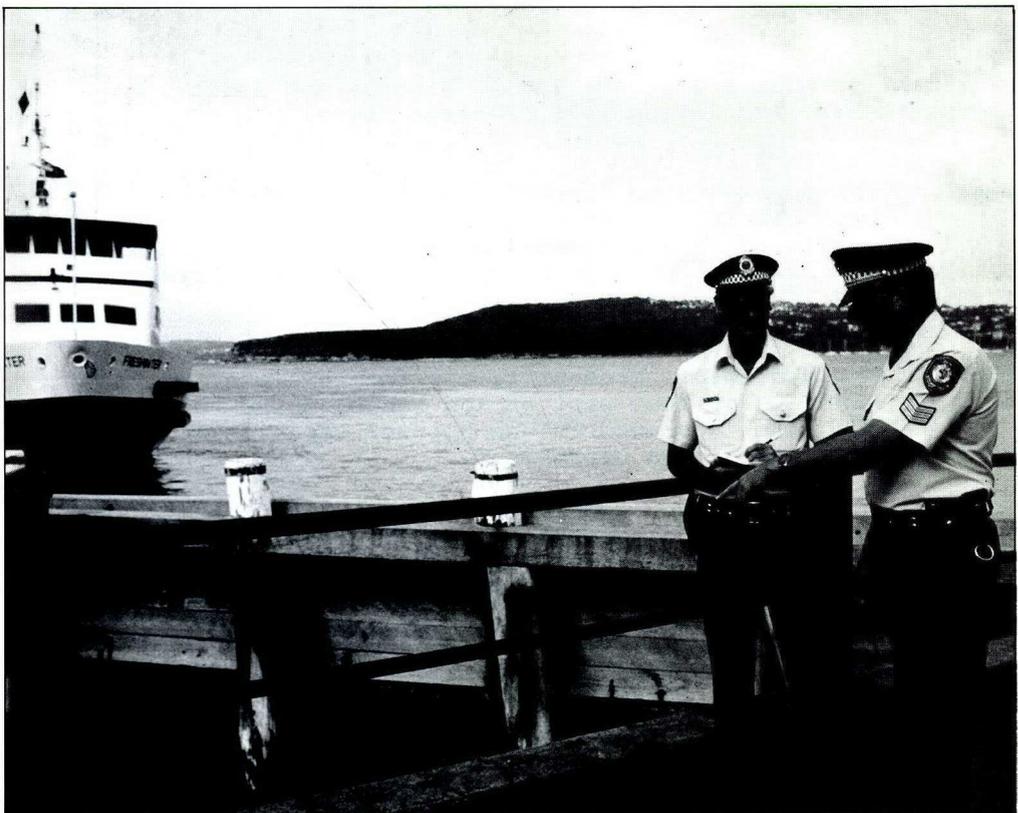
giving participants an overview of the financial management processes within Government and to give an understanding of financial management techniques.

The seminars were presented by senior staff within the financial services area of the Department. It is quite evident that there is a considerable demand for training/information in the area of finance at all levels within the organisation.

Future Development

Financial management training will be further developed next financial year with seminars being conducted for personnel who have direct input into the financial system throughout the organisation. In addition, further senior management seminars will be conducted.

In conjunction with the introduction of regionalisation, the Department's financial reporting and programme budget structures will be re-examined.



LEARNING THE ROPES — MANLY WHARF.



Police Department

POLICE HEADQUARTERS



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Sydney
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Telegrams and Cables:
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Our reference:

Your reference:

Telephone: 339 0277

Extension:

FINANCIAL STATEMENTS - YEAR ENDED 30TH JUNE, 1987.

Pursuant to Clause 8 of the Public Finance and Audit (Departments) Regulation 1986, I state that:

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act, 1983, the Public Finance and Audit (Departments) Regulation 1986, and the Treasurer's Directions.
- (b) The statements present fairly the receipts and payments of that part of the Consolidated Fund, and those accounts in the Special Deposits Account operated by the Department.
- (c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.


J. K. AVERY,
COMMISSIONER.

23 November 1987

TABLE 13
Police Department of New South Wales
Receipts and Payments Statement for the year ended 30 June, 1987

DETAILS	NOTE	PROGRAMME 49.1.1 GENERAL POLICE SERVICES			PROGRAMME 49.1.2 CRIMINAL INVESTIGATION			PROGRAMME 49.1.3 TRAFFIC SUPERVISION AND CONTROL			PROGRAMME 49.1.4 COMMUNITY POLICING		
		1985/86		1986/87	1985/86		1986/87	1985/86		1986/87	1985/86		1986/87
		Actual	Estimate	Actual	Actual	Estimate	Actual	Actual	Estimate	Actual	Actual	Estimate	Actual
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
CONSOLIDATED FUND RECEIPTS													
Receipts for Services Rendered	3	—	—	—	—	—	—	—	—	—	—	—	
Traffic Supervision and Control	4	—	—	—	—	—	—	71,902	78,363	—	—	—	
Fines — Motor Traffic Act	2	—	—	—	—	—	—	58,000	58,045	—	—	—	
Recoupment of Cost of Accident Reports	3	—	—	—	—	—	—	1,800	2,136	—	—	—	
Miscellaneous	3	—	3,000	2,020	—	—	—	—	—	—	—	—	
Total Consolidated Fund Receipts		—	3,000	2,020	—	—	—	131,702	138,544	—	—	—	
PAYMENTS													
Salaries and Other Employee Payments	5	—	233,744	234,060	—	67,543	67,635	—	55,807	55,881	—	10,232	10,247
Maintenance and Working Expenses		—	46,841	47,598	—	12,394	12,594	—	11,189	11,370	—	2,091	2,125
Plant and Equipment		—	547	597	—	166	181	—	136	148	—	24	26
Grants and Subsidies		—	—	—	—	—	—	—	—	—	—	250	250
Other Services		—	1,687	2,436	—	—	—	—	—	—	—	—	—
Capital Works and Services		—	22,839	24,391	—	6,867	7,026	—	5,702	6,612	—	1,119	1,230
Total Consolidated Fund Payments		—	305,658	309,082†	—	86,970	87,436†	—	72,834	74,011†	—	13,716	13,878†
SPECIAL DEPOSIT ACCOUNTS RECEIPTS													
Miscellaneous	6a	—	—	—	—	—	—	—	—	—	—	—	
Balance of Salary Adjustment	5c	—	—	—	—	—	—	—	—	—	—	—	
Total Special Deposit Receipts		—	—	—	—	—	—	—	—	—	—	—	

† Expenditure in excess of Budget has been approved by the Treasurer and funded from the Treasurer's Advance Account.

TABLE 13 — continued
Police Department of New South Wales
Receipts and Payments Statement for the year ended 30 June, 1987

DETAILS	NOTE	PROGRAMME 49.1.1 GENERAL POLICE SERVICES			PROGRAMME 49.1.2 CRIMINAL INVESTIGATION			PROGRAMME 49.1.3 TRAFFIC SUPERVISION AND CONTROL			PROGRAMME 49.1.4 COMMUNITY POLICING		
		1985/86		1986/87	1985/86		1986/87	1985/86		1986/87	1985/86		1986/87
		Actual	Estimate	Actual	Actual	Estimate	Actual	Actual	Estimate	Actual	Actual	Estimate	Actual
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
PAYMENTS													
Salaries and Other Employee Payments		—	—	—	—	—	—	—	—	—	—	—	
Maintenance and Working Expenses		—	—	—	—	—	—	—	—	—	—	—	
Plant and Equipment		—	—	—	—	—	—	—	—	—	—	—	
Grants and Subsidies		—	—	—	—	—	—	—	—	—	—	—	
Other Services		—	—	—	—	—	—	—	—	—	—	—	
Capital Works and Services		—	—	—	—	—	—	—	—	—	—	—	
Miscellaneous		—	—	—	—	—	—	—	—	—	—	—	
Total Special Deposit Payments		—	—	—	—	—	—	—	—	—	—	—	
ALL FUNDS													
Total Receipts		—	3,000	2,020	—	—	—	—	131,702	138,544	—	—	
Total Payments		—	305,658	309,082	—	86,970	87,436	—	72,834	74,011	—	13,716	
Less Inter-fund Transfer		—	—	—	—	—	—	—	—	—	—	—	
TOTAL NET PROGRAMME PAYMENTS		—	305,658	309,082	—	86,970	87,436	—	72,834	74,011	—	13,716	

TABLE 13 — continued
Police Department of New South Wales
Receipts and Payments Statement for the year ended 30 June, 1987

DETAILS	NOTE	PROGRAMME 49.1.5 ADMIN SUPPORT SERVICES			NON-PROGRAMME RECEIPTS AND PAYMENTS			TOTAL		
		1985/86		1986/87	1985/86		1986/87	1985/86		1986/87
		Actual	Estimate	Actual	Actual	Estimate	Actual	Actual	Estimate	Actual
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
CONSOLIDATED FUND RECEIPTS										
Receipts for Services Rendered	3	—	2,800	1,432	—	—	—	—	2,800	1,432
Traffic Supervision and Control	4	—	5,873	5,953	—	—	—	—	77,775	84,316
Fines — Motor Traffic Act	2	—	—	—	—	—	—	—	58,000	58,045
Recoupment of Cost of Accident Reports	3	—	—	—	—	—	—	—	1,800	2,136
Miscellaneous	3	—	357	285	—	1,857	3,546	—	5,214	5,851
Total Consolidated Fund Receipts		—	9,030	7,670	—	1,857	3,546	—	145,589	151,780
PAYMENTS										
Salaries and Other Employee Payments	5	—	24,454	24,580†	—	—	—	—	391,780	392,403
Maintenance and Working Expenses		—	4,357	4,428	—	—	—	—	76,872	78,115
Plant and Equipment		—	60	65	—	—	—	—	933	1,017
Grants and Subsidies		—	30	80	—	—	—	—	280	330
Other Services		—	220	419	—	—	—	—	1,907	2,855
Capital Works and Services		—	1,487	2,049	—	—	—	—	38,014	41,308
Total Consolidated Fund Payments		—	30,608	31,621†	—	—	—	—	509,786	516,028†
SPECIAL DEPOSIT ACCOUNTS RECEIPTS										
Miscellaneous	6a	—	—	—	—	—	2,454	—	—	2,454
Balance of Salary Adjustment	5c	—	—	—	—	—	11,091	—	—	11,091
Total Special Deposit Receipts		—	—	—	—	—	13,545	—	—	13,545

† Expenditure in excess of Budget has been approved by the Treasurer and funded from the Treasurer's Advance Account.

‡ Salaries and Other Employees Payments under Consolidated Fund payments include the Commissioner of Police's Salary specially appropriated under Act No. 4 of 1976 (See Note 5b).

TABLE 13 — continued
Police Department of New South Wales
Receipts and Payments Statement for the year ended 30 June, 1987

DETAILS	NOTE	PROGRAMME 49.1.5 ADMIN SUPPORT SERVICES			NON-PROGRAMME RECEIPTS AND PAYMENTS			TOTAL		
		1985/86		1986/87	1985/86		1986/87	1985/86		1986/87
		Actual	Estimate	Actual	Actual	Estimate	Actual	Actual	Estimate	Actual
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PAYMENTS										
Salaries and Other Employee Payments		—	—	—	—	—	3,742	—	—	3,742
Maintenance and Working Expenses		—	—	—	—	—	—	—	—	—
Plant and Equipment		—	—	—	—	—	—	—	—	—
Grants and Subsidies		—	—	—	—	—	—	—	—	—
Other Services		—	—	—	—	—	—	—	—	—
Capital Works and Services		—	—	—	—	—	—	—	—	—
Miscellaneous		—	—	—	—	—	3,087	—	—	3,087
Total Special Deposit Payments		—	—	—	—	—	6,829	—	—	6,829
ALL FUNDS										
Total Receipts		—	4,030	7,670	—	1,857	17,091	—	145,589	165,325
Total Payments		—	30,608	31,621	—	—	6,829	—	509,786	522,857
Less Inter-fund Transfer		—	—	—	—	—	—	—	—	—
TOTAL NET PROGRAMME PAYMENTS		—	30,608	31,621	—	—	6,829	—	509,786	522,857

TABLE 14
Police Department of New South Wales
Summarised Receipts and Payments Statement of the
Consolidated Fund and the Special Deposit Account by Item
for the year ended 30 June, 1987

<i>DETAILS</i>	<i>NOTE</i>	<i>1985/86</i>		<i>1986/87</i>
		<i>ACTUAL</i>	<i>ESTIMATE</i>	<i>ACTUAL</i>
		<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
RECEIPTS				
Recoupment from Dept of Motor Transport	4	63,206	77,775	84,316
Fines — Motor Traffic Act	2	53,896	58,000	58,045
Other Revenue	3	7,252	9,814	9,419
Balance of Salaries Adjustment	1c, 5c	887	—	7,349
Miscellaneous	6	3,868	—	2,454
TOTAL RECEIPTS		129,109	145,589	161,583
PAYMENTS^(a)				
Salaries and Other Employee Payments	5	359,222	391,780	392,403
Maintenance and Working Expenses				
Subsidiary Staff Changes		927	994	1,710
Expenses in Connection with Building		9,483	9,708	9,366
Subsistence and Transfer Expenses . . .		8,672	10,316	9,061
Motor Vehicle and Motor Cycle Expenses		15,692	17,592	17,497
Launch Expenses		801	830	1,005
Aircraft Expenses		1,072	1,175	1,152
Freight Expenses		94	104	127
Advertising and Publicity		34	200	342
Books, Periodicals and Newspapers . .		144	198	273
Fees for Services Rendered		3,922	4,343	5,990
Gas and Electricity		4,511	4,946	5,420
Laundry Expenses		36	55	50
Other Insurances		20	22	62
Postal and Telephone Expenses		9,942	11,438	10,655
Printing Expenses		846	1,295	2,303
Minor Stores, Provisions, Furniture, Equipment, Minor Plant, etc.				
Police Uniforms		4,437	5,296	4,367
Other		5,890	8,210	8,621
Minor Expenses Not Elsewhere Included		155	150	113
Plant and Equipment		677	933	1,017
BALANCE CARRIED FORWARD . .		426,577	469,585	471,534

TABLE 14 — continued
Police Department of New South Wales
Summarised Receipts and Payments Statement of the
Consolidated Fund and the Special Deposit Account by Item
for the year ended 30 June, 1987

<i>DETAILS</i>	<i>NOTE</i>	<i>1985/86</i>		<i>1986/87</i>	
		<i>ACTUAL</i>	<i>ESTIMATE</i>	<i>ACTUAL</i>	<i>ACTUAL</i>
		<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
BALANCE BROUGHT FORWARD		426,577	469,585	471,534	
Grants and Subsidies					
Police Youth Clubs		250	250	250	
Volunteer Rescue Assoc.		26	30	30	
Grant to Police Association		—	—	50	
Other Services					
Meals, etc. for prisoners in					
Police Custody		665	700	857	
Funeral and Other Expenses					
— deceased Police Officers		3	4	7	
Overseas and Extraditions Expenses . .		84	80	226	
Allowances to Witnesses — Local Courts		—	987	1,580	
National Police Research Unit					
Contribution		124	136	132	
Police Courts Museum		—	—	54	
CAPITAL WORKS					
POLICE BUILDINGS					
Sydney Police Centre (Building)		11,333	7,687	20,774	
Sydney Police Centre (Other Costs)		1,951	2,090	—	
Police Complex — Waterloo		1,699	1,400	1,348	
Police Academy — Goulburn		6,188	5,177	2,222	
Maitland Police Station		957	620	536	
Mt. Druitt Police Station — additions . .		700	—	—	
Water Police Headquarters		332	3,893	3,842	
Police/Justice Museum		20	3,367	2,105	
Sutherland District Headquarters		—	375	4	
Annual Provisions and Minor Work		2,364	2,690	977	
POLICE HOUSING					
Purchase of Police Force Special					
Accommodation Scheme Residences . .		828	840	312	
POLICE EQUIPMENT					
Radio Communications		780	400	402	
Telephone Communications		354	402	391	
Water Police — Purchase Launches		129	—	31	
Police Air Wing		194	—	204	
Computer Facilities		6,610	9,792	7,615	
Accommodation Fitouts		2,167	—	119	
Traffic Branch		—	385	426	
Miscellaneous Special Deposits		1,117	—	3,087	
TOTAL PAYMENTS		465,452	510,890	519,115	

^(a) Inter-fund transfers have been offset in the preparation of this table.

TABLE 15
Police Department of New South Wales
Statement of Special Deposit Account Balances as at 30 June, 1987

1985/86			ACCOUNT	NOTE	1986/87		
CASH	SECURITIES	TOTAL			CASH	SECURITIES	TOTAL
\$'000	\$'000	\$'000			\$'000	\$'000	\$'000
			ACCOUNT No. 1937 — UNCLAIMED SALARIES AND WAGES		10	—	10
8	—	8					
			ACCOUNT No. 1140 — BALANCE OF SALARIES ADJUSTMENT	6b	11,091	—	11,091
3,742	—	3,742					
			ACCOUNT No. 1962 — UNCLAIMED MONEYS		596	—	596
420	—	420					
			ACCOUNT No. 1820 — PROVISION FOR COMMITMENTS OUTSTANDING AS AT 30 JUNE		50	—	50
—	—	—					
			ACCOUNT No. 0672 — MISCELLANEOUS	6			
42	—	42	Money Found		59	—	59
			Extraditions and general expenses		36	—	36
35	—	35			36	—	36
29	—	29	Police Shop		29	—	29
			Police Art Exhibition		(7)	—	(7)
—	—	—					
			Community Employment Programmes	6c	14	—	14
(71)	—	(71)			14	—	14
1,208	—	1,208	Exhibit Money		2,106	—	2,106
198	—	198	Department Canteens		199	—	199
216	—	216	Goulburn Academy		677	—	677
(1)	—	(1)	Drug Seminar		(1)	—	(1)
2,237	—	2,237	Property Acquisitions		6	—	6
			TOTAL — MISCELLANEOUS SPECIAL DEPOSIT ACCOUNT		3,118	—	3,118
3,893	—	3,893					
			GRAND TOTAL ALL SPECIAL DEPOSIT ACCOUNT BALANCES		14,865	—	14,865
8,063	—	8,063					

POLICE DEPARTMENT

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

NOTE 1. SUMMARY OF ACCOUNTING POLICY

- (a) To meet Government guidelines the accounts this year were prepared on a Programme Budget basis instead of Line Item basis as in previous years.
The current Programme Budget structure of the Department does not align to functional responsibilities within the Department. The structure does not permit actual expenditure to be identified on a Programme basis.
In order to arrive at the fund dissection on a Programme basis a method of apportionment was utilised. The apportionment method is based on the identified staff numbers as at June, 1986 in each Programme for which salary and related expenses have been calculated and expressed as a percentage of the total Department salary and related expenses amount.
- (b) As the 1985/86 actual expenditure by Programme was not able to be identified and an appropriate method of apportionment could not be determined, no actual expenditure, on a Programme Budget basis, has been included in Table 13 for the 1985/86 financial year.
- (c) The financial statements of the Department have been prepared on the basis that the transactions of the Public Accounts are reported on a cash basis. However, payment of Salaries and Provision for Commitments in Maintenance and Working Expenses which were outstanding as at 30 June and for which funds were available to transfer to a Special Deposit Account, are reported on an accrual basis. (Note 5 (c) also refers.)
- (d) The financial details provided in Tables 13 and 14 relate to transactions on Consolidated Fund and Special Deposits accounts and are in agreement with the relevant sections of the Treasurer's Public Accounts.
- (e) A reference in the receipts and payments statement to an "estimate" figure means:
- (i) in the case of a special appropriation the amount included in the estimates in respect of that appropriation; and
 - (ii) in the case of an annual appropriation the amount provided in the estimates to be appropriated by the relevant Appropriation Act as advised by the Treasury.
- (f) A reference in the receipts and payments statement to an "actual" figure means the payments actually made by the Department in respect of the item to which it refers with the exception of items mentioned in (c) above which are reported on an accrual basis.
- (g) (i) A new item was added to the Police Department "Other Services" section of the Recurrent Expenditure (Consolidated Fund) Budget. The item entitled "Allowances to Witnesses — Local Courts" is to provide for the payment of witness expenses to persons appearing on behalf of the Crown in Courts of Petty Sessions. This item was previously administered by the Attorney General's Department.
- (ii) The 1985/86 figures for Balance of Salaries Adjustment and Special deposits have been altered from those appearing in the 1985/86 Financial Statements to comply with a Treasury Directive.
- (h) All receipts and payments relating to the Police Superannuation Fund have been excluded from the financial statements as they have been included in the Superannuation Fund's separate financial statements in accordance with Schedule 2 of the Public Finance and Audit Act 1983 (as amended).

NOTE 2. FINES — MOTOR TRAFFIC ACT

(a) The amount shown only relates to "On-the-Spot" Infringement Notice payments for which actual payment was made within the approved period. Revenue received from Infringement Notices which have proceeded to Enforcement Order or Court Action is receipted through the Attorney General's Department.

During the financial year 1986/87 a total of 1,710,700 Infringement Notices were issued; of this figure a total of 1,251,624 were paid direct to the Police Department.

(b) The current computer system does not provide calculation of outstanding amounts due to Government for Traffic and Parking Infringement Notice Revenue. Action will be implemented in an attempt to change the computer system.

NOTE 3. OTHER REVENUE

Included within the item "Other Revenue" in Table 14 are some nine separate items, details of which are provided in the following Schedule.

<i>Individual Items</i>	<i>1985/86 Actual \$ '000</i>	<i>1986/87 Estimate \$ '000</i>	<i>1986/87 Actual \$ '000</i>
<i>Programme 49.1.1.</i>			
Firearms and Dangerous Weapons Licences	<u>1,214</u>	<u>3,000</u>	<u>2,020</u>
<i>Programme 49.1.3.</i>			
Recoupment of Cost of Accident Reports	<u>1,792</u>	<u>1,800</u>	<u>2,136</u>
<i>Programme 49.1.5.</i>			
Central Fingerprint Bureau Contribution	1,050	2,000	612
Provision of Reports to Insurance Companies	<u>688</u>	<u>800</u>	<u>820</u>
SUB-TOTAL — Receipts for Services Rendered	<u>1,738</u>	<u>2,800</u>	<u>1,432</u>
Commission on Group Assurance	<u>241</u>	<u>357</u>	<u>285</u>
TOTAL — Other Revenue Programme 49.1.5.	<u>1,979</u>	<u>3,157</u>	<u>1,717</u>
<i>Non-Programme Receipts and Payments</i>			
Miscellaneous Rents	908	868	1,041
Fines (Court Awarded)	472	100	331
Sale of Government Property	271	250	591
Miscellaneous Receipts	<u>616</u>	<u>639</u>	<u>1,583</u>
	<u>2,267</u>	<u>1,857</u>	<u>3,546</u>
TOTAL — OTHER REVENUE	<u>7,252</u>	<u>9,814</u>	<u>9,419</u>

NOTE 4. RECOUPMENT FROM DEPARTMENT OF MOTOR TRANSPORT

The Department is represented on an Inter-Departmental Committee to recover from the Department of Motor Transport, funds for the "Cost of Police Supervision and Control of Traffic". The revenue received from this source is paid direct to Treasury and is shown for the first time in the financial statements of the Department.

Amounts received during the years in question are detailed hereunder. The increased receipt over the 1986/87 Estimate relates to a partial recovery of debts previously accrued to the Department of Motor Transport (See Note 7 (b)).

	<i>1985/86 Actual \$ '000</i>	<i>1986/87 Estimate \$ '000</i>	<i>1986/87 Actual \$ '000</i>
Cost of Police and Control of Traffic	63,206	77,775	84,316

NOTE 5. SALARIES AND OTHER EMPLOYEE PAYMENTS

- (a) Included within this category are payments for both Police and Public Service/Ministerial employees. Specific details are provided hereunder:

	<i>1985/86</i> <i>Actual</i> <i>\$'000</i>	<i>1986/87</i> <i>Estimate</i> <i>\$'000</i>	<i>1986/87</i> <i>Actual</i> <i>\$'000</i>
Police Force			
Salaries	267,275	294,736	293,532
Other Payment in Nature of Salaries	21,258	22,736	22,420
Payment for Leave when Retiring etc.	8,772	6,458	9,649
Overtime	14,252	14,065	14,172
Total	<u>311,557</u>	<u>337,995</u>	<u>339,773</u>
Public Service/Ministerial Employees			
Salaries	39,272	47,754	46,554
Other Payment in Nature of Salaries	2,839	3,491	3,682
Payment for Leave when Retiring etc.	1,078	1,040	938
Overtime	1,326	1,500	1,364
Total	<u>44,515</u>	<u>53,785</u>	<u>52,538</u>

- (b) Salaries and Other Employee payments includes the Salary of the Commissioner of Police specially appropriated under Act No. 4 of 1976.

	<i>1985/86</i> <i>Actual</i>	<i>1986/87</i> <i>Estimate</i>	<i>1986/87</i> <i>Actual</i>
	90,000	94,000	92,170

- (c) Salaries and Wages expenditure shown for both 1985/86 and 1986/87 funded from the Consolidated Fund includes the full year's costs. The amount of \$5.691M was transferred to Special Deposit Account Number 1140 representing 5/14ths of the salary cost for the pay period commencing 26 June, 1987 (including Special Appropriation Salary Cost). Included in the amount of \$11.091M was provision of \$5.4M for payment of leave accrued under the 38-hour week awarded to Police.

NOTE 6. SPECIAL DEPOSIT ACCOUNT

- (a) The "Miscellaneous" category under Special Deposits Accounts includes some sub-accounts. Detail of the individual accounts and balances at the end of the 1985/86 and 1986/87 financial year are set out in Table 15.
- (b) Transfer to Special Deposits Account Number 1140 "Balance of Salaries Adjustment" at the end of each year represents that portion of the first pay period in the next financial year that is due to 30 June of the current year. This ensures that the full year's salary costs are included in the financial statement (Note 5 (c) refers).
- (c) Community Employment Programme Scheme is provided with funds from the Australian Government. Claims are made on the Australian Government for funds on a regular basis but funds are not received until a later date.

NOTE 7. SUNDRY DEBTORS

(a) Debtors outstanding as at 30 June, 1987

1985/86 \$'000		1986/87 \$'000
297	Current Debtors	248
441	Debtors Outstanding for 30 days or over	85
12	Debtors Outstanding for 60 days or over	30
112	Debtors Outstanding for 90 days or over	1,290
<u>862</u>	<u>TOTAL</u>	<u>1,653</u>

Action will be taken during the 1987/88 financial year to classify debts by type for inclusion in the 1987/88 Annual Report.

The amounts shown do not include any of the outstanding revenue owing to Government from Traffic and Parking Infringement Notices. (Note 2 refers.)

(b) At 30 June, 1987 the Department of Motor Transport owed to the Government an amount of \$162,608,393 in respect of that Department's assessed liability of Police Supervision and Control of Traffic. The amount had accrued over a number of years.

(c) Debts Written Off.

1985/86 \$		1986/87 \$
	<i>Industrial Escorts</i>	
5,502	Firms Declared Bankrupt and Short payment	—
112	Towing Fees	—
—	Traffic Infringement Notices due to Officer error	3,495
	<i>Uncollected Rents</i>	
—	Police Force Special Accommodation Scheme Residences ...	1,497
—	Other Premises	<u>120</u>
—	TOTAL — UNCOLLECTED RENTS	<u>1,617</u>
<u>5,614</u>	<u>TOTAL DEBTS WRITTEN OFF</u>	<u>5,112</u>

NOTE 8. SUNDRY CREDITORS

(a) Amounts due and unpaid for goods and services received at 30 June, 1987.

An Accounts Payable System does not operate within the Police Department; however, it is estimated that an amount of \$3,797,152 was outstanding. The estimate was arrived at by a manual calculation of vouchers processed during July, 1987. A total of \$5,020,453 in vouchers were processed in July, 1987.

(b) An amount of \$50,000 was paid into Special Deposits Account as a provision for commitments outstanding at 30 June, 1987. This provision only covers items over \$5,000 in value and for which funds are available.

NOTE 9. COMMITMENTS UNDER CAPITAL AND LEASE/HIRE CONTRACTS. TWO COMMITMENTS EXIST UNDER THE CATEGORY**Capital Works**

At 30 June, 1987 capital commitments payable in the 1987/88 financial year in respect of a National Fingerprint Computer amounted to \$4,236,000. Payments made up to 30 June, 1987 amounted to \$9,708,000. The purchase of the computer is on a cost-sharing arrangement between New South Wales, the Commonwealth and other States and Territory.

NOTE 9. — continued

Lease/Hire Contracts

In 1983 approval was given by the government for the Department to enter into a ten (10) year lease/hire agreement to obtain a Main Frame Computer.

The Department's remaining liability under this agreement can be expressed as follows:

	(\$)
Lease Commitments (including finance charges)	7,108,017
LESS: Payments made up to 30 June, 1987	<u>2,719,509</u>
Remaining lease commitments as at 30 June, 1987	4,388,508

Reconciliation of Remaining Lease Commitments

Lease commitments payable within next 12 months (1987/88 financial year)	700,000
Lease commitments payable after 12 months but within 10-year agreement	<u>3,688,508</u>
Total Remaining lease commitments	4,388,508

NOTE 10. CONTINGENT LIABILITIES

There were no known contingent liabilities as at the time of preparation of the financial statements.

NOTE 11. MATERIAL ASSISTANCE PROVIDED BY OTHER DEPARTMENTS

It is recognised that other Government Departments provided assistance to the Police Department. It has not been possible to quantify the assistance in financial terms. However, the following are noted.

- (a) Office Accommodation Bureau, Public Service Board.
Payment of rent to multiple occupancy rented premises.
- (b) Crown Solicitor's Office.
Solicitor's costs on sale or purchase of properties for transferred officers, both Police and Public Service Staff.
- (c) Government Supply Department.
Provision of cleaning service at most Police Department premises.
- (d) Government Printing Department.
Provision of a dedicated unit within the Police Headquarters building.
- (e) State Treasury.
Payment of Payroll Tax and Employers Superannuation Contribution.

Action will be taken to enable an estimate in financial terms to be included in the 1988/89 Annual Report for these items.

NOTE 12. AMOUNTS HELD FOR TWO YEARS OR MORE

Included in Table 15 are details of Special Deposit Accounts used to temporarily hold "Exhibit Moneys" prior to transfer to Consolidated Revenue or refund to a defendant after court proceedings. It has not been possible to identify how long the money has been held.

Action will be taken to clarify the situation for inclusion in the 1988/89 Annual Report.



BOX 12, G.P.O.
SYDNEY, N.S.W. 2001

AUDITOR-GENERAL'S CERTIFICATE

POLICE DEPARTMENT

The accounts of the Police Department for the year ended 30 June 1987, have been audited in accordance with Section 34 of the Public Finance and Audit Act 1983.

Due to the inadequacies in the Department's financial management information system during the year, I am unable to form an opinion as to the correctness of the allocation of payments between programs as shown in the receipts and payments statement. However, the total amounts for both receipts and payments for the Department are correct.

Subject to the foregoing, in my opinion the summarised receipts and payments statement and statement of special deposits account balances, read in conjunction with the notes thereto, comply with Section 45E of the Act and are in accordance with the accounts and records of the Department.

K.J. ROBSON, FASA CPA
AUDITOR-GENERAL OF NEW SOUTH WALES

SYDNEY,
25 November 1987

TABLE 16
Comparative Financial Information by Major Classification

	1986/87	1985/86	1984/85	1983/84
Labour costs	83.02	83.86	84.45	84.58
Rent, Rates & Buildings	1.97	2.23	2.31	2.03
Travelling and Transport	6.08	6.18	5.42	5.93
Telephone, Postage, Power & Heating	3.38	3.43	3.05	3.11
Equipment & Supplies Stores	2.74	2.63	3.06	2.99
Other Items	2.81	1.67	1.71	1.36
TOTAL	100.00	100.00	100.00	100.00

EXPENDITURE STORES AND EQUIPMENT (EXCLUDING UNIFORMS)

\$2,250,000

\$2,000,000

\$1,500,000

\$1,000,000

\$500,000

\$0

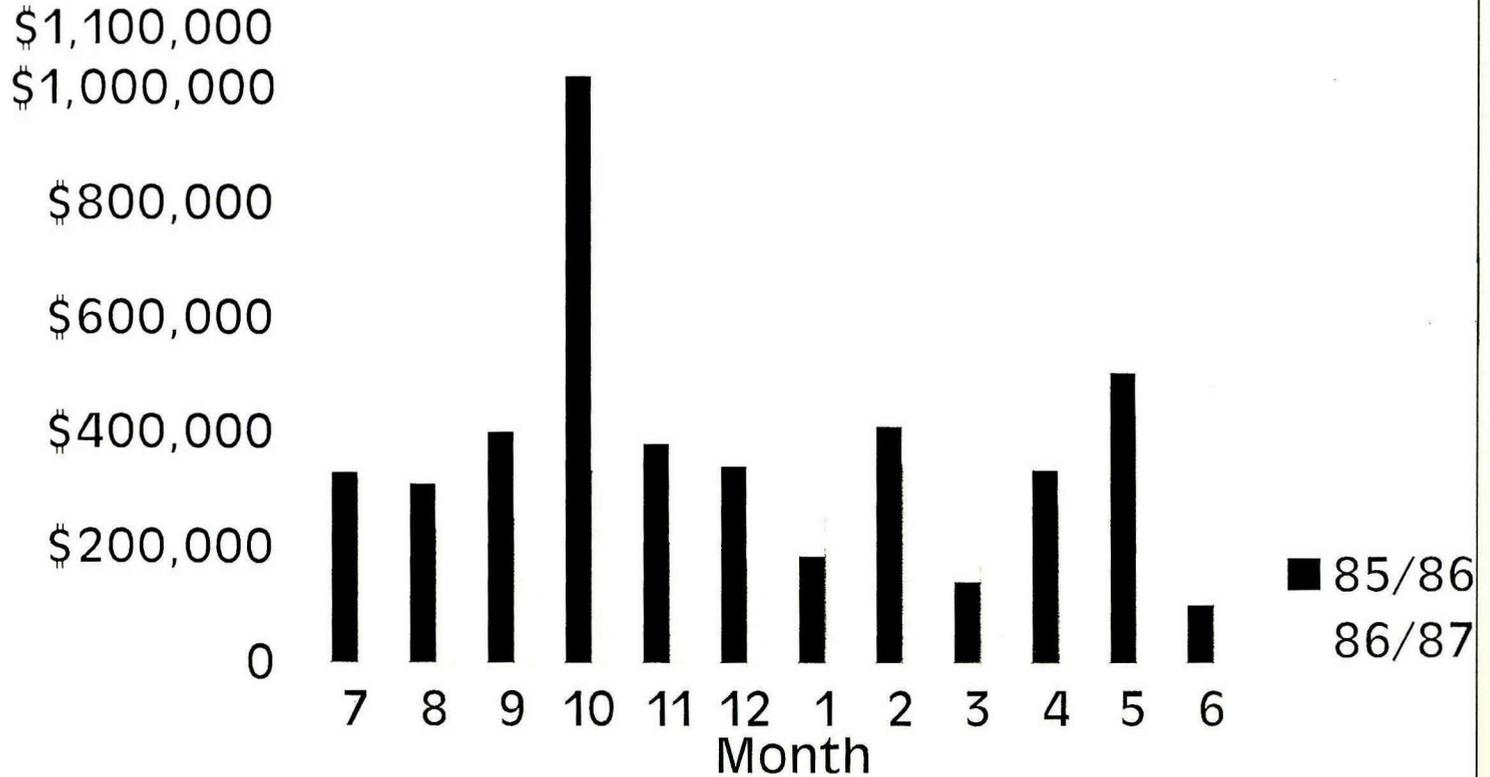
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Month

85/86

86/87

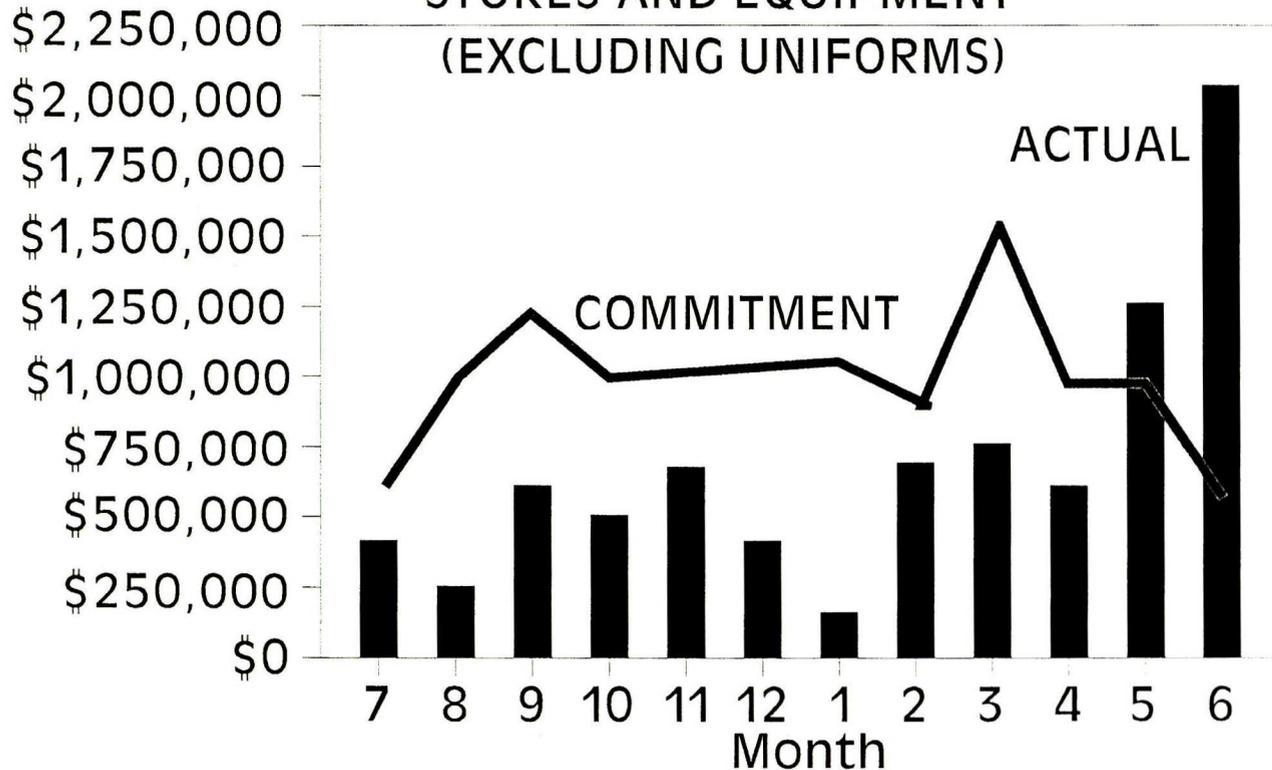


EXPENDITURE UNIFORMS

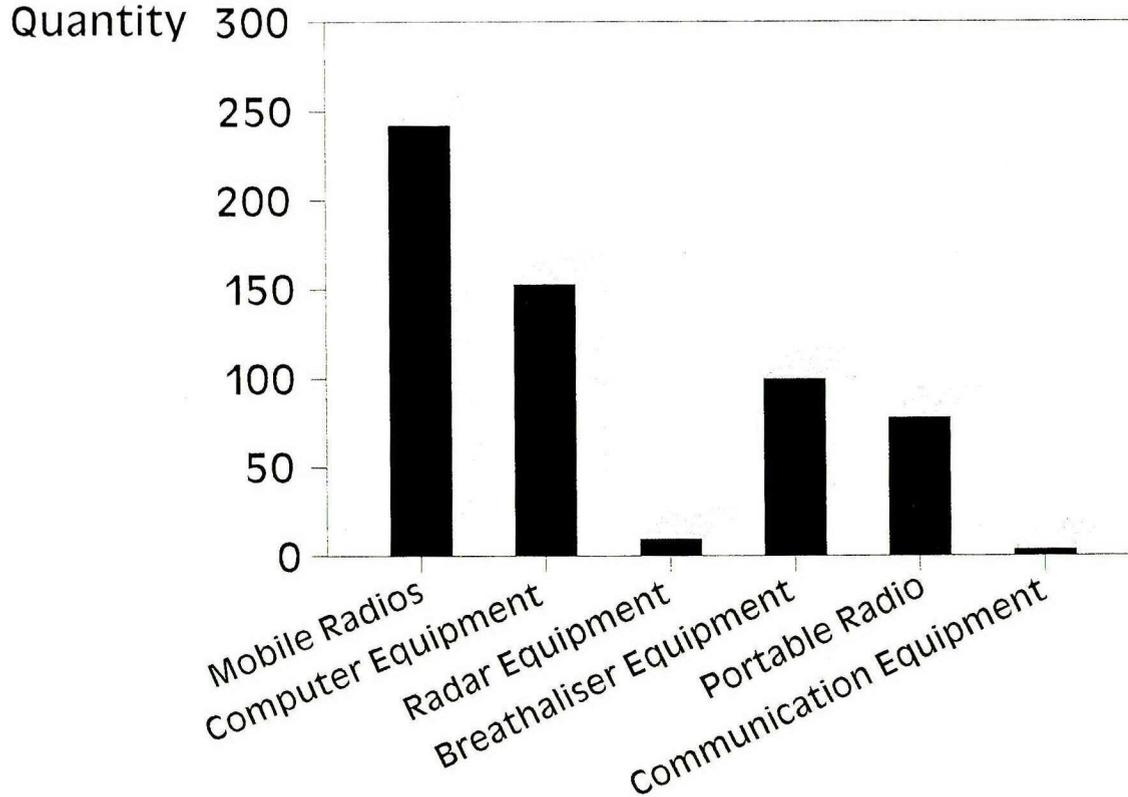


FUNDS COMMITMENT AND ACTUAL EXPENDITURE COMPARISON

STORES AND EQUIPMENT

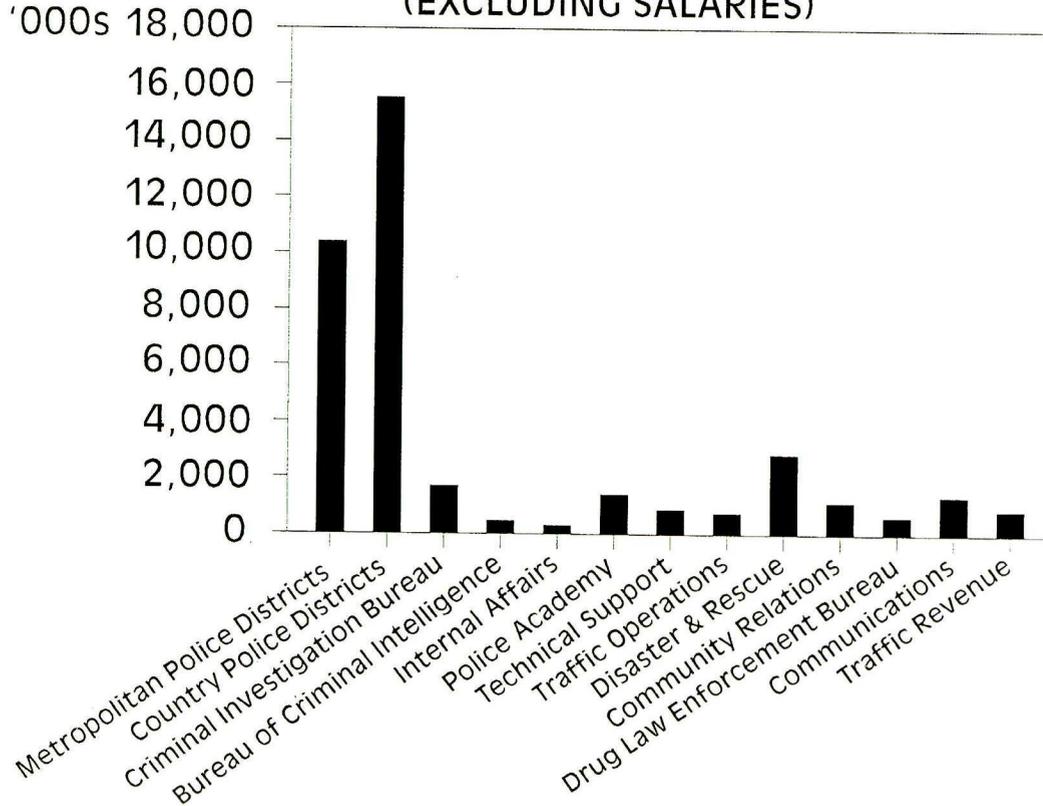


LIST OF MAJOR ASSETS ACQUIRED DURING 1986/87



COMPARITIVE OPERATING EXPENDITURES OF MAJOR COST CENTRES

(EXCLUDING SALARIES)

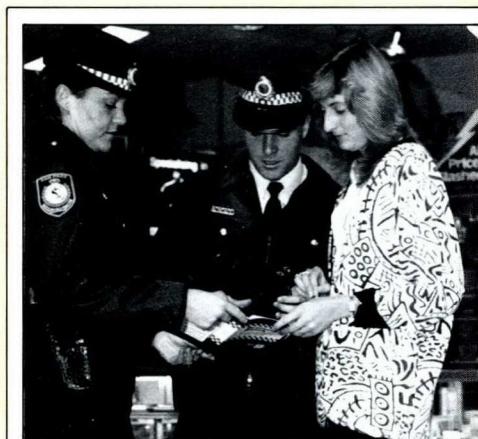


Chapter Twelve

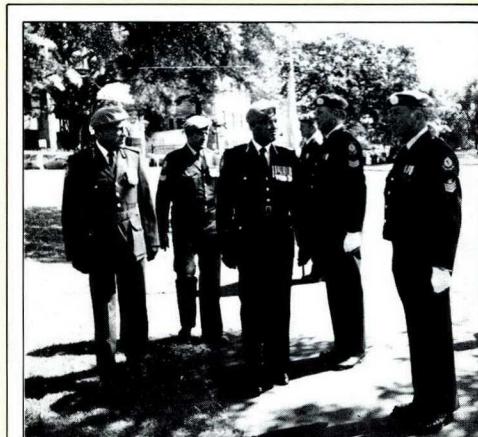
APPENDICES
and
INDEX

Appendices
A, B, C, D, E, F, G, H
Index

APPENDIX A	167
(i) Police Executive	167
(ii) Public Service Executive	167
APPENDIX B	168
(i) Authorised Strength and Deployment of New South Wales Police	168
(ii) Authorised Strength by Rank of New South Wales Police — Comparison with previous three years	172
APPENDIX C	172
(i) Approved Staff Number and Deployment of Police Department Public Service Personnel	172
(ii) Approved Staff Number by Category of Police Department Public Service Personnel — Comparison with previous three years	173
(iii) Approved Staff Number by Category of Police Department Ministerial Employees — Comparison with previous three years	174
APPENDIX D	174
Principal Legislation Administered by New South Wales Police Department	174
APPENDIX E	175
Significant Departmental Committees	175
APPENDIX F	177
(i) Membership of Significant Statutory Bodies	177
(ii) Membership of Significant Inter-Departmental Committees ..	177
APPENDIX G	179
Official Overseas Visits Undertaken by New South Wales Police and Police Department Public Service Personnel	179
APPENDIX H	181
Awards	
(i) Distinguished Service	181
(ii) Bravery	181
(iii) Outstanding Policing	182
INDEX	183



BUSINESS WATCH FOOT PATROL.



STATE COMMANDER INSPECTS CYPRUS CONTINGENT



POLICE COUNTRY AND WESTERN STYLE.

APPENDIX A

(i) Police Executive

Occupants of the Police Force Executive positions:

<i>Position</i>	<i>Occupant</i>	<i>Date of Appointment</i>
Commissioner	J.K. Avery, A.P.M., M.A., Dip.Crim.	07.08.84
*State Commander	A.D.M. Graham, A.P.M.	01.06.87
Assistant Commissioner (Internal Affairs)	R.C. Shepherd, A.P.M., B.A.	04.05.84
Assistant Commissioner (Services)	J. Rowan	18.12.85
Assistant Commissioner (Personnel)	K.R. Wark, A.P.M.	21.01.87
Assistant Commissioner (General)	E.F. Bunt, A.P.M., LL.B., Dip.Crim.	12.12.84
Assistant Commissioner (Traffic)	W. Fleming, A.P.M.	12.04.84
Assistant Commissioner (Crime)	E.R. Nixon, A.P.M., B.E.M.	11.09.85
Assistant Commissioner (Emergency Services)	L. Stirton	18.12.85
Exec. Chief Supt. (Internal Affairs)	G.W. Snape	06.08.86
Exec. Chief Supt. (Services)	J.R. Howard	06.09.84
Exec. Chief Supt. (Personnel)	Vacant	
Exec. Chief Supt. (General)	J.E. Merrett, A.P.M.	20.03.85
Exec. Chief Supt. (General)	D.J. Graham, A.P.M.	09.10.85
Exec. Chief Supt. (Traffic)	K.J. Chapman	25.09.85
Exec. Chief Supt. (Crime)	F.J. Parrington, LL.B.(Hons.)	04.12.85

*Effective from 1 June, 1987, the position of Deputy Commissioner (Administration) was disestablished and the position of State Commander replaced the position of Deputy Commissioner (Operations). Deputy Commissioner A.D.M. Graham was appointed State Commander.

(ii) Public Service Executive

Occupants of the Police Department Public Service Executive positions:

<i>Position</i>	<i>Occupant</i>	<i>Date of Appointment</i>
Secretary	Vacant	
Deputy Secretary (Corporate Services)	Mr. C.J. Cantor	18.10.84
Deputy Secretary (Management)	Mr. A.J. Tonge	10.07.85
Director (Medical Services)	Dr. A.A. Vane, M.B., B.S., D.M.J.	08.04.83
Senior Assistant Secretary (and Exec. Assistant to Commissioner)	Mr. A.M. Gould	10.04.86
Director (Management Review Branch)	Mr. R. McWhinney	01.11.86
Director (Computer Operations)	Vacant	
Director (Properties)	Mr. R. Browne	25.11.82

APPENDIX A — continued

<i>Position</i>	<i>Occupant</i>	<i>Date of Appointment</i>
Director (Police Staff & Industrial)	Mr. E. D. Excell	31.07.84
Director (Finance and Supply)	Mr. D.R. Leys, B.Comm., Dip.Law (B.A.B.)	13.11.84
Director (Police Station Administrative Services, South)	Mr. E. Edwards	17.10.85
Director (Police Station Administrative Services, North)	Mr. B. Smith	09.10.86
Director (Police Internal Affairs Branch)	Mr. T. Bridson	20.01.86
Director (Traffic Branch Administrative Services)	Mr. W. Hill	09.09.86
Director (Community Relations Bureau)	Mr. J. Jolley	16.09.86
Director (National Criminal Records Bureau)	Mr. B. Inman	23.09.86
Director (Information Systems Branch)	Mr. M. Sobb	20.11.86
Director (Research & Development Branch)	M. P. Smith	21.10.86
Director (Services Branch)	Mr. K. Berry	08.12.86
Dean of Studies	Mr. D. Bradley	02.01.87

APPENDIX B

**TABLE 17
(i) Authorised Strength and Deployment of Police Officers**

GENERAL POLICING

	<i>Authorised Strength</i>
METROPOLITAN DISTRICTS	
Bankstown	684
Enfield	735
Central	790
Chatswood	424
Dee Why	446
Gosford	289
Liverpool	526
Maroubra	454
Parramatta	629
Penrith	584
TOTAL	5,561

APPENDIX B — continued

	<i>Authorised Strength</i>
COUNTRY DISTRICTS	
Albury	176
Bathurst	187
Dubbo	264
Goulburn	347
Lismore	429
Newcastle	726
Parkes	199
Tamworth	287
Wagga Wagga	220
Wollongong	488
TOTAL	<u>3,323</u>

CRIMINAL INVESTIGATION AND SPECIAL OPERATIONAL GROUPS

<i>Unit/Squad</i>	<i>Authorised Strength</i>
CRIMINAL INVESTIGATION BRANCH	
Administration	10
Major Crime Squad Administration	3
Licensed Dealers Unit	24
Breaking Unit	23
Arson Unit	23
Pillage Unit	10
Consorting Unit	20
Sexual Assault Unit	12
Armed Holdup Squad	52
S.W.O.S.	8
Fraud Squad	42
Motor Squad	25
Homicide Squad	37
Juvenile Services Bureau	28
Stock Squad	6
Scientific Investigation Section	56
Inquiry Office	14
Regional Crime Squads (West, South and North)	106
Regional Crime Squad Newcastle	35
TOTAL CRIMINAL INVESTIGATION BRANCH (Sub-total)	<u>534</u>
Drug Law Enforcement Bureau	198
Bureau of Criminal Intelligence	87
Special Operations Group	135
	<u>420</u>
TOTAL CRIME INVESTIGATION	<u>954</u>
SPECIAL OPERATIONAL SUPPORT	
Tactical Response Group	93
Licensing Branch	41
Prosecutors	223
Anti-Theft Branch	10*
TOTAL OPERATIONAL SUPPORT	<u>367</u>

*Remaining 178 Anti-Theft Squad personnel are included in the District Allocation.

APPENDIX B — continued

EMERGENCY SERVICES

<i>Unit/Squad</i>	<i>Authorised Strength</i>
DISASTER AND RESCUE BRANCH	
Administration	5
Police Rescue Squad	22
Dog Squad	39
Water Police	63
Air Wing	42
TOTAL DISASTER AND RESCUE BRANCH	171

COMMUNITY RELATIONS BUREAU

<i>Unit/Squad</i>	<i>Authorised Strength</i>
COMMUNITY RELATIONS	
Administration	3
Youth Clubs	26
PROMOTIONS AND PUBLICATIONS	
Administration	1
Public Relations	8
Mounted Police	34
Pipe Band	14
Military Band	25
Choir	7
COMMUNITY POLICING	
Administration	2
Aboriginal Liaison	10
Crime Prevention	9
School & Youth Liaison	13
Missing Persons	5
MEDIA LIAISON	
Administration	1
Media Liaison	8
TOTAL COMMUNITY RELATIONS BUREAU	166

TRAFFIC BRANCH

<i>Unit/Squad</i>	<i>Authorised Strength</i>
Administration	15
Breath Analysis and Blood Sample Unit	47
Court Process and Traffic Court Staff	5
Traffic Special Projects Unit	2
Special Review Unit	4
Traffic Laws Unit	8
Traffic Signals Operation Section	23
Traffic Research and Analysis Unit	8
Accident Investigation Squads	30
Permit Section	4
Highway Patrol Response Group	68
Traffic Light Camera Section	7
TOTAL TRAFFIC BRANCH	221

APPENDIX B — continued

INTERNAL AFFAIRS BRANCH

<i>Unit/Squad</i>	<i>Authorised Strength</i>
Internal Affairs Division	77
Internal Security Division	30
Legal Services Branch	19
TOTAL INTERNAL AFFAIRS BRANCH	<u>126</u>

PERSONNEL TRAINING AND INDUSTRIAL RELATIONS

<i>Unit/Squad</i>	<i>Authorised Strength</i>
Personnel Branch	59
Police Academy	105
TOTAL	<u>164</u>

ADMINISTRATIVE SUPPORT SERVICES

<i>Unit/Squad</i>	<i>Authorised Strength</i>
Supervisory and Safety Office	6
Printing and Ancillary Services	3
Executive and Support Staff	63
Motor Vehicles Branch	81
Miscellaneous (Includes Special Projects Officers and Liaison Officers)	9
Reserve	26
TOTAL	<u>188</u>

TECHNICAL SUPPORT

<i>Unit/Squad</i>	<i>Authorised Strength</i>
RESEARCH AND DEVELOPMENT BRANCH	31

TECHNICAL SUPPORT BRANCH

Administration	2
Armoury	6

INFORMATION SECTION

Administration	2
Modus Operandi Unit	20
Stolen Vehicles Unit	14
Warrant Index Unit	14
Fingerprint Section	94
Criminal Records Unit	6

COMMUNICATIONS

Administration	2
Telecommunications Unit	8
Radio Operational Unit	98
Radio Technical Unit (includes Parramatta)	35
Command and Control Unit	5
Radar Engineering Unit	6
Communications Planning Unit	8
TOTAL TECHNICAL SUPPORT BRANCH	<u>351</u>

APPENDIX B — continued

FINANCIAL AND AUDITING SERVICES

Management Review Branch 16

TOTAL AUTHORISED POLICE STRENGTH AS AT 30 JUNE, 1987 11,608

TABLE 18
(ii) Authorised Strength of Police Officers by Rank
— Comparison with Previous Three Years

<i>Rank</i>	<i>Authorised Strength as at</i>			
	<i>30.6.84</i>	<i>30.6.85</i>	<i>30.6.86</i>	<i>30.6.87</i>
Commissioner	1	1	1	1
Deputy Commissioner	2	2	2	2
Assistant Commissioner	7	7	7	7
Executive Chief Superintendent	7	7	7	7
Chief Superintendent	19	32	32	32
Superintendent	48	46	51	51
Chief Inspector	74	128	131	133
Inspector	195	208	237	240
Sergeant 1st Class	502	539	537	542
Sergeant 2nd Class	594	600	593	596
Sergeant 3rd Class	1,447	1,548	1,620	1,628
Senior Constable	}	}	}	}
Constable 1st Class				
Constable				
Probationary Constable				
TOTAL	10,432	10,608	10,743	11,608

Note Effective from 1 June, 1987, the position of Deputy Commissioner (Administration) was disestablished and the position of State Commander replaced the position of Deputy Commissioner (Operations).

APPENDIX C

TABLE 19
(i) Approved Staff Number and Deployment of
Police Department Public Service Personnel

<i>Where Deployed</i>	<i>Approved Staff Number</i>	<i>Approved Staff Number (CIV)</i>	<i>Total</i>
Administrative Branch	40		40
Administrative Secretariat	19		19
Public Service Personnel Branch	22		22
Accident Information Bureau	17		17
Criminal Investigation Branch	67	14	81
Traffic Branch	209		209
Federation of Youth Clubs	6		6
Properties Branch	37		37

APPENDIX C — continued

<i>Where Deployed</i>	<i>Approved Staff Number</i>	<i>Approved Staff Number (CIV)</i>	<i>Total</i>
Purchasing and Supply Branch	48		48
Police Staff and Industrial Branch	59		59
Services Branch	61		61
Technical Support Branch	74	3	77
Information Systems Branch	44		44
Computer Operations Branch	24		24
Medical Unit	8		8
Management Review Branch	12		12
Legal Secretariat	14		14
Community Relations Bureau	33		33
Police Academy, Goulburn	98		98
Warrant Index Unit	51		51
National Criminal Records Bureau	145		145
Internal Affairs Branch	30		30
Accounts Branch	37		37
Police Station Administrative Services (North)	323	142	465
Police Station Administrative Services (South)	227	91	318
Research and Development Branch	13		13
Commissioner's/Secretary's Policy Unit	4		4
Budget Management Branch	7		7
Central Licensing Branch	23		23
TOTAL	1,752	250	2,002

**(ii) Approved Staff Number by Category of Police Department
Public Service Personnel — Comparison with Previous Three Years**

<i>Position</i>	<i>83/84</i>	<i>84/85</i>	<i>85/86</i>	<i>86/87</i>
Secretary	1	1	1	1
Deputy Secretary	1	1	2	2
Senior Assistant Secretary	1	1	1	1
Director, Community Relations Bureau	1	1	1	1
Director, Traffic Branch	—	—	1	1
Director, Information Systems Branch	1	1	1	1
Director, Medical Unit	1	1	1	1
Director, Financial Services	—	—	—	1
Director, Properties Branch	—	—	—	1
Director, Police Staff and Industrial	—	—	—	1
Director, Services Branch	—	—	—	1
Director, National Criminal Records Bureau	—	—	—	1
Director, Police Station Administrative Services	—	—	—	2
Director, Research & Development	—	—	—	2
Director, Computer Operations Branch	—	1	1	1
Director, Internal Affairs Branch	—	—	—	1
Director, Management Review Branch	—	—	—	1
Dean of Studies	—	—	—	1
Chief Statistician	1	1	1	1
Community Relations Officer	—	3	6	6
Publicity Officer	1	1	1	1
Photogrammetrist	1	1	1	1

APPENDIX C — continued

<i>Position</i>	<i>83/84</i>	<i>84/85</i>	<i>85/86</i>	<i>86/87</i>
Assistant Secretary	5	5	4	—
Clerk	516	532	556	517
Machine Operator	68	63	67	227
Clerical Assistant	259	270	302	243
Communications Operator	81	107	117	187
Stenographer	152	142	126	116
Telephonist	83	51	59	72
Typist	318	355	351	209
Technical Officer	15	19	20	20
Tradesman	20	23	26	26
Canteen Staff	16	16	30	30
General Division Staff	28	23	58	155
Communication & General Support Officer	—	—	—	145
Medical Staff	5	6	7	12
Library Staff	2	2	5	13
TOTAL	1,577	1,627	1,746	2,002

TABLE 20
(iii) Approved Staff Number by Category of Police Department
Ministerial Employees — Comparison with Previous Three Years

<i>Position</i>	<i>Approved Staff Number as at</i>			
	<i>30.6.84</i>	<i>30.6.85</i>	<i>30.6.86</i>	<i>30.6.87</i>
Service Officer	1	1	1	1
Parking Patrol Officer	377	377	377	339
Security Officer	75	75	76	112
Matron	5	5	5	5
Choirmaster	1	1	1	1
Director of Music	1	1	1	1
Band Member	26	26	26	38
TOTAL	486	486	487	497

APPENDIX D

**Principal Legislation Administered by
the Police Department**

- Commercial Agents and Private Inquiry Agents Act, 1963, No. 4.
- Firearms and Dangerous Weapons Act, 1973, No. 38.
- Gaming and Betting Act, 1912, No. 25.
- Hawkers Act, 1974, No. 23.
- Miscellaneous Acts (Deputy Commissioners of Police) Amendment Act, 1981, No. 121.
- National Crime Authority (State Provisions) Act, 1984, No. 157.
- Pawnbrokers Act, 1902, No. 66.
- Police Offences Act, 1901, No. 5, Part IV.

APPENDIX D — continued

- Police Regulation Act, 1899, No. 20.
Police Regulation (Allegations of Misconduct) Act, 1978, No. 84.
Police Regulation (Appeals) Act, 1923, No. 33.
Printing and Newspapers Act, 1973, No. 46.
Second-Hand Dealers and Collectors Act, 1906, No. 30.
Security (Protection) Industry Act, 1985, No. 52.
Wool, Hide and Skin Dealers Act, 1935, No. 40.

APPENDIX E

Significant Departmental Committees

Policies and Priorities Group

Members: J.K. Avery, Commissioner, Chairman
W.B. Ross, Deputy Commissioner (Operations) Retired
*A.D.M. Graham, Deputy Commissioner (Administration)
C.J. Cantor, (Act.) Secretary.

Functions: Develops policies and strategies for the New South Wales Police Force and monitors the progress toward the achievements of objectives. Investigates and considers recommendations for new policies or major changes to existing policies. Develops and determines budgetary programmes and monitors the effect of such programmes. Determines overall priorities of the Police service.

* Position of Deputy Commissioner (Administration) disestablished and position of State Commander replaced the position of Deputy Commissioner (Operations) on 1 June, 1987.

Audit Committee

Members: *J.K. Avery, Commissioner, Chairman
W.B. Ross, Deputy Commissioner (Operations) Retired
A.D.M. Graham, Deputy Commissioner (Administration)
C.J. Cantor, (Act.) Secretary
D.R. Leys, Director (Finance & Supply)

Functions: Responsible for —

- Management Review Branch's charter.
- Review of audit/review reports and provision of informed comment thereon.
- Approval of any special projects for the Branch.
- Approval of the annual programme, including time frames, costs and completion dates.
- Approval of the long-term audit/review plan.
- Review of the Annual Report of the operations of the Management Review Branch.

* Commissioner of Police proclaimed as Department Head effective from 19 June, 1987.

APPENDIX E — continued

Properties Committee

Members: J. Rowan, Assistant Commissioner (Services), Chairman
K.R. Wark, (Act.) Assistant Commissioner (Personnel)
E.F. Bunt, Assistant Commissioner (General)
R. Browne, Director (Properties)
D.R. Leys, Director (Finance and Supply)

Functions: Makes recommendations to the Policies and Priorities Group on matters including building works programmes, the location and type of proposed developments, major leasing proposals and other special projects, and major Police decisions. Determines matters relating to Capital Works planning, schedules of accommodation and sketch plans for major projects, and security issues affecting building standards.

Systems Review Group

Members: J. Rowan, Assistant Commissioner (Services), Chairman
E.F. Bunt, Assistant Commissioner (General)
E.R. Nixon, Assistant Commissioner (Crime)
K.R. Wark (Act.) Assistant Commissioner (Personnel)
C.J. Cantor, Deputy Secretary (Corporate Services)
A.M. Gould, Senior Assistant Secretary & Executive Assistant to
Commissioner
D.R. Leys, Director (Finance and Supply)

Functions: Ensures that all existing and new systems comply with the corporate objectives of the Police service.

Systems Management Committee

Members: C.R. Hodges, Chief Superintendent (Research and Development Branch), Chairman
K.W. Askew, Superintendent (Research and Development Branch)
P. Smith, Director (Research and Development Branch)
M. Sobb, Director (Information Systems Branch)
M. Bell, Acting Director (Computer Operations Branch)

Functions: To review all systems proposals and to be responsible for the management, co-ordination, implementation and monitoring of all projects and systems in accordance with the priorities set by the Systems Review Group.

Prepares and submits development programmes and oversees the progress of previously approved programmes. Makes recommendations to the Policies and Priorities Group on the adoption of policies evolving from research and development programmes and oversees the implementation of such policies.

Bicentennial Task Force

Members: F. Murphy, Chief Superintendent } Office of Assistant
R. Koboroff, Chief Inspector } Commissioner (General)

Functions: Planning the deployment of Police personnel and resources for the 1988 Bicentenary.

APPENDIX E — continued

Occupational Health and Safety Committee

Members: Representatives of Senior Management
Representatives of Employees' Associations
W. Jarvis, Inspector, Safety & Security Office
P. Smith, Public Service Personnel

Functions: Responsible for —
Co-ordination of Occupational Health and Safety Committees with a view to ensuring Health and Safety of persons at work.

APPENDIX F

(i) Membership of Significant Statutory Bodies

<i>Statutory Body</i>	<i>Member</i>	<i>Position Held</i>
Traffic Authority of N.S.W.	J.K. Avery, Commissioner	Authority Member
Police Board of N.S.W.	J.K. Avery, Commissioner	Board Member
State Drug Crime Commission	J.K. Avery, Commissioner	Commission Member
State Emergency Services	J.K. Avery, Commissioner	Director

(ii) Membership of Significant Inter-Departmental Committees

<i>Committee</i>	<i>Departmental Representative</i>
Aboriginal Affairs Committee	W. Galvin Chief Inspector (Community Relations Bureau)
Anti-Theft Advisory Committee	B. Gibson Chief Superintendent (Anti-Theft Branch)
Australian Crime Prevention Council	P. Carter Superintendent (Police-Citizens' Youth Clubs)
Counter Arson Advisory Committee	A. Peate Detective Inspector (Arson Squad)
Credit Card Fraud Suppression Committee	T. Picker Detective Sergeant (Anti-Theft Branch)
Ethnic Affairs Policy Review Committee	L. Smith Co-ordinator Ethnic Liaison (Community Relations Bureau)

APPENDIX F — continued

(ii) Membership of Significant Inter-Departmental Committees — continued

<i>Committee</i>	<i>Departmental Representative</i>
Juvenile Cautioning Committee	B. Rope Detective Inspector (Juvenile Services Bureau)
Ministerial Consultative Committee — Regionalisation of Police Services	A. Tonge Deputy Secretary (Management) C. Cole Chief Inspector (Commissioner's Office)
Motor Vehicle Theft Suppression Committee	E. Etienne Detective Sergeant (Anti-Theft Branch)
National Automated Fingerprint Management Committee (NAFIS)	M. Bell (Acting) Director (Computer Operations Branch) T. Sweeting Inspector (Central Fingerprint Bureau)
National Exchange of Police Information Management Group (NEPI)	C. Cantor Deputy Secretary (Corporate Services) C. Hodges Chief Superintendent (Research & Development Branch)
New South Wales Child Protection Council	B. Rope Detective Inspector (Juvenile Services Bureau) J. Heslop Detective Sergeant (Commissioner's Office)
New South Wales Domestic Violence Committee	M. White Senior Constable (Commissioner's Office)
New South Wales Drug and Alcohol Authority	W. Bull Superintendent (Drug Law Enforcement Bureau)
New South Wales Poisons Advisory Committee	J. Stanioch Detective Sergeant (Drug Law Enforcement Bureau)
New South Wales Sexual Assault Committee	D. Johnson Detective Sergeant (Sexual Assault Unit)

APPENDIX F — continued

(ii) Membership of Significant Inter-Departmental Committees — continued

<i>Committee</i>	<i>Departmental Representative</i>
	C. Nixon Senior Constable (Commissioner's Office)
Operations Committee for National Crime Authority	J. Foster Detective Superintendent (Bureau of Criminal Intelligence)
Promotion and Action in Community Education (PACE) Committee	F. Hanson Detective Sergeant (Drug Law Enforcement Bureau)
Rescue and Emergency Services Co-ordination Committee	L. Stirton Assistant Commissioner (Emergency Services)
Road User and Trauma Advisory Committee	K. Chapman Executive Chief Superintendent (Traffic)
Services to the Intellectually Disabled Committee	M. Clark Policy and Special Projects Advisor (Community Relations Bureau)
	P. Sutton Constable 1st Class (Community Relations Bureau)
Standing Committee on Drug Diversion	B. Burns Detective Chief Inspector (Drug Law Enforcement Bureau)
State and Commonwealth Protection Against Violence (SAC-PAV) Committee	J. Merrett Executive Chief Superintendent

APPENDIX G

**Official Overseas Visits Undertaken by New South Wales Police
and Police Department Public Service Personnel
during 1986/87**

<i>Officer</i>	<i>Period</i>	<i>Main Purpose</i>
Assistant Commissioner W. Fleming (TRAFFIC)	September, 1986	Attended the 10th International Conference on Alcohol, Drugs and Traffic Safety in Amsterdam, The Netherlands.

APPENDIX G — continued

Official Overseas Visits Undertaken by New South Wales Police
and Police Department Public Service Personnel — continued

<i>Officer</i>	<i>Period</i>	<i>Main Purpose</i>
		Visited centres in West Germany and the United Kingdom to obtain information on practices in those countries in respect of traffic technology, traffic law enforcement and other traffic-related matters.
Commissioner J.K. Avery	September/ October, 1986	<p>Attended the 55th General Assembly of the International Criminal Police Organisation (Interpol) in Belgrade, Yugoslavia, as a member of the Australian Delegation.</p> <p>Visited various law enforcement agencies and Australian officials/representatives in South East Asia, Europe and the United Kingdom in the company of the Commissioner, Australian Federal Police.</p> <p>Matters examined ranged from the "money trail" in Singapore, Bangkok and Hong Kong, surveillance systems and techniques and Police education methods in the U.K., to counter terrorist strategies, international drug trafficking and airport policing in Europe.</p>
Chief Superintendent C.R. Hodges, Research & Development Branch, and Mr. C.J. Cantor, Deputy Secretary (Corporate Services)	April, 1987	Visited Fiji to conduct a survey and tender advice to the Royal Fiji Police in relation to the installation of a Police Computer system in that country.
Senior Constable C. Nixon, Commissioner's Policy Unit	May, 1987	<p>Attended an Executive Session on future policing concepts and direction at the Harvard University, Boston, Massachusetts.</p> <p>Visited Police Executive Research Forum, Washington, D.C., to research the concept of problem-oriented policing. Also attended the Urban Crime Institute for discussions on domestic violence strategies and innovations in crime solving.</p>

APPENDIX H

AWARDS

Members of the New South Wales Police Force were presented with the following Awards during 1986/87.

(i) DISTINGUISHED SERVICE

Australian Police Medal

This award was presented in recognition of distinguished service to the following Police:

Executive Chief Superintendent K.R. Wark
Executive Chief Superintendent J.E. Merrett
Executive Chief Superintendent D.J. Graham
Chief Superintendent A.C. Horder
Chief Superintendent L.T. Dolan
Chief Superintendent L.E. Poulton
Chief Superintendent P.H. Sweeny
Chief Superintendent J.N.A. Hardman
Superintendent A.N. Carter
Superintendent N. Tamlyn
Chief Inspector W.E. Elliott
Sergeant 1st Class J.C. Redman

(ii) BRAVERY

Two Police officers received medals for bravery under the Australian Honours system. The awards were presented by the Governor during a ceremony at Government House.

Bravery Medal

Constable 1st Class L.E. Hargrave, Tamworth

On 30 January, 1983, at about 1.30 am, Constable Hargrave, then on patrol, left the Police car in Denison Street, Tamworth, and when near the railway line observed a group of about 20 men, all members of various motorcycle gangs, gathered around a woman who was being sexually assaulted by four of them. While the original group milled around, 250 to 300 other members of bikie gangs had gathered 20 metres away and some were moving in the Constable's direction. Regardless of the risk Constable Hargrave intervened, displaying courage of the highest order, and conveyed the woman to safety.

The Commendation for Brave Conduct

Senior Constable C. Calandra, Liverpool

On 11 June, 1985, Senior Constable Calandra, together with other Police, was called to a house in Liverpool. There he saw an injured person lying in the gutter. A man crouched behind a fence then fired several shots with a rifle at a police truck. When Constable Calandra called on him to surrender, the offender aimed his rifle at him and fired. Taking cover behind a paling fence he returned the fire and again ordered the offender to surrender. Shots continued to be exchanged between them until the offender fell wounded to the ground. By his actions Senior Constable Calandra displayed commendable courage.

Awards by the Royal Humane Society of New South Wales

These awards are presented where persons have risked their lives in rescuing, or attempting to rescue, others from death or serious injury by water, fire, foul air or other causes.

Constable 1st Class L.J. Cook, Gosford — Bronze Medal
Sergeant J.F. Starling, Port Kembla — Certificate of Merit
Constable M.J. Bostock, Gunnedah — Letter of Commendation

Commissioner's Commendation

This award is presented by the Commissioner in recognition of outstanding service, meritorious conduct or courageous actions on the part of Police.

Sergeant 3rd Class P.M. Quinn, Bathurst

For outstanding courage and devotion to duty during the Police confrontation of an armed offender at Bathurst on 30 March, 1986. As he moved away from the Police vehicle he was fired upon by the offender and fatally wounded.

(Awarded posthumously to the late Sergeant who was also promoted posthumously to Sergeant 3rd Class.)

Sergeant 3rd Class J.A. Byers, Sutherland, and
Sergeant 3rd Class A.J. Ashe, Bathurst

For their outstanding courage and devotion to duty at Bathurst, on 30 March, 1986, during the Police confrontation of a violent and mentally unstable offender armed with a .303 rifle. Sergeant Byers grappled with the man who knocked him to the ground and fired upon Police, fatally wounding another officer. Although under fire, Sergeant Ashe assisted his wounded comrade to safety while Sergeant Byers regained his feet and exchanged fire with the offender. As the man fell to the ground, Sergeant Byers rushed forward and handcuffed him.

Detective Senior Constable J.W. Garvey, Special Weapons & Operations Squad

For his outstanding courage and devotion to duty at Milperra in 1984, when he attended the car park of the Viking Tavern, the scene of an affray between two motor cycle groups.

The Detective Senior Constable confronted an offender who was armed with a loaded shotgun. After negotiations with this person, the Detective Senior Constable disarmed him and also gained his assistance in retrieving the weapons with which his group had armed themselves. Seven persons were killed during this affray.

(iii) OUTSTANDING POLICEMANSHIP

Commissioner's Commendation

Detective Superintendent R.H. Stephenson, Criminal Investigation Branch

For his outstanding leadership and command of the Police resources concerned with the investigation of the "Father's Day Massacre", Milperra, in 1984.

The Detective Superintendent's ability in controlling and co-ordinating this inquiry greatly contributed to its successful outcome and brought considerable merit to the Force.

The Commissioner's Commendation was also awarded to the following Police for outstanding policing in the co-ordination of Police resources during the visit of His Holiness Pope John Paul II to Sydney on 25/27 November, 1986:—

Assistant Commissioner W. Fleming (Traffic)
Detective Superintendent N.C. Young, Special Branch
Superintendent D.J. McCoy, Chatswood District
Superintendent K.L.R. McOrrie, Maroubra District
Chief Inspector G.H.R. Greaves, Traffic Administration
Chief Inspector A.J. Isedale, Traffic Support
Sergeant S.J. Ure, Office of the Assistant Commissioner (General)
Constable 1st Class, G.F. Hall, Office of the Assistant Commissioner (General)

Index

- Aboriginal Liaison Unit 81
- Academy 105
- Accident Information Bureau 69
- Accident Investigation Squad 64
- Accounts Branch 144
- Administrative Secretariat 133
- Aged Services Unit 82
- Air Wing 72
- Ancillary Officers — Traffic 68
- Anniversary, 125th 10
- Anti-Theft Branch 56
- Anti-Theft Squads 56
- Appendices 165
- Armed Hold Up Squad 42
- Armoury 125
- Arson Squad 42
- Audit Committee 29
- Awards 181

- Blood Sample Unit 64
- Blue Light Discos 80
- Breaking Unit 44
- Breath Analysis Section 64
- Budget Management Branch 144
- Budget Overview 144
- Bureau of Criminal Intelligence 50
- Business Watch 79

- Central Fingerprint Bureau 122
- Central Licensing Branch 37
- Chaplaincy 104
- Command and Control Project 124
- Commissioner's Foreword 6
- Commissioner's and Secretary's Policy Unit 132
- Committees, Membership
 - Departmental 175
 - Inter Departmental 177
- Communications Planning Unit 124
- Communications Section 124
- Community Consultative Committees 78
- Community Relations Bureau
 - Community Policing 78
 - Objectives and Structure 78
 - Promotions and Publications Section 83
- Commonwealth/State Joint Task Force on Drug Trafficking 53
- Computer Operations Branch 115
- Computerisation Projects 115
- Consorting Unit 44
- Corporate Strategies and Objectives 24
- Crime 40
- Crime Prevention Unit 83
- Crime Scene Unit 48
- Crime Squad, Major 44
- Crime Squad, Organised 50
- Crime Statistics 40
- Crimestop — Operation 89
- Criminal Correspondence Unit 131
- Criminal Intelligence, Bureau of 50
- Criminal Investigation Branch 41

- Disaster and Rescue Branch 72
- District Anti-Theft Squads 56
- District Community Policing 83
- District Foot Patrols 33, 56
- District Highway Patrol Operations 64
- Diving Section 74
- Document Examination Unit 48
- Dog Squad 73
- Drug Law Enforcement Bureau 51

- Emergency Services
 - Disaster and Rescue Branch 72
 - District Operations 71
 - Equal Employment Opportunity
 - Co-ordinator 111
 - Unit 103
- Ethnic Liaison Unit 87

- Federation of N.S.W. Police—Citizens' Youth Clubs 91
- Film and Television Unit 87
- Financial Services 144
- Financial Statements 146
- Fingerprint, Central Bureau 122
- Firearms Registry 37
- Flood Rescue Squad 75
- Foot Patrol Squads 33, 56
- Forensic Ballistics Unit 48
- Fraud Squad 43

- Gaming Squad 53
- Gay Liaison Unit 82
- General Policing
 - Major Initiatives 32
 - Significant Activities and Events 34
- Grain Handling Authority 43

- Highway Patrol Response Group 65
- Homicide Squad 44

- Information Section 122
- Information Systems Branch 115
- Intelligence Unit 50
- Inter Departmental Committees Membership 177
- Internal Affairs Branch 96

- Justice and Police Museum 87
- Juvenile Services Bureau 44

- Launch Maintenance Section 75
- Legal Advising and Police Appeals Section 131
- Legal Services Branch 130
- Licensed Dealers Unit 44
- Licensed Gaming Investigation Squad 53
- Licensing 36
- Licensing Investigation Unit 37

- Major Crime Squad 44
- Major Initiatives — General Policing 32
- Management and Planning 23
- Management Review Branch 28
- Mapping Unit 49
- Media Liaison 88
- Medical Branch 107
- Ministerial Liaison Unit 133
- Missing Persons Unit 83
- Modus Operandi Unit 122

- Motor Squad 47
- Motor Vehicle Examination Unit 49
- Motor Vehicles Branch 126
- Mounted Police 88
- Museum — Justice and Police 87

- Neighbourhood Watch 79
- N.O.A.H. (Operation Narcotics Opium Amphetamines Hashish) 89

- Objectives (Corporate) 24
- Objectives and Structure
 - Police Department 15
 - Police Force 14
- Occupational Health and Safety 103
- Operational Policing 31
- Operations
 - Crimestop 89
 - N.O.A.H. (Narcotics Opium Amphetamines Hashish) 89
- Organised Crime Squad 50
- Overseas Visits 179

- Parking Patrol Officers 68
- Parole Board Liaison 47
- Permit Section — Traffic 66
- Personnel Branch
 - Police 102
 - Public Service 110
- Photogrammetry Unit 49
- Photographic Unit
 - Community Relations 87
 - Scientific Investigations 49
- Pillage Unit 45
- Police Academy 105
- Police Advice Line (P.A.L.) 90
- Police Bands 87
- Police Choir 87
- Police Districts — Maps 26, 27
- Police Executive 167
- Police Motor Vehicles Branch 126
- Police Operations Centre 125
- Police Prosecuting Branch 130
- Police Staff and Industrial Branch 109
- Police Strength
 - Deployment 168
 - Rank 172
- Police Training Development and Examination Branch 108
- Policies and Priorities Group 28
- Policy and Planning Unit — Traffic 67
- Principal Legislation 174
- Privacy Liaison Unit 131
- Promotions and Publications Section 83
- Properties Branch 136
 - Leasing 138
 - Major Works 137
 - Police Force Special Accommodation Scheme 138
 - Proposed developments 137
 - Site Acquisitions 138
- Public Service
 - Category 173
 - Deployment 172
 - Executive 167
 - Strength 173
- Public Service Support Staff at Districts, Divisions and Stations 38
- Radar and Breath Analysis Engineering Unit 124
- Radio Operations Unit 125
- Radio Technical Unit 124
- Railway Liaison Office 47
- Random Breath Testing 61
- Recruitment Section 103
- Regional Crime Squads 47
- Regionalisation 24
- Rescue Squad 73
- Research and Development Branch 114
- Rural Watch 80

- Safety House Scheme 80
- School Crossing Supervisors 68
- Scientific Investigation Section 48
- Secretary's (Acting) Comment 8
- Services Squad 133
- Sexual Assault Unit 45
- Significant Activities and Events (General Policing) 34
- Special Branch 55
- Special Licensing Squad 53
- Special Operations Group 53
- Special Task Force 53
- Special Weapons and Operations Squad (S.W.O.S.) 46
- Staff numbers by category
 - Ministerial Employees 174
 - Public Service Personnel 173
- Statutory Bodies, Membership 177
- Stock Squad 47
- Stolen Vehicle Unit 123
- Strategic Planning 28
- Strategies (Corporate) 24
- Structure and Objectives
 - Police Department 15
 - Police Force 14
- Supply Branch 144
- Surveillance Unit 50
- Systems Review Group 28

- Task Force
 - Commonwealth/State Joint Task Force on Drug Trafficking 53
- Tactical Response Group 36
- Technical Support Branch 121
- Technical Survey Unit 50
- Telecommunications Unit 126
- Traffic 57
- Traffic — enforcement initiatives 59
- Traffic Laws Unit 67
- Traffic Research and Analysis Unit 68
- Traffic Signals Operation Section 68
- Trail Bike Squad 65

- Vehicles Examination Unit 49
- Vice Squad 53

- Warrant Index Unit 123
- Water Police 74
- Welfare Unit 103

- Youth and School Liaison 80



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J.N.80111 27061.55411