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N.S.W. POLICE  
SERVICE  
ANNUAL  
REPORT

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1-- DEC 1991

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Sydney 1992

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## TABLE OF CONTENTS

Letter of Transmission to Minister	5
Office Addresses	6
Commissioner's Report	7
Commissioner's Highlights	9
Profiles of Senior Officers	10
Organisation Chart	17
Organisation Structure	18
Corporate Plan	19

### OVERVIEW OF COMMAND STRUCTURE

#### 1. Operational Services

State Command	24
Operations Support Directorate	24
Drug Enforcement Agency	24
North Region	25
South-West Region	26
North-West Region	26
South Region	27

#### 2. Support Services

Professional Responsibility	28
Office of Strategic Services	28
Corporate Services	29
Human Resources	30
Education and Training	30

### KEY PERFORMANCE AREA 1

Crime Prevention	31
Problem Solving	37

### KEY PERFORMANCE AREA 2

Human Resources	42
Industrial Relations	46
Education and Training	47

**KEY PERFORMANCE AREA 3**

Patrols	52
Patrol Highlights	54
Professional Responsibility and Accountability	57
Corporate Services	59

**KEY PERFORMANCE AREA 4**

The Community	63
Community Consultation Through Special Programs	63
Marketing and Media	66

**KEY PERFORMANCE AREA 5**

Program of Evaluations	70
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**FINANCIAL STATEMENTS** 77

**APPENDICES**

1. Employee Statistics	114
2. Police Service Strength Details	114
3. Police Separations	114
1. Strength Details (Police Officers)	115
5a. The Distribution of Age of Police Officers	116
5b. The Distribution of Length of Service of Police Officers	116
5. Administrative Officer and Ministerial Separations	116
7. Administrative, Ministerial and Other Officers Years of Service	117
3. Administrative, Ministerial and Other Officers Ages	117
9. Representation of EEO Target Groups Within Levels (Police)	118
10. Representation of EEO Target Groups Within Levels (Administrative Officers)	119
1. Representation of EEO Target Groups Within Levels (Other Employees)	119
2a. Representation and Recruitment of Police who are Aboriginal	120
2b. Representation and Recruitment of Police with a Physical Disability	120
3a. Representation and Recruitment of Administrative Officers who are Aboriginal	120

13b.	Representation and Recruitment of Administrative Officers with a Physical Disability	121
14.	1991-1992 Details of Overseas Visits	121
15a.	Expenditure on Stores and Equipment (Excluding Uniforms)	125
15b.	Expenditure on Police Uniforms 1990/91, 1991/92	126
16.	Major Assets	126
17.	Risk Management and Insurance	127
18.	Land Disposals	127
19.	Major Works	127
20.	Research and Development	128
21.	Interest Paid Due to Late Payments and Reasons for Late Payments	128
22.	1991/92 Use of Consultants	128
23.	Review of Senior and Chief Executives	129
24.	Principal Legislation	129
25.	Legislative Change	130
26.	Membership of Significant Statutory Bodies	131
27.	Other Bodies with whom the NSW Police Service has Close Ties	131
28.	Intra-departmental Committees	131
29.	Consultative Groups Where NSW Police Service is the Lead Agency	132
30.	Police Participation on Consultative Committees	132
31.	Other Annual Reports Related to the NSW Police Service	134
32.	Sponsorship and Endorsement Policy	135
33.	User-pays Scheme	136
34.	Freedom of Information Statistics	138
35.	Drug Enforcement Agency (DEA) Figures for the 1991/92 Financial Year	140
36.	List of Publications	141
37.	Documents held by the NSW Police Service	141
38.	Appointments and Awards	142
39.	Annual Report Costs	145
	<b>INDEX</b>	<b>146</b>



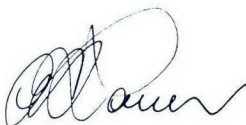
The Hon. Terry Griffiths MP  
Minister for Police  
Level 20, Avery Building  
14-24 College Street  
Sydney NSW 2001

Dear Mr Griffiths,

I have pleasure in presenting the Annual Report of the  
NSW Police Service for the year ended 30 June, 1992.

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

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'A R Lauer', with a stylized, cursive script.

A R Lauer  
Commissioner

## **PRINCIPAL OFFICES**

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Darlinghurst NSW 2010  
GPO Box 45, Sydney NSW 2001

Telephone: (02) 339 0277 (7.30am-5pm Mon-Fri)  
(02) 281 0000 (24 hour service)

## **NSW POLICE HEADQUARTERS**

151-241 Goulburn Street, Surry Hills NSW 2010

## **REGION OFFICES**

### **North**

Unit 1, 6-18 Bridge Road, Hornsby NSW 2077  
Telephone: (02) 476 7611

### **North-West**

5th Floor, Ferguson Centre  
130 George Street, Parramatta NSW 2150  
Telephone: (02) 689 7171

### **South**

Level 3, 3-5 Stapleton Avenue, Sutherland NSW 2232  
Telephone: (02) 542 0099

### **South-West**

Level 6, Liverpool Town Centre  
Corner of George and Moore Streets, Liverpool NSW 2170  
Telephone: (02) 821 8550

## COMMISSIONER'S REPORT

The spectre of the recession and its devastating human dimensions tended to influence policing in New South Wales last year and the way in which we performed our duties. People, especially in times of crisis, want to feel confident that the police have the ability to resolve conflict. While police cannot perform miracles the general public rightly expects a high level of service.

The Service consumes a billion dollars of public money each year in delivering policing services to the community. It is particularly gratifying to note that for the third year running the Service operated within the budget. I am committed to ensuring that the people of NSW continue to get full value for their dollar.

The challenge the Service has set itself is that through community-based policing, by the end of the decade New South Wales will have the safest streets in Australia.

During the year NSW has again observed continued reductions in the crimes of most concern to the community at large including break and enter, stealing and assault. This year's road toll is nearly half that of 1980, an incredible result.

The huge drop in vehicle theft speaks volumes for a "consensus" approach to policing. In my view, it is essential for police to co-operate with other agencies to seek and find solutions to common problems. The NSW Police Service has been a catalyst in the community problem solving process, with regard to car theft. We intend to continue to pursue this successful model in other areas of community concern.

Community co-operation with the police remains at a very high level. To this end, I extend my congratulations and sincere thanks to all 16,000 members of the Service and to the people of New South Wales. However, it would be unforgivable for us to feel totally satisfied with such pleasing results; admittedly gained in the most trying of circumstances. To do so would be defeatist.

There is still much to be done to consolidate on our mission of trying to attain a more harmonious community.

In the past 12 months, we have again shown that we are prepared to be open, honest and responsive. Above all, we have displayed a commitment to demystify our role in the community. We must continue to deliver a high quality and responsive service to that community.

While the NSW Police Service had many high points during the year, the ABC program Cop it Sweet and an amateur video negatively depicting off-duty police officers at a fund-raising party were disappointing.



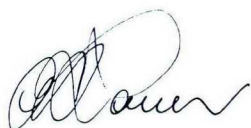
Despite the disappointment, these programs and the ensuing investigations provided me with a unique opportunity to reflect on the issue of police-Aboriginal relations. The NSW Police Service must show greater compassion and understanding for the plight many Aboriginal people face.

There is a determination at all levels within the NSW Police Service to bring about a closer communication between the police and the Aboriginal community.

During 1992/93 as part of our Customer Service Program customer councils will be established in each region to improve and formalise feedback from the public. This initiative will provide the NSW Police Service with another opportunity to listen and respond to community concerns.

I readily acknowledge we need to improve at every level the recognition of talents, efforts and contribution of all our people and in particular the contribution that our Administrative officers make. To this end the Service will formally incorporate total quality management principles for continuous improvement in policing to enhance our progress to safer streets.

In addition to all members of the Service, I want to thank the Chairman and members of the Police Board and the Inspector General for their continuing support and advice.

A handwritten signature in black ink, appearing to read 'A R Lauer', with a stylized flourish at the end.

A R Lauer  
Commissioner

## COMMISSIONER'S HIGHLIGHTS

- Introduction of the concept of the safest streets by the end of the decade as part of the corporate vision for the NSW Police Service
- Extension of beat policing - a total of 962 police were deployed on beats in 78 patrols throughout New South Wales - the patrols continue to be the centrepiece of service delivery
- Peaceful handling of demonstrations and protests by police shows a growing maturity in dealing with public order policing issues
- The year saw a significant reduction in road trauma
- The incidence of motor vehicle theft for the 1991/92 financial year has dropped significantly
- The NSW Police Service convened the NSW Car Theft Forum in which Chief Executive Officers from both government and non- government organisations met for the first time, to develop a strategy to combat car theft
- Community surveys show a continued level of public satisfaction with the Police Service
- Introduction of the Executive Information System
- Reform of police promotion system
- Police Service operations were carried out within a budget for the third year in a row
- The NSW Police Service was again able to meet its costs of operations and capital works amounting to roundly \$1billion, within budget. While at the start of the year, it was necessary to borrow forward some \$12million to meet expected recurrent costs, stringent measures taken throughout the year to contain expenditure avoided the need to utilise this borrowing
- Implementation of strategies based on the corporate priority of "Looking After Our People"

## PROFILES OF SENIOR OFFICERS

The NSW Police Service Management Team (State Executive Group) is comprised of 16 senior police and civilian executives whose charter is to maintain the strategic direction of the organisation.

The State Executive Group (SEG) was established in 1988 and stands as the Commissioner's principal consultative body concerning overall policy development, planning, priority determination and performance.



*Tony Lauer, Commissioner (right) and  
Lance Stirton, Deputy Commissioner and State Commander*



**Tony Lauer** *APM, Queen's Silver Jubilee Medal*  
Commissioner of Police, New South Wales

Commissioner Lauer joined the NSW Police Service in 1955. During his career he has held a number of senior appointments including the commands of the Criminal Investigation Branch, Internal Affairs, State Investigative Group and State Drug Group, Professional Responsibility and the State Command.

He is a Member of the NSW Police Board, Operations Review Board - Independent Commission Against Corruption (ICAC) and the Management Committee - State Crime Commission. Mr Lauer is a Life Member and past president of the Police Association of NSW. He is also a Councillor of the Royal Humane Society of NSW.

**Lance Stirton** *APM*  
Deputy Commissioner and State Commander

Mr Stirton is currently the longest serving police officer in the State and has received 13 awards throughout his career including the Commissioner's Commendation. Mr Stirton was appointed to the position of State Commander in May 1991.

During his long career he has commanded a wide variety of specialist criminal investigation squads including Homicide, Consorting and Special Breaking, and the Special Weapons and Operations Section. When promoted to Assistant Commissioner, he had responsibility for Police Rescue, Air Wing, Water Police and State Emergency Service Personnel. He was given the command of the South West Region when the Service was regionalised in 1987, and was instrumental in consolidating the concept of community-based policing into that region's operations.



*(Left to right) Neil Taylor, Colin Brown, Col Cole, Ken Moroney and Neil Bridge*

**Neil Bridge** *B Soc Sc, M Litt (Policy Studies)*  
Chief of Staff (Administration)

Neil Bridge commenced with the Police Service in April 1988 following two years as Senior Policy Analyst, Office of the Minister for Police and Emergency Services. Prior to his present position he was Director, Policy and Programs, Office of Strategic Services, where he was responsible for managing the policy development and parliamentary liaison functions. As Chief of Staff (Administration) he is responsible for providing advice direct to the Commissioner on a range of administrative and policy matters.

**Ken Moroney** *APM, Associate Diploma - Justice Administration*  
Chief Superintendent, Chief of Staff (Operations) Commissioner's Office

Chief Superintendent Moroney's service has spanned 27 years and has diversified in both specialist and generalist positions. Half of this period was spent in various country patrols. Prior to his present appointment, Mr Moroney was the Director, Police Recruit Education Program (PREP), Police Academy, Goulburn. His existing duties require high level advice to the Commissioner on operational policing issues. He also acts as the Commissioner's Liaison Officer to a number of external bodies (NCA, ICAC and Ombudsman's Office).

**Col Cole**  
Assistant Commissioner, Commander, Professional Responsibility

Assistant Commissioner Cole commenced his career in 1958. He has worked in general duties, traffic, legal service and training academy. He also served as Chief of Staff to the previous Commissioner. His current portfolio has the responsibility for legal advice and the professionalism, integrity, accountability and discipline of the Service.

**Colin Brown** *BA (Hons) FCPA*  
Executive Director, Corporate Services

Colin Brown has had an extensive public sector management career. He has worked in senior management positions with the Federal Public Service and the Papua New Guinea Government before joining the NSW Public Sector where he has held positions of Principal Management Consultant - NSW Public Service Board, Director - Information Technology Branch - NSW Public Service Board and Director, Finance and Administration - Department of Main Roads (now Roads and Traffic Authority) before joining the NSW Police Service.

**Neil Taylor** *APM, Diploma in Criminology*  
Assistant Commissioner, Education and Training

Neil Taylor has 30 years of policing experience. He has held senior positions in the Police Service including Senior Training and Development Officer, Superintendent (Administration) in the former Traffic Branch, Principal of the



NSW Police Academy and now Director of Education and Training for the Police Service. Mr Taylor is a member of the Police Education Advisory Council (PEAC). He participated in the establishment of a Police Education Committee in Queensland by the Criminal Justice Commission. He has consulted with tertiary institutions in NSW and interstate regarding the development of police related tertiary courses.



(Left to right) Alf Peate, Russ Cook, Bruce Gibson,  
Ray Donaldson and Clive McLachlan. Absent: Norm Maroney

**Ray Donaldson** APM, *Diploma in Criminology, Associate Diploma in Justice Administration*

Assistant Commissioner, Director, Drug Enforcement Agency

Ray Donaldson's extensive career began in 1959. He was a uniformed officer for eight years in the highway patrol, general duties and lock-up keeper in city and country areas of the State. In 1969 his career turned to criminal investigation, specialising in fraud and drug law enforcement. In 1979 he was a foundation member, and later Commander of the NSW Australian Federal Police Joint Task Force. In 1988 he became Commander of the State Drug Group and in 1990 was appointed to his current position.

**Russ Cook** APM, *Diploma in Criminology*

Assistant Commissioner, North Region Commander

Assistant Commissioner Russell Cook began his career with the NSW Police Service in 1952. Since then Mr Cook was engaged predominantly on criminal investigation duty highlighted by his appointment to the Organised Crime Squad and the National Crime Authority. In 1982 he was promoted to commissioned rank and subsequently commanded Goulburn and then Newcastle Police Districts. In 1991 he attained Assistant Commissioner rank and was appointed to the Command of North Region.



**Alf Peate** *B Law, Diploma in Criminology*

Assistant Commissioner, South-West Region Commander

Assistant Commissioner Peate was confirmed as a constable in November 1960. He performed criminal investigative duty from 1961 until 1987 in various squads and branches of the Criminal Investigation Branch and in various patrols. In December 1988, Mr Peate was promoted to Chief Superintendent Commander Inner West District and in November 1989 was promoted to the rank of Executive Chief Superintendent Commander Sydney Police District. On 26 August 1991 he was appointed to his present position and rank.

**Clive McLachlan**

Assistant Commissioner, North-West Region Commander

Assistant Commissioner McLachlan's extensive career of over 36 years with the police began in 1956. Following his appointment to the NSW Police Service in July 1959 he performed a variety of duties, including highway patrol and investigative duties, in Metropolitan and Country Stations culminating in his appointment to detective in 1975. In 1985 he was promoted to Detective Inspector. Following a period as District Commander, Broken Hill he was appointed as Chief Superintendent Ashfield District prior to his present command.

**Bruce Gibson** *APM*

Assistant Commissioner, South Region Commander

Bruce Gibson's extensive career with the NSW Police Service began in 1954. He worked at both city and country police stations until 1961 when he moved to the Physical Evidence Section where he spent nine years. In later years he held the positions of Commander, Ballistics Unit, Commander, Anti-Theft Branch, Commander, State Intelligence Group and finally Commander, South Region in August 1989. He is the chairman of the committee implementing the recommendations from the working party for the review of physical evidence.

**Norm Maroney** *APM, Diploma in Criminology*

Assistant Commissioner, Director, Operations Support

Mr Maroney joined the NSW Police Service in 1956. Since that time he has performed duties in many and varied operational areas including traffic, criminal investigation and general duty policing. His experience in criminal investigation is extensive. In 1966 he was promoted to a detective and worked in the Homicide and Armed Hold-up Squads. In 1984 Mr Maroney went to the National Crime Authority where he served as Chief Inspector on the "Iliad" Reference and in 1987 was appointed as the Deputy Director of the Agency. In 1989 he was transferred to the State Investigative Group as Commander until his appointment to the position of Director, Operations Support in late 1991 and he is the current Liaison Officer to the National Crime Authority.



(Left to right): Jeff Jarratt, Les Tree, David Gill and John Thoms

**Jeff Jarratt** *MBA, BA, Assoc. Dip. in Health & Building Surveying*  
Chief Superintendent, Commander, Office of Strategic Services

Jeff Jarratt has been a member of the NSW Police Service for nearly 27 years. During his career, he has worked in general duties and later in areas of operational and administrative policy development including issues such as the control of jail and other riots, regionalisation, and the implementation of community-based policing. In recent years, his portfolio has responsibility for policy and program development; marketing to reduce crime and increase community involvement; corporate planning and evaluation. During the latter part of the reporting year, he was seconded from his normal position to act as Commander of the South Region as part of the Executive Interchange program.

**David Gill** *BA, Dip. Pub. Law*  
Executive Director, Human Resources

David Gill was first associated with policing when he served for a total of eight years as a police cadet and general duty police constable in the Manchester and later Tasmanian Police Forces. He resigned from policing in 1968 and his subsequent career in the Human Resources area included a period as a Senior Lecturer in Industrial Relations at the Riverina CAE and as the Personnel Manager of the Australian National University. Following a number of years in general management, as NSW State Manager of the Commonwealth Department of Veterans' Affairs and as General Manager of the Royal Prince Alfred Hospital, Mr Gill took up his present position in April 1991.

**John Thoms** *B Com (NSW) Dip Tech (Public Administration) FCPA FAIM*  
Director, Finance

John Thoms joined the NSW Police Service in 1989 as Director Finance having gained extensive experience in financial administration within the Public Sector including the Maritime Services Board, Department of Agriculture, Department of Health and the Treasury. He was the Government-appointed member of the former Barley Marketing Board of NSW, past member, Overseas Borrowing Advisory Committee and Treasury Functions Advisory Committee. Mr Thoms has recently been appointed member of the Treasury Managed Fund Advisory Board and is also a member of the Accountants in Government Committee of the Australian Society of CPA's.

**Les Tree** *BA*

Acting Director, Policy and Programs, Executive Officer, State Executive Group

Les Tree joined the NSW Police Service in 1989. He has been responsible for the development of the Police Service Act 1990, inaugural Police Service Corporate Plan and a range of major policy proposals. Before joining the Police Service he worked in a range of government agencies. Mr Tree was appointed Acting Director, Policy and Programs in April 1992 and is responsible for policy and program development and the provision of advice and support to the Commissioner, Police Board and the Minister.



# ORGANISATION CHART





## ORGANISATION STRUCTURE

The Police Board<sup>1</sup> was established on 16 January 1984 and is governed by the provisions of the Police Service Act, 1990.

The Board's members are: Judge BR Thorley, AM (Chairperson); Air Marshal Sir James Rowland, AC, KBE, DFC, AFC; Sir Harold Knight, KBE, DSC; Ms Mahla Pearlman AM until 3 April 1992, Professor L M Birt from 6 April 1992 and Mr AR Lauer, APM.

Except in relation to appointments, the Board acts mainly in a planning, monitoring and advisory capacity. The Commissioner remains the operational commander of the NSW Police Service and retains responsibility for its day-to-day operations. He is, however, required by the Police Service Act, 1990 to implement the decisions of the Board.

The functions of the NSW Police Service are broadly categorised into Operational and Support Commands. While the responsibilities of these working areas are distinct, they nevertheless are inter-related and inter-dependent parts of the whole organisation.

Firstly, the operational arm<sup>2</sup> of the NSW Police Service responsible to the State Commander is made up of four geographical regions, 26 districts and 175 patrols, the DEA and Operational Support Group.

The support services arm<sup>3</sup> comprises the portfolios of Professional Responsibility, Office of Strategic Services, Corporate Services, Human Resources and Education and Training.

1991-1992 saw a major review of organisational structure by the Office of Public Management. This consolidates, under the Lauer administration, a period of organisational change and restructuring which began during the Avery years.

The restructure provides for autonomous management units and global budgeting principles within the NSW Police Service. The Service's core business is operational policing. Since the process of reform commenced in 1984, the Police Service has emphasised integrity, decentralised authority and established patrols as the centrepiece of service delivery to the community.

The corporate planning process provides the opportunity for implementing organisational change. It allows priorities to be set and accountabilities to be allocated.

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<sup>1</sup> The Police Board of New South Wales produces an annual report separately from the NSW Police Service.

<sup>2</sup> The operational arm of the Service is profiled in detail on pages 24 to 27.

<sup>3</sup> The support arm of the Service is profiled in detail on pages 28 to 30.

## CORPORATE PLAN

### DETERMINING THE CORPORATE PLAN

In 1984 a strategy was adopted which transformed policing in New South Wales. Community-based policing changed the way police interact with the community and how police services are delivered.

The NSW Police Service continues to operate under intense public scrutiny. It is striving to build a relationship with the community founded on mutual respect and trust, particularly through community-based policing. In this context the NSW Police Service is working towards a vision of the future:

“The safest streets in Australia by the end of the decade”.

The vision is intended to unite the NSW Police Service in direction and action. It is a vision which will bind the NSW Police Service and the community in attaining a common goal - through community-based policing.

Community-based policing has three features:

- 1 Police working with the community to identify local problems - using intelligence, surveys and consultation
- 2 Police working with the community to prevent crime, fear and violence, and to determine solutions to problems through community programs
- 3 Achieving the right mix of public and private resources to reach a solution.

The results have shown:<sup>4</sup>

- Community satisfaction with the police at its highest recorded level (from 78% to 85%)
- Actual crime levels have not increased between 1983 and 1991
- Internal surveys show that police have responded positively.<sup>5</sup>

*The corporate planning process provides the opportunity for implementing organisational change. It allows priorities to be set and accountabilities to be allocated*

<sup>4</sup> The source of community opinion survey data was “NSW Community Survey Update July 1988 to March 1992”, Frank Small & Associates

<sup>5</sup> The survey for police was conducted in October 1990 (flowing from recommendations made in the White paper: Organisational Directions for the 1990's, May 1990). Survey results are discussed in full in Key Performance Area 5, page 74.

## MISSION

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

## STATEMENT OF VALUES

Each member of the NSW Police Service is to act in a manner which:

- places integrity above all;
- upholds the rule of law;
- preserves the rights and freedom of individuals;
- seeks to improve quality of life by community involvement in policing;
- strives for citizen and police personal satisfaction;
- capitalises on the wealth of human resources;
- makes efficient and economical use of public resources; and
- ensures that authority is exercised responsibly.

## CORPORATE OBJECTIVES

The NSW Police Service has adopted the following corporate objectives to underpin its Mission:

- make policing services more responsive to the needs and feelings of the community;
- encourage greater involvement of citizens in policing with a view to establishing a problem solving partnership;
- increase feelings of safety and security in the community by giving priority to order, maintenance and crime prevention and detection programs;
- improve management of the organisation to optimise the productivity of its people and other resources;
- minimise corruption and strengthen accountability.

## VISION

"By the end of the decade NSW will have the safest streets in Australia". The definition of "streets" is broad and includes improved personal safety in the home, at leisure, in the work environment and while travelling from place to place. It includes the issues of domestic violence, assault and property protection. Overall, it is about reducing the general level of fear of crime and disorder in our community.



## **CORPORATE FOCUS 1991-1994**

The vision will be achieved by improved operations management (focusing on increased use of crime prevention and problem solving approaches to policing), development of our people, development of models of best professional practice, beat policing and increased co-operation with and responsiveness to the public.

In developing models of best professional practice Demonstration Patrols will be created with the goal of making all patrols excellent.

## **KEY PERFORMANCE AREAS**

The NSW Police Service has adopted the following strategies to attain the "safest streets in Australia":

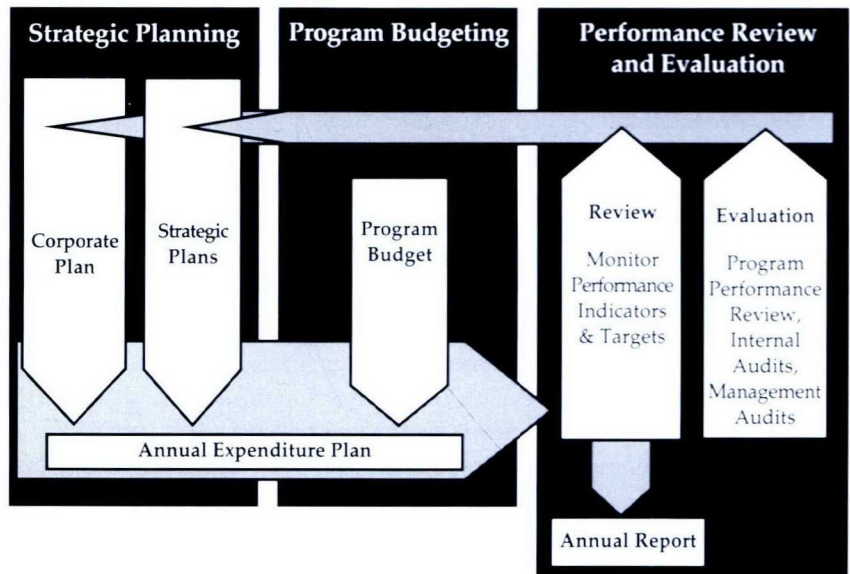
- 1 improve operations by focusing on crime prevention and problem solving
- 2 maximise the abilities of our people through the development and implementation of an integrated Human Resources Plan
- 3 improve management by introducing models of best professional practice, promoting professional responsibility and accountability and providing appropriate infrastructure
- 4 increase responsiveness to the expectations of our stakeholders by improving communications with the community, our people and Government
- 5 improve the NSW Police Service strategic planning process to manage change effectively and steer the implementation of future strategies.

## **STRATEGIC MANAGEMENT**

Corporate directions are reviewed annually, based on changes in the Police Service's operating environment and the needs and expectations of the community, the Government and those in the NSW Police Service. Corporate directions are developed by the Commissioner in consultation with the State Executive Group, the Police Board and Minister for Police and Emergency Services. This process was facilitated through a series of Ministerial and Executive planning workshops.

Strategic Management is founded in a continuing cycle of inter-related activities, under the headings of program budgeting, corporate and strategic planning and performance review and evaluation. Each part of the cycle provides input and support for the other elements. The relationships are illustrated in the following graph.

## Planning Mechanisms in the NSW Police Service



A planning calendar assists the NSW Police Service to keep track of this strategic management cycle. The contents of the calendar may change according to changes in external requirements and Police Service policies. The connection between all activities is that they are working towards the vision of "safest streets".

The linkages between corporate planning and finance and resource allocation strategies have been reviewed as part of the push for improved strategic management. The Government's Fundamental Review of Programs initiative<sup>6</sup> provided an ideal mechanism for assessing the appropriateness of the linkages.

As a result of the Fundamental Review the NSW Police Service's program budget is to be restructured to improve the operational focus on the three pillars of policing - reactive policing, problem solving and crime prevention. This structure will promote greater consistency of resource allocation with the corporate plan's organisational focus and key operational strategy. The revised structure is due to be implemented in 1993/94.

<sup>6</sup> Refer to the New South Wales Police Service, Fundamental Review of Programs, Report to the Management Council on Progress with the Review, January 1992

## PROGRESS TOWARDS THE VISION

The NSW Police Service has established systems and processes to pursue the vision of the "safest streets in Australia". Key elements are described below.

The Corporate Plan is updated annually and disseminated to external participants in policing activities and internally to Commanders and Managers throughout the NSW Police Service.

The strategic management framework promotes the effective implementation of the Plan and the attainment of the vision.

Safety Indexes have been defined to measure performance and document progress towards the achievement of the vision.

An Executive Information System (EIS) has been introduced. It is structured to support the Corporate Plan by presenting safety indexes, crime statistics and other information in a decision-making format referred to as control charts. A monthly activity report supplements the EIS.

Structured monthly reports have been developed and incorporated into a Management Review Program which requires SEG members to report regularly on progress with key aspects of the Corporate Plan.

In addition to formal reports to SEG, the State Commander meets with Region Commanders on a monthly basis to review performance down to district and patrol levels.

Regions and other commands have developed strategic plans to ensure that their activities are consistent with the Corporate Plan and contribute to the achievement of "safest streets".

Future developments include:

- the enhancement of safety indexes and control charts for monitoring progress with the vision and reductions in violence, crime and fear;
- their incorporation in the EIS as they are developed;
- the publication of corporate performance indicators;
- the formal introduction of a service guarantee and total quality management principles throughout the NSW Police Service for continuous improvement in performance, and
- the development of appropriate policies and operational strategies to assist the achievement of the vision.



## OVERVIEW OF COMMAND STRUCTURE

### 1. OPERATIONAL SERVICES

#### State Command

This command encompasses all operational activities of the NSW Police Service - the four Regions, Drug Enforcement Agency (comprising Task Forces, Support Unit, Plantation Unit, Undercover Units, Gaming Squad and Vice Squad) and the Operations Support Directorate (comprising Task Force Group, Tactical Services Group, State Intelligence Group, Technical Support Group, Joint Technical Services Group and the Federation of Police Citizens Youth Clubs).

#### Operations Support Directorate

The reorganisation of State Command in November 1991 resulted in the creation of the Operations Support Directorate.

Areas of operation are:

- *Task Force Group* - manages task force investigation of major crime;
- *Tactical Services Group* - co-ordinates a broad range of services including Traffic and Emergency Services, State Protection Group, Surveillance Air/Water Services Branch, and Special Branch;
- *State Intelligence Group* - is responsible for Information Services, Intelligence Analysis, Special Projects, Telephone Interception, Crime Stoppers;
- *Technical Support Group* - includes Fingerprints, Physical Evidence, Communications Operations and Information and Services Sections;
- *Federation of Police Citizens Youth Clubs* - delivers community-based policing programs to young people, particularly youth at risk;
- *Joint Technical Services* - established May 1992 provides expertise and systems for a legal, ethical and technical surveillance service in support of State and other Government agencies.

#### Drug Enforcement Agency (DEA)

The DEA commenced operations on 2 April 1989 with a charter to undertake the detection and suppression of illicit drug activities throughout New South Wales. Under the direction of an Assistant Commissioner, the Agency comprises five covert Task Forces, Support, Plantation, and Undercover Units. The inclusion of

the Gaming and Vice Squads in the DEA highlights the strong nexus between these crime areas and drug trafficking, especially with respect to distribution networks and the laundering of funds. There are approximately 270 personnel employed in the Drug Enforcement Agency.

- *Task Forces* - their role is to identify and immobilise middle to upper level drug traffickers, with emphasis on covert style operations.
- *Support Unit* - provides assistance to the Task Forces, the Plantation Unit and the Regional Drug Squads and, in addition, targets middle-level drug dealers.
- *Plantation Unit* - is responsible for the investigation and eradication of major cannabis plantations and the identification and prosecution of major growers and beneficiaries.
- *Undercover Units* - conducts covert investigations to identify illicit drug traffickers and infiltrate their organisations.
- *Gaming Squad* - enforces the Gaming and Betting Act, Lotteries and Art Union Act, the Lotto Act, the Totalisator Act and the Prevention of Cruelty to Animals Act (in relation to illegal betting and unlawful games concerning dog and cock fighting).
- *Vice Squad* - enforces provisions of the Summary Offences Act in relation to prostitution, massage parlours/photographic studios; the Indecent Articles and Classified Publications Act; and the Film and Videotape Classification Act.

**North Region**

<i>Area:</i>	69,247 square kilometres
<i>Population:</i>	1.6 million
<i>Authorised strength:</i>	2779 Police and 306 Administrative Officers
<i>Police Stations:</i>	131
<i>Patrols:</i>	49
<i>Districts:</i>	Chatswood, Dee Why, Central Coast, Lismore, Newcastle, Maitland, Port Macquarie
<i>Other Commands:</i>	Operations Support, Major Crime Squad, Internal Affairs, Legal Services

*Significant features of the Region which have an impact on policing:*

- most urbanised Region
- highest tourist rate
- temperate climate
- transient life styles
- east coast is a major retirement area in the Region
- ageing population

- carries the major highway Sydney to Brisbane
- high incidence of fatal crashes on the Pacific Highway
- a major area for cannabis growing.

### South-West Region

<i>Area:</i>	270,198 square kilometres
<i>Population:</i>	1.45 million
<i>Authorised Strength:</i>	2477 Police and 280 Administrative Officers
<i>Police Stations/</i>	
<i>Residences:</i>	274
<i>Patrols:</i>	44
<i>Districts:</i>	Inner West, Ashfield, Bankstown, Liverpool, Goulburn, Wagga Wagga and Broken Hill.
<i>Other Commands:</i>	Major Crime Squad, Dog Squad, Legal services, Transit Police

#### *Significant features of the Region which have an impact on policing:*

- Hume Highway - major interstate route with a flow of 2500 heavy vehicles per day through Goulburn City
- vital infrastructure eg dams, gas pipe lines and power stations
- Australian Defence Forces, Correctional Centres are within the Region
- State Sports Centre Homebush - an area of massive development over the next five years
- seventy per cent of the Region's population resides in the four metropolitan districts
- the north-west of the Region suffers residual flooding risks as well as risk from bush fires
- Transit Police are attached to Lidcombe and Liverpool Patrols policing commuter travel over 130 kilometres between Glebe and Moss Vale
- Aboriginal Liaison Officers are attached to Wagga Wagga District at Narrandera; Griffith / Leeton Patrol; and at Broken Hill District and Wilcannia Patrols
- Ethnic Liaison Officers have been attached to Inner West and Bankstown Districts since July 1991.

### North-West Region

<i>Area:</i>	345,481 square kilometres
<i>Population:</i>	1.5 million
<i>Authorised strength:</i>	2614 Police and 277 Administrative Officers
<i>Police Stations:</i>	140
<i>Patrols:</i>	41
<i>Districts:</i>	Tamworth, Orana (previously Dubbo District, renamed Orana 2 October 1991), Bathurst, Blacktown, Parramatta, and Penrith



*Other Commands:* Internal Affairs, Legal Services, Dog Squad, VIP Cyclists, Transit Police

*Significant features of the Region which have an impact on policing:*

- isolation
- communication difficulties
- demographics - unprecedented increase in population especially in Penrith and Blacktown Districts
- major sporting venues eg Parramatta Football Stadium, Eastern Creek Raceway
- major functions - eg Tamworth Music Festival
- major river system with associated flooding
- Correctional Centres
- significant tourist areas eg Blue Mountains, Warrumbungle Ranges
- major highways
- concentration of Aboriginal, Asian and Ethnic populations
- major National Parks - fire, search and rescue.

## **South Region**

*Area:* 104,700 square kilometres  
*Population:* 1.2 million  
*Authorised Strength:* 3305 Police and 431 Administrative Officers  
*Police Stations:* 102  
*Patrols:* 40  
*Districts:* Sydney, St. George / Sutherland, Murray, Eastern Suburbs, Wollongong, Queanbeyan  
*Other Commands:* Major Crime Squad, Legal Services, Water Police, Internal Affairs, Mounted Police, Communications

*Significant features of the Region which have an impact on policing:*

- the entire Sydney Central Business District with a daily work force influx of 300,000 people
- major entertainment venues eg Darling Harbour, Entertainment Centre, Sydney Opera House
- sixty-six consular establishments, State Parliament and the official residence of the State Governor
- three international shipping ports - Sydney, Botany Bay and Port Kembla
- international and domestic airports (Kingsford-Smith)
- State's busiest railway stations and goods yards
- major industrial and high-risk centres eg Kurnell Oil Refinery, Port Kembla Steelworks
- Correctional Centres
- significant tourist areas - five million overseas and domestic tourists annually
- high-level drug production - import and use
- traffic problems
- National Parks - fire, search and rescue.

## **2. SUPPORT SERVICES**

### **Professional Responsibility**

The Office of Professional Responsibility has as its objective to ensure that the Statement of Values is upheld by every member of the NSW Police Service.

In particular, the Office concentrates on the corporate objective of minimising corruption and strengthening accountability. It aims to create a culture which is self-disciplining and, wherever possible, based upon the problem solving approach to complaints through conciliation.

Following recommendations from the Office of Public Management Review, the Office of the Solicitor was created. The office deals with telephone interception, listening device applications and freedom of information. The introduction of this Office represents a new emphasis on the provision of in-house legal services.

The Command structure now consists of the Comprehensive Audit Branch, the Internal Affairs Branch, the Professional Integrity Branch and the Office of the Solicitor.

### **Office of Strategic Services**

The Office incorporates three branches - Policy and Programs, Marketing and Media and Planning and Evaluation. The Office of Strategic Services (OSS) is directly responsible to the Commissioner for providing high quality advice on corporate issues. It also has an important role in advising the Police Board and the Minister.

Key factors behind the achievements of the Office of Strategic Services have been in its multidisciplinary team-based approach to its work and its willingness to consider and promote new ideas.

The list which follows illustrates the scope of Office activities:

- develop corporate police priorities and identify programs to be developed
- provide high quality advice and support to the Commissioner, Police Board and Minister
- develop Police Service legislation and Commissioner's Instructions
- develop strategies and plans for priority programs (emphasis on prevention)
- develop strategies, programs and advice for groups with specific interests
- develop program performance indicators and approaches to program evaluation related target groups
- manage the Customer Service Program
- prepare the Police Service Corporate Plan
- develop planning frameworks and support Strategic Planning Group
- undertake special projects
- major issues management

- arrange market research to support program development
- develop and maintain a corporate internal communication program
- develop and maintain a corporate marketing program
- manage external media relations and community perceptions
- provide media support and skills training to operations and managers
- compile, analyse and report on crime-related and other statistics to support internal decision making and Ministerial requests.
- develop corporate performance indicators and promote continuous improvement.
- sponsor or develop management information systems to improve decision making
- analyse community expectations and monitor the level of community satisfaction.

## Corporate Services

The Corporate Services Command has a staff of 650 administrative staff and 49 police officers and provides a range of technical and management services at a corporate level.

Those services are supplied by seven branches:

- *Finance Directorate* - provides financial management skills and information to the Minister, Police Board, Commissioner and all areas of the Police Service and commercial clients.
- *Information Technology* - develops and supports the Service's computer systems and telephone and radio communications networks.
- *Properties* - is responsible for the planning, development and provision of functional and cost-effective accommodation for the Police Service.
- *Infringement Processing* - manages all aspects of the Self Enforcing Infringement Notice System (SEINS) on behalf of the NSW Police Service and other government agencies. The branch is also responsible for the extension of SEINS to other government and local government agencies commercially.
- *Administrative Services* - is responsible for corporate records management, document transmission, building and reception services, Avery Building motor pool services, uniforms to the NSW Police Service and the NSW Fire Brigades and corporate purchasing by tender.
- *Fleet Management* - administers the motor vehicle fleet of approximately 3000 vehicles.
- *Firearms Registry* - licences shooters and firearms in accordance with the Firearms legislation and the licencing of persons under the Security Agents legislation.



## Human Resources

The Human Resource Command is primarily responsible for the development of policies and strategies designed to improve the productivity, performance, placement, working environment and quality of working life of every NSW Police Service member.

The Directorates are:

- *Personnel* - responsible for Personnel Services and Statistical Information, Equal Employment Opportunity and Employee Assistance Services.
- *Establishment Control* - develops resource policy, work force planning, organisational design, the monitoring of staffing levels and the administration of the police transfers and promotions systems.
- *Industrial Relations* - develops policies and strategies to improve industrial relations within the Service and minimise industrial dispute.

## Education & Training

The Education and Training Command supports the delivery of high quality policing services to the community by ensuring that the skills, knowledge and competencies of all employees are well developed and up to date.

Consisting of 200 Police and 145 Administrative officers (including civilian academic staff), this command has five branches within its portfolio:

- *NSW Police Academy* - responsible for recruit training, wide range of specialist skills training, supervision and management development for all employees. A fully operational library facility is located at the Goulburn Academy and in addition a branch library located in the Avery Building, Sydney. The 650 bed residential Academy at Goulburn represents a multi-million dollar capital investment in staff development.
- *Field Training Directorate* - co-ordinates continuing education programs designed for Probationary Constables and on-the-job courses for all officers.
- *Executive Development* - provides a range of professional development programs designed to enhance the management performance of executives and potential executives.
- *Financial Management Development* - responsible for a range of financial training programs to line officers.
- *Police Recruitment Branch* - responsible for police careers marketing and the identification and selection of police recruits.

## A. CRIME PREVENTION

The crime prevention strategy in the 1991 reporting year for the NSW Police Service comprised six key targets for operational policing. These were: Personal and Family Safety; Road and Traffic Safety; Property Protection; Alcohol-related Crime; Drug-related Crime; and Organised Crime.

### 1. Crime Victim Survey Trends

*Indicator:* Households which have been victims of break & enter or attempt.

<i>Status:</i>	<i>Year</i>	1990	1991
	NSW	8.9%	8.3%
	Sydney	11%	9.8%

*Indicator:* Persons who have been victims of robbery or assault.

<i>Status:</i>	<i>Year</i>	1990	1991
	NSW	3.5%	4%
	Sydney	4%	4.5%

The sources of data presented in this section are as follows:

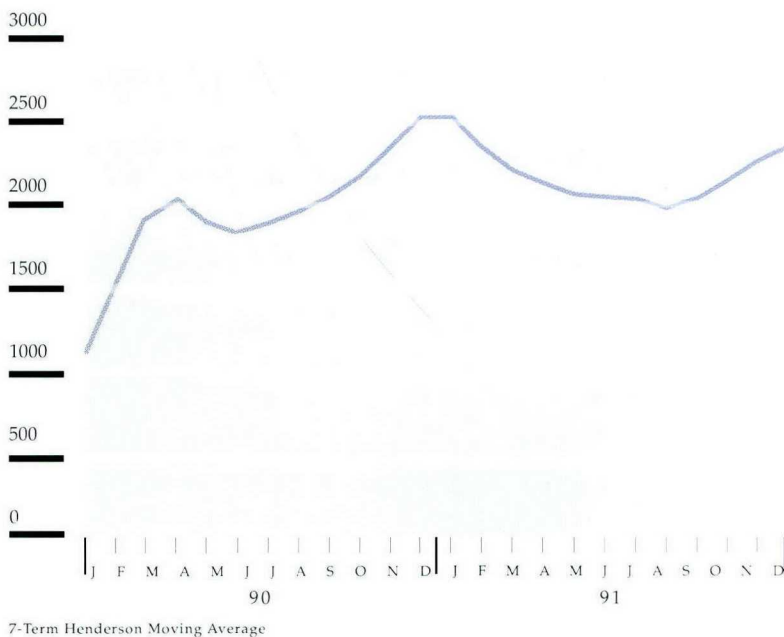
- The source of crime victim survey data was "Crime and Safety, New South Wales, April 1991", Australian Bureau of Statistics. Catalogue No. 4509.1
- The official source of crime statistics in NSW is the Bureau of Crime Statistics and Research (BCSR). Crime statistics are based on the calendar year ending December 1991, which is the reporting year adopted by the BCSR. The monthly average crime figures were calculated by the NSW Police Service using Control Charts
- The source of motor vehicle accident data was the NSW Roads and Traffic Authority. The latest annual publication is "Road Traffic Accidents in New South Wales, 1991, Statistical Statement, Year ending 31 December 1991"
- The source of community opinion survey data was "NSW Community Survey Update July 1988 to March 1992", Frank Small and Associates

*Improve  
operations by  
focusing on crime  
prevention and  
problem solving<sup>7</sup>*

## 2. Crime Statistics - Reductions in Crime and Violence

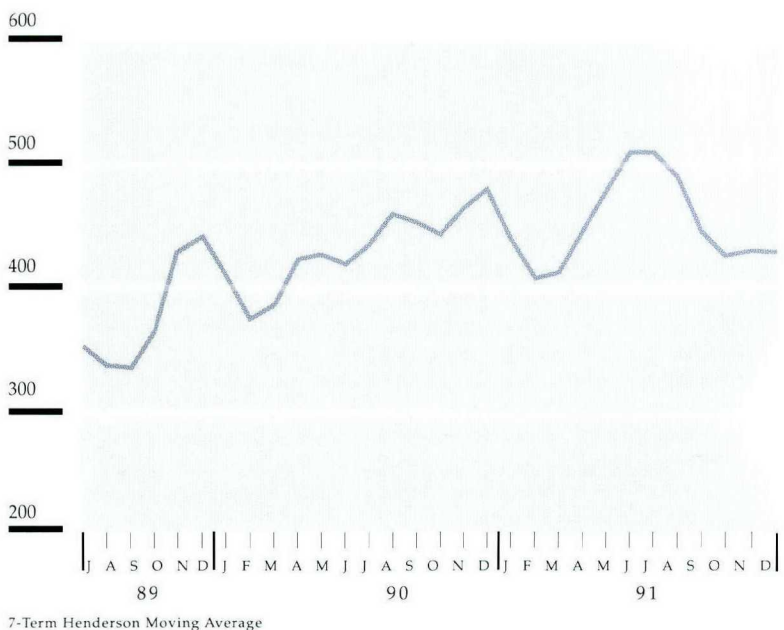
**Indicator:** The average number of assault offences per month. Includes grievous and actual bodily harm, common assault and malicious wounding.

**Status:** Graph below indicates a statewide increase of 13% in recorded offences between 1989 and 1991



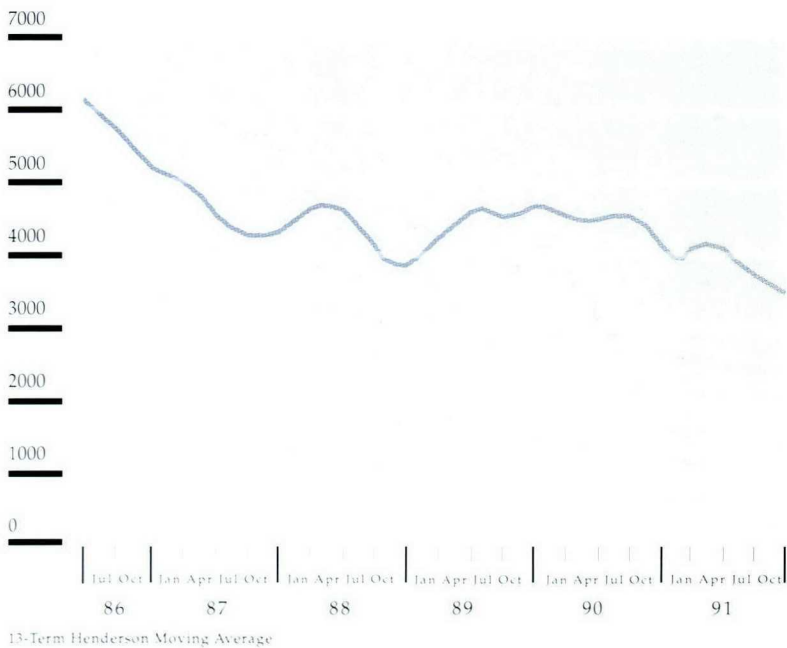
**Indicator:** The average number of robberies per month. Includes armed and unarmed robbery.

**Status:** Recorded robbery offences for 1991 increased by 29% compared with 1989

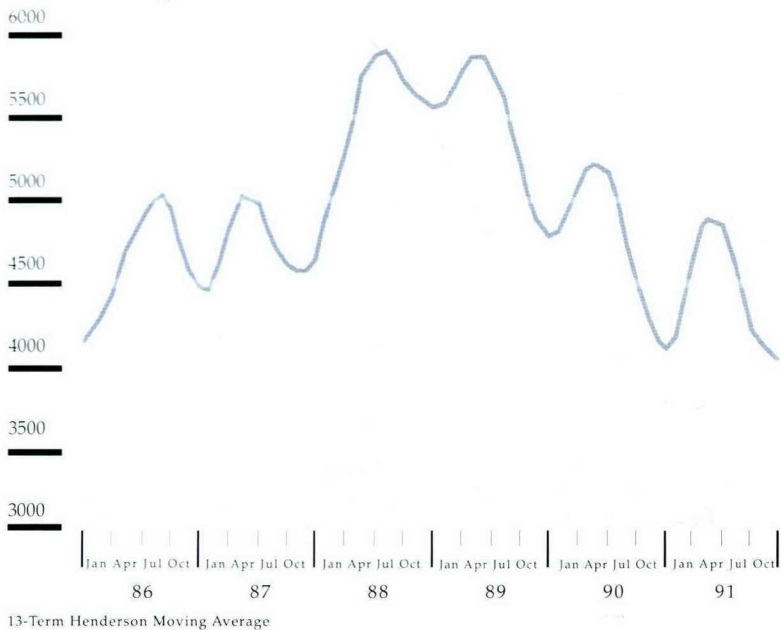




*Indicator:* The average number of motor vehicles stolen per month.  
*Status:* There is a significant downward trend in recorded offences over the 36 months from January 1989 to December 1991.

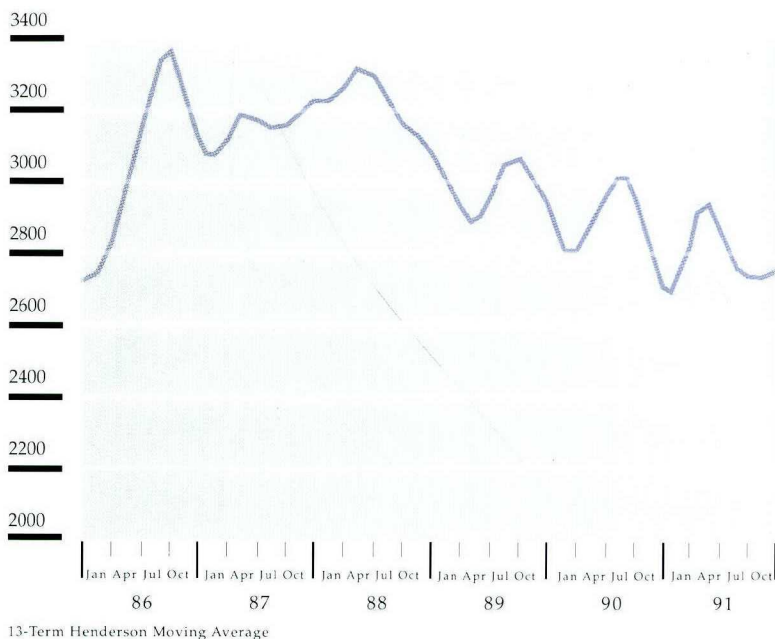


*Indicator:* The average number of property break-ins (dwellings) per month. Includes attempted break-ins.  
*Status:* Graph below shows the overall downward trend for breaking and entering.



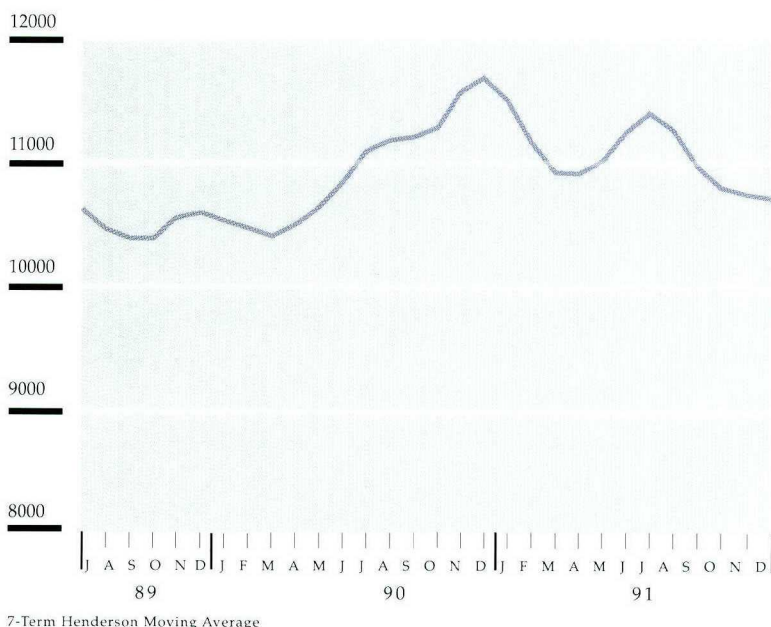
*Indicator:* The average number of property break-ins (other than dwellings) per month. Includes attempted break-ins (shops, business premises, schools).

*Status:* The graph below indicates the monthly average has decreased since 1988 and appears seasonal.

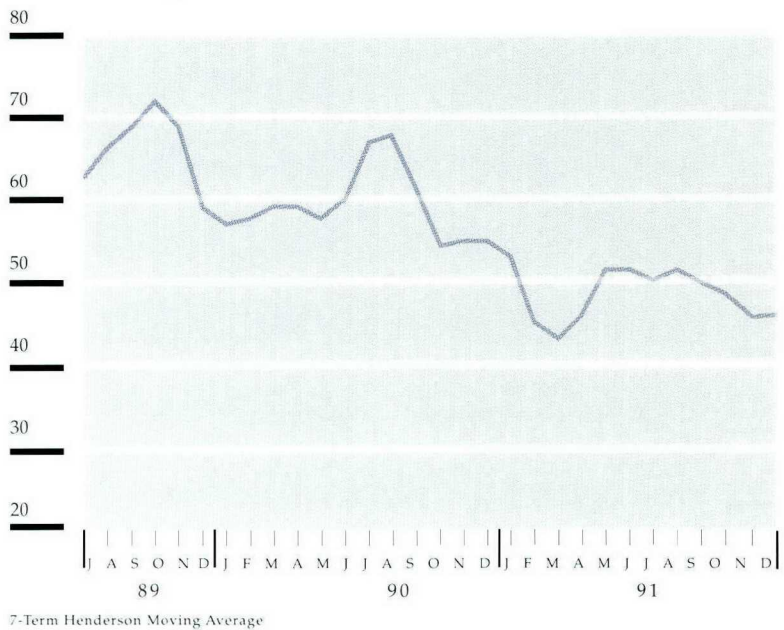


*Indicator:* The average number of stealing offences per month. Includes stealing/larceny and stealing from a person.

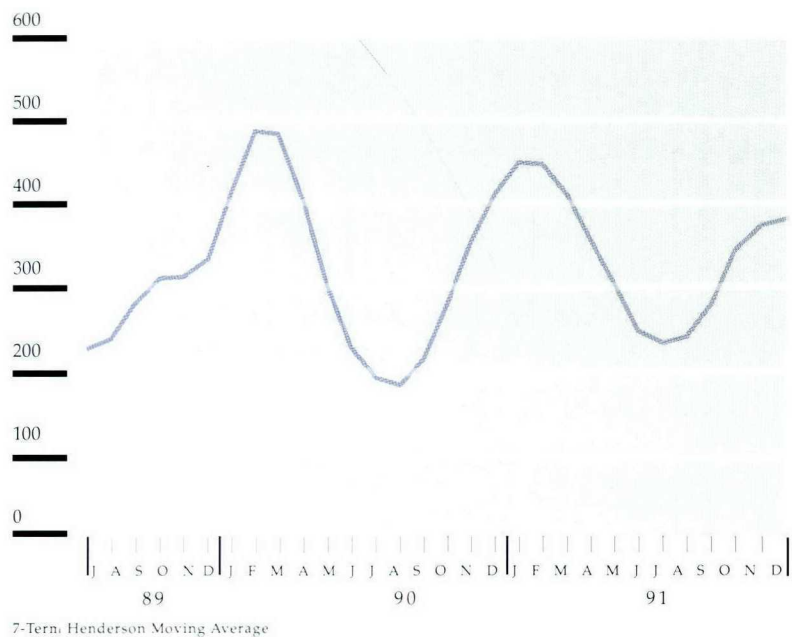
*Status:* There has been a small (though statistically significant) increase in stealing offences since 1989. This appears to have now flattened.



Indicator: The average number of fatal road crashes per month.  
Status: There is a significant downward trend in the number of fatal road crashes per month.



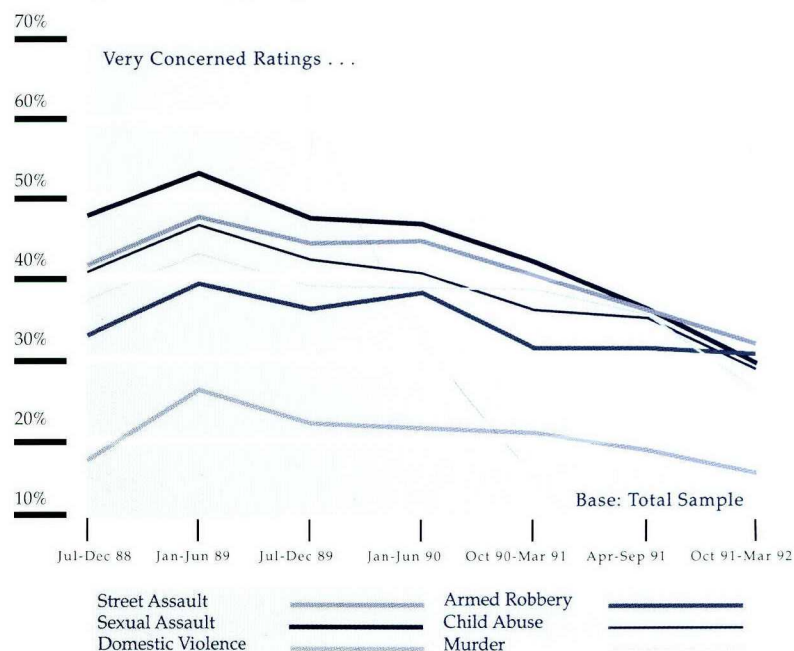
Indicator: The average number of supply related drug (supply and cultivate) offences per month.  
Note: These offences are usually "detected" by Police, not reported to Police. Increases in offence numbers indicate increased Police activity.  
Status: Supply and cultivate offences are very seasonal (high in summer months) associated with the cultivation of cannabis.



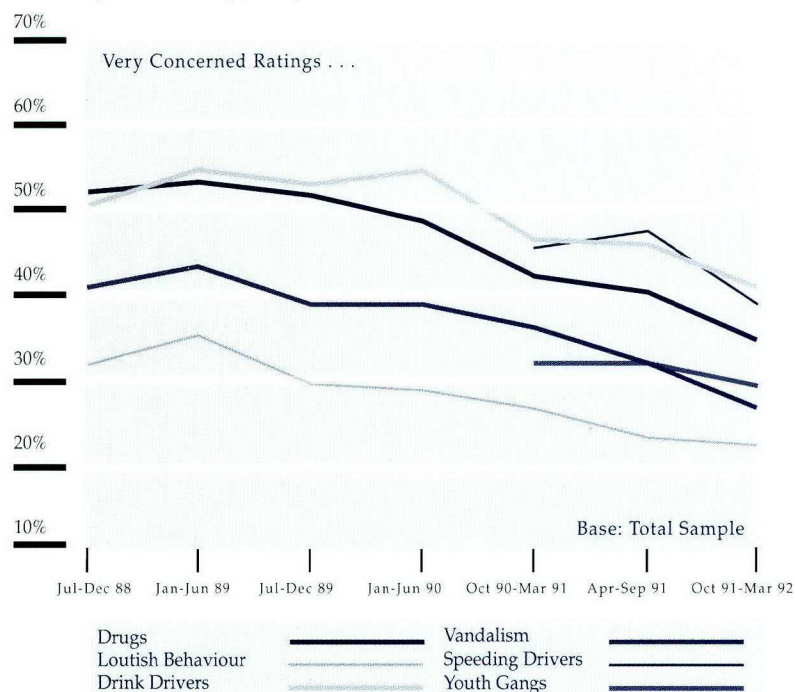


### 3. Community Opinion Survey Trends - Reductions in Fear<sup>8</sup>

#### *Concern for me and my family - violent crime*

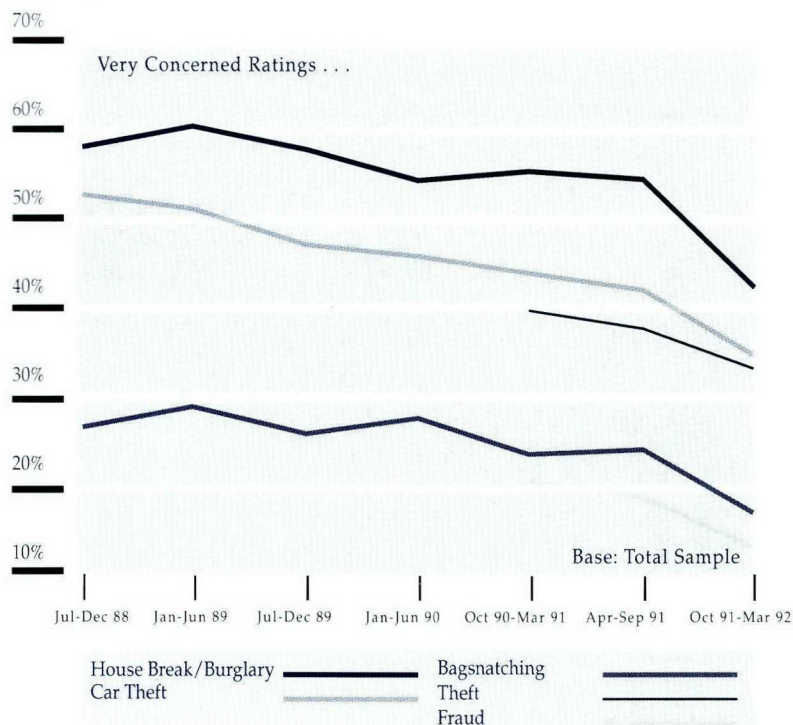


#### *Concern for me and my family - social disorder*



<sup>8</sup> Source: NSW Community Survey Update July 1988 to March 1992, by Frank Small and Associates for the NSW Police Service

## Concern for me and my family - property crime



## B. PROBLEM SOLVING

The problem solving strategy has three key targets for operational policing. These are: management, detection and investigation,<sup>9</sup> and intelligence.<sup>10</sup>

### Management

Policing strategies vary from place to place depending on the local environment. Regionalisation has given the NSW Police Service the flexibility to respond appropriately to each situation. Autonomous management within the Regions allows for the implementation of various programs and committees which enhance community-based policing.

Community Consultative Committees have been established in many areas. They comprise the local Patrol Commander and people interested in preventing crime and improving the quality of life. They provide an opportunity for local problems to be solved by working together.

<sup>9</sup> Refers to the Parsons Report on Criminal Investigation, NSW Police Criminal Investigation Working Party, Final Report-Sydney, NSW Police Service 1989, and the Review of Physical Evidence, November 1990, Assistant Commissioner Bruce Gibson, NSW Police Service-Final Report, Sydney.

<sup>10</sup> Refers to the Stirton Report on the "Review of the Intelligence Needs of the Police Service", NSW Police Service, 1990 (3 volumes bound as 2).

Community Consultative Committees provide a forum to address the special needs of youth, the physically disabled, the elderly, ethnic groups and Aborigines.

At present, there are 845 Neighbourhood and Rural Watch Committees across the State and 715 Safety House programs.



*Country police involve community members in crime prevention activities such as Rural Watch*

Community consultation and co-operation has increased the amount of intelligence gathered by the NSW Police Service. Outmoded management systems cannot accommodate this additional load and the Service is looking to new technology for solutions.

The Computerised Operational Policing System (COPS) will replace multiple disparate systems with an integrated system which will provide a single access point for operational policing information. It will greatly enhance operational effectiveness at patrol level.

Stage One is scheduled for commencement in July, 1993. Reorganisation is being carefully controlled by a change management focus group. The intelligence/information database will be the first area to receive benefit from COPS.

### **Detection and Investigation**

The task force method has formed the basic approach to major crime briefs since 1987. A task force is formed largely at the request of a Region and subsequently authorised at the direction of the State Commander.



The task force method proved an effective tool in the co-ordination of protracted and complex investigations. Task force BACKER, for example, was formed following information received from the Criminal Justice Commission of Queensland concerning the unlawful disposal of motor vehicles. This matter commenced with insurance fraud and fraudulent photo licences. Weaknesses in the system of photo licencing were detected. Appropriate legislative changes are being considered. Following the investigation, 49 people were arrested resulting in a number of convictions.

A major task force approach was adopted for the investigation into the murder of Doctor Victor Chang. A number of people were arrested and committed for trial (including one overseas extradition).

An additional task force has been formed to target Asian drug-related crime. This task force will work in conjunction with the New South Wales Crime Commission. A task force has also been dedicated to investigate the manufacture and distribution of illicitly-produced amphetamines.

The Gibson Review of Physical Evidence<sup>11</sup> included 92 recommendations to change the existing management of physical evidence. As a result, the NSW Police Service adopted a region/zone model which now sees 12 regional crime scene zones for physical evidence and five regional crime scene zones for fingerprints.

SEG has provided funding to develop an Associate Diploma in Applied Science (Forensic Science) for the Physical Evidence Officers of the NSW Police Service.

A computerised case management system is also being developed and it is proposed to integrate it into the parameters of the COPS program as it begins to come on-line.

A substantial budget has been provided during 1992 to begin the upgrade of technology used within the physical evidence area.

An ongoing replacement program of capital items has begun. A huge investment in technology has been made throughout the Technical Support Group, particularly in the Physical Evidence Section.

An extended fingerprint examination and identification service was initiated throughout the metropolitan district by the deployment of selected operational police attached to Bankstown Patrol. The police carried out general fingerprint examinations on recovered stolen motor vehicles within their patrol. Six additional patrols will be trained each year, commencing July, 1992.

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<sup>11</sup> Refers to the Review of Physical Evidence, November 1990, Assistant Commissioner Bruce Gibson, NSW Police Service-Final Report, Sydney.

A Detective Education Program and a Patrol Intelligence Education Program were commenced during the reporting year. Conducted over an 18 month period, the programs will contain a 14 week residential component.

### Intelligence

The successful management of intelligence underpins the entire community-based policing concept.

During the year a number of special operations were conducted. Operation PARADOX provided a community link to identify child sexual assault matters. It was conducted on August 21 and attracted approximately 500 calls, 117 of which were referred to the NSW Department of Family and Community Services.

Operation NEPTUNE, targeting waterfront crime was conducted on November 12, 1991. The Service received 291 items of information. The operation also involved seven other agencies including MSB, Customs and the Australian Federal Police.

Operation NOAH was conducted on February 26, 1992. Altogether 2338 calls were received with 269 charges laid.



This year Operation Paradox was a great success with approximately 500 responses





*NSW police officers regularly keep close contact with the elderly whose fear of crime is often far greater than their actual risk of being victims*

Across patrols, tactical initiatives have been taken to co-ordinate inquiries into crimes against the elderly. A close scrutiny continues to be maintained as "softer" targets, such as the elderly, become more vulnerable.

The Crime Stoppers Unit, is a section of the NSW Police Service which encourages members of the community to provide information on unsolved crimes, wanted persons, escapees, as well as information on persons they know who have committed criminal offences and have not been arrested.

The Crime Stoppers program is financed by private enterprise which has a sponsored fund controlled by NSW Crime Stoppers Limited, registered under the National Companies and Security Commission.

Messages were featured on two million milk cartons and eight million shopping dockets throughout the State encouraging the public to provide information to the Unit on persons involved in criminal activity.

Information from the public resulted in 270 arrests, 1079 charges (including murder, armed robbery and property offences). \$596,598 in property was recovered and \$13.8 million in drugs was confiscated.



*Maximise the abilities of our people through the development and implementation of an integrated human resources plan*

The human resources plan provides clear direction and policies for improving the work environment, productivity, performance, placement and quality of working life of Service employees.

This performance area is composed of two activities: Human Resources and Education and Training.

### **A. HUMAN RESOURCES**

The following major activities have been undertaken during the reporting year.

#### **Improved Promotion System**

In consultation with the Police Unions, the Police Promotion System was improved to provide members of the Police Service with a more accountable, consistent and merit driven approach for appointments to the ranks of Chief Inspector, Inspector, Senior Sergeant and Sergeant.

The benefits of the changes to the Police Promotion System are: an increased emphasis on supervisory, management and leadership skills rather than detailed knowledge of a patrol or branch; a greater diversity of social backgrounds of members on selection committees, including more senior ranking of selectors and more independence in the selection process; increased feedback to unsuccessful applicants for career development; and attendance by selection committee convenors at hearings of the Government and Related Employees Appeal Tribunal.

#### **Resource Policy**

An overall resource policy was developed covering the distribution and deployment of police officers within the State. The cornerstone of the revised policy will be an objective resource allocation formula designed to ensure that patrol-based operational staff are distributed on the basis of workload and corporate priority.

In association with work on the allocation formula, a revised transfer and tenure policy was developed to ensure sufficient mobility is achieved in the deployment of individual officers. Guidelines were published on the preferred levels of experience of constables in all patrols and branches.

#### **Implementation of the Employee Assistance Program**

During the year officers responsible for health and welfare of NSW Police Service employees were amalgamated into the Employee Assistance Branch and

co-located in a single building at 66 Wentworth Avenue, Surry Hills. The Employee Assistance Program will provide a multi-disciplinary team of professionals to support employees throughout the NSW Police Service. This represents a more responsive and early interventionist approach by the NSW Police Service to the health and welfare of its employees.

The Peer Support Program, in which selected officers are trained to act as support and referral agents for any of their colleagues with personal problems, was extended to a further five districts.

### **Sick Leave Task Force**

In keeping with the NSW Police Service's overall concern for the health and welfare of its employees, a special task force was created during the year to assist police officers on long-term restricted duty or sick leave to either return to normal work or consider medical retirement.

By June 30 1992, over two thirds of these officers had been reviewed and 140 had returned to suitable full time employment. A further 70 were either participating in structured rehabilitation programs or being assessed for rehabilitation. The remainder have either resigned, retired or been medically discharged or are awaiting medical discharge.

### **Devolution of Personnel Functions to Regions**

Throughout 1991/92, special working parties comprising staff from within the Personnel Directorate and district representatives examined the feasibility and likely impact of devolving much of the currently centralised personnel functions of the NSW Police Service to its Regions.

The devolution process will be commenced during the 1992/93 reporting year. The advantages of devolution are: greater managerial autonomy for regional administrators, increased efficiency and effectiveness of the handling of personnel matters.

A comprehensive manual on personnel delegations was issued to each area of the organisation.

### **Computerisation of Personnel Records**

The new NSW Police Service Personnel System has been further developed to address the full range of personnel and staffing issues. When fully installed, the system will consist of Personnel, Position Control, Leave Management, Training/Education and Recruitment/Promotion modules.



## **Performance Management**

In May 1992, the Police Service began a project to introduce a Performance Management Scheme for all of its staff. The scheme will maximise the ability of the Police Service to achieve its corporate goals and objectives as well as directly benefiting employees by providing feedback to them on their performance, catering for their work needs and offering them career guidance.

A pilot scheme using a wide sample of volunteers will commence in December 1992.

## **Special Remote Locations**

A working party, comprising representatives from the South-West and North-West Regions and the Personnel Directorate, was established to consider the conditions of employment in remote locations and recommend appropriate incentives. Recommendations concerning housing and health have been endorsed to be implemented from July 1, 1992.

## **Australian Traineeship System (ATS)**

The NSW Police Service has employed the maximum number of trainees allocated to it since the scheme's inception in 1987. Of the 49 trainees assigned during 1991 as Assistant Stores Officers, Office Assistants (Information Processing) and Office Assistants (Clerical Skills), three have been nominated for the "Trainee of the Year" Award.

## **Equal Employment Opportunity (EEO) Achievements, Strategies and Statistical Information <sup>12</sup>**

### *Sex-based Harassment Policy*

Consultation with relevant unions, spokeswomen and the Equal Employment Opportunity Branch, Personnel Directorate has led to an expansion of the sex-based harassment policy. The expanded policy is designed to give complainants a greater degree of control over the resolution process. Each patrol, district, region and branch were required to implement a management plan to eliminate sex-based harassment in their area.

### *Sex-based Harassment Support Officers*

The number of Support Officers trained to provide advice and assistance to staff members and Patrol Commanders on sex-based harassment issues was increased by 59% during 1991/92. There are now 67 support officers throughout the State who have been appropriately trained and they will continue to receive refresher courses.

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<sup>12</sup> EEO Statistics: Three Appendices are attached which give some statistical indication of the progress of EEO policies and initiatives within the Police Service during 1991/92, see pages 118 to 119.



### *Child Care*

During the year a child care register was compiled based on information gathered from local government authorities. The register lists child care facilities within the Sydney metropolitan area.

In June 1992, a working party was formed comprising representatives from the Police Citizens' Youth Clubs (PCYC), the Police Minister's Office and the EEO Branch. It examined the viability of using the PCYC network to provide child care for NSW Police Service employees and members of the community. A trial program will be conducted at two separate locations in 1993.

### *Spokeswomen*

The number of spokeswomen within the Police Service has now increased to 34 and this represents an increase of 55.9% compared with 30 June 1991. Each district is now represented by a spokeswoman.

To address past disadvantages, special conferences have been conducted for women to inform them of personnel conditions and provide interactive support and encouragement to seek promotion.

A Women's Issues Committee has been established to provide grass roots representation on policies being developed by the organisation.



*Antonette Diorio, Women's Liaison Officer for the NSW Police Service, with Commissioner Lauer at the Women in Policing Conference*

### *Implementation of Aboriginal Employment Strategy*

An Aboriginal Employment Strategy was developed during the year to achieve a 2% representation in Aboriginal staff. The NSW Police Service is committed to equity of employment access for Aboriginals.

The following measures have been taken to improve the involvement of Aboriginal people in NSW Police Service management:

- 1 Recruitment action has begun for the appointment of Aboriginal Regional Co-ordinators who will monitor and facilitate the recruitment and development of Aboriginal staff at regional level
- 2 A Senior Lecturer, Aboriginal and Multi-cultural Studies, has been appointed at the Police Academy, Goulburn, to monitor all courses and ensure that they are free from cultural bias
- 3 An Aboriginal Client Group Consultant has been appointed within the Police Service's Programs Branch
- 4 An Aboriginal Employment Strategy Co-ordinator will be appointed within the EEO Branch to oversee the implementation of the Police Service Aboriginal Employment Strategy.



*The NSW Police Service is committed to EEO, especially in recruiting Aboriginals*

## **Industrial Relations**

The introduction of The Industrial Relations Act, 1991, has enabled the NSW Police Service to negotiate a productivity-based enterprise agreement with Parking Patrol Officers. In addition to wage increases, this will provide these officers with enhanced career paths through the introduction of a Parking Patrol Officer rank structure.

In July 1991 the NSW Police Service implemented Common Salary Point and Common Wage Point scales for its administrative staff. In April 1992 Police Officers were transferred to the same scales. These new scales will provide a more efficient salary administration system across the Service.

Consistent with the implementation of structural efficiency, productivity gains were achieved through the negotiation of revised hours and leave provisions for Commissioned Police Officers.



A number of administrative officer groups have benefited through the activities of the Joint Consultative Committee in gaining access to better paid, more challenging and rewarding jobs.

In September 1991, the Commissioner authorised new consultative procedures designed to eliminate the anxiety and confusion that can occur within a changed management environment. The success of these procedures is indicated by the decrease in the level of disputes since their introduction.

## **B. EDUCATION AND TRAINING**

A wide range of education and training courses were conducted in the reporting year. More than 70 courses were offered, supplemented by a range of professional seminars, workshops and conferences. Delivery is flexible using a combination of residential and/or field training as well as distance learning.

The Executive Development Program addresses issues of concern to senior police executives and relates them to individual performance, organisational productivity and accountable public sector management.

A Detective Education Program and a Patrol Intelligence Education Program were commenced during the reporting year. The Detective Education Program is conducted over an 18 month period with a total residential component of 12 weeks. The Patrol Intelligence Education Program is spread over a nine month period with a one month residential phase.

The Service has developed an integrated education and training career plan for employees from recruit to executive level.

The Police Recruit Education Program (PREP) curriculum was reviewed following extensive external analysis by the Centre for Applied Research in Education, University of East Anglia, United Kingdom. The outcome of the review was the expansion of PREP (18 month program) into a new Constables Development Program (total length four years) commencing 1993. During the reporting year 242 people entered the PREP recruit program.

The Police Education and Advisory Council (PEAC) advises on all substantive education and training courses. The Council reports directly to the Police Board of NSW.

An Aboriginal/Police Relations Education Program was established through collaboration between Academy staff and the staff of the EORA Aboriginal College Redfern. This program will be made available state-wide through TAFE using Aboriginal instructors. A pilot program will be trialled at Redfern Patrol with full implementation expected during the latter half of 1992.

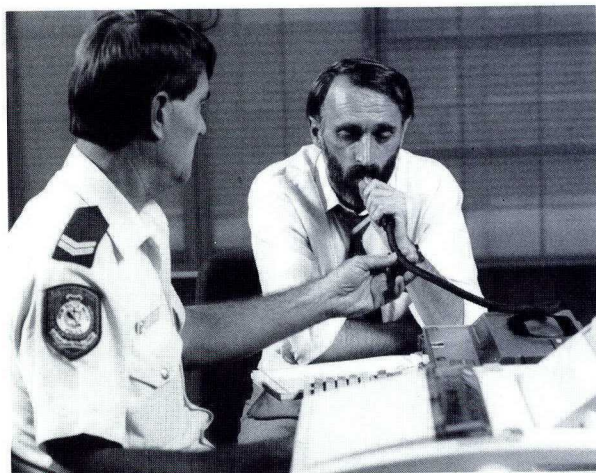




*Police officers breaking down the barriers to improve relations with the Aboriginal community*

The Highway Patrol Education Program was extended to include training for infra-red breath analysis instruments and speed cameras with 383 students participating in the program in 1991/92.

To date, 79 Automatic Breath Analysing Operators Training Courses have been conducted throughout the State involving 2044 police.



*One of the infra-red breath analysis instruments in operation*

## RESEARCH AND DEVELOPMENT<sup>13</sup>

During 1991/92 the responsibility for the Police Service Research Program was transferred from the State Command to the Office of Strategic Services.

In January 1992, the Police Board approved the establishment of a Police Service Research Committee to examine current research practices and procedures within the Police Service. The findings of that committee revealed that there are three categories of research: Internal Research; National Police Research and Criminal Justice Research.

The outcome of the review was a recommendation to establish a Police Research Advisory Council (to be established in the second half of 1992) which has both academics and Police Service members. This council will be responsible for: developing a research program establishing a topics agenda and developing guidelines for research activities including evaluation, implementation, monitoring, accountability and dissemination.

It is also proposed that a research data base will be developed and connected to the mainframe so that the whole Service will have access to the research. The implementation of the Research Advisory Council will be reported in the 1992/93 Annual Report.

To date, a significant amount of research has been conducted within the organisation but in the absence of overall co-ordination, the Police Service has not gained maximum benefit from work undertaken.

### Internal Police Research

The NSW Police Service Research Program was established by the Minister for Police and Emergency Services in October 1989, to enable those directly involved or concerned with the New South Wales Police Service to undertake domestic or overseas research.

There have been 21 grants awarded and a number of study tours conducted since its introduction. The amount spent on overseas travel relating to research grants, study tours and conferences was \$188,000. For example, a visit to Canada and the United States of America by Chief Inspectors Care and Graham was the catalyst for the introduction of the Community Policing Centre at Airds.

Research undertaken by Detective Senior Sergeant Jeffries, Constable 1st Class Young and Detective Senior Constable Royds provided information for the Gibson Review of Physical Evidence. Some 92 recommendations flowed from the report and over a third of these have been implemented.

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<sup>13</sup> See Appendix 20, page 128, for explanatory note on the review of the Research and Development Program.



During the reporting year the Office of Strategic Services conducted research into alcohol-related crime, motor vehicle theft, customer service, conduct of community attitude surveys, crime surveys and alcohol surveys.

Task Force Alpha has been running since February 1992. It will conduct extensive research into police vulnerability to threats and violence and options to minimise risk.

### **External Police Research**

This involves work commissioned by the Service from individuals or institutions, in particular, the National Police Research Unit (NPRU). Research conducted by NPRU is concerned with national policing issues.

The NPRU is an inter-governmental body established under the Australian Police Ministers' Council to conduct research of practical application on matters affecting Australian policing. The Unit is directly controlled by a board composed of the eight Commissioners of Police and a representative of the Federal Government.

The mission of the NPRU is to develop police professionalism through the sponsorship, co-ordination, stimulation and undertaking of research projects and programs associated with the delivery of police services in Australia. The New South Wales Police Service contributes \$200,000 towards the overall NPRU budget.

There were a number of major research projects undertaken in the reporting period:

#### **1 *Deployment of Police in High Risk Situations***

In May 1991, the National Committee on Violence recommended that police administrators should "adopt a nationally agreed set of guidelines outlining standard operational procedures for police to be deployed in situations assessed as high risk". The aims of the study which was commissioned in October 1991 are:

- to investigate the characteristics of high risk situations
- to examine the criteria for the deployment of police in high risk situations
- to investigate whether injuries to police officers, offenders and the public are associated with particular characteristics of high risk situations.

#### **2 *National Minimum Standard in Firearms Training***

Arising from recommendations contained within the National Committee on Violence Report, the NPRU was instructed in 1990, to examine a national minimum firearms training and competency standard. Guidelines for implementation based on the principle of best practice are being developed.



### 3 *Development, Maintenance or Betrayal of Police Ethics*

Approved by the Board of Control (NPRU) at its October 1991 meeting, the project seeks to identify and counter those factors that contribute to unethical behaviours by some police officers.

#### **Criminal Justice Research**

The annual Sir Maurice Byers Fellowship (\$50,000), was established by the Police Minister to provide research opportunities for Australian academics and researchers, who possess special expertise, knowledge or interests, specifically in relation to the Australian Criminal Justice System.

The inaugural fellowship was awarded to Dr Janet Chan of the Department of Social Science and Policy, University of New South Wales in 1990. Dr Chan has recently completed a draft of her report entitled "Policing in a Multicultural Society".



*Dr Janet Chan, winner of the inaugural Sir Maurice Byers Fellowship*

*Improve  
management by  
introducing  
models of best  
professional  
practice,  
promoting  
professional  
responsibility  
and  
accountability  
and providing  
appropriate  
infrastructure*

The NSW Police Service Statement of Values identifies high standards of conduct and professionalism by every member of the NSW Police Service.

This key performance area focuses on three activities: Patrols; Professional Responsibility and Accountability; and Corporate Services.

### PATROLS

The basic command unit in the NSW Police Service is the Patrol. This is a geographic unit that is tied to one or more police stations. There are 174 Patrols in NSW, grouped into 26 districts.

Patrols are the foundation of community-based policing and the centre for the provision of all police services. Community-based policing is concerned with the police actively working with the community to prevent crime and create a safer environment.

A steering committee was established to develop the concept of Demonstration Patrols. These patrols, due to be launched in the 92/93 reporting year, will be used as a testing ground for policing practices and patrol-based training and development.

Beat policing extends the lines of communication between the community and police. Beat officers are responsible for a specific area with support from general duties, detectives, and specialist units.



*High profile beat policing encourages the public to give useful information and increases their feeling of safety*



## VOLUNTEER POLICING

The Commissioner established a task force to review the concept of volunteer policing in NSW and to make recommendations by December 31, 1991. The task force had two objectives:

- 1 To provide advice on the possible role of volunteers in the NSW Police Service
- 2 As directed by the Minister, to develop an implementation plan to trial volunteer policing in NSW, commencing in 1992.

The implementation of (2) requires changes to the Police Service Act, 1990, or the introduction of new legislation to clearly define the roles, powers and responsibilities of the volunteers. This legislation is still pending.

In reference to (1), the use of volunteers within the Police Service, a pilot project, the first Community Policing Centre, was launched at Airds, near Campbelltown, on May 11, 1992.



*Volunteers and police officers from Campbelltown Police Station launching the first Community Policing Centre at Airds*

Volunteers staff the Airds Centre, situated in a shopping centre, with the support of police. This is an extension of the Community-based Policing Program. At present 21 volunteers occupy the Centre six days a week, taking messages and complaints, referring callers to the appropriate agencies and giving valuable community advice.

The initiative has been a success with 98.3% of residents surveyed believing the centre was of community benefit; 37.5% of people surveyed had visited the centre; 47.9% of people believed that there were more beat police patrols than in previous six months; 97.5% of the people surveyed knew the Centre's location.<sup>14</sup>

<sup>14</sup> Source of survey data is Inspector Jim Bailey, Patrol Tactician, Campbelltown Police Station



## PATROL HIGHLIGHTS

Since 1988, 13,000 people in NSW have been surveyed to determine their perception of how police are providing service to the community. Each month 217 people are surveyed. This survey is contracted to market research companies which report their findings every six months.

The survey measures:

- the public's general satisfaction with the performance of the NSW Police Service
- the level and nature of community concern with crime and the potential of becoming a victim
- the community's perception about where policing attention should be focused
- community ratings of the NSW Police Service in dealing with specific crimes
- major types of citizen contact with police and satisfaction with that contact.

### The Results<sup>16</sup>

- Community satisfaction with police contact has reached its highest level since 1988 (85%).
- Overall, community policing objectives are still being successfully achieved. Citizens continue to support the concept of greater dialogue with local police (84%) which is high by world standards.

### Operational Highlights

- The Operations Support Group was created this year to strengthen the tactical efforts of patrol-based policing.
- There have been 53,763 records of traffic accidents in NSW during 1991. These resulted in 28,748 casualties of which 663 people were killed and 6732 were admitted to hospital with an estimated cost to the community of \$1.27 million.<sup>17</sup>
- In the same period, injuries from car crashes fell from 38,816 in 1980 to 28,085 in 1991.
- The road toll to 30 June 1992 stands at 322 - one less than for the same period in the previous year.

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<sup>16</sup> Source document for these results is "Community Policing Strategy Update July 1988 to March 1992", A Social and Community Research Report prepared for the NSW Police Service by Frank Small & Associates (Aust) Pty Ltd, March 1992

<sup>17</sup> Source of the following road statistics is, Road Traffic Accidents in NSW-1991 Statistical Statement: Year Ended 31 December 1991, NSW Roads and Traffic Authority, Road Safety Bureau and the Monthly Bulletin of Preliminary Traffic Accident Data for June 1992, NSW Roads and Traffic Authority, Road Safety Bureau.

- Direct access has now been provided to the Director of Public Prosecutions enabling computer-generated criminal histories. Eight regional offices of the Director will be on line by December 1992.
- Implementation of the Video Photo Library has provided a rapid update facility that enables operational police to gain visual access to current photographs of criminal offenders. A district-wide library of specific offenders can now be easily maintained.
- By March 1993, the Technical Support Group, Traffic Technical Unit will install 242 automatic infra-red breath analysis instruments throughout the State. The project is nine months ahead of schedule in country areas. A cost saving of \$2.7 million annually has been estimated. There has been a saving of approximately 30 minutes per officer in the application of the new technology - a total of 24,000 hours saved in the processing of drink/drive offences.
- The level of mobile breath testing now stands at 26,336 per month (since December 1990).
- The average monthly level of stationary random breath testing has remained steady at 142,982 since November 1990, after having increased by 29,318 on the monthly average for the period July 1989 to October 1990.
- Random Breath Testing is well in excess of the target of one million tests per year.



*The new alcohol meter breath testing equipment keeps the heat on drink drivers*



- In the South-West Region, Operation SAT (Speed, Alcohol and Theft) has been conducted several times during the financial year. There were 32,472 random breath tests conducted resulting in 448 PCAs (drink driving charges); 788 arrests; 9742 breaches; and 214 other charges. (Figures quoted include one cross-regional operation conducted in May, 1992).



*Drug seizures require careful accounting and security before their supervised destruction*

- The Drug Enforcement Agency (DEA) has seized illicit substances valued at \$233,031,247 during the past financial year with 2285 people arrested on 4475 charges.<sup>15</sup>
- In April 1992, a drug operation at Yass resulted in the seizure of cannabis plants, leaf and seeds valued at \$3.24 million.
- In both Lismore and Port Macquarie Districts 2559 drug-related arrests were made and 53,000 cannabis plants destroyed.
- The Blue Mountains Police Rescue Squad responded to 289 incidents this financial year, an increase of 6.5 per cent over the previous year. Corporate sponsorship by the Australian Red Cross (abseiling equipment) and Telecom Australia (high-powered mobile telephone) has contributed to the overall professional police response and performance.
- Bushfires at Kenthurst during October, 1991, required the deployment of 42 police and 800 firefighters. Approximately 11 homes were partially destroyed in the fire and two people died during the fire.



- Operation Monarch was conducted at Dubbo on Friday, February 21, 1992 with the visit of Her Majesty Queen Elizabeth II and His Royal Highness, the Duke of Edinburgh.
- Newcastle Police District arrested 65 people on 195 charges relating to the theft of 107 vehicles valued at \$880,000.
- A "Safe City" program was established at Hurstville including regular seminars with Government bodies, the business community and citizens to establish networks and intelligence to co-ordinate operations and target crime.
- Penrith Plaza Shopfront Police Station was opened on May 28, 1992 to provide a closer and identifiable link with the local community. Lend Lease has provided the premises for a nominal rent of one dollar per year.
- Miranda Patrol established a 24-hour Community Crime Line.

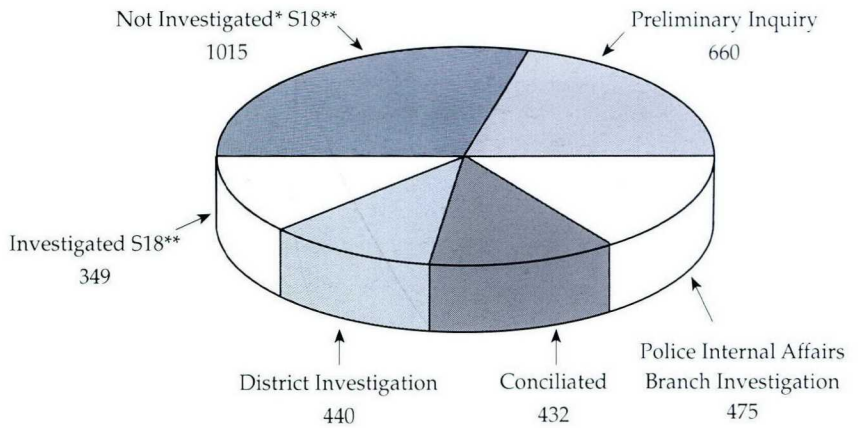
## PROFESSIONAL RESPONSIBILITY AND ACCOUNTABILITY

During the reporting year this office continued to develop and improve anti-corruption strategies.<sup>16</sup>

- All written complaints are recorded in the Internal Affairs Branch and the Ombudsman. The Internal Affairs Branch also provides a reviewing officer in incidents involving deaths in custody, serious police motor vehicle accidents and injuries to persons through police use of firearms.
- The Comprehensive Audit Branch undertook 47 audits in 1991 with 31 of those being performed on patrols and the remainder on specialist areas. The audits concentrated on all accountable items, in particular, general exhibits, miscellaneous property, monies on hand, drug exhibits and rostering practices.
- During the 1991 calendar year, 3371 complaints against police were received and processed, representing an increase of 957 (39%) over 1990. Not all complaints received warranted investigation. The Ombudsman required no action in 1454 instances under section 18, Police Regulation (Allegations of Misconduct) Act. Preliminary inquiries were conducted on 600 and a further 432 were subject to conciliation. The Police Internal Affairs Branch investigated 475 serious complaints. The remainder were considered less serious and were investigated at district or patrol levels.

<sup>16</sup> Refers to the NSW Police Service Annual Report Police Internal Affairs Branch, 1991. Statistical collection is based on a reporting year, January to December.

## Method of dealing with the 3371 complaints received during 1991



\* Less serious complaints not warranting formal investigative action

\*\* Section 18 from Police Regulation (Allegations of Misconduct)

- In April 1992, the Parliamentary Joint Committee on the Ombudsman issued their report in the inquiry upon the role of the office of the Ombudsman in investigating complaints against police. The Service gave evidence to that Committee and is supportive of the findings of the Committee in its recommendations for the greater use of conciliation in the resolution of complaints of a lesser nature.
- In addition to the proposition that public perception of the complaints process arising from notorious cases increases the number of complaints, the Committee is also mindful of the Ombudsman's comments about the effects of Mr Justice Lee's decision in 1987 concerning internal complaints. In that regard, whilst Mr Justice Lee's decision was brought down in December 1987, there was a significant administrative lag while the police and Ombudsman set about finding which complaints should be notified. Thus the only available figures cover the years 1989 - 1990 and 1990 - 1991 and show a very strong rise in the number of internal complaints notified to the Ombudsman over this period. In the first year, 185 internal complaints were received but in the second year, this increased to 564. Accordingly the Committee feels that the impact of the reporting of internal complaints has been an important factor in the increase in police complaints in the last two years.
- The Professional Integrity Branch was established during the year with a pro-active role to look at areas of potential corruption in the Service and to enhance the level of preventative measures throughout the Service. Over 80 visits were made to police stations throughout the State focussing on areas such as supervisory practices and accountability.



- The Command Intelligence Cell within the Professional Integrity Branch has a new database which will allow trends in complaints and corruption to be more easily identified. Existing anti-corruption strategies can then be modified to target these areas.
- The Judicious Use of Force, Authority and Powers Program was established to review police operations and policies to ensure that police act with the minimum necessary force in the exercise of their powers and authority. During the year it reviewed the needs of the State Protection Group (SPG) resulting in a rationalisation of weapons and equipment. The program also conducts audits of the operations of the SPG to ensure compliance with guidelines which emphasise resolution through negotiation and using force only as a last resort and with approval at the region level.

## CORPORATE SERVICES

Corporate Services, comprising Administrative Services, Financial Management, Infringement Processing Bureau, Information Technology, Properties, Fleet Management and Firearms Licencing provides the infrastructure to assist operational policing. Highlights in improved corporate services follow.

- The mainframe based records management system was upgraded.
- The integration of the purchasing and supply branches of the NSW Fire Brigade and NSW Police Service, in August 1991, provided increased purchasing power and reduced operational costs to both organisations.
- A specification and technical document for the facilities management of uniform supply was completed as at June 30 1992 and tenders are to be invited early in 1993.
- The implementation of an inventory management computer system has reduced the turn-around time for supply of stock items to police and fire brigades.
- Planning, system enhancement and policy formulation for the introduction of accrual accounting from 1 July 1992 has been completed.
- An on-line computerised payroll system was implemented in June 1992.
- Further devolvement of financial responsibility and accountability to patrols. Sixty-six sites were on line at 30 June 1992 including all regions, districts and major branches and patrols.
- Implementation of a Computerised Fixed Asset Register.



- The Infringement Processing Bureau expanded its commercial operations and improved its profitability by 46%. The Bureau's clients increased in number from 108 to 158 and there was an increase in the number of infringements processed for clients of 71% (from 72,029 to 131,938). The Bureau showed a net profit of over \$1million, an increase of 80 per cent over 1990/91. Full details are provided in the Financial Report from page 106.
- An on-line Property Management System was developed to provide a comprehensive register of all Police Service property assets, including physical condition and record of all work completed.
- A Heritage and Conservation Register has been introduced and is to be integrated into the Property Management System.



*Historic Wilcannia Police Station*

- Post Occupancy Evaluations have been conducted on a range of police stations to test how accommodation needs change over time, with findings leading to update of the Police Building Code.
- A ten year capital expenditure strategic plan was completed following a state-wide survey of operational and administrative accommodation against the building code standards.

- The 1991/92 capital budget was \$27,273,000 which was \$8,631,000 underspent due to underspending against the Hurstville Joint Emergency Services Complex and Albury Police Station caused by delays in planning approvals.
- Significant achievements include completion of new police stations at Hornsby (\$5,250,000), Bathurst (\$6,000,000) and Wollongong (\$9,000,000) as well as completion of the Police Headquarters (formerly Sydney Police Centre) refit (\$7,000,000). Some of the more prominent projects under planning and construction include a new police station at Albury, Hurstville Joint Emergency Services Complex and Zetland Police Centre. New major leases have been negotiated for North Sydney and Kings Cross Police Stations and the Employee Assistance Branch.



*The newly completed Wollongong Police Station*

- A program of rationalisation of Police Service accommodation in the CBD has been progressing with the result that premises at Union Carbide and Park Street have been vacated, occupants being relocated to Police Headquarters. The Remington Centre has been cleared except for two floors, with plans existing to relocate these floors also. Rent savings in the order of \$4,300,000 per annum will be achieved when all the leased accommodation has been cleared for a capital cost of \$7,000,000.



- Approximately 2,700 vehicles were replaced during the year ensuring a modern and well maintained vehicle fleet.
- The new firearms legislation was introduced following the moratorium on shooter's licences from September 1991 to May 1992.

### **Cell Improvements**

- Standards have been developed to comply with the recommendations of the Royal Commission on Aboriginal Deaths in Custody.
- Location of cells are currently under review with the intention of rationalising the number of cells used. This will facilitate the task of upgrading those remaining to current standards.
- Since 1989/90 almost \$4 million has been spent on cell improvements at 60 locations using capital, recurrent and Commonwealth funding.
- During the 1991/92 year cell upgrading occurred at twelve patrols with four being completed at Walgett, Dubbo, Bourke and Bega.

### **COMPUTERISED OPERATIONAL POLICING SYSTEM (COPS)**

The new Computerised Operational Policing System, or COPS, is one of the largest computer projects undertaken by the State Government. Stage I of COPS has developed to the point where a final price contract is ready to let, subject to capital funding.

The system will make a major contribution to improved operations, replacing manual effort worth an estimated \$42 million per year, increasing the timeliness of information and providing new management information and intelligence components to assist in patrol-level decision-making.

### **EXECUTIVE INFORMATION SYSTEM**

During 1991/92, an Executive Information System (EIS) was successfully introduced for the Service's top-level commanders. The system supports improved operations and improved management by drawing key data from operational and administrative computer systems and helping senior police executives to monitor over-all trends. Performance indicators related to the Corporate Plan are emphasised.

The first module, implemented in December 1991, displays information on Motor Vehicle Theft. Subsequent modules developed in 1991/92 monitor human resources and complaints against officers.



**THE COMMUNITY**

SEG endorsed a proposal for the establishment of Customer Councils in May, 1992 and the implementation schedule in June. It also supported a formal review of the effectiveness of Community Consultative Committees.

The Customer Council will be an advisory body through which customers can inform the NSW Police Service of their requirements. The Council will be the vehicle through which the NSW Police Service intends to address the current deficiency of readily available statistical data on complaints and their resolution.

As advisory bodies these councils will contribute to service planning and evaluation but will not have direct input into Government policy. The proposed structure will provide quality assurance regarding contact with the public, the environment of police stations and respect for the dignity of victims of crime when providing police services.

New methods of data collection will give measures of the number of complaints against the NSW Police Service, the category of the complaint and the number and methods of resolution of complaint.

The NSW Community Survey Update July 1988 to March 1992, by Frank Small and Associates reveals five key indicators of community attitudes to police.

Of the people surveyed:

- 85 % feel it is important to meet with local police
- 12 % do not like dealing with police
- 89 % feel local police are approachable
- 83 % of those having contact with police were satisfied with that contact
- 69 % would like to get to know local police better.

**COMMUNITY CONSULTATION THROUGH SPECIAL PROGRAMS**

Consultants for police provide information and advice about the specialist client groups of youth, Aborigines, gay and lesbian, ethnic, aged and victims of domestic violence.

- A working party, comprising police and three external members, was initiated to examine the role of police in juvenile justice issues as a response to the establishment of the Juvenile Justice Advisory Council.

*Increase  
responsiveness to  
the expectations  
of our  
stakeholders by  
improving  
communications  
with the  
community, our  
people and  
Government*

- In co-operation with the NSW Department of School Education, the Service has redeveloped the Crime Prevention Workshops for Young People. These workshops aim to deter young people from becoming involved in crime.
- Within patrols, a general duty youth officer provides advocacy and liaison with schools and other community agencies to prevent juvenile crime.
- The NSW Police Service has received \$789,350 from the Department of Employment, Education and Training (DEET) to develop and implement programs to improve Aboriginal/police relations in NSW.
- In line with recommendations from the Royal Commission into Aboriginal Deaths in Custody strategies to combat racism in the Police Service will be introduced.
- Following consultation between police and the Aboriginal Consultative Committee in North-West Region, a Cell Care Scheme commenced. The scheme enables Aboriginals to care for Aboriginals in custody.
- Community Consultative Committees have been established in Surry Hills, Newtown, Redfern and Penrith to target anti-gay/lesbian violence or harassment.
- A six lesson package for schools concerning homophobia and prejudice-related violence was developed in conjunction with the NSW Department of School Education.
- Commissioner Lauer publicly supported the right of police to be as open or protective about their sexuality as they chose and encouraged the reporting of harassment for full and proper investigation. It signalled to the wider community that the NSW Police Service is committed to protecting gay and lesbian members of the community.
- A mobile police station, with Beat patrols, was established at Taylor Square and Surry Hills.
- A commitment was undertaken to expand gay and lesbian liaison police officers from four to 14 patrols over two years.
- A targeted advertising campaign for gay and lesbian publications was continued to make the NSW Police Service more accessible to this client group.
- The Ethnic Affairs Strategic Plan for 1992-1995 has been completed. It aims to further improve access and equity to people from non-English speaking backgrounds.





*Ethnic liaison plays an important role in keeping good community relations*

- A Police-Vietnamese Consultative Committee has been established in the South-West Region.
- A police-community line (direct telephone line) was installed to assist ethnic communities with inquiries and matters of non-urgent nature.
- A Chinese Community Consultative Committee within the City of Sydney Patrol was established.
- The Senior Citizens Crime Prevention/Personal Safety Program, a Service-wide program consisting of a manual and videos, was implemented via workshops with patrol beat officers, Neighbourhood Watch groups and senior citizens groups. The program deals with issues such as crime prevention, personal safety, road safety and basic legal matters.
- Amendments to the firearms legislation were introduced with an extensive training program to accompany the launch of the legislation to raise the level of awareness of domestic violence in the community.





*(Left to right) Sadie Smith, Co-ordinator Allugunya Aboriginal Co-operative, Ann Cohen, Maryanne Housia, Chairperson of the Dubbo Local Sub-committee and Julia Stewart, Women's Co-ordination Unit at the launch of the Campaign Against Domestic Violence*

- A comprehensive media campaign was launched on "Stop Domestic Violence Day" to boost public understanding of the issue. The campaign included advertisements highlighting a 008 information line in 10 community languages on Apprehended Violence Orders. During the first month more than 200 calls were received.

## MARKETING AND MEDIA

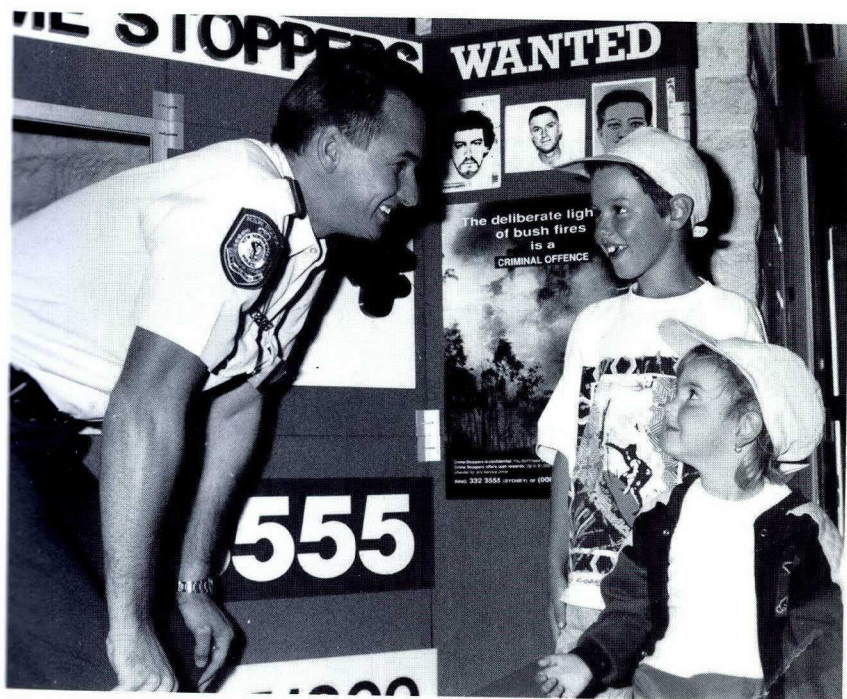
Police operations are assisted by the professional services of the Marketing and Media Branch. The Branch develops and implements communications strategies to increase the effectiveness of operations by encouraging community education, involvement and crime reporting. At a regional and local level, patrols implement a wide range of activities designed to involve the community and inform them.

- A Corporate Identity Task Force was established to review and recommend guidelines for the use of the name, emblem and logo of the Service in order to identify cost savings and improve the presentation of stationery, premises and documents.
- The Sponsorship and Endorsement Policy<sup>17</sup> was adopted by the NSW Police Service. This policy, developed after wide consultation, provides clear



guidelines for choosing sponsors and negotiating agreements consistent with the Services' Statement of Values.

- The Australian Hotels Association and Yamaha Australia donated two four-wheel drive motor bikes for beach patrols in the Gosford and Wyong municipalities to assist police in their efforts to reduce beach-related crime. A similar program at Tweed Heads resulted in a reduction in stealing from cars by 45 %.
- NRMA has renewed sponsorship of the Neighbourhood Watch program. They will provide \$250,000 each year for the next two years to fund crime prevention initiatives developed by the community.
- During the financial year, the NSW Police Service undertook six major advertising campaigns, four of which were conducted as free community service campaigns in which advertising, estimated at \$675,000, was provided free by media. These included campaigns on guns and domestic violence, child abuse, drug abuse and beat policing.
- Major exhibitions were conducted for the Royal Easter Show, Home Show, Boat Show and Motor Show.



*The NSW Police Service exhibit at the Royal Easter Show attracted 400,000 visitors this year*



## CONTACT

- Consideration of the needs of victims of crime is a key element of the customer service program being developed.
- On Police Open Day over 150,000 people across NSW visited their local police station. Open Day in many patrols was conducted with the help of Neighbourhood Watch and Consultative Committee members.
- The patrols nominated as Demonstration Patrols have as a key feature, open and "user friendly" environments for members of the public. They are designed with lots of glass giving an open and clean atmosphere and a good, open reception area. Special private interview rooms have been incorporated for victims of crime - separated from areas where suspects are interviewed.
- Police Media Unit operations extended to 22 hours a day to enhance Service response to media inquiries and issues of community concern.
- An extensive program of media training was provided to detectives and patrol officers to encourage a professional relationship with the media.
- To promote understanding of the Service and community education, the Service enhanced its liaison with scriptwriters of popular TV dramas including *A Country Practice*, *Police Rescue* and *GP*.



*Sonia Todd and Gary Sweet, cast members from the television series "Police Rescue" on set with NSW police officer Sergeant Mark Powderly*



- Several publicity campaigns were conducted throughout the financial year including Missing Persons Week, Clean-Up Australia and in support of numerous local initiatives and traffic operations.
- 2UW has provided daily airtime to publicise community policing initiatives. 2GB also provided a weekly five minute program called Police File. This is also the case with many media outlets throughout the State.

## OUR PEOPLE

- To maintain a sound understanding of the needs and aspirations of members of the Service, a survey of administrative officers was conducted to supplement the survey of police carried out last year. Details are contained under Strategy Five on page 75.
- The Service has also focused on improving its internal communication by simplifying the language and readability of the police instructions, circulars and information about new policies and initiatives.
- Special communications were produced for staff on the issues of Sex-based Harassment, the new Police Promotion System, Firearms and Domestic Violence legislative changes and other personnel matters.
- In the Police Service Weekly, over 150 rumours were authoritatively answered to limit misinformation and possible demoralisation about organisational changes.

*Improve the  
Police Service  
strategic  
planning process  
to manage  
change  
effectively and  
steer the  
implementation  
of future  
directions*

During the past 12 months, the Police Service's strategic planning process has been revised and the Program of Evaluations has been linked to the Corporate Plan.

The Service has amended its timetables to more closely align with the Government's planning cycle. It has clarified its planning, budgeting and performance review mechanisms and has developed integrated regional and command strategic plans.

The NSW Police Service has undertaken surveys of community opinions and satisfaction and internal police and administrative officer surveys and more thoroughly assessed changing needs and expectations. The results are taken into account in the corporate planning process.

The Service is responding enthusiastically to the changing needs of the Government, its key stakeholder. It has commenced strengthening its customer service activities and is striving for continuous improvement in performance.

By using Control Charts as a management tool, crime statistics can be summarised and interpreted as trends. [The official source of crime statistics in New South Wales is the Bureau of Crime Statistics and Research (BCSR).]

Control Charts have their origins in Total Quality Management principles. They are easy to use, statistically valid and allow a visual presentation of trends. They have been incorporated into the Police Service EIS and an activity report is produced monthly.

These management tools provide executives, commanders and managers with information on State-wide, regional, district and patrol trends in performance.

In addition, the Service has developed and co-ordinated the implementation of appropriate policies to support corporate priorities and Government directions. The issues have been wide-ranging covering for example, new gun laws, volunteer policing and the devolution of budget and human resource responsibilities to the regions.

The NSW Police Service has maintained an appropriate legislative program to facilitate the Government's agenda. Not least, the Service has continued to develop strong relationships with other police and criminal justice agencies.



## **PROGRAM OF EVALUATIONS**

The NSW Police Service maintains a rolling three year Program of Evaluations developed as part of the corporate planning process. Thirteen topics were listed in the Corporate Plan 1991-1994 for evaluation during 1991/92. Summaries of findings are presented below.

### **STRATEGY 1: IMPROVED OPERATIONS**

#### **1. Determine actual crime levels - Crime Victim Survey**

The Australian Bureau of Statistics (ABS) conducted a Crime Victims and Safety Survey in April 1990 on behalf of the NSW Police Service and the NSW Bureau of Crime Statistics and Research. The main objective of the survey was to establish baseline information regarding the "true" level of victimisation for certain crime types within the community and the proportion of victims who report to police.

The survey has been conducted in April 1990, 1991 and 1992. The survey revealed that approximately 4% of people had been victims of assault or robbery in the previous 12 months. About 60% of robberies, but only 30% of assaults were reported to the police. Similarly, approximately eight per cent of households had been victims of break and enter or attempted break and enter in the previous 12 months, with about 72% of actual break and enter offences, but only 30% of attempted offences, reported to police.

The results of the surveys have been publicly disseminated.

#### **2. Develop Safety Indexes for Safer and Safest Streets**

Crime statistics provide a basic measure of safe streets. Measures are required over time to determine whether the streets are becoming safer.

An inter-departmental committee was established to consider the conceptual framework of the Safety Indexes. Development of three major Indexes (Aggressive Crime, Crime for Financial Gain, and Societal Disintegration) has been completed.

The evaluation framework, based on the use of Control Charts, has been developed for indexes of "safer streets". The further development of indexes of "safest streets" will be dependent upon the availability of information concerning the relevant population (eg, number of people, number of registered motor vehicles, number of houses, etc). Work is proceeding.

### **3. Evaluate Major Crime Squads**

The initial evaluation of major crime squads has been concerned with child abuse. The purpose was to establish the performance of each Region using the criteria of appropriateness, effectiveness and efficiency.

Child abuse is investigated and managed by the Child Mistreatment Units of the Major Crime Squads at North, North-West and South Regions and the Child Protection Wing at South-West Major Crime Squad.

The evaluation report on the investigation and management of child abuse has been prepared and the recommendations are presently under consideration by the State Executive Group. The balance of the evaluation of major crime squads will be reported on in October 1992.

Following consideration of both reports, teams will implement the approved recommendations.

## **STRATEGY 2: OUR PEOPLE**

### **1. Evaluate the Human Resources Plan**

An integrated Human Resources Plan has now been prepared for the period July, 1992 to June, 1994 to provide clear direction and policies for improving the working environment, productivity, performance, placement and quality of working life of our people.

A number of activities and performance indicators have been developed to assess the plan's appropriateness and outputs.

### **2. Education and Training Plan**

An Education and Training Plan has been developed which focuses on best practice, crime prevention and problem solving, Service-wide.

Results include the development of an integrated education and training Career Plan; the enhancement of the PREP program; a pilot Best Supervisory Practice program.

## **STRATEGY 3: IMPROVE MANAGEMENT**

### **1. Evaluate the Implementation of an Executive Information System (EIS)**

The senior executives of the organisation requested access to more timely information concerning the Service's operating environment in order to measure,

over time, whether streets are becoming safer and there has been progress towards achievement of "safest streets".

The EIS draws information from the corporate databases and presents it graphically and in table form on personal computers. Senior executives have been trained in the use of the system and the system has been installed at 23 sites.

The EIS has been linked to corporate objectives and uses Control Charts to display measures of "safer streets". The EIS has been able to highlight changes in a number of indicators, for example, motor vehicle theft, property break-in, arson and drug offences.

Three major indexes are being incorporated in the EIS. They are Aggressive Crime, Crime for Financial Gain, and Societal Disintegration. They have been developed to determine achievement of the corporate vision. Development of other measures (finance, sick leave, complaints against police) have been completed.

## **2. Evaluate the Implementation of Beat Policing**

The evaluation was conducted to identify achievements and inadequacies of beat policing at patrol and program co-ordination levels.

Positive aspects were identified, including increased job satisfaction, increased intelligence gathering, positive community attitudes and a decrease in criminal activity through intelligence-driven beat patrolling.

Negative aspects were also identified. They included staff shortages, lack of information about the program, some antagonism between beat police and other members, interference in patrol operations through discretionary use of beat police to supplement or replace police seconded to other areas.

A beat policing education package was developed and disseminated to all police.

## **3. Evaluate Service Quality**

The evaluation was directed at establishing a long-term performance-based framework for assessing the quality of service at patrol level.

A report on patrol quality of service was produced in August 1991. The key areas related to the identification of a service quality index comprising police responsiveness, communication, courtesy and reliability. The index will be used as a performance indicator at patrol, district, region and State levels.

Further research has been delayed by budgetary constraints. A number of patrols, however, have undertaken surveys of their community to obtain feedback on service quality and satisfaction.



## **STRATEGY 4: COMMUNICATIONS WITH STAKEHOLDERS**

### **1. Determine Community Perceptions of the NSW Police Service**

Since 1988, telephone surveys have been conducted by Frank Small & Associates with random samples of 2600 residents in each six month period to measure general satisfaction with the performance of the NSW Police Service; the level and nature of community concern with crime and the potential of becoming a victim; the community's perception about where policing attention should be focused; community ratings of the NSW Police Service in dealing with specific crime; and major types of citizen contact and satisfaction with that contact.

Key results included: community satisfaction levels with police contact reached its highest level since 1988 (85%); the fear of crime indicator (as measured by "fear of walking/jogging alone in my neighbourhood at night") has shown a decline since October 1991 (from 51% to 43%); concerns about neighbourhood crime and fear of being a victim of social disorder, property and serious crimes has declined since 1988.

Overall, community policing objectives are being successfully achieved. Citizens continue to endorse the concept of greater dialogue with local police (84%) which is high by world standards.

The results of the surveys have been disseminated to the public. The results have been used in police planning activity.

### **2. Determine Internal Perceptions of the NSW Police Service**

The Patrol Support Task Force (White Paper: Organisational Directions for the 1990's May 1990) recommended that a survey of both police and administrative officers be conducted to canvas opinions and suggestions on organisational issues. For logistical reasons it was decided to undertake two separate surveys - one for police and one for administrative officers and ministerial employees.

The survey for police was conducted in October 1990. Based on the responses it was recommended that all staff be given the opportunity to participate.

Accordingly, all administrative officers and ministerial employees were surveyed on a range of organisational issues which included training and development needs, job satisfaction and attitudes to integration. The survey was conducted by Yann Campbell Hoare Wheeler on behalf of the NSW Police Service during August/September 1991. The response rate was 75 %.

The survey found that administrative officers and ministerial employees were reasonably satisfied with their employers (62%). Those who were not entirely satisfied were either critical of their relationships with their supervisors (21%) or of the effects of integration (17%). The majority of administrative officers and

ministerial employees believed they provide a high quality of service to police, to which they personally make a substantial contribution.

Every administrative officer and ministerial employee received a summary report of the survey results. An action plan to address concerns has been prepared which is being implemented during the next 12 months.

## **STRATEGY 5: STRATEGIC PLANNING**

### **1. Evaluate the Appropriateness of the Police Service Strategic Management Program**

The purpose of the evaluation was to ensure that the Police Service strategic management cycle was consistent with Government requirements and that internal strategic management activities were effectively co-ordinated.

Key areas requiring co-ordination comprised the State budget, NSW Police Service budget, the Corporate Plan, command and branch plans, capital expenditure strategic plans, planned maintenance plans, the NSW Police Service Senior Executive Service, the three year program of evaluations, Ministerial Portfolio Review and CEO meetings with Heads of Central Agencies and the preparation of major reports such as the Annual Report, EEO Report and EAPS Report.

These activities have been cast into a planning calendar in line with the NSW Police Service planning mechanisms of program budgeting, corporate and strategic planning and performance review and evaluation.

A corporate planning calendar has been disseminated to senior managers throughout the Service with the Service now operating to the revised strategic management program.

### **2. Evaluate the Linkage of Financial and Human Resource Allocations to the Corporate Planning Process**

The NSW Police Service is accountable for expenditure of almost \$1 billion per year. The purpose of the evaluation was to review and enhance the linkage of financial and human resource allocations to the corporate planning process and promote improved allocation in line with corporate directions.

Key initiatives include an annual review of the corporate plan, strategic planning at branch and command levels, the documentation and dissemination of Police Service planning mechanisms and the development of an EIS designed to support the Corporate Plan.

Other key initiatives include the publication of a monthly activity report which monitors corporate performance in key areas, the monthly review of region,



district and patrol performance by the State Commander with Region Commanders, a review of the corporate program budget structure and a review of the Corporate Resource Allocation Formula, which is the basis of human resources distribution amongst commands.

### **3. Undertake a Fundamental Review of Programs**

The Fundamental Review was initiated by the Premier in March, 1991. The NSW Government wanted departments and agencies to show what the public could legitimately expect in return for the commitment of resources. Departments and agencies were to be able to show the links between the resources they used, services they provided and results delivered to the community.

The NSW Police Service's corporate program budget structure was reviewed to establish its consistency with corporate directions, as presented in the Corporate Plan 1991-1994. A NSW Police Service Strategic Information Base was developed in concert with the Fundamental Review, presenting organisational performance data on resources used, services provided and results delivered to the community. The review was also concerned with the assessment of police activities to see whether they could be discontinued or contracted out.

During the Fundamental Review progress was presented to the Minister for Police and Emergency Services and Heads of Central Agencies. The Cabinet Office provided assistance in undertaking the Fundamental Review. The review of specific activities is proceeding.



FINANCIAL  
STATEMENTS  
FOR THE  
YEAR  
ENDED  
30 JUNE 1992

Pursuant to Clause 8 of the Public Finance and Audit (Departments) Regulation 1986, we state that:

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the 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 Police Service of New South Wales.
- (c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



A R Lauer APM  
Commissioner



J C Thoms FCPA  
Director Finance

# AUDITOR-GENERAL'S CERTIFICATE



BOX 12, G.P.O.  
SYDNEY, N.S.W. 20

## AUDITOR-GENERAL'S OPINION

### POLICE SERVICE OF NEW SOUTH WALES

**To Members of the New South Wales Parliament and the Commissioner.**

#### Scope

I have audited the accounts of the Police Service of New South Wales for the year ended 30 June 1992. The preparation and presentation of the financial statements, consisting of the accompanying summarised receipts and payments statements and statement of special deposits account balances, together with the notes thereto and the information contained therein is the responsibility of the Commissioner. My responsibility is to express an opinion on these statements to Members of the New South Wales Parliament and the Commissioner based on my audit as required by Sections 34 and 45F(1) of the Public Finance and Audit Act 1983.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are in accordance with the requirements of the Public Finance and Audit Act 1983, and Australian accounting concepts and standards, where applicable, so as to present a view with is consistent with my understanding of the Police Service's operations.

This audit opinion has been formed on the above basis.

#### Audit Opinion

In my opinion, the financial statements of the Police Service of New South Wales, within the confines of the cash basis of accounting described in Note 1, comply with Section 45E of the Public Finance and Audit Act 1983 and are in accordance with the accounts and records of the Police Service of New South Wales for the year ended 30 June 1992, and Statements of Accounting Concepts and Accounting Standards, where applicable.

E. LUMLEY, FCPA  
DIRECTOR OF AUDIT

(duly authorised by the Auditor-General of New South Wales  
under Section 45F(1A) of the Act)

SYDNEY  
8 October 1992



## POLICE SERVICE OF NEW SOUTH WALES

### Summarised Receipts and Payments Statement of the Consolidated Fund and Special Deposits Account by Item for the Year Ended 30 June 1992

Details	Note	1990/91 Actual \$000	1991/92 Estimate \$000	1991/92 Actual \$000
<b>RECEIPTS</b>				
Fines - Traffic Infringements	3	108,674	118,000	126,776
Receipts for Services Rendered	4	3,620	4,999	2,747
Miscellaneous	5	32,630	5,604	42,396
<b>Total Receipts</b>		144,924	128,603	171,919
<b>PAYMENTS</b>				
Employee Related Payments	6	625,219	644,106	629,548
Maintenance and Working Expenses	7	176,187	177,692	177,711
Grants and Subsidies				
Police Youth Clubs		250	-	75
Volunteer Rescue Association		31	-	-
Other Services	8			
Meals etc. Prisoners in Police Custody		1,261	1,172	1,535
Overseas and Extradition Expenses		137	-	-
Allowances to Witnesses-Local Courts		1,880	420	1,459
National Police Research		182	205	199
Settlement of Claims for Damages		1,839	10	38
Contribution to Police Superannuation		110,038	116,000	115,656
Witness Protection Expenses		-	4	2
Principal Repayments to Treasury		430	2,300	2,301
Interest Repayments - Treasury		675	-	-
Voluntary Redundancies		-	-	313
Capital Works and Services				
Police Buildings		37,085	18,414	13,104
Police Housing		450	950	522
Police Equipment		16,833	16,506	17,430
Special Deposits	9	21,187	-	26,069
<b>Total Payments</b>		993,684	977,779	985,962
<b>Excess of Payments over Receipts</b>		848,760	849,176	814,043

- Estimates are not audited by the Auditor-General.
- Inter-fund transfers have been offset in the preparation of this table.

## POLICE SERVICE OF NEW SOUTH WALES

### Summarised Receipts and Payments Statement of the Consolidated Fund and the Special Deposits Account by Program for the Year Ended 30 June 1992

		RECEIPTS			
	Details	Note	1990/91 Actual \$000	1991/92 Estimate \$000	1991/92 Actual \$000
<b>51.1</b>	<b>POLICING SERVICES</b> Detection, Apprehension, Deterrence and Community Education				
<b>51.1.1</b>	<b>Crimes Against the Person</b>				
	Consolidated Fund		-	-	-
	Special Deposits		360	-	276
	Gross Total		360	-	276
	Less Inter-fund Transfers		-	-	-
	<b>Net Total</b>		<b>360</b>	<b>-</b>	<b>276</b>
<b>51.1.2</b>	<b>Crimes Against Property</b>				
	Consolidated Fund		-	-	-
	Special Deposits		774	-	641
	Gross Total		774	-	641
	Less Inter-fund Transfers		-	-	-
	<b>Net Total</b>		<b>774</b>	<b>-</b>	<b>641</b>
<b>51.1.3</b>	<b>Crimes of Vice</b>				
	Consolidated Fund		-	-	-
	Special Deposits		213	-	176
	Gross Total		213	-	176
	Less Inter-fund Transfers		-	-	-
	<b>Net Total</b>		<b>213</b>	<b>-</b>	<b>176</b>
<b>51.1.4</b>	<b>Maintaining Public Order</b>				
	Consolidated Fund		-	-	-
	Special Deposits		701	-	638
	Gross Total		701	-	638
	Less Inter-fund Transfers		-	-	-
	<b>Net Total</b>		<b>701</b>	<b>-</b>	<b>638</b>
<b>51.1.5</b>	<b>Traffic Supervision &amp; Control</b>				
	Consolidated Fund		109,910	118,000	126,776
	Special Deposits		3,108	-	7,616
	Gross Total		113,018	118,000	134,392
	Less Inter-fund Transfers		-	-	-
	<b>Net Total</b>		<b>113,018</b>	<b>118,000</b>	<b>134,392</b>

**PAYMENTS**

Note	1990/91 Actual \$000	1991/92 Estimate \$000	1991/92 Actual \$000
------	----------------------------	------------------------------	----------------------------

1(b)(iii)	87,695	87,656	68,510
	511	-	96
	88,206	87,656	68,606
	-	-	-
	<b>88,206</b>	<b>87,656</b>	<b>68,606</b>

1(b)(iii)	173,331	173,251	159,155
	1,009	-	222
	174,340	173,251	159,377
	-	-	-
	<b>174,340</b>	<b>173,251</b>	<b>159,377</b>

1(b)(iii)	54,122	55,672	56,460
	240	-	60
	54,362	55,672	56,520
	-	-	-
	<b>54,362</b>	<b>55,672</b>	<b>56,520</b>

1(b)(iii)	161,575	158,738	156,758
	888	-	221
	162,463	158,738	156,979
	-	-	-
	<b>162,463</b>	<b>158,738</b>	<b>156,979</b>

1(b)(iii)	142,311	142,464	155,852
	2,272	-	5,750
	144,583	142,464	161,602
	-	-	-
	<b>144,583</b>	<b>142,464</b>	<b>161,602</b>



## POLICE SERVICE OF NEW SOUTH WALES

### Summarised Receipts and Payments Statement of the Consolidated Fund and the Special Deposits Account by Program for the Year Ended 30 June 1992

		RECEIPTS		
Details	Note	1990/91 Actual \$000	1991/92 Estimate \$000	1991/92 Actual \$000
<b>51.2 EDUCATION, REVIEW &amp; SUPPORT SERVICES</b>				
<b>51.2.1 Personnel, Development &amp; Education</b>				
Consolidated Fund	-	-	-	-
Special Deposits	3,298	-	-	4,887
Gross Total	3,298	-	-	4,887
Less Inter-fund Transfers	-	-	-	-
<b>Net Total</b>	<b>3,298</b>	<b>-</b>	<b>-</b>	<b>4,887</b>
<b>51.2.2 Review</b>				
Consolidated Fund	45	-	-	-
Special Deposits	-	-	-	-
Gross Total	45	-	-	-
Less Inter-fund Transfers	-	-	-	-
<b>Net Total</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>51.2.3 Corporate Services</b>				
Consolidated Fund	489	5,816	4,321	
Special Deposits	7,746	-	15,473	
Gross Total	8,235	5,816	19,794	
Less Inter-fund Transfers	-	-	-	
<b>Net Total</b>	<b>8,235</b>	<b>5,816</b>	<b>19,794</b>	
<b>51.2.4 Operational Support</b>				
Consolidated Fund	3,411	4,787	2,496	
Special Deposits	3,961	-	164	
Gross Total	7,372	4,787	2,660	
Less Inter-fund Transfers	-	-	-	
<b>Net Total</b>	<b>7,372</b>	<b>4,787</b>	<b>2,660</b>	
<b>Non Program Area</b>				
Consolidated Fund	-	-	-	
Special Deposits	10,908	-	8,455	
Gross Total	10,908	-	8,455	
Less Inter-fund Transfers	-	-	-	
<b>Net Total</b>	<b>10,908</b>	<b>-</b>	<b>8,455</b>	
<b>TOTAL</b>				
Consolidated Fund	113,855	128,603	133,593	
Special Deposits	31,069	-	38,326	
Gross Total	144,924	128,603	171,919	
Less Inter-fund Transfers	-	-	-	
<b>Net Total</b>	<b>144,924</b>	<b>128,603</b>	<b>171,919</b>	

- Estimates are not audited by the Auditor-General.
- Inter-fund transfers have been offset in the preparation of this table.

# PAYMENTS

Note	1990/91 Actual \$000	1991/92 Estimate \$000	1991/92 Actual \$000
l(b)(iii)	152,573	154,200	148,227
	3,386	-	5,245
	155,959	154,200	153,472
	-	-	-
	<b>155,959</b>	<b>154,200</b>	<b>153,472</b>
l(b)(iii)	15,088	12,844	15,311
	-	-	-
	15,088	12,844	15,311
	-	-	-
	<b>15,088</b>	<b>12,844</b>	<b>15,311</b>
l(b)(iii)	151,883	118,007	127,908
	10,305	-	12,526
	162,188	118,007	140,434
	-	-	-
	<b>162,188</b>	<b>118,007</b>	<b>140,434</b>
l(b)(iii)	33,919	74,947	71,712
	540	-	72
	34,459	74,947	71,784
	-	-	-
	<b>34,459</b>	<b>74,947</b>	<b>71,784</b>
	-	-	-
	2,036	-	1,877
	2,036	-	1,877
	-	-	-
	<b>2,036</b>	<b>-</b>	<b>1,877</b>
	972,497	977,779	959,893
	21,187	-	26,069
	993,684	977,779	985,962
	-	-	-
	<b>993,684</b>	<b>977,779</b>	<b>985,962</b>

# POLICE SERVICE OF NEW SOUTH WALES

## Statement of Special Deposits Account Balances as at 30 June 1992

1990/91			Account
Cash \$000	Securities \$000	Total \$000	
5	-	5	Unclaimed Salaries and Wages
15,315	-	15,315	Balance of Salaries Adjustments
(8)	-	(8)	Unclaimed Moneys 1990/91
11	-	11	Unclaimed Moneys 1991/92
-	-	-	Unclaimed Moneys- Consolidated Fund
3,166	-	3,166	Provision for Commitments Outstanding as at 30th June
975	-	975	Computer Funding
(450)	-	(450)	Firearm Education Program
<b>Sundry Deposit Working Account</b>			
1,430	-	1,430	Commercialised Infringements
-	-	-	User Charges Accounts
-	-	-	ITB Computer Usage
-	-	-	NSW Fire Brigade
61	-	61	Money Found
(1)	-	(1)	Extraditions and General
58	-	58	Police Shop
783	-	783	Senior Executive Service
9	-	9	Police Band
154	-	154	Cell Upgrade - Aboriginal Deaths in Custody
4,567	-	4,567	Exhibit Money
639	-	639	Goulburn Academy
(4)	-	(4)	State/Federal Drug Program
351	-	351	Australian Traineeship Scheme
-	-	-	Asset Sales
192	-	192	National Fingerprint Computer - Contribution
1	-	1	Protective Behaviours Consultancy
28	-	28	Freedom of Information
15	-	15	National Computer Crime Investigators Course
-	-	-	Neighbourhood Watch Sponsorship Scheme
-	-	-	Other Sponsorship and Training Schemes
31	-	31	User Pays Accounts
5,915	-	5,915	Salaries Suspense Accounts
875	-	875	Capital Works Insurance Proceeds
-	-	-	SAC PAV Exercises 90/91
1,206	-	1,206	National Exchange of Police Information
<b>16,310</b>	<b>-</b>	<b>16,310</b>	<b>Total Sundry Deposit Working Account</b>
<b>35,324</b>	<b>-</b>	<b>35,324</b>	<b>Grand Total Special Deposits Accounts</b>



1991/92

Note	Cash \$000	Securities \$000	Total \$000
	6	-	6
6	17,927	-	17,927
	(2)	-	(2)
	134	-	134
	(31)	-	(31)
	-	-	-
	-	-	-
	(450)	-	(450)
9(a)(i)	2,876	-	2,876
	1,997	-	1,997
	32	-	32
	245	-	245
	46	-	46
	(1)	-	(1)
	103	-	103
	760	-	760
	14	-	14
	850	-	850
	5,720	-	5,720
	461	-	461
	-	-	-
	475	-	475
	847	-	847
	-	-	-
	1	-	1
	52	-	52
	-	-	-
	40	-	40
	56	-	56
	(9)	-	(9)
	5,986	-	5,986
	776	-	776
	1	-	1
	2,197	-	2,197
	23,525	-	23,525
	41,109	-	41,109

# POLICE SERVICE OF NEW SOUTH WALES

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## Notes to and Forming Part of the 1991/92 Financial Statements

### NOTE 1 SUMMARY OF ACCOUNTING POLICY

#### (a) Basis of Accounting

- (i) The Financial Statements of the Police Service incorporate the financial reporting requirements of the Public Finance and Audit Act 1983 and Regulations (Departments) 1986, the Annual Reports (Departments) Act and Regulations 1985 and the Treasurer's Directions.
- (ii) The Financial Statements have been prepared according to historical cost accounting principles and do not take into account changing monetary values. In addition, the Financial Statements have been prepared on a cash basis as applying to the Treasurer's Public Accounts with the exception of total salaries being reported on an accrual basis.

#### (b) General

- (i) The Police Service program comprises two program areas and nine programs, with the financial statements having been prepared according to this program structure. Comparative figures between the two financial years 1990/91 and 1991/92 have been derived consistently from the same basis.
- (ii) Employee Related Payments, Maintenance and Working Expenses, Other Services and Capital Works costs have been directly apportioned to programs and activities according to the two periodic workload surveys conducted by the Service during the financial year and applicable cost centre charges. The workload surveys as approved by Treasury recognise that Police resources are not discrete units used against crime, and that the basis of apportionment outlined in Treasury Circular 1984/5 is inappropriate.
- (iii) The financial details provided in the receipts and payments and summarised receipts and payments statements relate to transactions of the Consolidated Fund and Special Deposits Account and are in agreement with the relevant sections of the Public Accounts.

- (iv) The Treasury has directed that receipts relating to the category "Repayments - Previous Years" should be excluded from the Service's financial statements. Total receipts for this category have been incorporated in the Treasury's financial statements.
- (v) A reference in the receipts and payments statements to an "estimate" figure means the amount provided in the estimates to be appropriated by the relevant Appropriation Act as advised by the Treasury. "Estimate" figures have not been subject to audit by the Auditor-General.
- (vi) A reference in the receipts and payments statements to an "actual" figure means receipts and payments actually received and made by the Service, with the exception of salaries mentioned in (a) (ii) above which are reported on an accrual basis.
- (vii) In accordance with Treasury Circular T.D. 88/2, the Service has generated funds from the sale of surplus assets and retained an agreed percentage of the net proceeds. The funds retained have been paid to the credit of a working account within the Special Deposits Account and, with the Treasurer's approval, made available towards financing capital works projects and obtaining other equipment. [Refer Note 9 (a) (iii)].
- (viii) The cost of land and buildings, plant and equipment, stock on hand and on consignment, fixtures, fittings and furniture are treated as payments in the year of purchase and are not reflected as assets in the accounts. No allowance has been made within the accounts for depreciation.
- (ix) In accordance with the Net Appropriation concept introduced by Treasury, Consolidated Fund expenditure has been shown net of user charges receipts. 1990/91 figures have been recast applying the same principle for the purpose of comparison.
- (x) In the financial statements, amounts rounded to the nearest thousand dollars are shown by \$000.



## NOTE 2 RECEIPTS AND PAYMENTS DISSECTIONS

- (a) The table below details the program receipts of Consolidated Fund and Special Deposits Account. The figures shown are net of inter-fund transfers.

Program Description	Fines- Traffic Infringe- ments \$000	Receipts For Services Rendered \$000	Miscellaneous \$000	Total Receipts \$000
<b>51.1 Policing Services - Detection, Apprehension, Deterrence &amp; Community Education</b>				
51.1.1 Crimes Against the Person	-	-	276	276
51.1.2 Crimes Against Property	-	-	641	641
51.1.3 Crimes of Vice	-	-	176	176
51.1.4 Maintaining Public Order	-	-	638	638
51.1.5 Traffic Super - vision & Control	126,776	-	7,616	134,392
<b>51.2 Education Review &amp; Support Services</b>				
51.2.1 Personnel, Development & Education	-	-	4,887	4,887
51.2.2 Review	-	-	-	-
51.2.3 Corporate Services	-	251	19,543	19,794
51.2.4 Operational Support	-	2,496	164	2,660
Non-Program Area	-	-	8,455	8,455
<b>Total</b>	<b>126, 776</b>	<b>2,747</b>	<b>42,396</b>	<b>171,919</b>

- (b) The table below details the payments from the Consolidated Fund and Special Deposits Account. The figures shown are net of inter-fund transfers.

Program Description	Employee Related Payments \$000	Mainten- ance & Working Expenses \$000	Capital Works Payments \$000	Other \$000	Total \$000
<b>51.1 Policing Services - Detection, Apprehension, Deterrence &amp; Community Education</b>					
51.1.1 Crimes Against the Person	58,068	7,773	1,911	854	68,606
51.1.2 Crimes Against Property	134,898	18,056	4,439	1,984	159,377
51.1.3 Crimes of Vice	47,388	7,405	1,192	535	56,520
51.1.4 Maintaining Public Order	134,354	17,984	4,421	220	156,979
51.1.5 Traffic Super- vision & Control	132,794	17,599	5,458	5,751	161,602
<b>51.2 Education Review &amp; Support Services</b>					
51.2.1 Personnel, Development & Education	26,362	5,943	100	121,067	153,472
51.2.2 Review	11,248	3,716	148	199	15,311
51.2.3 Corporate Services	27,444	84,707	13,387	14,896	140,434
51.2.4 Operational support Non-Program Area	56,992 -	14,528 -	- -	264 1,877	71,784 1,877
<b>Total</b>	<b>629,548<sup>(i)</sup> (ii)</b>	<b>177,711<sup>(ii)</sup></b>	<b>31,056</b>	<b>147,647</b>	<b>985,962</b>

(i) Includes the balance of \$17,926,899 relating to Special Deposits Account 1140 Salaries Adjustment Suspense Account [Refer Note 6].

(ii) Total expenditure has been shown on a net appropriation basis.

### NOTE 3 FINES - TRAFFIC INFRINGEMENTS

The amounts shown below relate only to on-the-spot and camera-detected Infringement Notices for which actual payment was made within the approved period. Revenue from Infringement Notices which have proceeded to the Licence/Vehicle Registration cancellation process, Enforcement Order or Court Action, is receipted either through the Roads and Traffic Authority or the Attorney-General's Department. A total of 1,935,882 Infringement Notices were issued during the year, compared to 1,849,528 in 1990/91.

Individual Items	1990/91	1991/92	1991/92
	Actual \$000	Estimate \$000	Actual \$000
Fines - Motor Traffic Act	63,668	65,200	70,255
Fines - Parking	36,247	37,800	43,230
Fines - Red Light Camera	8,599	8,300	6,415
Fines - Speed Camera	160	6,700	6,876
	108,674	118,000	126,776

### NOTE 4 RECEIPTS FOR SERVICES RENDERED

Included within this item in the Summarised Receipts and Payments Statement of the Consolidated Fund and Special Deposits Account by Item are the following:

Individual Items	1990/91	1991/92	1991/92
	Actual \$000	Estimate \$000	Actual \$000
Firearms & Dangerous Weapons Licences	2,129	3,632	1,119
Security Industry Protection Act	1,282	1,155	1,377
Public Officers Examination	172	177	223
False Alarm Fees	26	25	19
Miscellaneous Services	11	10	9
	3,620	4,999	2,747



**NOTE 5 MISCELLANEOUS RECEIPTS**

(a) Included within the item “Miscellaneous” in the Summarised Receipts and Payments Statement of the Consolidated Fund and Special Deposits Account by Item are the following:

Individual Items	1990/91	1991/92	1991/92
	Actual \$000	Estimate \$000	Actual \$000
Fines (Court Awarded)	448	450	450
Sale of Government Property	274	200	325
Sale of Real Estate	475	4,879	3,263
Sale of Capital Assets	287	-	6
Miscellaneous Consolidated Fund Receipts	77	75	26
Miscellaneous Special Deposit Receipts	31,069	-	38,326
	32,630	5,604	42,396

(b) The Consolidated Fund receipts line item “Repayments - Previous Years” has been excluded from the Service’s financial statement, with the amount of \$416,806 being incorporated in the Treasury’s financial statement.

**NOTE 6 EMPLOYEE RELATED PAYMENTS**

Included within this category are payments for Police, Public Servants, Ministerial Employees and Transit Police. Employee Related Payments were apportioned into programs using police activity survey results and applicable cost centre charges.

Employee Related Payments include Subsidiary Staff Charges in accordance with the Treasury requirements that Departments account for all Employee Related expenses. Subsidiary charges include “Workers Compensation Insurance, Meal Allowances, Payroll Taxation, Fringe Benefits Taxation and Employer’s Contribution to Superannuation”.

Employee Related Payments shown for both 1990/91 and 1991/92 funded from the Consolidated Fund include the full year’s costs. The amount of \$17,926,899 was transferred to Special Deposits Account Number 1140 representing that proportion of the salary cost for the pay period commencing 26th June 1992.

In accordance with the “Net Appropriation” concept, \$4,239,000 was charged against Special Deposits User Charges which, in effect, reduced total expenditure for this category.

## **NOTE 7 MAINTENANCE AND WORKING EXPENSES**

In accordance with the "Net Appropriation" concept, \$1,804,000 was charged against Special Deposits User Charges which, in effect, reduced total expenditure for this category.

Throughout the 1991/92 Financial Year, the Service paid penalty interest to the extent of \$78. No penalty interest payment was made in the 1990/91 financial year.

## **NOTE 8 OTHER SERVICES**

Line items within the Other Services category, such as Meals for Prisoners in Police Custody, Allowance for Witnesses - Local Courts and Settlement of Claims for Damages exceeded their respective allocations. However, the over-expenditure was more than offset by the overall savings realised in the Employee Related Payments category.

## **NOTE 9 STATEMENT OF SPECIAL DEPOSITS ACCOUNT BALANCES**

- (a) (i) The "Working Account" within the Special Deposits Account balance includes a number of sub-accounts. Details of the individual accounts and balances at the end of the 1990/91 and 1991/92 financial years are set out in the Statement of Special Deposits Account Balances.
  - (ii) All income received under the Freedom of Information Act was receipted into the "Working Account" and totalled \$25,166 this financial year, compared to \$16,272 in 1990/91.
  - (iii) Throughout the financial year receipts totalling \$3,472,318 compared to \$479,782 in 1990/91, representing the Sale of Real Estate were deposited into the "Working Account", with \$2,508,000 being utilised during the financial year on the fitout of the Joint Technical Services Group accommodation.
- (b) Transfer to Special Deposit 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 the 30th June of the current year. This ensures that the full year's salary costs are included in the financial statements. [Refer Note 6]

## NOTE 10 SUNDRY DEBTORS

### (a) Debtors outstanding as at 30th June 1992:

	1990/91 \$000	1991/92 \$000
Current Debtors	342	827
Debtors Outstanding for 30 - 59 days	223	97
Debtors Outstanding for 60 - 89 days	141	41
Debtors Outstanding for 90 days and over	602	602
	<b>1,308</b>	<b>1,567</b>

Debtors outstanding as at 30th June by item for 1990/91 and 1991/92 are detailed below:

Item		Current \$000	30-59 Days \$000	60-89 Days \$000	90 Days & Over \$000	Total \$000
Industrial Escorts	1991/92	-	1	-	48	49
	1990/91	27	6	-	75	108
Salary Over-payments and Rent arrears	1991/92	29	19	16	374	438
	1990/91	22	21	53	255	351
Other Government Department (Salaries)	1991/92	161	1	10	71	243
	1990/91	264	121	13	31	429
Other Organisations (Salaries & Miscellaneous)	1991/92	535	70	15	108	728
	1990/91	14	16	74	206	310
Fingerprint Computer	1991/92	101	5	-	-	106
	1990/91	13	58	-	34	105
False Alarms	1991/92	1	1	-	1	3
	1990/91	2	1	1	1	5
<b>TOTAL</b>	<b>1991/92</b>	<b>827</b>	<b>97</b>	<b>41</b>	<b>602</b>	<b>1567</b>
	<b>1990/91</b>	<b>342</b>	<b>223</b>	<b>141</b>	<b>602</b>	<b>1308</b>

### (b) Debts Written Off

	1990/91 \$000	1991/92 \$000
Industrial Escorts	8	25
Maintenance and Working Expenses	1	-
Salary Overpayments	1	7
	<b>10</b>	<b>32</b>



## NOTE 11 SUNDRY CREDITORS

Amounts due and unpaid for goods and services received at 30th June 1992:

	1990/91 \$000	1991/92 \$000
<b>Recurrent Expenditure</b>		
Employee Related Payments	98	40
Maintenance & Working Expenses	5,667	4,905
Other Services	247	551
Capital Works and Services	484	419
Special Deposits	1,172	454
<b>Total</b>	<b>7,668</b>	<b>6,369</b>

## NOTE 12 COMMITMENTS

As at 30th June 1992 the Service had the following commitments:

- (a) In 1983, approval was granted by the New South Wales Government for the Service to enter into a ten-year lease/hire agreement to obtain a Fujitsu (FACOM) mainframe computer.

The Service's remaining liability under this agreement can be expressed as follows:

	1990/91 \$000	1991/92 \$000
Original Cost	7,108	7,108
Lease Payments	(5,028)	(5,698)
Lease Liability	2,080	1,410
<b>Future Lease Commitment</b>		
1992/93		670
1993/94		740
		<b>1,410</b>

- (b) In February 1990, approval was granted by the New South Wales Government for the Police Service to replace the Fujitsu M380A mainframe computer with a Hitachi Ex 80 mainframe computer. On the 2nd of July 1990, an agreement was signed with Comdisco Australia Pty. Ltd. and an amount of \$1,960,000 was paid for the lease of the Hitachi Ex 80 mainframe. The payment of \$1,960,000 included the lease payout of \$1,324,146 for the Fujitsu M380A mainframe.

	1990/91 \$000	1991/92 \$000
Original Cost	7,370	8,009 *
Lease Payments	(1,960)	(3,824)
	5,410	4,185
<b>Future Lease Commitments</b>		
1992/93		1,858
1993/94		1,858
1994/95		469
		4,185

\* Original cost increased by \$639,200 due to memory upgrades introduced.

- (c) The Service's accommodation lease commitment for 1992/93 is \$24.6m compared to \$23.4m in 1991/92.
- (d) The Service's motor vehicle lease commitment for 1992/93 is \$14.2m compared to \$14.2m in 1991/92.
- (e) The Appropriation Act provides a mechanism enabling funds appropriated from the Consolidated Fund to be transferred to Special Deposits Account Number 1820 "Provision for Commitments Outstanding" at 30th June. No transfer was made this financial year, compared to \$3,165,564 in 1990/91.

### NOTE 13 CONTINGENT LIABILITIES

As at 30th June 1992, contingent liabilities are estimated by the Service to amount to \$2,400,000 as detailed:

	1990/91 \$000	1991/92 \$000
Legal claims	1,710	2,400

### NOTE 14 MATERIAL ASSISTANCE PROVIDED BY OTHER DEPARTMENTS

Although it is not possible to quantify the assistance provided in financial terms, legal advice by the Crown Solicitor's Office is recognised.

## NOTE 15 AMOUNTS HELD FOR TWO YEARS OR MORE

Included in the table of Special Deposits Account Balances is an account titled "Exhibit Monies" which is used to temporarily hold monies prior to transfer to the Consolidated Fund or refund to a defendant after court proceedings.

## NOTE 16 LIABILITY FOR LEAVE

Details of the estimated liability as at 30th June 1992

	1990/91 \$000	1991/92 \$000
Annual Leave	25,094	28,300
Extended Leave	132,306	143,083
<b>Total</b>	<b>157,400</b>	<b>171,383</b>

## NOTE 17 PUBLIC BORROWINGS AND OTHER REPAYABLE ADVANCES

As at 30th June 1992 the Service had:

- (a) No outstanding public borrowings
- (b) Three repayable advances as shown below
  - (i) Of an amount of \$7.7m initially advanced from the Treasury for the rationalising of police accommodation in the Sydney Central Business District, \$4.6m was drawn down in the 1990/91 financial year, with a further \$2.4m drawn down during 1991/92 leaving \$0.7m undrawn as at the end of the year.

Repayments of the advance is spread over three years, in quarterly instalments, with the first payment due in September 1991. During the year, a total of \$2.3m was repaid to Treasury.
  - (ii) The Treasury advanced \$600,000 to the NSW Shooting Association Incorporated in 1990/91 for the conduct of a safety awareness education and training program. No repayment for this advance was received during the financial year.
  - (iii) An amount of \$159,000 was advanced by the Treasury to the NSW Police Service during 1984/85 for the purpose of working capital for a Special Public Monies Account.



## NOTE 18 USE OF CONSULTANTS

During the financial year, a total amount of \$104,314 was paid to consultants engaged by or on behalf of the Police Service as compared to \$324,117 in 1990/91.

Name of Consultant	Project	Amount Paid	
		< \$30,000 \$	>\$30,000 \$
R.B. Carter, MBE	Police Citizens Youth Clubs	5,400	
University of East Anglia	Police Recruitment Education Program	16,364	
Cullen Egan Dell Ltd	Executive Development Program		50,000
David Ford & Assoc.	Waterfront Crime Incident Analysis	11,550	
Ernst & Young	Review of Procedures in Issuing Firearms Licences	18,700	
Ernst & Young	Review of Firearms Licencing Revenue	2,300	
Sub Totals		54,314	50,000
Total			104,314

END OF AUDITED STATEMENTS

## EXPLANATION OF SIGNIFICANT VARIATIONS TO BUDGET

This schedule is not part of the accounts subject to audit. Explanation of variations are set out below in program areas.

### (A) CONSOLIDATED RECURRENT PAYMENTS

The dissection of expenditure to programs is based upon periodic workload surveys conducted by the Service and through direct cost centre allocations. The variations to the original budget allocation is a direct result of the change in work priorities as indicated in the police activity and duty surveys.

#### 51.1 Policing Services - Detection, Apprehension, Deterrence and Community Education

Contributing factors to the variation to budget within this program area:

- (i) Savings were achieved in the Employee Related Payments category mainly due to the cost of award provisions, payroll tax, common pay points and recreation leave on termination not being fully utilised.
- (ii) Over-expenditure in the Maintenance and Working expenses category can be attributed to the maintenance cost of vehicles increasing, especially where vehicles were not covered by the Ultra Tune contract.
- (iii) A number of "Other Services" items outside the control of the Service exceeded budget. The over-expenditure in the item "Allowance for Witnesses - Local Courts" was mainly due to a transferring of responsibilities to the Department of Public Prosecutions. The mix of witnesses between the two Departments varied from original estimates.

The item "Meals for Prisoners in Lockups" was over extended. This was caused by an increase in the number of prisoners on remand being held in Police cells.

Savings were realised in the "Police Superannuation" item. The outcome for this item is linked to the resignation rate of Police and the decisions made by retirees about taking pensions or lump sum payments.

- (iv) In the Capital Works category, savings were realised in the item "Police Buildings" as a result of delays associated with the Joint Emergency Services building fit-out at Hurstville.

The expenditure on Plant and Equipment exceeded budget as a result of the purchase of plant and equipment for the Infringement Processing Bureau as

part of the pro-active road safety program. Supplementation was provided by Treasury to cover these costs.

## **51.2 Education, Review and Support Services**

Contributing factors to the variation to budget within this program area:

- (i) Savings were achieved in the Employee Related Payments category mainly due to the cost of award provisions, payroll tax, common pay points and recreation leave on termination not being fully utilised.
- (ii) The Maintenance and Working expenses category for this program area had a favourable variance mainly attributable to the two items "Staff on Transfer" and "Police Hurt on Duty" being allocated to the Personnel, Development and Education Program in the original budget. A change in policy resulted in these two items being decentralised to Commands causing actual expenditure to vary significantly from original estimates. The overall effect to the Service was a savings in "Staff on Transfer", but an over-expenditure in "Hurt on Duty. "

In addition, savings were realised as a result of the costs of electronic surveillance equipment not being fully utilised during the year. As this was a Treasury protected item, the savings could not be passed on to other areas.

- (iii) The over-expenditure shown in the "Other Services" category can be attributed to the item "Voluntary Redundancies" which had not been anticipated and therefore was not budgeted for initially. However, the expenditure for this item was covered by savings in the Employee Related Payments.

## **(B) CONSOLIDATED FUND RECEIPTS**

### **51.1 Policing Services - Detection, Apprehension, Deterrence and Community Education**

The increase in revenue over the estimate is attributable to a higher than anticipated number of infringement notices being issued for traffic violations as a result of the implementation of self-funded pro-active road safety programs.

Revenue on parking fines has also increased significantly mainly due to the expansion in the range of offences now enforceable coupled with a noticeable improvement in productivity as a result of recruiting additional Parking Patrol Officers.



## 51.2 Education, Review and Support Services

Revenue from Firearms and Dangerous Weapons licences was not realised as anticipated causing receipts in this program area to fall substantially below estimates.

The Service was also unable to dispose of the property and land it had available for sale due to the continuing downturn in the real estate market caused by the recession. This has resulted in the receipts realised from asset sales recording below estimated levels.

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### INFORMATION REQUIRED BY TREASURY CIRCULAR NO. G1992/12

#### 1. Payment Performance Indicators

During the last quarter of the 1991/92 Financial Year, the following related to accounts paid by the Police Service:

	Items	Amount \$000
Total Invoices Paid on Time	34,520	127,480
Total Invoices Paid	39,846	135,280
Percentage of Accounts Paid on Time to Total	86.63%	94.23%

#### 2. Commentary on action taken

*Problems affecting prompt processing of payments during the year:*

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

*Initiatives implemented to improve payment performance:*

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

**3. Interest paid during the year and reason for late payment**

- (i) Amount: \$78
- (ii) Reason: Relieving voucher examiner unaware of late payment fee applicable to account.

**INFORMATION REQUIRED BY CLAUSE 3 (J3) OF THE  
ANNUAL REPORTS (DEPARTMENTS) ACT 1985-REGULATION**

**Land Disposal**

- (i) During the financial year, the NSW Police Service disposed of eight (8) sites with a total value of \$1.340m. The Police Service retained 50% of the proceeds, while the other 50% was returned to Treasury.
- (ii) All the properties were sold by public auction or tender and none had a value greater than \$5.0m.
- (iii) The Director of Properties is responsible for approving disposals based on the Property Disposal Program submitted to and approved by the Minister. There were no family or business connections associated with the properties disposed during the year and the person responsible for approving disposals.
- (iv) The properties disposed were declared surplus as they were no longer required for normal operations.
- (v) Half (50%) of the proceeds from disposals were used to fund worthwhile projects in the Building Program - Major Works.
- (vi) Access to documents relating to disposals can be obtained under the Freedom of Information Act.

## NSW POLICE SERVICE CAPITAL PROGRAM

### Summary of Annual Expenditure as at 30 June 1992

Project	Approv. Cost \$'000	Curr. Est. \$'000	Spent to End Jun 91 \$'000	Year to Date Expenditure	
				Forecast \$'000	Actual \$'000
Major Works in Progress					
Wollongong Police Station	8,958	8,085	3,224	4,661	4,661
Hornsby Police Station	5,250	5,679	5,096	583	583
Bathurst Police Station	5,986	5,998	5,383	435	435
Albury Police Station	6,972	7,219	196	941	941
Hurstville JESC incl. site purchase	19,300	19,656	9,143	2,164	2,164
Police HQ refit	7,700	7,000	4,601	2,355	2,355
Sub Total	54,166	53,637	27,643	11,139	11,139
Major New Works					
Zetland Joint Technical Services Group	3,125	3,732	0	2,508	2,508
Sub Total	3,125	3,732	0	2,508	2,508
Major Works Total	57,291	57,369	27,643	13,647	13,647



Alloc. \$'000	Annual Expenditure		Exp. Future Years \$'000	Forecast Completion Date	Significant Variations to Timeframe or Budget
	Forecast \$'000	Variation \$'000			
4,671	4,661	-10	200	May 92	Completed
174	583	409	0	Jul 91	Completed
609	435	-174	180	Sep 91	Completed
1,000	941	-59	6,082	Sep 93	
8,029	2,164	-5,865	8,349	Jun 93	
3,099	2,355	-744	44	Jun 92	Completed
17,582	11,139	-6,443	14,855		
0	2,508	2,508	1,224	Aug 92	
0	2,508	2,508	1,224		
17,582	13,647	-3,935	16,079		

#### INFORMATION REQUIRED BY CLAUSE 3 (E1) OF THE ANNUAL REPORTS (DEPARTMENTS) ACT 1985-REGULATION

During the financial year, the NSW Police Service granted \$75,000 to the Police Citizens Youth Clubs under the Operational Support Program of the Education, Review and Support Services Program Area.

- (i) *Name of recipient:* Police Citizens Youth Clubs
- (ii) *Amount:* \$75,000
- (iii) *Program area as per budget paper:* Education, Review and Support Services
- (iv) *Program as per budget paper:* Operational Support

## INFRINGEMENT PROCESSING BUREAU COMMERCIAL SERVICES UNIT

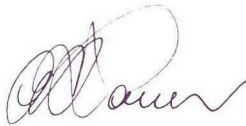
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### Statement in Accordance with the Public Finance and Audit Act, 1983

Pursuant to the requirements of the Public Finance and Audit Act, 1983, we declare that in our opinion:

- 1 The accompanying financial statements exhibit a true and fair view of the financial position of the Commercial Services Unit of the Infringement Processing Bureau as at 30 June, 1992 and transactions for the year then ended.
- 2 The financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act, 1983, the Public Finance and Audit (Statutory Bodies) Regulations, 1985 and the Treasurer's Directions.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



A R Lauer APM  
Commissioner



J C Thoms FCPA  
Director Finance

*Dated: Sixth day of August, One Thousand Nine Hundred and Ninety Two*

# AUDITOR-GENERAL'S CERTIFICATE



BOX 12, G.P.O.  
SYDNEY, N.S.W. 2001

## AUDITOR-GENERAL'S OPINION

### POLICE SERVICE OF NEW SOUTH WALES - COMMERCIAL SERVICES UNIT

To Members of the New South Wales Parliament and the Commissioner.

#### Scope

I have audited the accounts of the Police Service of New South Wales - Commercial Services Unit for the year ended 30 June 1992. The preparation and presentation of the financial statements, consisting of the accompanying balance sheet, income and expenditure statement and statement of cash flows, together with the notes thereto and the information contained therein is the responsibility of the Commissioner. My responsibility is to express an opinion on these statements to Members of the New South Wales Parliament and the Commissioner based on my audit as required by Sections 34 and 41C(1) of the Public Finance and Audit Act 1983.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with the requirements of the Public Finance and Audit Act 1983, and Australian accounting concepts and standards so as to present a view which is consistent with my understanding of the Unit's financial position and the results of its operations.

This audit opinion has been formed on the above basis.

#### Audit Opinion

In my opinion, the financial statements of the Police Service of New South Wales - Commercial Services Unit comply with Section 41B of the Act and present fairly the financial position of the Unit as at 30 June 1992 and the results of its operations for the year then ended in accordance with Statements of Accounting Concepts and applicable Accounting Standards.

A handwritten signature in dark ink, appearing to read 'E. Lumley'.

E. LUMLEY, FCPA  
DIRECTOR OF AUDIT

(duly authorised by the Auditor-General of New South Wales  
under Section 41C (1A) of the Act)

SYDNEY  
8 October 1992



# INFRINGEMENT PROCESSING BUREAU COMMERCIAL SERVICES UNIT

## Statement of Income and Expenditure for the Year Ended 30 June 1992

	1991/92	1990/91
	\$	\$
	000	000
<b>Income</b>		
Processing Fees	2,200	1,193
Sale of Book Covers	12	3
	<b>2,212</b>	<b>1,196</b>
<b>Expenditure</b>		
Salaries	450	229
Staff On-Costs	114	31
Processing and Service Fees	236	170
Office Supplies and Consumables	151	64
Rent and Outgoings	101	35
Depreciation	38	14
Amortisation of Deferred Expenditure	10	6
Auditors Remuneration	5	4
Other	45	30
<b>Total Expenditure</b>	<b>1,150</b>	<b>583</b>
<b>Operating Surplus Before Abnormal Items</b>	<b>1,062</b>	<b>613</b>
Less Abnormal Items	-	24
<b>Operating Surplus After Abnormal Items</b>	<b>1,062</b>	<b>589</b>
Add Accumulated Funds 1 July 1991	859	270
<b>Accumulated Funds at 30 June 1992</b>	<b>1,921</b>	<b>859</b>

**INFRINGEMENT PROCESSING BUREAU  
COMMERCIAL SERVICES UNIT**

**Balance Sheet as at 30 June 1992**

	Note	1991/92 \$ 000	1990/91 \$ 000
<b>Current Assets</b>			
Cash	2	2,876	1,430
Receivables	3	2	6
Inventory	4	1	-
Other	5	-	7
Total Current Assets		2,879	1,443
<b>Non-Current Assets</b>			
Plant and Equipment	6	168	145
Other	5	-	3
Total Non-Current Assets		168	148
<b>Total Assets</b>		<b>3,047</b>	<b>1,591</b>
<b>Current Liabilities</b>			
Creditors	7	1,058	729
Provisions	8	51	-
Total Current Liabilities		1,109	729
<b>Non-Current Liabilities</b>			
Provisions	8	17	3
Total Non-Current Liabilities		17	3
<b>Total Liabilities</b>		<b>1,126</b>	<b>732</b>
<b>Net Assets</b>		<b>1,921</b>	<b>859</b>
<b>Retained Earnings</b>			
Accumulated Funds		1,921	859
		1,921	859

**INFRINGEMENT PROCESSING BUREAU  
COMMERCIAL SERVICES UNIT**

**Statement of Cash Flows  
for the Year Ended 30 June 1992**

	Note	Inflows (Outflows) 1991/92 \$ 000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>10</b>	
Receipts from Customers		2,212
Payments to Suppliers and Employees		(705)
<b>Net Cash Provided by Operating Activities</b>	<b>11</b>	<b>1,507</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Payment for Property, Plant and Equipment		(61)
<b>Net Cash used in Investing Activities</b>		<b>(61)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>		<b>-</b>
<b>Net Cash Financing Activities</b>		<b>-</b>
<b>Net increase (decrease) in cash held</b>		<b>1,446</b>
<b>Cash at the beginning of the reporting period</b>		<b>1,430</b>
<b>Cash at the end of the reporting period</b>	<b>9</b>	<b>2,876</b>



# INFRINGEMENT PROCESSING BUREAU COMMERCIAL SERVICES UNIT

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## Notes to and Forming Part of the Financial Statements for the Year Ended 30 June 1992

### 1. SUMMARY OF ACCOUNTING POLICIES

#### **Basis of Accounting**

The accounts of the Commercial Services Unit have been prepared in accordance with historical cost basis and accrual accounting principles.

The Financial Statements incorporate reporting requirements of the Public Finance and Audit Act and have regard to current Australian Accounting Standards and industry practices.

#### **Statement of Accounting Policies**

##### *(a) Expenditure Incurred by Other Parties*

Personnel of the Commercial Services Unit are employed by the NSW Police Service who are ultimately responsible for the payment of entitlements for recreation and long service leave. Since the Police Service recovers those costs from the Commercial Services Unit it has been necessary to establish a Provision for Employee Entitlements. The liability has been calculated on the proportion of Police Service Staff working within the Commercial Services Unit.

In addition to expenses directly incurred, the operating profit is calculated after providing for expenditure for services which are utilised by the Commercial Services Unit which have been incurred by other units within the Infringement Processing Bureau and other sectors of the Service.

Such expenses which have been incurred by other units of the Infringement Processing Bureau have been apportioned to the Commercial Services Unit using the percentage of loaded infringement notices related to the commercial activity to the total number loaded by the Infringement Processing Bureau in the relevant period. This percentage is considered to be the best estimate for the utilisation of staff and other resources of the Infringement Processing Bureau by the commercial activity.

##### *(b) Recognition of Assets*

Assets acquired by the Infringement Processing Bureau, the benefits of which are shared by the Commercial Services Unit with other units within the Bureau, are brought to account as assets by applying the percentage of loaded infringement notices related to commercial activity to the total number loaded by the Bureau in the relevant period.

##### *(c) Depreciation of Plant and Equipment*

Depreciation has been calculated on historical costs applied on a straight line basis over the estimated useful life of the assets from date of purchase.

*(d) Inventory*

Inventory is valued using the first-in/first-out method.

*(e) Deferred Expenditure*

The balance of the Consultants Fees is being written off as it is no longer supported by probable future benefits. The Consultants Fees were incurred in the setting up of the accounting system of the Commercial Services Unit which was established in January 1990.

*(f) Rounding*

In the Financial Statements, amounts have been rounded to the nearest thousand dollars.

## 2. CASH

The balance of cash is held in NSW Treasury Special Deposit Account Number 0672.

	1991/92 \$	1990/91 \$
<hr/>		
<b>3. RECEIVABLES</b>		
Trade Debtors	2,140	5,814
<hr/>		
<b>4. INVENTORY</b>		
Book Covers	885	348
<hr/>		
<b>5. OTHER ASSETS</b>		
<b>Current</b>		
Deferred Expenditure (see also note 1e)	-	6,527
<b>Non-Current</b>		
Deferred Expenditure (see also note 1e)	-	3,263
<hr/>		
<b>6. PLANT AND EQUIPMENT</b>		
Plant and Equipment - at cost	214,275	166,491
Add: Prior Year Adjustment	8,465	-
Less: Prior Year Adjustment	-	4,848
Less: Accumulated Depreciation	54,261	16,410
<hr/>		
	<b>168,479</b>	<b>145,233</b>
<hr/>		

-Prior Year Adjustments relate to assets acquired in the earlier years which have been adjusted in accordance with current usage costs of assets shared with the Infringement Processing Bureau.

	1991/92 \$	1990/91 \$
<b>7. CREDITORS</b>		
Trade Creditors - Customer	396,465	329,631
Other Creditors - Accruals	24,637	73,748
Due to other Branches of the Service	637,252	325,652
	<b>1,058,354</b>	<b>729,031</b>

## 8. PROVISIONS

### Current

Provision for Employee Entitlements	50,850	
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### Non-Current

Provision for Employee Entitlements	16,923	3,165
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- The provision for employee entitlements representing Recreation and Long Service Leave has been calculated based on the proportion of Police Service Staff working within the Commercial Services Unit.

## 9. STATEMENT OF CASH FLOWS

### - CASH POLICY

For the purposes of the Statement of Cash Flows, cash comprises cash on hand and cash held in a New South Wales Treasury Special Deposit Account. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position.

Cash	2,875,640	1,430,234
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## 10. COMPARATIVE AMOUNTS IN STATEMENT OF CASH FLOWS

In the Statement of Cash Flows it is considered impracticable to disclose information for the preceding corresponding reporting period.



# 11. RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO OPERATING PROFIT

	1991/92 \$000
Operating profit after income tax	1,062
Depreciation	38
Provision for Employee Entitlements	65
<b>Change in Assets and Liabilities</b>	
Decrease in trade debtors	4
Increase in inventories	(1)
Decrease in other current assets	6
Decrease in other non-current assets	3
Increase in trade creditors - customers	67
Increase due to other branches of the service	312
Decrease in accrued expenses	(49)
<b>Net cash provided by operating activities</b>	<b>1,507</b>

## 12. COMMITMENTS AND CONTINGENT LIABILITIES

The Infringement Processing Bureau is to purchase a computerised cash receipting system in 1992/93. The Commercial Services Unit's share of this expenditure is estimated to be \$60,000.

**END OF AUDITED STATEMENTS**

— N S W —

P O L I C E

S E R V I C E

A N N U A L

R E P O R T

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A P P E N D I C E S

## 1. EMPLOYEE STATISTICS

	1991/92	1990/91	1989/90
Police Officers	12903 *	13203 #	12593 •
Administrative Officers, Ministerial Employees and Others	3114	3164	2443
<b>Total</b>	<b>16017</b>	<b>16367</b>	<b>15036</b>

(\* Including 75, # 109 and • 103 secondees to other Government agencies or inquiries.)

## 2. POLICE SERVICE STRENGTH DETAILS

The total staff strength at the end of June, 1992 was 16017 made up as follows:

Police Officers	12903*
Administrative Officers	2624
Ministerials	395
Transit Police	95
<b>Total</b>	<b>16017</b>

\* Of these, 75 were on secondment to other public sector agencies.

## 3. POLICE SEPARATIONS

Rank	Optional Retire		Retire		Death		Resign	
	91/92	90/91	91/92	90/91	91/92	90/91	91/92	90/91
Commissioner				1				
Dep. Commissioner								
Asst. Commissioner		1		1				
Exec. Chief Supt.								
Chief Superintendent	2	2	1					
Superintendent	3			3				
Chief Inspector	7	9	1					
Inspector	15	5		1	1	1		1
Senior Sergeant	24	11			1		3	2
Sergeant	19	18		1	7	3	33	26
Senior Constable	5	10		1	4	4	58	57
Constable 1/C					2	3	37	68
Constable					3	2	62	93
Pro. Constable							61	58
<b>Totals</b>	<b>75</b>	<b>56</b>	<b>2</b>	<b>8</b>	<b>18</b>	<b>13</b>	<b>254</b>	<b>305</b>



4. STRENGTH DETAILS (POLICE OFFICERS) AS AT 30 JUNE 1992

Rank	Actual Strength Excluding Non Police Funded Secondees	Actual External Secondees Non Police Funded	Actual External Secondees Police Funded	Grand Total Actual
Commissioner	1			1
Deputy Commissioner	1			1
Asst. Commissioner	8	1		9
Chief Superintendent	39	1		40
Superintendent	53	1		54
Chief Inspector	111	1		112
Inspector	306	3		309
Senior Sergeant	465	3	2	468
Sergeant	2205	13	5	2218
Senior Constable	3082	16	5	3098
Constable 1/C	2536	6	13	2542
Constable	3692	1	4	3693
Pro. Constable	358			358
Total	12857	46	29	12903

Medical Unfit		Disengage		Dismissal Confirmed		Total	
91/92	90/91	91/92	90/91	91/92	90/91	91/92	90/91
						0	1
						0	0
						0	2
						0	0
						3	2
						3	3
2			1			10	10
2	2					18	10
9	6				1	37	20
24	22		1	5	4	88	75
25	22			4	5	96	99
7	3			3	1	49	75
	4			3	3	68	102
				4	7	65	65
69	59	0	2	19	21	437	464

**5A. THE DISTRIBUTION OF AGE OF POLICE OFFICERS AS AT JUNE 1992.**

**Police Officer Ages**

Age	Actual Number
Under 25	3195
26-30	2975
31-35	2182
36-40	1574
41-45	1370
46-50	976
> 51	631
<b>Total</b>	<b>12903</b>

**5B. THE DISTRIBUTION OF LENGTH OF SERVICE OF POLICE AS AT JUNE 1992.**

**Police Officers Years of Service**

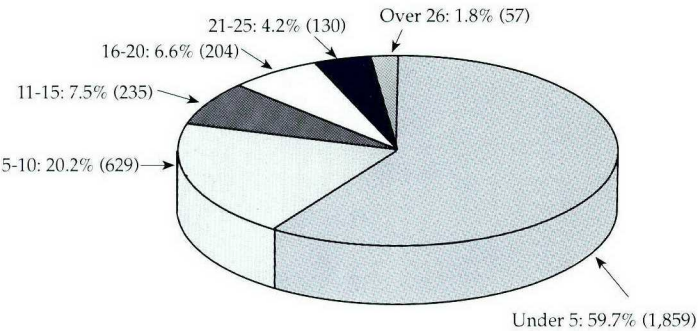
Years of Service	Actual Number
Under 5	3790
5-10	3679
11-15	1663
16-20	1371
21-25	1230
Over 26	1170
<b>Total</b>	<b>12903</b>

**6. ADMINISTRATIVE OFFICER AND MINISTERIAL SEPARATIONS**

Rank	Optional Retire		Retire		Death		Resign	
	91/92	90/91	91/92	90/91	91/92	90/91	91/92	90/91
Clerical Gd. 5 & Above	1	2	5			1	18	15
Clerical Gd. 4 & Below	4		4	6			74	88
Professional							7.6	17
Keyboard	2	1	2	3	1	2	40.8	150
Clerical Assistants	1	1	1			1	16	57
Ancillary				3			5	12
Ministerial	2		7	4		1	29	34
<b>Totals</b>	<b>10</b>	<b>4</b>	<b>19</b>	<b>16</b>	<b>1</b>	<b>5</b>	<b>190.4</b>	<b>373</b>

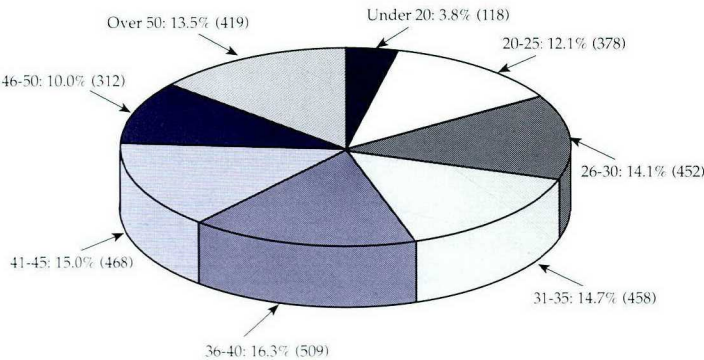
**7. ADMINISTRATIVE, MINISTERIAL & OTHER OFFICERS  
YEARS OF SERVICE**

**Position as at June 1992**



**8. ADMINISTRATIVE, MINISTERIAL & OTHER OFFICERS AGES**

**Distribution at June 1992**



Medical Unfit		Dismissal / Termination		Transfer/ Secondment		Voluntary Redundancy		Total	
91/92	90/91	91/92	90/91	91/92	90/91	91/92	90/91	91/92	90/91
		2		13	17	8		47	35
2		25.6	11	17	41			126.6	146
		3	10	2	1	1		13.6	28
	2	12	10	3	16			60.8	184
3		7	12		4	1		29	75
		1	1	2	1			8	17
1	1	1						40	40
6	3	51.6	44	37	80	10	0	325	525



## 9. REPRESENTATION OF EEO TARGET GROUPS WITHIN LEVELS (POLICE)

	1991/92		1990/91	
	Total Staff	Women (%)	Total Staff	Women (%)
Commissioner	1	0	1	0
Dep. Commissioner	1	0	0	0
Asst. Commissioner	9	0	8	0
Chief Supt.	40	0	38	0
Superintendent	54	1 (1.85%)	46	1 (2.17%)
Chief Inspector	112	1 (0.89%)	111	1 (0.9%)
Inspector	309	3 (0.89%)	288	4 (1.39%)
Senior Sergeant	468	3 (0.64%)	541	3 (0.55%)
Sergeant	2218	29 (1.31%)	2235	29 (1.3%)
Senior Constable	3098	253 (8.17%)	2683	161 (6%)
Constable 1/C	2542	449 (17.66%)	2014	397 (19.71%)
Constable	3693	679 (18.39%)	4069	667 (16.39%)
Pro. Constable	358	59 (16.48%)	1188	196 (16.5%)
<b>Totals</b>	<b>12903</b>	<b>1477 (11.45%)</b>	<b>13222</b>	<b>1459 (11.03%)</b>

**Note:** In the 1990 EEO Re-Survey 9.3% police officers identified as being from a non-English speaking background.

\* The reduction in number of probationary constables for 1991/92 is due to recruiting limitations and reduced class sizes.

# 10. REPRESENTATION OF EEO TARGET GROUPS WITHIN LEVELS (ADMINISTRATIVE OFFICERS)

Level	1991/92		1990/91	
	Total Staff	Women (%)	Total Staff	Women (%)
Above A&C Gd 12	16	2	13	5
\$58,133 & Above		(12.5%)		(38.46%)
A&C Gds 10-12	92	17	84	16
\$46,506 to \$58,132		(18.48%)		(19.05%)
A&C Gds 6-9	229	61	236	52
\$35,963 to \$44,682		(26.64%)		(22.03%)
A&C Gds 3-5 \$28,418 to \$34,607	456	278	300	131
		(60.96%)		(43.7%)
A&C Gds 1-2 \$25,422 to \$27,636 & Clerical Gds 3-6 \$25,422 to \$31,117	1136	952	600	429
		(83.8%)		(71.5%)
CO 1- A&C Gen Scale up to \$24,093	642	607	1141	991
		(94.55%)		(86.85%)
Below CO 1	53	29	295	254
		(54.75%)		(86.1%)
<b>Total</b>	<b>2624</b>	<b>1946</b>	<b>2669</b>	<b>1878</b>
		<b>74.16%</b>		<b>70.36%</b>

**Note:** Reclassification and regrading of positions has reduced the number of staff in the General Scale category up to \$24,801.

\* In the 1990 EEO Re-Survey 22.6% of administrative officers identified as being from a non-English speaking background.

# 11. REPRESENTATION OF EEO TARGET GROUPS WITHIN LEVELS (OTHER EMPLOYEES)

	1991/92		1990/91	
	Total Staff	Women (%)	Total Staff	Women (%)
Security Officers	85	9	85	6
\$20,857 to \$21,366		10.59%		7.06%
Parking Officers	281	182	281	178
\$21,195 to \$21,959		64.77%		63.35%
Transit Patrol Officers	95	4	100	6
\$23,721 to \$35,030		4.21%		6%
Police Concert Band Members	28	0	28	0
Matron	1	1	1	1
		100%		100%
<b>Totals</b>	<b>490</b>	<b>196</b>	<b>495</b>	<b>191</b>
		<b>40%</b>		<b>38.59%</b>

**Note:** In the 1990 EEO Re-Survey 23.4% ministerial employees identified as being from a non-English speaking background.

## 12A. REPRESENTATION & RECRUITMENT OF POLICE WHO ARE ABORIGINAL

	1991/92		1990/91	
	Total Police	Police Who are Aboriginal	Total Police	Police Who are Aboriginal
<b>Total Police</b>	<b>12903</b>	<b>145</b> 1.12%	<b>13222</b>	<b>131</b> 0.99%
<b>Recruited in the Year</b>	<b>242</b>	<b>14</b> 5.79%	<b>919</b>	<b>5</b> 0.54%

**Note:** The increase from 5 to 14 Aboriginals recruited in 1991/92 was brought about by the introduction of the Aboriginal Recruit Education Program conducted at Goulburn TAFE and Newcastle University.

## 12B. REPRESENTATION & RECRUITMENT OF POLICE WITH A PHYSICAL DISABILITY

	1991/92		1990/91	
	Total Police	PWPD*	Total Police	PWPD*
<b>Total Police</b>	<b>12903</b>	<b>1</b>	<b>13222</b>	<b>1</b>
<b>Recruited in the Year</b>	<b>242</b>	<b>2</b> 0.83%	<b>919</b>	<b>8</b> 0.87%

\*Police with a physical disability

<sup>1</sup> 12.7% of police indicated in the 1990 EEO Re-Survey that they have a physical disability.

## 13A. REPRESENTATION & RECRUITMENT OF ADMINISTRATIVE OFFICERS WHO ARE ABORIGINAL

	1991/92		1990/91	
	Total Staff	Admin Staff who are Aboriginal	Total Staff	Admin Staff who are Aboriginal
<b>Total Staff</b>	<b>3114</b>	<b>1</b>	<b>3164</b>	<b>1</b>
<b>Recruited in the Year</b>	<b>55</b>	<b>2</b> 3.64%	<b>385</b>	<b>1</b> 0.26%

<sup>1</sup> 1.8% of administration officers identified as being Aboriginal in the 1990 EEO Re-Survey.



### 13B. REPRESENTATION & RECRUITMENT OF ADMINISTRATIVE OFFICERS WITH A PHYSICAL DISABILITY

	1991/92		1990/91	
	Total Staff	Admin Officers with a PD*	Total Staff	Admin Officers with a PD*
<b>Total Staff</b>	<b>3114</b>	<b>1</b>	<b>3164</b>	<b>1</b>
<b>Recruited in the Year</b>	<b>55</b>	<b>2</b> 3.64%	<b>385</b>	<b>1</b> 0.26%

\* Physical Disability

<sup>1</sup> Population figures for persons who are Aboriginal or who have a disability are currently not available.

### 14. DETAILS OF OVERSEAS VISITS

Name	Country Visited	Duration	Purpose	\$Amount
Commissioner A.R. Lauer	Wellington, NZ	14 to 18/10/91	Attend South Pacific Chiefs of Police Conference	1,047.36
Det. Sgt. Liversidge	Minnesota, USA	10 to 15/5/92	Attend International Association of Arson Investigators Annual Seminar	2,653.03
Mr M. Tiltman	Canada, USA	2/7/91 & UK	Examine Single Unit Policing (Balance of trip made previous year)	225.79
Hon. E. Pickering with Messrs L. Yeomans & P. Bradley (NSW Crime Commission)	Hong Kong	27 to 31/7/91	Discussions with various groups and agencies within the Royal Hong Kong Police Force regarding advanced technology in law enforcement	16,083.00
Det. Supt. A.M. Milroy	Hong Kong	20 to 28/10/91	Examine administrative structure & operational role of H.K. Technical Division	3,504.16

Name	Country Visited	Duration	Purpose	\$Amount
Det. Sr Sgt Wakefield & Det. Sgt Tkachenko	New Zealand	11/12/91	Interview witness in connection with a suspected disappearance/ murder case	271.50
Mr David Gill	UK	31/1/92	Review of police promotions & assessment systems	9,454.68
Det. Sgt. D. Clifford	Virginia, USA	17/6/92	Attend crisis (hostage) negotiation training course, FBI Academy	3,780.00
Inspector A. Scipione	Hong Kong	7 to 14/4/92	Attend specialist training course on electronic surveillance	3,719.40
Hon. S. Mutch, MLC	Canada & UK	13 to 27/5/92	Official overseas study tour (with Asst. Comm N.O. Taylor & Supt K.G. McNeill)	2,319.00
Butcher, PJW	USA	10 to 20/8/91	Attendance at 5th Det. (Tech) Insp. Annual NEC International AFIS Conference, San Diego	4,018
Andric, G	USA and Canada	25/8 to 28/9/91	Civil attachment to FBI and RCMP for purpose of operational flying duty in terms of Prince of Wales Award	Met by Prince of Wales Award and privately

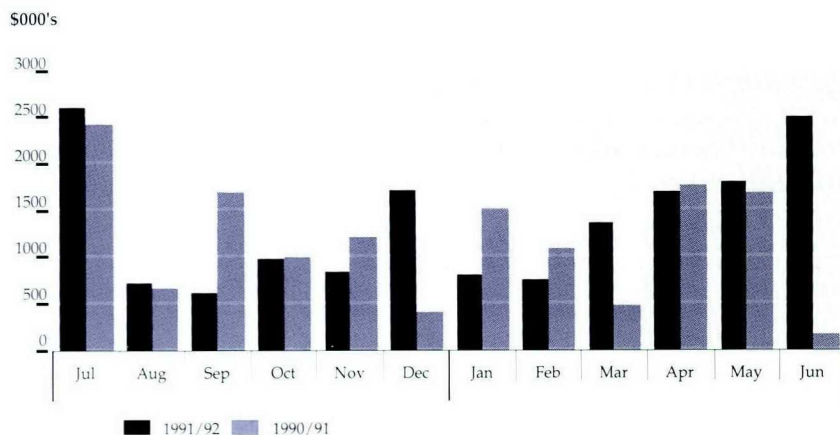
Name	Country Visited	Duration	Purpose	\$Amount
Melville, BA Sen.Sgt.	Canada	5 to 25/9/91	Study of policies and procedures for investigation and management of domestic violence cases. (Research Programme Grant)	8,998
Hazzard, NK Det.Insp.	USA, Canada and UK	12/10 to 22/11/91	SAC-PAV Counter Terrorist Negotiators Study Tour	Met by SAC-PAV
Neyenhuys, H Det.Sen.Const.	Hong Kong & UK	12/10 to 7/12/91	Study of fraud /white collar crimes (1991 Churchill Fellowship Award)	Met by Churchill Fellowship & privately
Johnston, B.W. Det. Ch. Supt. & Mr J. Leek	USA, Canada & Hong Kong	19/10 to 12/11/91	Study of developments in law enforcement intelligence. (Research Program Grant)	14,276
Cioccarelli, P. Ch. Supt.	USA	9/11/91 to 7/1/92	Study of police executive and management development, case study methods and executive education programs in terms of Fullbright Professional Scholarship Award (Management & Industrial Relations)	6,352 (Balance met by Scholarship)



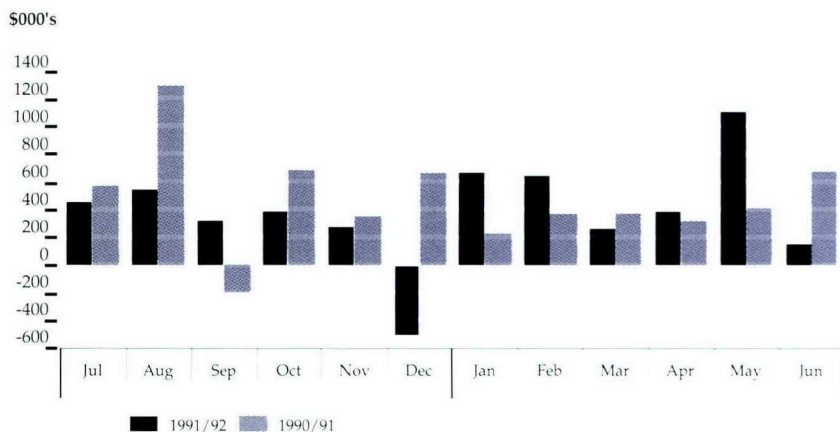
Name	Country Visited	Duration	Purpose	\$Amount
Simpson, N.J. Sen. Const.	Fiji	15 to 23/11/91	Training Fijian Police in breath analysis duties	Met by Fiji Police
Lysaught, R.J. Det. Supt. & Owens, G.R. Det. Ch. Insp.	Hong Kong	20 to 29/11/91	Task Force #5, DEA	75,000 (approx). Met by NSW Crime Commission
Gallagher, B. P.C. Const.	USA	5 to 24/12/91	Review of Secret Service VIP Protection Program & analysis of terrorist group investigation techniques used by FBI. (Research Program Grant)	6,669
Clifford, D. C. Acting Det. Insp.	USA	March to June 1992	Attend FBI National Academy Training Course.	2,500
Graham, A.A. Inspector	USA	March to June 1992	Attend FBI National Academy Training Course	2,500
Clark, R. Det. Sgt	USA and Puerto-Rico	27/3 to 16/4/92	Casino Enquiries Research Grant	7,070.60
Waters, K.L. Sen. Const.	USA	10/5 to 15/5/92	Attend the International Association of Arson Investigators Seminar	4,925.87
Tomkins, I. Sen.Sgt.	PNG	17/5 to 5/6/92	Carried out a review of the operations & training of the Royal Papua New Guinea Constabulary	Reimbursed by the Australian Government

Name	Country Visited	Duration	Purpose	\$Amount
Taylor, N.O. Ass. Comm.	Canada & UK	10/5 to 29/5/92	Study of Police training facilities	8,000
McNeill, K.G. Ch. Supt.	Canada & USA	10/5 to 26/5/92	Study of Police training facilities	6,000
Gibson, B. Ass. Comm.	Canada & USA	28/5 to 25/7/92	Study tour and visiting of Police & Criminal Justice Organisation (Executive Development Program)	2,500
Gilligan, D.M. Ch. Supt.	USA	5/6 to 18/7/92	Executive Development Program	3,765.60
Carter, P.E. Ch. Supt.	France & UK	19/6 to 30/6/92	Study Tour	Funded by the Federation of NSW Police Citizens Youth Clubs

#### 15A. EXPENDITURE ON STORES & EQUIPMENT (EXCLUDING UNIFORMS) 1990/91, 1991/92



## 15B. EXPENDITURE ON POLICE UNIFORMS 1990/91, 1991/92



## 16. MAJOR ASSETS

A list of assets under clause 4A of the Annual Reports (Departments) Regulations 1986 has not been published. An exemption has been granted by the Treasurer.

## 17. RISK MANAGEMENT & INSURANCE

The Police Service currently insures itself for a range of risks, workers' compensation, motor vehicles, and property damage, legal liability.

The performance levels achieved during 1991/92 indicate a significant improvement towards reducing the financial impact upon Police Service. The exact surplus of Managed Funds will be determined and distributed in the 1992/93 financial year.

The responsibility and accountability for risk management implementation has been devolved to Region Commands. The Risk Management Unit will be actively engaged in co-ordinating all activities in the development of risk reduction strategies.



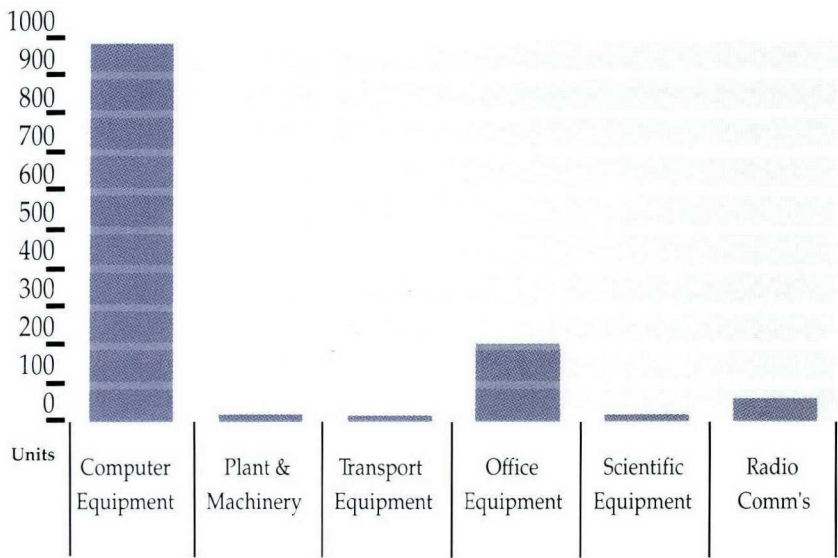
18. LAND DISPOSALS

For details see page 61 of Key Performance Area No 3 under the heading of Corporate Services.

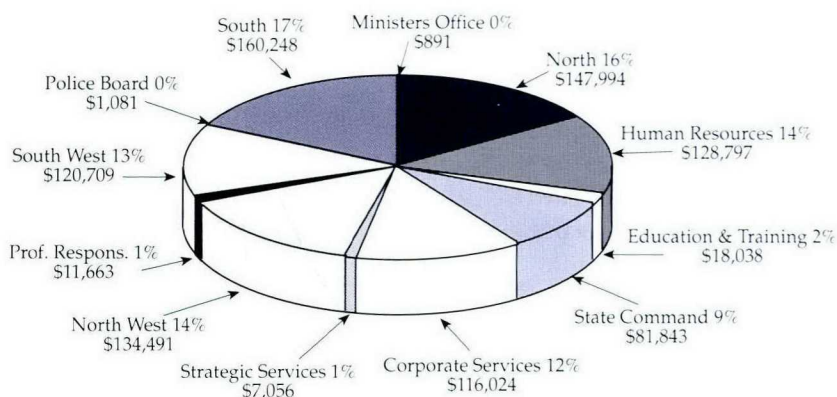
Property (including land) asset sales this year have realised \$6,500,000 with \$3,360,000 being the share of revenue for the Police Service. Forty-eight properties were disposed of, with no single sale exceeding \$5,000,000. All property assets sold were a result of their becoming excess to Service requirements. Approval was given by Treasury for the Service to utilise asset sales proceeds to an amount of \$4, 657, 000 for capital projects.

19. MAJOR WORKS

List of Major Assets Acquired 1991/92



## Distribution of Consolidated Fund Expenditure by Command 1991/92 (\$000's)



## 20. RESEARCH AND DEVELOPMENT

In addition to the research and development outlined in Key Performance Area 2, the NSW Police Service conducts some research and development associated with the upgrading of technology eg COPS, infra-red breath testing analysis, speed cameras. Much of this work is innovative and unique to NSW Police Service and superior by world standards.

The cost for this work is absorbed in the overall budget and is not identified under the research and development category. It is anticipated that the Research Advisory Committee will also monitor and evaluate the co-ordination of this work in the future.

## 21. INTEREST PAID DUE TO LATE PAYMENTS & REASONS FOR LATE PAYMENTS

For full details see page 103 of the Financial Section.

## 22. 1991/92 USE OF CONSULTANTS

Name of Consultant	Project	Amount paid < \$30,000 > \$30,000	
R B Carter MBE	Police Citizens Youth Clubs	5,400	
University of East Anglia	Police Recruitment Education Program	16,364	
Cullen Egan Dell Ltd	Executive Development Program		50,000
David Ford & Assoc.	Waterfront Crime Incident Analysis	11,550	
Ernst & Young	Review of Procedures in Issuing Firearms Licences	18,700	
Ernst & Young	Review of Firearms Licensing Revenue	2,300	
<b>Sub Totals</b>		<b>54,314</b>	<b>50,000</b>
<b>Total</b>		<b>104,314</b>	

## 23. REVIEW OF SENIOR AND CHIEF EXECUTIVES

Responsibility for this review rests with the Police Board of New South Wales. Full details of this review are available in the Annual Report of the Police Board of New South Wales 1991/92.

In 1991/92 the following officers fell into the SES category:

- 1 Commissioner, Anthony Lauer
- 2 State Commander, Deputy Commissioner Lance Stirton
- 3 Inspector General Mr Don Wilson
- 4 Commander, Professional Responsibility, Assistant Commissioner Col Cole
- 5 Commander, Strategic Services, Chief Superintendent Jeff Jarratt
- 6 Director, Drug Enforcement Agency, Assistant Commissioner Ray Donaldson
- 7 Executive Director, Corporate Services, Mr Colin Brown
- 8 Executive Director, Human Resources, Mr David Gill
- 9 Regional Commander - North, Assistant Commissioner Russell Cook
- 10 Regional Commander - North-West, Assistant Commissioner Clive McLachlan
- 11 Regional Commander - South -West, Assistant Commissioner Alf Peate
- 12 Regional Commander - South, Assistant Commissioner Bruce Gibson
- 13 Director, Australian Bureau of Criminal Intelligence, Assistant Commissioner Keith Askew

## 24. PRINCIPAL LEGISLATION

Principal legislation administered by the Minister for Police and Emergency Services through the NSW Police Service:

- Commercial Agents and Private Inquiry Agents Act, 1963, No.4
- National Crime Authority (State Provisions) Act, 1984, No.157
- Police Offences Act, 1901, No.5, Part iv
- Police Service Act, 1990, No.47
- Police Regulation (Allegations of Misconduct) Act, 1978, No.84
- Police Regulation (Appeals) Act, 1923, No.46
- Security (Protection) Industry Act, 1985, No.52
- Wool, Hide and Skin Dealers Act, 1935, No.40
- Prohibited Weapons Act, 1989, No.26
- Firearms Act, 1989, No.25
- Printing and Newspapers Act, 1973, No. 46



## **25. LEGISLATIVE CHANGE**

Major legislative change to affect the NSW Police Service during 1991/92 include:

### **Amendments to all Crimes Act, 1990**

- Apprehension Violence Provisions (1 May and 3 May 1992).
- Repeal of Section 526A (Illegal Use Motor Vehicle) - an indictable offence under Section 154A now dealt with summarily (3 May 1992).
- Reduction of sentence for persons who assist authorities (3 May 1992)- Section 409 amended to include statements admitted under paper committal provision and statements tendered in hand briefs under Section 51A of Justices Act (3 May 1992).
- Repeal of Section 358A (Disposal of Property in Police Custody), (13 December 1991) - replaced by provision of Criminal Procedure Act.
- Powers of police under Section 357H amended (1 May 1992) - new Section 357I inserted (1 May 1992).
- Definition of "Justice" in relation to police powers of arrest under Section 352 amended (3 May 1992).
- Offence of stealing electricity under Section 154C repealed (1 March 1992) - now found in Electricity Act.
- Section 93H (Trespassing with firearm) replaced (1 May 1992).
- Section 78T (1) (Limitation on Commencement of Certain Sexual Offence Prosecutions) repealed (3 May 1992).
- Section 78 (same as for 78T).
- Section 61H - change in definition of "sexual intercourse" (3 May 1992) and minor other changes to sexual offences.

### **Firearms Act, 1989 and Prohibited Weapons Act, 1989**

These Acts were amended by the Firearms Legislation (Amendment) Act, 1992, No.13.

### **Traffic Act, 1909**

Of particular note were the amendments in relation to heavy vehicles and the requirement of those vehicles to be fitted with speed limiters and engine monitors. Amendments were also made in relation to banning the possession and use of radar jammers and detectors in motor vehicles. Both these amendments commenced in January 1991.

- Legislation effective from 1 July 1991, requires all bicycle riders to wear helmets for all persons.
- Legislation passed forbidding the riding of skateboards, roller blades and roller skates before sunrise, after sunset, and across pedestrian crossings, footpaths, and walkways.

## 26. MEMBERSHIP OF SIGNIFICANT STATUTORY BODIES

Statutory Body	Member	Position Held
1 Police Board of NSW	A.R. Lauer Commissioner	Board Member
2 Independent Commission Against Corruption	A.R. Lauer Commissioner	Management Committee Member
3 NSW Crime Commission	A.R. Lauer Commissioner	Management Committee Member
4 Roads and Traffic Advisory Council	A.R. Lauer Commissioner	Council Member
5 State Contracts Control Board	Col Cole Assistant Commissioner	Member of the Board

## 27. OTHER BODIES WITH WHOM THE NSW POLICE SERVICE HAS CLOSE TIES

- Australasian Police Ministers Council
- Australasian Association of Police Citizens Youth Clubs
- Conference of Commissioners of Police of Australasia and the South-East Pacific Region
- South Pacific Chiefs of Police Conference
- Police Commissioners Policy Advisory Group
- National Exchange of Police Information (NEPI)
- Ministerial Council on Drug Strategy
- National Police Research Unit (NPRU)
- Australian Bureau of Criminal Intelligence (ABCI)
- National Crime Statistics Unit
- Australian Police Staff College Board of Control
- Standing Committee of Criminal Justice System, Chief Executive Officers

## 28. INTRA-DEPARTMENTAL COMMITTEES

- State Executive Group (SEG)
- State Commanders Action Team (SCAT)
- NSW Police Standing Committee on Drugs
- Reward Evaluation Committee
- Selection Review Committee
- Transit Crime Committee
- Street Safety Co-ordination Group
- Scholarship Review Committee

- Management Action Team
- Motor Vehicle Theft Steering Committee
- State Commanders Committee of Motor Vehicle Theft
- State Commanders Committee on Police/Aboriginal Relations
- Juvenile Justice Advisory Council
- Child Protection Advisory Group
- Working Party on the National Inquiry into Racist Violence
- Working Party to Review Anti-Discrimination Board Recommendations on HIV and AIDS-related Discrimination
- Strategic Planning Group
- Computer Security Committee

## **29. CONSULTATIVE GROUPS WHERE NSW POLICE SERVICE IS THE LEAD AGENCY**

- Consultative Committee for the Security (Protection) Industry Act
- Drug Enforcement Agency Working party on Amphetamines
- Firearms Consultative Committee
- Joint Interviewing Working Party
- Police/Department of Community Services Joint Training Committee
- Witness Protection Co-ordinating Committee
- Electronic Recording of Interviews with Suspect Persons (ERISP) Monitoring Committee
- Working Group to Review Format of Criminal Histories
- Working Party on Parking Infringements by Government Vehicles

## **30. POLICE PARTICIPATION ON CONSULTATIVE COMMITTEES**

Apart from the committees where the NSW Police Service is the lead agency, there are numerous consultative arrangements in which a representative of the Service is a participating member.

These include:

- Advisory Committee on Road Safety Education
- Aerial Surveillance Committee
- Animal Welfare Advisory Council
- Anti-Discrimination Board Lesbian Consultation
- A Plan to Care for an Accident at a Nuclear Establishment (APTCARE) - Lucas Heights
- Australian Bureau of Criminal Intelligence
- Australian Child Protection Conference Committee (NSW Child Protection Council)
- Australian Crime Prevention Council
- Australian Police Staff College
- Aviation Security Response Committee



- Bankstown Airport Emergency Planning Committee
- Board of Directors - Law Week Limited
- Boxing Advisory Authority
- Bush Fire Council Committee
- Child Sexual Assault Guideline Development Group
- Coastal Protection Committee
- Consultative Committee for Review of Coronial Matters - Public Interest Advocacy Centre
- Council on the Ageing Senior Citizen of the Year Quest Committee
- Criminal Justice Interdepartmental Procedures Committee
- Department of Health, Media & Education Advisory Committee into Health for Older People
- Ethnic Advisers Committee
- Federal Legal Committee of the National Association for the Prevention of Child Abuse and Neglect (N.A.P.C.A.N.)
- Firearms Consultative Committee
- Forensic Science Meeting
- Homophobia and Youth Committee
- Homophobia and Youth in South Sydney
- Inner City Gay Bashing Task Force
- Inter Agency Victim Policy Committee
- Inter Departmental Committee on Capital Works Requirements for Law Enforcement Agencies
- Institute of Criminology NSW.
- Inter Departmental Committee on Youth Affairs
- Kingsford Smith Airport Emergency Planning Committee
- Law Reform Commission of NSW.
- Missing Persons Committee
- National Child Protection Week Committee (N.A.P.C.A.N.)
- National Crime Statistics Unit
- National Policy Working Party on Law Reform
- National Police Research Unit
- National Safety Council
- National Search and Rescue Committee
- National Standing Committee on Bank Security
- National Working Party - Telecom
- NSW Child Protection Council
- NSW Child Protection Council Legal Committee
- NSW Child Protection Council Policy and Training Committee
- NSW Committee of N.A.P.C.A.N.
- NSW Disaster Medical Planning Committee and Standing Sub-Committee
- NSW Disaster Welfare Co-ordinating Committee
- NSW Ministerial Committee on Drug Strategy Working Parties
- NSW Sexual Assault Committee
- NSW Standing Committee on Arson
- NSW Standing Committee on Armed Robbery & Kindred Offences
- Offenders Review Board

- Pre-Trial Diversion Board of Management
- Police Education Advisory Council
- Police Superannuation Advisory Committee
- Prisoner Custody Committee
- Road Safety Advisory Council
- Road Safety Forum
- Roads & Traffic Advisory Council
- Serious Offenders Review Board
- Standing Advisory Committee on Commonwealth/State Co-operation for Protection Against Violence (SAC-PAV) National Standing Committee
- Standing Committee of Criminal Justice System, Chief Executive Officers
- State Domestic Violence Committee
- State Drug Crime Commission Management Committee
- State Pollution Control Commission - Hazardous Chemical Advisory Committee and Sub-Committee
- State Rescue and Emergency Services Board
- Steering Committee on the Effects of Liberalising Liquor Legislation
- Street Violence Against Gays and Lesbians Task Force
- Sydney City Elderly Caring Committee
- Witness Protection Working Group
- Working Party on Police Retirement Benefits

### **31. OTHER ANNUAL REPORTS RELATED TO THE NSW POLICE SERVICE**

- **The Police Board of New South Wales**  
19th Floor, Avery Building  
14-24 College St, Darlinghurst 2010
- **NSW Police Service, Police Internal Affairs Branch**  
15th Floor, Avery Building  
14-24 College St, Darlinghurst 2010
- **NSW Police Service, Crime Stoppers Ltd**  
7th Floor, Avery Building  
14-24 College St, Darlinghurst 2010
- **Federation of Police Citizens Youth Clubs**  
Level 5, 188-202 Chalmers St, Surry Hills 2010
- **Annual Report of the Ombudsman**  
3rd floor, 580 George St, Sydney 2000

The following reports also have an interest in police activity:

- NSW Roads and Traffic Authority
- NSW Bureau of Crime Statistics and Research
- Protective Behaviours Consultancy Group of NSW Inc.

## 32. SPONSORSHIP AND ENDORSEMENT POLICY

The policy was approved by the State Executive Group of the NSW Police Service in February 1992. Full details of the policy are found in the publication, Sponsorship and Endorsement, NSW Police Service 1992.

In summary, sponsorship provides an opportunity for the business community and private sectors to support and work with the NSW Police Service in activities and programs which directly benefit the community.

For example, sponsored crime prevention strategies such as Neighbourhood Watch and Safety House help to improve the quality of life, increase personal safety and reduce fear at the local level.

### Sponsorships 1991-92

Under the NSW Police Sponsorship and Endorsement Policy introduced this financial year, individual patrols are encouraged to seek and arrange their own sponsors for individual programs.

As a result, sponsorship arrangements are being extended to a wide variety of policing areas such as victim support services, mobile policing facilities and road safety issues at a patrol level.

The following sponsors have supported the NSW Police Service's corporate and community programs. The Service wishes to thank them for their invaluable support to our operations and in promoting community-based policing.

<b>Sponsorships Between \$2,000 and \$5,000</b>	<b>\$</b>
Apex Illawarra	2,000
Ferguson Toyota Hurstville	2,000
Hurstville Blue Light Disco	4,000
NEC Computers	4,444
Osborne Computers	2,474
Riverwood Legion Club	5,000
Rotary Club of Epping	5,000
Toshiba Computers	2,613
Toyota Australia	5,000
Hitachi Data Systems	3,000

<b>Sponsorships Between \$5,000 and \$10,000</b>	
GIO	9,100
Hurstville City Council	10,000
Outboard Marine Corporation	7,500
State Rail	10,000
3M	7,000
Westfield Shoppingtown Hurstville	10,000
Fiat	6,990



<b>Sponsorships Between \$10,000 and \$20,000</b>	<b>\$</b>
The Campaign Palace	10,000
John Singleton Advertising	10,000
Prospect Electricity	15,000
Shortland Electricity	13,000
T.A.B.	20,000

<b>Sponsorships Between \$20,000 and \$40,000</b>	
Ericsson Business Communications	36,000
Telecom Australia	22,000

<b>Sponsorships Between \$40,000 and \$60,000</b>	
Ericsson Business Communications	60,000

<b>Sponsorships Between \$100,000 and \$250,000</b>	
NRMA	250,000

The NSW Police Service also wishes to thank the following businesses and community organisations which have supported their local police through donations of equipment and services.

Channel 10	Sky Channel
Channel 7	Westfield Shopping Complex
Channel 9	Medical Benefits Fund of Australia
Wormald Security	Albury Rotary Club
Cumberland Newspapers	Fairfax Newspapers
Telegraph Mirror	

The NSW Police Service also acknowledges and thanks all regional and local media outlets for their continued support of community-based policing initiatives throughout the year.

33. User-pays scheme

	No of Events	On Duty Police		Volunteer Police		
		No	Total Hrs	No	Total Hrs	Charge (\$)
<b>Grand Totals 22/7/92</b>	226	858	5,924	2,466	18,205	<b>491,524.03</b>
<b>Totals Jul-Dec 91</b>	86	312	1,986	836	6,744.43	<b>182,099.50</b>
<b>Totals Jan-Jun 92</b>	140	546	3,938	1,630	11,460.10	<b>309,424.53</b>

33. USER-PAYS SCHEME

Legislation since 1990 has provided for the NSW Police Service to institute a user-pays scheme for police presence at sporting, entertainment and special events.

The scheme only applies to events conducted to make a profit, or which attract some other commercial benefit such as publicity.

Events run by registered charities are not affected and the Commissioner of Police may waive the application of the scheme in certain circumstances.

The object of the user-pays scheme is to ensure the equitable and effective utilisation of police resources.

Below is a table setting out user-pays totals for the financial year 1991/92.

Police Vehicles			Travelling Allowance			Total Invoice Amount Due	Payments Received	Balance Due
No	Total Hrs	Charge (\$)	Hrs	Charge (\$)	Credit (\$)	(\$)	(\$)	(\$)
194	740	8,557.00	1,268	8,875.16	0	509,022.11	448,945.09	59,807.04
20	692	7,872.00	1,268	8,875.16	0	198,912.66	176,284.60	22,628.06
174	48.09	685.00	0	0.00	0	310,109.45	272,660.49	37,178.99

### 34. FREEDOM OF INFORMATION STATISTICS

Following is the statistical update of freedom of information data for the period 1 July 1991 to 30 June 1992:

	Personal	Other	Total
<b>Section A</b>			
<i>FOI Requests</i>			
New (incl. transferred in)	820	19	839
Brought forward	41	5	46
<b>Total to be processed</b>	<b>861</b>	<b>24</b>	<b>885</b>
Completed	827	22	849
Transferred out	0	0	0
<b>Total Processed</b>	<b>827</b>	<b>22</b>	<b>849</b>
Unfinished (Carried Forward)	34	2	36
<b>Section B</b>			
<i>Result of FOI Request</i>			
Granted in full	282	8	
Granted in part	112	5	
Refused	10	6	
No Trace	423	3	
Deferred	0	0	
<b>Completed</b>	<b>827</b>	<b>22</b>	
<b>Section C</b>			
Ministerial Certificates Issued	0		
<b>Section D</b>			
Number of Requests requiring Formal Consultations	9		
<b>Section E</b>			
<i>Result of Amendment Request</i>			
Agreed	18		
Refused	4		
<b>Total</b>	<b>22</b>		
<b>Section F</b>			
Number of Requests for Notation	1		



	Personal	Other
<b>Section G</b>		
<i>Basis of Disallowing or Restricting Access</i>		
Section 19 (application incomplete, wrongly directed)	0	0
Section 22 (deposit not paid)	0	1
Section 22 (diversion of resources)	0	0
Section 25 (1)(a) (Exempt)	162	11
Section 25 (1)(b),(c)(d) (Otherwise available)	0	0
Section 25(1)(e) (Documents over 5 years old)	0	0
Deemed refused - 45 day time limit expired	0	0
<b>Totals</b>	<b>162</b>	<b>12</b>

<b>Section H</b>	<b>Costs</b>	<b>FOI Fees</b>
All Completed Requests	\$24,450.00	\$24,270.00

<b>Section I</b>		
<i>Type of Discount</i>		
Public Interest	0	2
Financial Hardship Pensioner	65	2
Financial Hardship Non Profit	2	0
<b>Totals</b>	<b>67</b>	<b>4</b>
Significant Correction of Records	5	0

<b>Section J</b>		
<i>Elapsed Time</i>		
0-30 days	707	11
31 to 45 days	87	7
Over 45 days	33	4
<b>Totals</b>	<b>827</b>	<b>22</b>

<b>Section K</b>		
<i>Processing Hours</i>		
0-10 hours	813	22
11-20 hours	14	0
21-40 hours	0	0
Over 40 hours	0	0
<b>Totals</b>	<b>827</b>	<b>22</b>

<b>Section L</b>		
Total Number of Internal Reviews Finalised	11	
Total Number of Ombudsman Reviews Finalised	5	
Total Number of District Court actions Finalised	0	

Basis of Internal Review:	Personal		Other	
	Upheld	Varied	Upheld	Varied
Grounds on Which Requested				
Access Refused	7	0	0	1
Deferred	0	0	0	0
Exempt Matter	2	0	0	0
Unreasonable Charges	0	0	0	0
Charge Unreasonably Incurred	0	0	0	0
Amendment Refused	1	0	0	0
<b>Totals</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>1</b>

### 35. DRUG ENFORCEMENT AGENCY (DEA) FIGURES FOR THE 1991/92 FINANCIAL YEAR

#### Arrests and Charges:

Total No. of arrests: 2285

Total No. of charges: 4475

#### Drug Seizures Table:

Drug Type	Total Seized	Potential Street Value
Amphetamines	20.892 kg	\$2,089,200
Cocaine	1.922 kg	\$384,400
Ecstasy	1.317 kg	\$181,655
Hallucinogens	3,453 trips	\$138,120
Heroin	17.937 kg	\$17,937,000
Cannabis leaf	324.530 kg	\$4,006,323
Cannabis oil	36 ml	\$1,800
Cannabis seeds	652 g	\$8,049
Cannabis resin	790.174 kg	\$39,508,700
Cannabis plants	84,388 plants	\$168,776,000

The DEA has prevented the above drugs from entering the market. The total street value is \$233,031,247.

#### Cash Property Seized:

Total cash seized:	\$1,119,459
Total cash seized by Gaming Squad:	\$ 386,076
Total value property seized:	\$1,477,250

### 36. LIST OF PUBLICATIONS

The following publications are available free of charge from NSW Police Service Marketing and Media Branch and from all four Regional Headquarters:

Title	Year
Anti Car Theft brochure	1991
Annual Report	1991
Annual Report Summary	1991
Bag Snatching poster	1991
Balloons (Safety House, Mission, Cops Are Tops)	1991
Beat Policing brochure	1991
Children's Passports	1991
Colouring-in pads	1991
Community-Based Policing brochure	1991
Cops are Tops badges	1991
Cops are Tops bumper stickers	1991
Dragon Line brochure	1991
Fingerprint cards	1991
Hug Don't Hit brochure	1991
Local Beat Police brochure	1991
Safety House brochures	1991
Witness Watch brochure	1991
Camp Mackay brochure	1992
Cops are Tops balloons	1992
Crime Prevention booklet	1992
Gun Laws & Domestic Violence folders	1992
Gun Laws brochure & Domestic Violence brochure	1992
Operation NOAH posters	1992
Police Band brochure	1992
Sponsorship and Endorsement Policy booklet	1992
Red Light & Speed Camera Brochure	

Career information is available free of charge from the Police Recruitment Section, NSW Police Service, Avery Building, 14-24 College Street, Darlinghurst.

### 37. DOCUMENTS HELD BY THE NSW POLICE SERVICE

Many of the documents designed by the NSW Police Service are for use by Headquarters, Regions and Districts.

The Service also maintains a wide range of files which form the working documents for the Service's administration and policy development. These are part of a computerised records management system located at the Avery Building, 14-24 College Street, Darlinghurst.



Other well defined and formalised record keeping systems include: the Accident Information Unit; Records Management System; Modus Operandi Unit; Criminal Records Unit; Warrant Index Unit; Traffic Penalties Payment Office which are all located at the Ferguson Centre, 130 George Street, Parramatta.

The Firearms Registry is located at the Central Square Building, Level 12, 323 Castlereagh Street, Sydney.

The Card Index of Licences, State Licensing Investigation Command, is responsible for maintaining a register for persons who are licenced under the Commercial Agents and Private Inquiry Agency Act. It is located at 12th Level, 323 Castlereagh Street, Sydney.

Requests for access to documents held by the NSW Police Service should be directed to:

Commander, Freedom of Information Unit  
NSW Police Service, Avery Building  
14 - 24 College Street, Darlinghurst NSW 2010

## 38. APPOINTMENTS AND AWARDS

Police Service members were awarded the following honours during the past financial year:

### 1. Australian Honours System

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#### a) Australian Police Medal

*(Awarded for distinguished service)*

Detective Inspector K D L Arkins

Detective Sergeant T L Beaumont

Chief Inspector A R Doyle

Chief Superintendent D M Gilligan

Superintendent A J Isedale

Senior Sergeant T L Morrison

Chief Inspector J A Underhill

Chief Superintendent D W P Cluff

Senior Constable P A Dixon

Assistant Commissioner W R Donaldson

Chief Superintendent K J Fleming

Chief Superintendent G D Hoggett

Chief Superintendent K E Moroney

Chief Inspector I T Park

#### b) Australian Public Service Medal

*(Awarded for distinguished service)*

Mr A J Tonge RFD

#### c) Australian Bravery Decorations

• *Star of Courage - (Awarded for conspicuous courage under great peril)*

Constable B Kozakiewicz

• *Bravery Medal - (Awarded for bravery in hazardous circumstances)*

Constable 1/C S L Fowler

Constable 1/C A R T Martin

Probationary Constable R J Morley

Constable 1/C L J Robey

Constable P E Massey

Constable M B Mayday

Constable J Trevillion

• *Commendation for Brave Conduct (Awarded for bravery worthy of recognition)*

Constable K R Bradstock

Constable S G Haynes

Constable M J Schibeci

Constable T P Calman  
Constable D Allen  
Detective Senior Constable P Nunn  
Sergeant K B Smith  
Senior Constable T J Wainwright

## 2. State Awards

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### a) Royal Humane Society of NSW

*(Awards granted for bravery in saving or attempting to save human life)*

- *Bronze Medal*

Constable G M Clarke  
Senior Constable K L Pigott  
Constable T P Calman  
Senior Constable D J Pitt  
Senior Constable G C Logie  
Chief Inspector L Topping  
Senior Constable M R A Van der Velde  
Senior Constable J Wheeler  
Senior Constable W Davies

- *Certificate of Merit*

Constable J K MacDonald  
Constable 1/C D T Casserly  
Constable H McRae  
Constable 1/C M Bayliss  
Senior Constable W Shaw

### b) Meritorious Unit Service Award

*(Awards granted by the NSW State Government to recognise meritorious service in disaster situations)*

Inverell Patrol (*floods*)  
Kempsey Patrol (*Clybucca bus crash*)  
Port Macquarie (*Clybucca bus crash*)  
Sydney Physical Evidence  
(*Cowper bus crash*)  
Grafton (*Cowper bus crash*)  
Maclean (*Cowper bus crash*)

### c) NSW Service Medallion

*(Awarded for forty years meritorious service in the NSW Public Sector)*

Ronald Arthur Eyles  
Brian Frederick Inman  
Kenneth Ralph Kent  
Brian John Purdon

Alfred Arthur Rochow  
Adrian Joseph (Ben) Tonge

### d) Top Trainee, Office Assistant (Information Processing)

Catherine Lyle Miner

## 3. Police Service Awards

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### a) Commissioner's Awards

- *Valour medal*

*(Awarded for extreme bravery)*

Constable A Vogt  
Constable D Butt  
Constable 1/C A Miller  
Constable S Kentwell  
Sergeant C Kelson  
Constable 1/C G Moon  
Constable T P Calman  
Senior Constable K L Pigott  
Constable G M Clarke  
Detective Constable 1/C M R A Van  
der Velde  
Senior Constable M Sladden  
Constable 1/C P McCartney  
Constable B Guion  
Constable S Bradstock  
Constable P O'Reilly  
Constable C I Kirkland  
Constable S Dickenson  
Constable S Finlay  
Constable D Casserly  
Constable H McRae  
Constable D Hargraves  
Constable S Saunders  
Constable T Maher  
Probationary Constable D Berthold  
Constable D Rope  
Constable D Muxlow  
Constable D Duffy  
Constable R Stoltenberg  
Detective Sergeant G O'Neill  
Constable J Nieuwenhuizen  
Constable R Welsh  
Detective Sergeant C McDonald  
Senior Constable L M Hill

• *Commendation - (Awarded for courage or outstanding service)*  
 Constable 1/C W Baxter  
 Sergeant P Gorman  
 Constable N Ferguson  
 Constable 1/C P Daniels  
 Senior Constable J Wilson  
 Inverell Patrol  
 Constable 1/C M Bayliss  
 Constable G Bird  
 Constable P Bisaro  
 Constable 1/C J Heldt  
 Constable 1/C J Cox  
 Inspector I Curry  
 Inspector T Dooker  
 Senior Constable W P Shaw  
 Senior Constable C G Zammit  
 Constable 1/C D Solly  
 Senior Constable G C Logie  
 Senior Constable D J Pitt  
 Senior Constable J R Wheeler  
 Senior Constable G W Davies  
 Constable D M Wilson  
 Sergeant T B Meurant  
 Detective Senior Constable K E Hughes  
 Detective Sergeant P Doran  
 Senior Constable N Greator  
 Senior Constable D Longworth  
 Constable M M Ginestra  
 Constable B G Coulthart  
 Constable 1/C J Nehme  
 Constable J M Cass  
 Constable 1/C S R G Thomas  
 Senior Constable R R Moody  
 Detective Sergeant W Eade  
 Detective Sergeant R Whittaker  
 Detective Senior Constable S Ware  
 Detective Senior Constable G Vicary  
 Detective Senior Constable I Ison  
 Constable S Woodward  
 Constable D Winkler  
 Senior Constable S Wilson  
 Detective Sergeant G Wheeler  
 Detective Senior Constable S Boyd  
 Constable 1/C B Doherty  
 Senior Constable A Whittaker  
 Chief Inspector L Topping

Senior Constable W Plant  
 Constable A Lenehan  
 Constable K Hadley  
 Senior Constable R Steinborn  
 Constable 1/C P A Flannery  
 Constable 1/C R P Langridge  
 Constable 1/C M Riviere  
 Constable C O'Reilly  
 Detective Sergeant K R O'Bryan  
 Constable 1/C G Gibbs  
 Constable 1/C M T Edwards  
 Constable 1/C J Thommeny  
 Sergeant A McKenzie  
 Senior Constable K Banister  
 Senior Constable S J Marsh  
 Constable 1/C P Otis  
 Senior Constable T L Byrne  
 Patrol Officer J Armstrong  
 Detective Sergeant G C McNevin  
 Constable 1/C J A Moylan  
 Detective Constable 1/C L F Summers  
 Detective Constable 1/C W Bradbury  
 Senior Constable M Hudson  
 Constable M Baldwin  
 Senior Constable R T Parker  
 Sergeant M Eades  
 Senior Constable M Buchanan  
 Senior Constable M L O'Keefe  
 Constable B G Thompson

## **b) Benefactors' Trophies**

• *Peter Stuckey Mitchell Awards*  
*Constable 1st Class examination:*  
 Constable L J Hall  
*Most outstanding performance:*  
 Detective Senior Constable C A O'Reilly  
*Cultural achievement*  
 Senior Sergeant C B Fay  
 • *Toyota Australia Award*  
*(Most outstanding performance by a member of the Water Police, Rescue Squad or Air Wing)*  
 Constable 1/C J Heldt  
 Constable P G Bisaro  
 Constable 1/C J C Cox



- *George Lewis Trophy*  
(Most courageous act)  
Constable R D'Bras

- *Vincent Gatton Kelly Trophy*  
(Patrol Commander's examination)  
Chief Inspector D M Rayner

- *John Dynon and Sons Trophy*  
(Police sporting achievement)  
Detective Sergeant G Wilding

- *L S Snider Trophy*  
(Sponsorship for musical tuition at the  
Conservatorium of Music)  
Special Constable R Harris  
Special Constable M Reid

- *St John Ambulance Australia Award -*  
(Meritorious land based resuscitation/life  
support by a member of the Police Service)  
Constable W Thorpe  
Constable 1/C J Breeze

- *Royal Life Saving Society Australia  
Award*  
(Meritorious maritime resuscitation/life  
support by a member of the Police Service)  
Constable G Croft  
Constable R Bartlett

- *Josh Abrahams Award*  
(Most outstanding mounted trooper)  
Constable 1/C C Spearman

- *J L Hazlett Trophy*  
(Most outstanding mounted trooper during  
performances at the Royal Easter Show)  
Constable S Meddings

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### 39. ANNUAL REPORT PRODUCTION COSTS

Total number of copies of Annual Report printed: 3,000  
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A computer-readable form was supplied to the Auditor-General and the NSW Parliament.

# INDEX

## A

Aboriginal Employment Strategy	45
Aboriginal/Police Relations	64
Education Program	47
Aboriginal Recruitment. <i>Appendix 12a,13a</i>	120
Accounts. <i>See</i> Finance Section	77
Addresses. <i>See</i> Headquarters, NSW	
Police; Principal Office; Region Offices	
Administrative Services	29, 59
Aims and Objectives. <i>See</i> Corporate Plan	19, 20
Australian Traineeship System (ATS)	44
Auditor-General's Certificate. <i>See</i> Finance	
Section	78, 105
Automatic Breath Analysing Operators	48
Awards & Appointments. <i>Appendix 38</i>	143

## B

Beat Policing	52
Breath Analysis Instruments	55
Budget. <i>See</i> Finance Section	77
Business and Service Hours	2

## C

Cell Care Scheme	64
Charter. <i>See</i> Mission	20
Child Care	45
Command Structure	24-30
Drug Enforcement Agency (DEA)	
<i>Gaming Squad</i>	25
<i>Plantation Unit</i>	25
<i>Support Unit</i>	25
<i>Undercover Unit</i>	25
<i>Vice Squad</i>	25
North Region	25
North-West Region	26
Operational Services	24
Operations Support Directorate	24
<i>Federation of Police Citizens Youth Club</i>	24
South Region	27
South-West Region	26
State Command	24
Support Services	28
Commissioner's Highlights	9
Commissioner's Report	7-8
Committees, <i>Appendix 28 &amp; 30</i>	131, 132
Common Salary Point	46
Common Wage Point	46
Communications with Stakeholders	74
Community	
Consultation Through Special Programs	63
Aboriginal/Police Relations	64
Cell Care Scheme	64
Community Consultative Committees	64
Crime Prevention Workshops	64
Ethnic Affairs Strategic Plan	64
Firearms Legislation	65
Gay & Lesbian Liaison	64
Homophobia & Prejudice-related Violence	64
Police-Vietnamese Consultative Committee	65
Community Satisfaction	54
Community Consultative Committees	37, 38, 64
Community Opinion Survey Trends	36-37

Community-Based Policing	19, 24, 37, 40, 52, 58
Airds Community Policing Centre	49
Complaints against police	57, 58
Computerisation	
Personnel Records	43
Computerised Operational Policing System (COPS)	38, 39, 62
Consultants. <i>Appendix 22</i>	97, 128
Control Charts	70
COPS. <i>See also</i> Computerised Operational Policing System (COPS)	38, 39, 62
Corporate Focus 1991-1994	21
Corporate Identity Task Force	66
Corporate Objectives	20
Corporate Plan	4, 15, 16, 18-23, 23, 28, 62, 70, 71, 75, 76
Corporate Objectives	20
Mission	20-23
Statement of Values	20
Strategic Management	21
Vision	20
Corporate Services	29, 59
Administrative Services	29, 59
Finance Directorate	29
Firearms Registry	29
Fleet Management	29
Heritage & Conservation Register	60
Information Technology	29
Properties	29
Crime Prevention	31, 31-37
Community Opinion Survey Trends	36-37
Crime Victim Survey Trends	31
Crime Prevention Workshops	64
Crime Statistics - Reductions in Crime and Violence	32, 32-35
Crime Stoppers Unit	41
Crime Victim Survey	71
Criminal Justice Research	51
Sir Maurice Byers Fellowship	51

## D

Demonstration Patrols	21, 52, 68
Detection and Investigation	38
Detective Education Program	47
Distance Learning	30
Drug Enforcement Agency (DEA)	24, 56
<i>Appendix 35</i>	140
<i>Gaming Squad</i>	25
<i>Plantation Unit</i>	25
<i>Support Unit</i>	25
Task Forces	25
Undercover Unit	25
Vice Squad	25

## E

Education & Training	30, 47
Aboriginal/Police Relations Education	
Program	47
Automatic Breath Analysing Operators	48
Detective Education Program	47
Distance Learning & Field Training	30
Executive Development	30, 47
Financial Management Development	30

Highway Patrol Education Program	48	Evaluation of Plans	72
Patrol Intelligence Education Program	47	Information Technology	59
Police Academy	30	Infringement Processing Bureau	59
Police Education and Advisory Council	47	Crime Stoppers Unit	41
Police Recruit Education Program	47	Operation NEPTUNE	40
Recruitment Branch	30	Operation NOAH	40
EIS	73	Operation PARADOX	40
Employee Assistance Program	42	Interest Paid. <i>Appendix 21</i>	128
Employee Statistics. <i>Appendix 1</i>	114	Internal Police Research	49
Endorsement. <i>See</i> Sponsorship & Endorsement.		Insurance. <i>See</i> Risk Management.	
<i>Appendix 32</i>	132	<i>Appendix 17</i>	126
Equal Employment Opportunity (EEO)	44	<b>J</b>	
<i>See Appendix 9-11</i>	118-119	Joint Technical Services	24
Aboriginal Employment Strategy	45	<b>K</b>	
Child Care	45	Key Performance Areas	21
Sex-based Harassment Policy	44	<b>L</b>	
Sex-based Harassment Support Officers	44	Land Disposal. <i>Appendix 18</i>	127
Spokeswomen	45	Late Payments. <i>See</i> Financial Section	77
Establishment Control	30	Legislation Administered. <i>Appendix 24</i>	129
Ethnic Affairs Strategic Plan	64	Legislation Changes. <i>Appendix 25</i>	130
Executive Development	30	Letter of Transmission to Minister	3
Executive Development Program	47	<b>M</b>	
Executive Information System (EIS)	23, 62	Major Assets. <i>Appendix 16</i>	126
Evaluation of Implementation	72	Major Crime Squads, Evaluation	72
Exemptions. <i>Appendix 16</i>	126	Major Works in Progress. <i>Appendix 19</i>	127
External Police Research	50	Marketing & Media	66-68
<b>F</b>		Corporate Identity Task Force	66
Federation of Police Citizens Youth Clubs	24	Police Service Weekly	69
Field Training	30	Royal Easter Show	67
Financial Management	59	Sponsorship & Endorsement Policy	66
Financial Management Development	30	Media Unit	68
Firearms Legislation	65	Minister	
Firearms Licensing	59	- Letter to Minister from Commissioner	3
Firearms Registry	29	Mission	20
Fleet Management	29, 59	Mobile Breath Testing	55
Freedom of Information. <i>Appendix 34</i>	138	<b>N</b>	
Fundamental Review of Programs	76	National Police Research Unit (NPRU)	50
Funds Granted. <i>See</i> Financial Section	77	Neighbourhood	38
<b>G</b>		North Region	25
Gay and Lesbian Liaison	64	North-West Region	26
<b>H</b>		<b>O</b>	
Headquarters, NSW Police	2	Office of Public Management Review	18, 28
Heritage and Conservation Register	60	Office of Strategic Services	28
Highway Patrol Education Program	48	Operation SAT (Speed, Alcohol & Theft)	56
Homophobia & Prejudice-Related Violence	64	Operation Monarch	57
Human Resources	30	Operation NEPTUNE	40
Australian Traineeship System (ATS)	44	Operation NOAH	40
Employee Assistance Program	42	Operation PARADOX	40
Equal Employment Opportunity (EEO)	44	Operational Highlights	54
Establishment Control	30	Operational Services	24
Industrial Relations	30, 46	Operations Support Directorate	24
Peer Support Program	43	Operations Support Group	54
Performance Management	44	Organisation Chart	17
Personnel	30	Organisation Structure	18-19
Personnel Functions	43	Organisational Overview	18-19
Personnel Records	43	Overseas Visits. <i>Appendix 14</i>	121
Promotions System	42	<b>P</b>	
Resource Policy	42	Patrol Highlights	54
Sick Leave Task Force	43	Breath Analysis Instruments	55
<b>I</b>			
Industrial Relations	30, 46		
Common Salary Point	46		
Common Wage Point	46		



Community Satisfaction	54	Resource Policy	42
Drug Enforcement Agency (DEA)	56	Review of Programs, Fundamental	76
Mobile Breath Testing	55	Risk Management & Insurance.	
Operation SAT (Speed, Alcohol & Theft)	56	<i>Appendix 17</i>	126
Operation Monarch	57	Royal Easter Show	67
Operational Highlights	54	Rural Watch	38
Operations Support Group	54		
Random Breath Testing	55	<b>S</b>	
Traffic Accidents	54	Safest Streets	71
Video Photo Library	55	Safety House	38
Patrol Intelligence Education Program	47	Safety Indexes	23
Patrols	52	Salaries	84, 86, 87, 89, 91, 92, 93
Beat Policing	52	Senior Citizens, Crime Prevention	41, 65
Community-Based Policing	52	Senior Officers, Profiles of	10-16
Peer Support Program	43	State Executive Group (SEG)	10-16
Performance Indicators	19	Senior Executive Service	11-16
Performance Management	44	Service Quality, Evaluation of	73
Personnel	30	Sex-based Harassment Policy	44
Personnel Functions	43	Sex-based Harassment Support Officers	44
Personnel Records	43	Sick Leave Task Force	43
Planning calendar	22	Sir Maurice Byers Fellowship	51
Planning Mechanisms	22	South Region	27
Police Open Day	68	South-West Region	26
Police - Vietnamese Consultative Committee	65	Special Deposits	84, 86-92, 94-96
Police Academy	30	Spokeswomen	45
Police Board, The	18	Sponsorship & Endorsement Policy	66
Police Citizens Youth Clubs	24	<i>Appendix 32</i>	135
Police Education and Advisory Council	47	Stakeholders, Communications with	74
Police Promotions System	42	State Command	24
Police Recruit Education Program (PREP)	47	State Executive Group (SEG)	10-16
Police Recruitment Branch	30	State Intelligence Group	24
Police Research Advisory Council	49	Statement of Values	20
Police Service	17, 82, 84, 86, 88, 94, 97	Statutory Bodies, Membership of.	
Internal Perceptions	74	<i>Appendix 26</i>	131
Organisation Chart	17	Strategic Planning Process	70
Organisation Structure.	18-19	Sundry Creditors	94
Police Service Weekly	69	Sundry Debtors	93
Principal Legislation. <i>Appendix 24</i>	129	Support Services	28
Principal Office	2	Education & Training	30
Principal Officers. <i>See</i> State Executive Group		Human Resources	30
	10-16	Office of Strategic Services	28
Problem Solving	37	<b>T</b>	
Professional Integrity Branch	58	Tactical Services Group	24
Professional Responsibility	28	Task Force Alpha	50
Professional Responsibility & Accountability	57	Task Force BACKER	39
Complaints Against Police	57, 58	Task Force Group	24
Professional Integrity Branch	58	Task Force Method	39
Profiles of Senior Officers	10-16	Technical Support Group	24
Program of Evaluations	71	The Infringement Processing Bureau	60
Promotions System	42	The Community	63
Properties	59	Time for Provision of Services. <i>See</i> Business &	
Property Management System	60	Service Hours	2
Public Borrowing	96	Traffic Accidents	54
Publications, List of. <i>Appendix 36</i>	141	Traffic Infringement	92
<b>R</b>		Treasury Circular	100
Random Breath Testing	55	<b>U</b>	
Recreation Leave. <i>See</i> Finance Section	77	User-Pays Scheme. <i>Appendix 33</i>	136
Recruitment Branch	30	<b>V</b>	
Region Offices	2	Video Photo Library	55
Research & Development	49	Vision	20
<i>Appendix 20</i>	128	Volunteer Policing	53
Criminal Justice Research	51	Community-Based Policing	53
External Police Research	50	<b>W</b>	
National Police Research Unit (NPRU)	50	Wages	84
Internal Police Research	49		
Police Research Advisory Council	49		
Task Force Alpha	50		

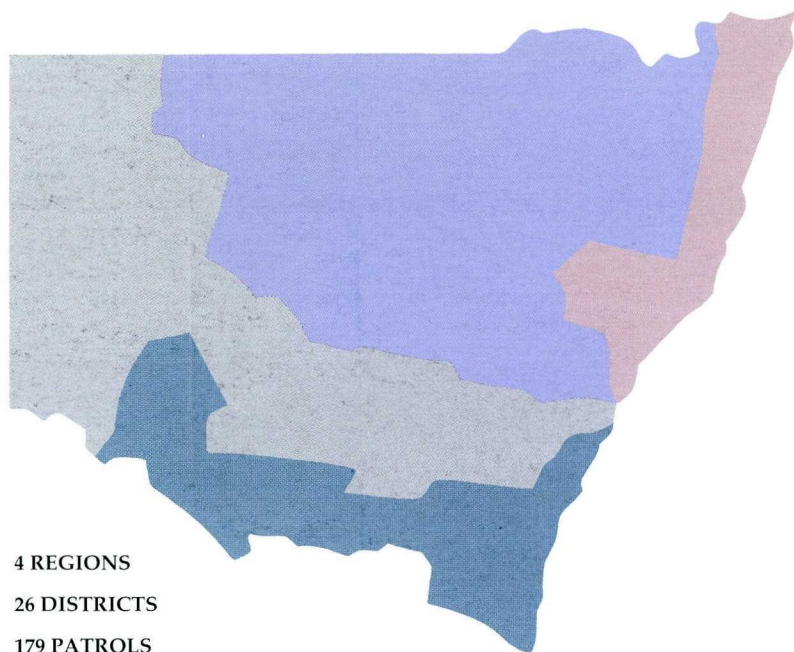
## R E G I O N S

### NORTH-WEST REGION

Area: 345,481 square kilometres  
 Population: 1.5 million  
 Authorised Strength: 2614 Police and 277 Administrative Officers  
 Police Stations: 140  
 Patrols: 41  
 Other Commands: Internal Affairs, Legal Services, Dog Squad, VIP Cyclists, Transit Police

### NORTH REGION

Area: 69,247 square kilometres  
 Population: 1.6 million  
 Authorised Strength: 2779 Police and 306 Administrative Officers  
 Police Stations: 131  
 Patrols: 49  
 Other Commands: Operations Support, Major Crime Squad, Internal Affairs, Legal Services



4 REGIONS

26 DISTRICTS

179 PATROLS

495 POLICE STATIONS

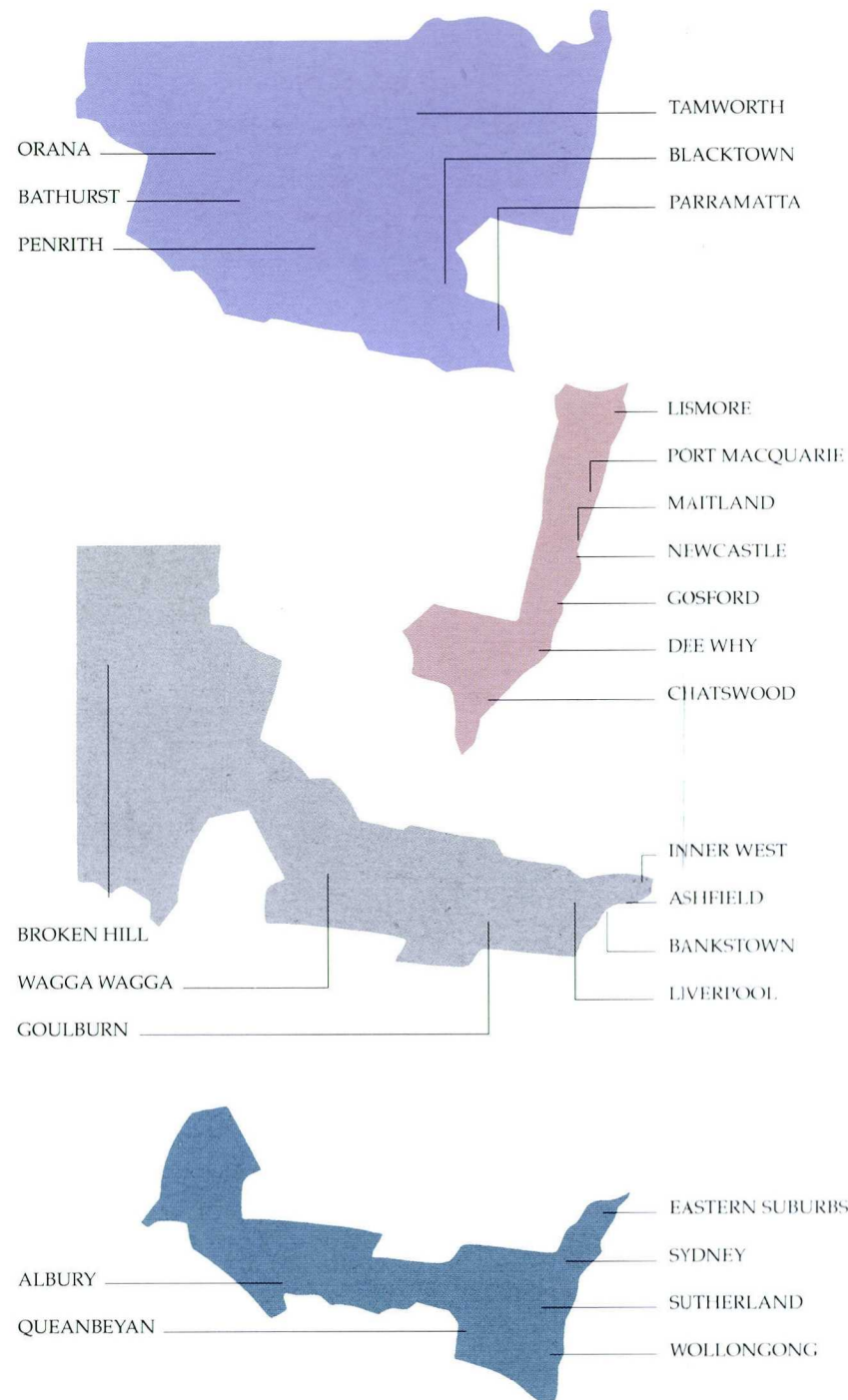
### SOUTH-WEST REGION

Area: 270,198 square kilometres  
 Population: 1.45 million  
 Authorised Strength: 2477 Police and 280 Administrative Officers  
 Police Stations/Residences: 274  
 Patrols: 44  
 Other Commands: Major Crime Squad, Legal Services, Dog Squad, Transit Police

### SOUTH REGION

Area: 104,700 square kilometres  
 Population: 1.2 million  
 Authorised Strength: 3305 Police and 431 Administrative Officers  
 Police Stations: 102  
 Patrols: 40  
 Other Commands: Major Crime Squad, Internal Affairs, Legal Services, Water Police, Mounted Police, Communications

## D I S T R I C T S



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



NSW POLICE SERVICE