



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

*a safe and secure New South Wales*

**ANNUAL REPORT 2007-08**



## Our vision

A safe and secure New South Wales.

## Our purpose

Police and the community working together to reduce violence, crime and fear. (*Police Act 1990*)

## Our values & behaviours

### EXCELLENCE

Having the highest professional standards and integrity.

### TRUST

Promoting community faith and confidence in their police.

### HONOUR

Acting with pride and admiration for the policing profession.

### IMPARTIALITY

Fair and objective decision making without prejudice.

### COMMITMENT

Dedication and devotion in the performance of your duties.

### ACCOUNTABILITY

Acknowledging ownership and being answerable for your actions.

### LEADERSHIP

Acting as a role model for the community and your colleagues.

## Our services

We respond to crime, emergencies and other calls for assistance.

We investigate crime, detect and prosecute offenders.

We patrol identified crime hot spots, provide a police presence at public events and contribute to the security of critical infrastructure.

We provide response services by land, air and sea.

We patrol roads, waterways and public transport corridors, and the investigation of major traffic crashes.

## The *State Plan* provides a new strategic direction for the State of NSW

This document drives all government agencies in terms of ownership of key objectives and delivery of key strategic indicators. These objectives are divided into sections that include the following:

- rights, respect and responsibility (the Rs)
- delivering better services (the Ss)
- fairness and opportunity (the Fs)
- growing prosperity in New South Wales (the Ps)
- environment for living (the Es)

The Government divided each of these into a number of core priorities for New South Wales and ownership of these priorities were attributed to the most appropriate lead agency. The NSW Police Force became the lead agency in respect of R1: Rates of crime, particularly violent crime and R3: Reduced levels of antisocial behaviour. These core areas became the focal point for the development of the NSW Police Force Corporate Plan 2008-2012. They also form the basis of highlighting our achievements and performance within this annual report.

In addition, we partner other lead agencies in terms of their core priorities in areas such as corrections and reoffending (R2), community participation (R4), safer roads (S7), mental health (F3), early intervention and prevention (F4) and child neglect (F7). All agencies need to drive improved customer service (S8).

As such, this annual report has been based on the NSW State Plan, the NSW Police Force Implementation Framework and the NSW Police Force Corporate Plan 2008-2012. The six key areas that reflect our key performance areas have been colour coded to make it easier for you to assess our performance in terms of the State Plan.

### CRIME: (State Plan R1)

Reduced rates of crime, particularly violent crime

### PUBLIC SAFETY: (State Plan R3)

Reduced perception and fear of crime • Reduced levels of antisocial behaviour • Safer public transport and roads

### COMMUNITY & PARTNERS:

(State Plan R3 and S8) Increased community confidence in police

### PEOPLE: (State Plan enabling strategies)

Enhanced capabilities • A safe and supportive work environment

### SYSTEMS:

(State Plan enabling strategies)

Improved organisational capability to deliver our services

### LEADERSHIP:

(State Plan enabling strategies) Clear direction and support

Each has a clear outline of what we are striving to achieve, how success will be measured and achievements to date in terms of our delivery of core policing services and the State Plan strategic directions.



31 October 2008

The Hon Tony Kelly MLC  
Minister for Police, Lands and Emergency Services  
Parliament House  
SYDNEY NSW 2000

Dear Minister,

I am pleased to submit the NSW Police Force Annual Report for the year ending 30 June 2008, for tabling in Parliament.

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

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

Yours sincerely,

A P Scipione APM  
Commissioner of Police

## Facts about us

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

The NSW Police Force began as the first civilian police force in Australia, which was formed by Governor Arthur Phillip in 1789 to guard Sydney Town. It was known as the Night Watch. Other watch teams were later formed throughout Sydney and in 1862 all watch teams were combined under the *Police Regulation Act 1862* to form the NSW Police Force. That Act was later replaced by the *Police Regulation Act 1899*. In June 1987, the NSW Police Force, which had carriage of operations, and the NSW Police Department, which had carriage of policy and administration, were amalgamated.

The NSW Police Force currently operates under the *Police Act 1990* and *Regulations*. The NSW Police Force has 19,319 employees, which is made up of 15,324 police officers and 3,995 civilian staff. According to the Australian Bureau of Statistics (Australian Demographic Statistics) as at December 2007 we serve 6,927,000 people, which equates to approximately one third of Australia's total population. Eighty local area commands (LACs) operate from more than 452 police locations delivering policing services to communities. Specialist commands complement our operational capability, covering land, sea and air operations. In 2007-08 the NSW Government funded the NSW Police Force at a net cost of \$2.3 billion (up from \$2.2 billion in 2006-07).

For more information about our governance and structure, turn to page 63.

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in conjunction with the Office of the Commissioner

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# OUR CORPORATE FOCUS 2007-08

## STATE PLAN

### Directions in Australasian Policing

Our guiding principles

### State Plan

The community's goals for NSW

### Results & Services Plan

Linking funding with service delivery

#### Our Corporate Plan – What we want to achieve

#### Crime

##### REDUCED RATES OF CRIME, PARTICULARLY VIOLENT CRIME

*Targets: Reduce property crime by 15% by 2016  
Reduce violent crime by 10% by 2016*

- Coordinate resources dedicated to crime prevention
- Target repeat offenders and crime hotspots
- Target alcohol and drug related crime
- Strengthen our response to domestic and family violence
- Combat organised and serious crime
- Continue to bring offenders to justice

#### Public Safety

##### REDUCED PERCEPTION AND FEAR OF CRIME

*Targets: Reduce problems with louts, noisy neighbours, public drunkenness and hoons*

- Increase community engagement with a focus on vulnerable groups
- Enable local solutions to local problems

##### REDUCED LEVELS OF ANTISOCIAL BEHAVIOUR

- Improve coordination of visible authority
- Target antisocial behaviour

##### SAFER PUBLIC TRANSPORT AND ROADS

- Targeted traffic enforcement
- Encourage responsible driving and behaviour on public transport

#### Community & Partners

##### INCREASED COMMUNITY CONFIDENCE IN POLICE

*Targets: Perception and fear of crime  
Improved community satisfaction*

- Respond to calls within a reasonable time
- Provide professional customer service
- Collaborate with community and partners
- Embed prevention and early intervention
- Cooperate and coordinate with other law enforcement jurisdictions
- Rigorously administer legislation and regulations

#### PEOPLE

- Freeing up human resources – Align flexible rostering to service delivery needs
- Building organisation capacity – Review and reform internal investigation processes to manage minor complaints more quickly
- Enhanced professional development

## IMPLEMENTATION FRAMEWORK 2008

State Plan – How we are going to achieve		State Plan – Actions
<ul style="list-style-type: none"> <li><b>Focused crime reduction</b> – Build a stronger emphasis on crime into COMPASS, business plans and reporting, performance agreements, OCMs, education services training and PQA, Media Unit training and messages, SMITs and messages from corporate spokespersons</li> <li><b>Targeting locations</b> – Across all commands complemented by Crime Prevention Partnerships (CPPs) at selected LACs</li> <li><b>Targeted operations</b> – Focused operations within identified robbery geographic clusters</li> <li><b>Targeted crime type</b> – Five major crime types with an initial focus on robbery and alcohol related assaults</li> <li><b>Targeting repeat offenders</b> – Across all commands complemented by high priority/high impact initiatives in selected locations</li> <li><b>Crime prevention</b> – NSW Crime Prevention Framework project and implementation plan, local crime prevention planning across LACs and appropriate specialist commands</li> </ul>		<p><b>Command milestones</b></p> <ul style="list-style-type: none"> <li>Renewed emphasis of high visibility policing (HVP) and targeted operations at crime hotspots</li> <li>Ongoing use of Suspect Target Management Plan (STMP) to target repeat offenders</li> <li>Reinforce bail compliance for high risk offenders</li> <li>Undertake warrant execution operations targeting priority offenders and offences</li> <li>Target street, mid and high level drug supply/distribution</li> </ul> <p><b>Key corporate milestones</b></p> <ul style="list-style-type: none"> <li>Enhance crime mapping capabilities targeting operations involving SCC, MRU, RES, LAC</li> <li>Improve legal action rates through improved timelines of forensic identifications/investigations</li> <li>Develop a NSW strategy to improve licensing enforcement and response to alcohol related crime</li> </ul>
<ul style="list-style-type: none"> <li><b>Reduced perception and fear of crime</b> – Act on positive perception strategies to connect locally and promote positive crime results and outcomes</li> <li><b>Reduced levels of antisocial behaviour</b> – Involvement and expansion of CPPs at selected LACs</li> <li><b>Targeted traffic enforcement</b> – High visibility policing (HVP) in identified hoon and street racing hotspots and joint operations with other agencies</li> <li><b>Sharing core messages to address fear and perception of crime</b> – Public Affairs Strategic Plan, State Plan communication strategy and media messaging e.g. use of core messages and enhanced media training at appropriate levels</li> </ul>		<p><b>Command milestones</b></p> <ul style="list-style-type: none"> <li>Through information and intelligence sharing with local stakeholders develop and assess tasking, deployment and rostering practices linked to locations and hotspots</li> <li>Conduct more high visibility police ‘Vikings’ operations targeting car hoon hotspots in partnership with other law enforcement agencies</li> </ul> <p><b>Key corporate milestones</b></p> <ul style="list-style-type: none"> <li>Enhance capacity to gather intelligence on car race organisers and events</li> </ul>
<ul style="list-style-type: none"> <li><b>Supporting victims</b> – Build stronger victim support in all crime areas particularly domestic violence</li> <li><b>Building partnerships with Aboriginal communities (justice plan)</b> – Identify and evaluate Aboriginal initiatives with other agencies ensuring a focus on communities, victims, families and perpetrators</li> <li><b>Improved community and partner networks (partner strategies)</b> – Introduce and improve appropriate community committees and networks, identify and evaluate local, specialist and corporate community initiatives to ensure linkages to State Plan outcomes</li> <li><b>Improved customer service</b> – Develop and evaluate new and existing customer service initiatives</li> </ul>		<p><b>Command milestones</b></p> <ul style="list-style-type: none"> <li>Consult with industry bodies</li> <li>Introduce community mechanisms to improve local planning and crime prevention initiatives</li> </ul> <p><b>Key corporate milestones</b></p> <ul style="list-style-type: none"> <li>Expand the CPPs to an increased number of LACs and expand their focus to other crime types</li> </ul>
<p>The following key performance areas support the external focus and actions</p>		
<p><b>SYSTEMS</b></p> <ul style="list-style-type: none"> <li>Improve capability and technology to support the core strategies – DV processes and DNA support processes</li> <li>Reduce red tape – Charge to finalisation process, arrest to charge process and domestic violence project</li> <li>Review and improve legislation to enable State Plan delivery – Briefs legislative amendments</li> </ul>		<p><b>LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>Clear direction and support – revised performance and accountability process</li> <li>Performance targets embedded into business plans and performance agreements – template developed and implemented, reviewed quarterly and updated annually</li> </ul>

**Individual**

Our valuable people achieving results

**Command Business Plan**

Translating our purpose through initiatives & targets at the local level

**Legislation & Policies**

Guide our actions

**Corporate Plan**

Our vision, purpose, values, services (see page 178)

# COMMISSIONER'S FOREWORD



**A P Scipione APM**  
**Commissioner of Police**

The NSW Police Force is the largest policing service in Australia, responsible for protecting a population in excess of 6,927,000. In 2007-08 our net cost of services was \$2.3 billion, with the vast majority of this amount spent on salaries and employee related expenses for our 15,324 police officers and 3,995 civilian staff.

This report illustrates the considerable achievements of the NSW Police Force and its people over the last 12 months. During the year we have assisted, in partnership with emergency service and other government agencies and members of the general public, in driving down crime and keeping the people of New South Wales safe and secure.

It is worth noting that despite increases in traffic numbers, 2007 saw the lowest road toll since 1945, a success due not only to the efforts of the NSW Police Force but a range of agencies and most of all New South Wales drivers.

## **APEC Success**

APEC Australia 2007 was unquestionably the largest security and logistical exercise the NSW Police Force has faced. Two years of planning were involved to protect 21 heads of state and more than 6,000 delegates over 100 days of APEC related meetings around Australia, culminating in the APEC Economic Leaders' Meeting (Leaders' Week) in Sydney from 2-9 September 2007.

In terms of significance there is little that can surpass the work of the APEC Security Command and the individuals, commands and other organisations who contributed to Operation Contego. Over the life of the operation 41,000 shifts were performed by our officers with many more being contributed by interstate and federal agencies.

We played a central role in ensuring the safety and security of Sydney during APEC with minimal disruption to city life and all while maintaining regular policing services across the State.

## **NSW State Plan**

The NSW Police Force is working closely with other agencies to meet the objectives of the NSW State Plan. We are currently responsible for meeting State Plan priorities R1: Reducing rates of crime, particularly violent crime and R3: Reducing antisocial behaviour. While these areas have always been part of our core business, the State Plan has provided us with an additional strategic framework and accountability mechanism to ensure that we make the best possible use of our human and other resources to keep the community safe and secure.

Our organisation is leading the way in the incorporation of State Plan methodology and strategies into the work performance agreements of the executive team, including myself, and senior commanders and then onward into the business plans of individual commands.

Our targets are a 10% reduction in violent crime and a 15% reduction in property crime against households and individuals by 2016. These are tough targets that we are progressing well via a range of measures including proactive intelligence based policing, strategic resource allocation and an enhanced focus on customer service. We are committed to continuing to work alongside the Department of Premier & Cabinet to meet the State Plan targets.

## **We are helping to reduce crime and violence**

The NSW Police Force is committed to reducing crime in line with the State Plan targets and we have implemented a range of strategies including the targeting of specific locations, crime types and repeat offenders.

High visibility policing (HVP) was again used successfully to supplement day to day policing duties as a means of reducing crime. We targeted antisocial behaviour, drug supply, robbery and assault on rail and transport corridors (Operation Vision) and traffic offences, including street racing, and car hooners (Operation Taipan). We also focused on offenders wanted for outstanding arrest warrants and those linked to specific crimes as identified through DNA or fingerprint evidence (Operation Avert). A range of special events, such as the Bathurst 1000 car races, were again targeted (Operation Baraba).

It is pleasing to note that crime across New South Wales is generally stable or on the decrease. The Bureau of Crime Statistics & Research (BOCSAR) recently indicated that for the 24 months to 31 March 2008 all of the 17 categories of major offences remained stable or decreased

(NSW Recorded Crime Statistics, March Quarter 2008). Longer term figures are also gratifying with BOCSAR stating that 'officially recorded crime statistics and crime victim surveys show that motor vehicle theft and burglary decreased by 40 to 50 per cent in NSW between 2001 and 2006 (and) police recorded incidents of all other major categories of violent acquisitive crimes (e.g. robbery) and non-violent acquisitive crimes also decreased significantly over that time period' (BOCSAR, Crime and Justice Bulletin, Number 118, August 2008).

### **We are reducing paperwork and red tape**

A number of initiatives were introduced this year to reduce paperwork, saving officers' time and allowing them to more quickly return to the frontline.

The Criminal Infringement Notices scheme, which allows police to issue an on the spot fine for a range of minor offences, was rolled out across the state in late 2007. We also introduced a streamlined process for managing police complaints which has meant that relatively minor complaints can now be referred directly to the relevant manager or supervisor for immediate action. Additionally, together with the Attorney General's Department of NSW, we trialled the use of shorter briefs of evidence in some Local Court matters.

### **Customer Service**

While public satisfaction with policing services remains high, the NSW Police Force is committed to continuing to improve its relationships and interactions with customers, whether government or community members (State Plan priority S8). To this end we are currently developing the NSW Police Force Customer Service Charter, which will emphasise the importance to our organisation of understanding and addressing customer needs, and which will be reinforced by training to all NSW Police Force employees.

This year has seen the consolidation of a new leadership team, with APEC dominating much of the media coverage. It is also a year in which the men and women of the NSW Police Force continued to work day to day to ensure the safety and security of the people of New South Wales.

Various challenges have arisen including the growing incidence of alcohol related crime and antisocial behaviour; the effective policing of major events while ensuring the maintenance of core policing services; the safeguarding of our daily policing capability while managing sick leave,

long-term sick and injured officers; the focused reduction in red tape for frontline police; and the provision of effective and efficient customer service across New South Wales. But we have successfully met these challenges by developing new and innovative policing strategies and maximising our human and technological resources.

As we move forward we are busy planning and preparing for the upcoming World Youth Day 2008, another significant event to be held in Sydney. I look forward to joining my policing colleagues in continuing to deliver a safer and secure New South Wales well into the future.



A P Scipione APM

Commissioner of Police

# OUR POLICE REGIONS

## 1 Central Metropolitan Region

Area in square kilometres	542.1 sq km
Usual residents*	1,001,060
Number of police officers	2,497
Number of administrative staff	198

## 2 South West Metropolitan Region

Area in square kilometres	3,445 sq km
Usual residents*	1,230,159
Number of police officers	2,154
Number of administrative staff	191

## 3 North West Metropolitan Region

Area in square kilometres	6,269 sq km
Usual residents*	1,589,269
Number of police officers	2216
Number of administrative staff	201

## 4 Southern Region

Area in square kilometres	199,700 sq km
Usual residents*	852,836
Number of police officers	1,687
Number of administrative staff	160

## 5 Northern Region

Area in square kilometres	70,050 sq km
Usual residents*	1,393,575
Number of police officers	2,329
Number of administrative staff	196

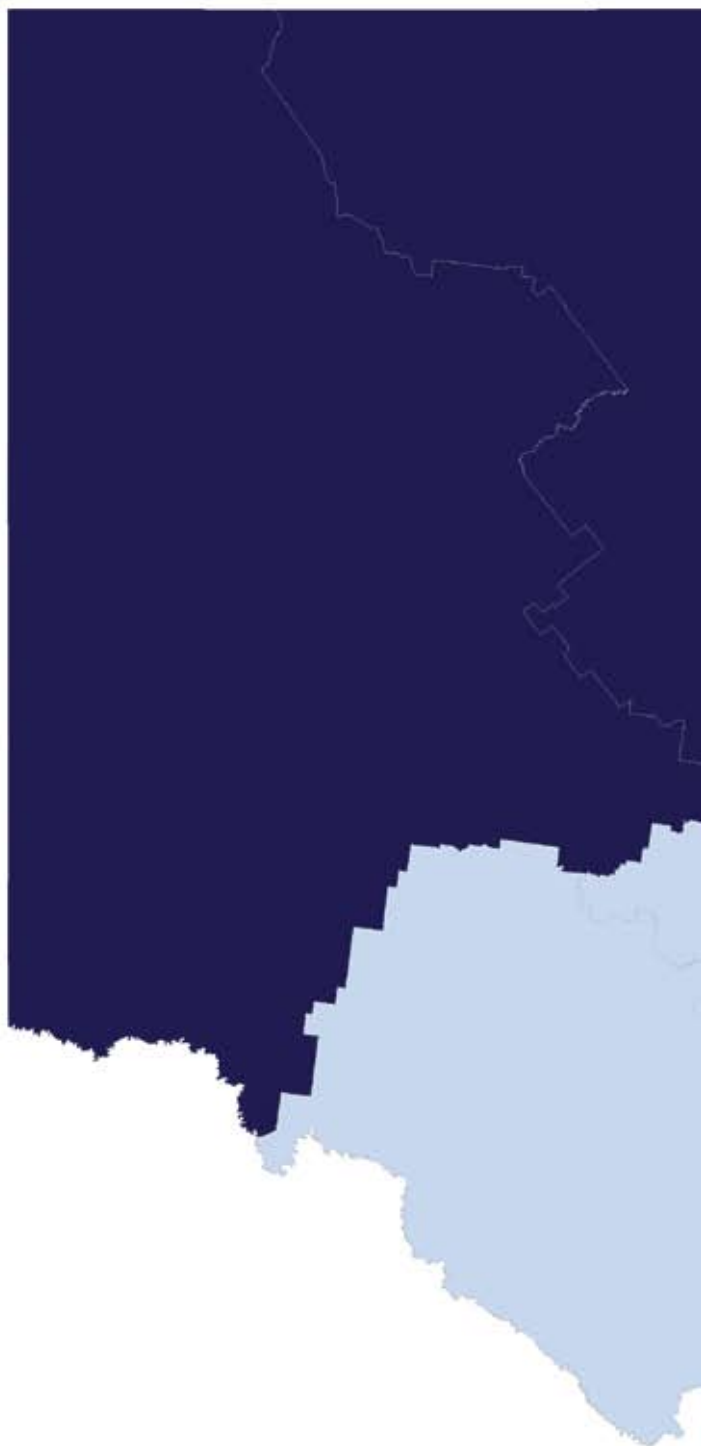
## 6 Western Region

Area in square kilometres	520,600 sq km
Usual residents*	471,460
Number of police officers	1,201
Number of administrative staff	150

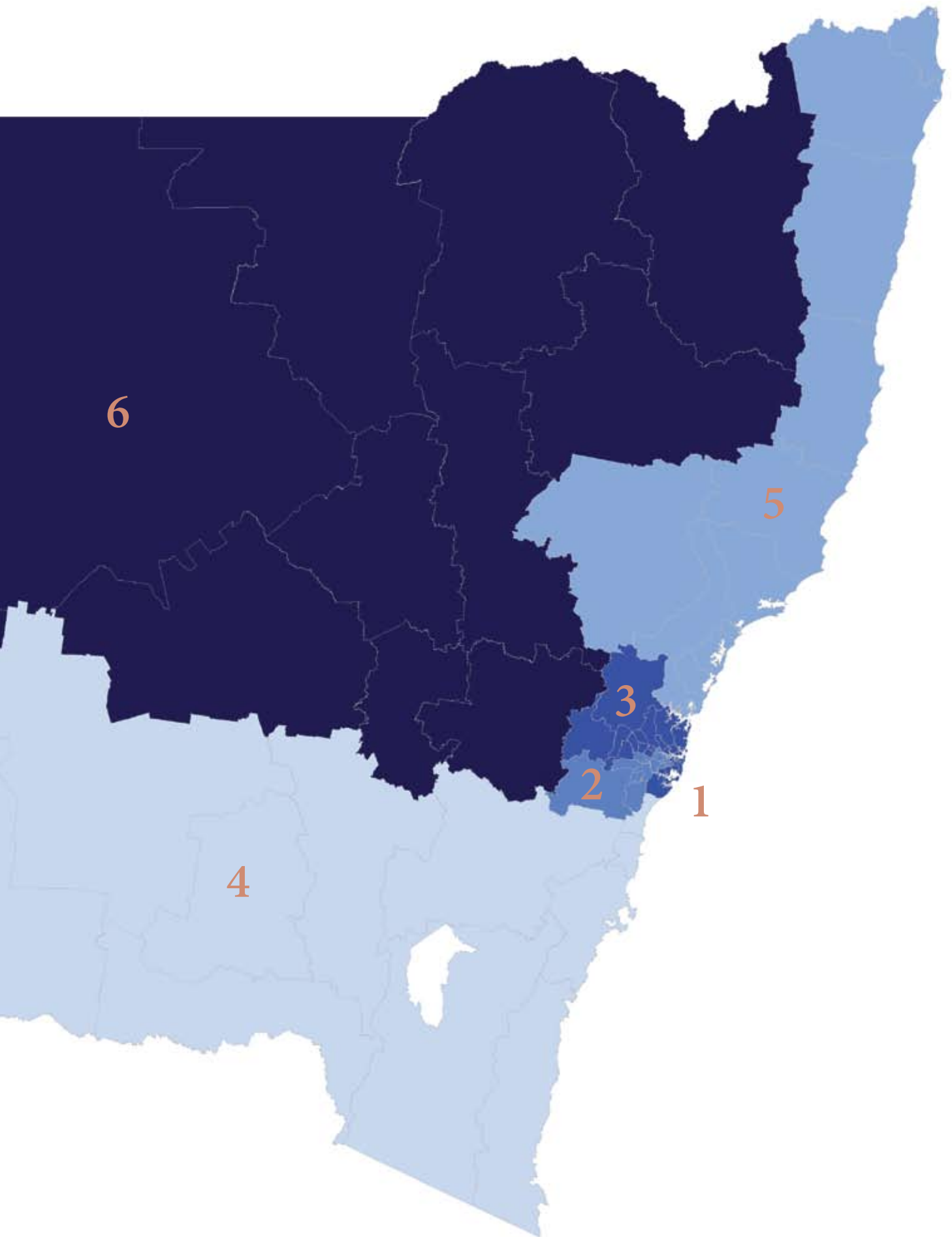
Source: ABS Census 2006 figures

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

*\*Changes in published figures reflect changes to police region boundaries.*







# Section One CRIME

This reporting year we targeted violent crime and property crime with a significant focus on robbery and alcohol related crime. We also conducted operations that targeted hot spot locations and repeat offenders. This has resulted in the NSW Police Force dismantling a number of criminal networks operating locally and overseas; dismantling a number of large illicit drug labs; seizing firearms destined for the illicit gun market; arresting members of an organised paedophile network; investigating outlaw motor cycle gangs and their illegal activities; and using forensic science to link repeat offenders to crime scenes. Overall our efforts have seen a reduction in crime and offenders have been brought to justice.

## In this section

- 11 Focused crime reduction
- 11 Targeting locations
- 12 Targeted operations

### TARGETED CRIME TYPES

- 14 Violent crime: assault, sexual assault, robbery
- 14 Property crime: stolen vehicles/vessels
- 15 Property crime: break and enter
- 16 Targeting repeat offenders, violent crime and property crime
- 17 Targeting drug crime

### OTHER CRIME PRIORITIES

- 18 Crime reduction
- 18 Crime prevention

## Crime and the State Plan (R1)

This year crime reduction has been driven by the State Plan priority R1: Reduce rates of crime particularly violent crime:

### WHAT WE WANT TO ACHIEVE:

#### TARGETS:

- Property crime reduction by 15% by 2016
- Violent crime reduction by 10% by 2016

#### CORE STRATEGIES EMPLOYED:

- Focused crime reduction
- Targeting locations
- Targeted operations
- Targeted crime types
- Targeting repeat offenders

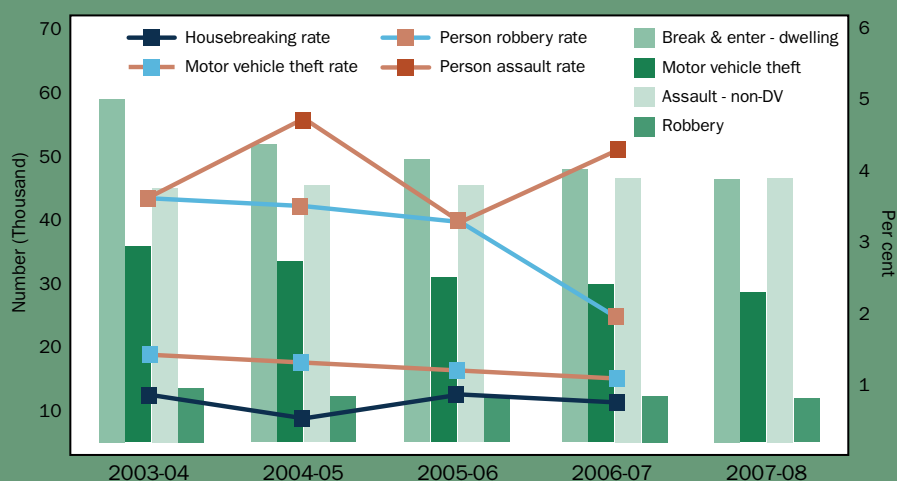
## PERFORMANCE AND RESULTS:

We are on track to achieve State Plan targets. Recorded crime for most crime categories is the lowest since 1995-96.

Decreases were noted in recorded incidents of:

- break & enter dwellings (-3.8%); lowest level since 1995-96
- motor vehicle theft (-5.1%); lowest level since 1995-96
- assaults non-domestic (-0.2%)
- domestic assault (-7.1%)
- robbery (-7.2%) is at the lowest level since 1995-96.

### Recorded crime and crime rates, selected crime types



Source: Australian Bureau of Statistics, National and NSW Crime & Safety

State Plan driven strategies of focused crime reduction, targeting locations, targeted operations, targeted crime types and targeting repeat offenders translated into operational results. These strategies in action can be demonstrated through practical examples as illustrated in the following chapter.

### Focused crime reduction

Thanks to the efforts of the men and women of the NSW Police Force, crime in New South Wales has been reduced to the levels equivalent to those experienced in 1995-96.

The role of the NSW Police Force in crime reduction has been fortified by improving our planning processes; revising the Operations & Crime Review; building crime targets into business plans, reporting, performance agreements; and our approach to public communication.

A review of the Operations & Crime Review will lead to the roll out of the revised process across the organisation next financial year called the Command Performance Accountability System (COMPASS). COMPASS will operate as an accountability forum that contributes to the assessment and improvement of corporate performance including crime reduction. The primary component and focus of COMPASS is to assess the performance of individual commands, commanders or directors in a series of performance and accountability categories related to crime management, corporate management and organisational support.

### Targeting locations

The NSW Police Force targeted locations across all commands complemented by the Crime Prevention Partnerships at selected local area commands (LACs).

#### Targeting Sydney's transport corridors

We conducted **Operation Vision 1, 2 and 3** over 24 weeks to crack down on antisocial behaviour, drug supply, robbery, property related crime and assault along Sydney's rail and transport corridors and neighbouring central business districts. Police from the Commuter Crime Units and Dog Unit were supported by State Rail Security staff. A table of Operation Vision results appears on page 12.

#### Targeting locations in and around licensed premises

**Operation Consequence** was implemented to target alcohol related assaults and antisocial behaviour in and around licensed premises within Central Metropolitan Region. Thirty two officers were rostered throughout the region over 16 weekends from November 2007 to March 2008. Local area command intelligence identified hot spot premises at risk of alcohol related crime. These premises, the surrounding transport interchanges and other public spaces were then patrolled as a priority by police conducting high visibility patrols, covert police conducting audits and licensing police conducting walk throughs, as well as general duties and proactive crime teams. As a result of Operation Consequence, police created 895 events and 15 information reports, laid nine charges and issued 35 infringement notices. Police inspected 729 businesses, issued 82 move on directions, conducted 29 person searches and two vehicle searches, and located drugs in three instances. Police also dealt with 74 incidents relating to offences under the *Liquor & Registered Clubs Act*.

### Trends in Crime and Punishment (Jan 2000 - Mar 2008)



Source: NSW Bureau of Crime Statistics & Research, NSW Department of Corrective Services

## Targeted operations

### More than 42,488 police shifts supported Vikings operations throughout the state

High visibility policing (HVP) is the deliberate increase of police presence in the community through targeted tasking and deployment to reduce crime and improve public safety; to engender public confidence; and reduce the perception and fear of crime. Operation Vikings began in 2002 as a significant HVP strategy targeting antisocial behaviour, alcohol related crime, street level drug possession and traffic offences.

**Commuter Crime Units, Dog Unit, Mounted Police and Traffic Services Branch supported Vikings operations in all frontline commands. Vikings operations have included:**

- **Operation Mega Vikings**, a statewide operation targeting street level crime, public order, high risk offenders, outstanding court notices, forensic identification and wanted briefs
- **Operation Taipan**, a statewide traffic enforcement targeting car hoons over eight months throughout the metropolitan area

- **Operation Summer Safe**, targeting antisocial behaviour on Sydney's eastern beaches from December to February
- **Operation Consequence**, targeting alcohol related crime across Sydney's central business district
- **Operation Vision**, an intensive six month operation supported by State Rail transit officers targeting transit related crimes along the rail corridors in metropolitan Sydney and the southern region
- **Operation Avert**, a statewide operation held in May 2008 targeting offenders wanted for outstanding arrest warrants and those sought for offences following identification through forensic evidence (DNA/fingerprints).

More police shifts were allocated to Vikings operations this reporting year in support of our **State Plan priority R3: reduced antisocial behaviour and reducing car hoons**. To effectively reduce crime and increase high visibility, some Vikings operations extended across large areas over many months. This accounts for the increase in police shifts.

### Operation Vision results

Operation name	Arrests	Court attendance notices	Information reports	Random breath tests	Warrants/breach of bail	Drug detections	Person searches	Move ons
Vision 1 (6 weeks)*	75	104	152	646	13	26	240	32
Vision 2 (6 weeks)	194	182	805	1,647	29	31	986	570
Vision 3 (12 weeks)	566	403	1,368	3,959	93	164	2,460	1,075
<b>TOTAL</b>	<b>835</b>	<b>689</b>	<b>2,325</b>	<b>6,252</b>	<b>135</b>	<b>221</b>	<b>3,686</b>	<b>1,677</b>

Note: \*The first operation was staffed by police from South West Metropolitan Region only, while the second and third were also staffed with police from both North West and Central Metropolitan Regions.

Operation Vikings	2003-04	2004-05	2005-06	2006-07	2007-08
Police shifts deployed in support	17,855	18,225	23,356	21,139	42,488
Arrests	3,911	4,600	5,502	5,414	8,652
Offences	5,373	6,537	8,429	7,575	9,875
Person searches	2,638	6,057	6,160	10,486	22,351
Objects located	397	232	217	434	525
Directions issued	3,385	5,094	5,460	9,079	13,267
Instances of possessing/supplying drugs	1,610	1,461	1,189	2,033	2,429
Random breath tests	104,991	95,102	105,305	124,209	167,845
Alcohol offences (driving)	838	954	1,001	1,063	1,386
Offenders arrested for outstanding warrants and/or breach of bail	498	856	906	1,049	1,762
Infringement notices issued*	13,509	12,528	11,539	13,963	39,740

Source: Vikings database as at 30 June 2008.

Note: \*The number of infringement notices recorded this year includes traffic infringement notices (TINs), parking infringement notices (PINs), criminal infringement notices (CINs), rail infringements etc.



## Our robbery focus is reflected in crime results

### Context

By using intelligence driven operations, with the support of partner agencies, we expect to see a reduction in the rate of victimisation of people and locations being susceptible to crime.

Under State Plan priority R1 – Reduction of crime, particularly violent crime, we have increased our focus on targeted operations aimed at repeat offenders and enhanced use of technology to bring these offenders to justice. Targeted police presence on public transport is intended to improve the behaviour of public transport users and lead to safer use of public transport.

### Desired result

Fewer incidents of violent crime in public places and on public transport.

### Findings

In 2007-08, robbery on outdoor/public place premises decreased by 6% and on public transport by 12%. Assaults in public places and on public transport remained steady.

## Public safety has improved

### Context

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

### Desired result

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

### Findings

Police actions (move ons and searches) increased by 14% and 26% respectively during 2007-08. The percentage of searches where an object was found remained steady (9% in 2006-07, 8.6% in 2007-08). The percentage of people who disobeyed police directions also remained steady (2.6% in 2006-07, 2.7% in 2007-08). Drug detection incidents increased by 5% and traffic incidents were higher (+6%).

## Future actions under the State Plan 2008-09

### For robbery, we will:

- reduce property crime by 1.5%
- target repeat offenders
- enhance forensic capability.

### For public safety, we will:

- increase high visibility policing
- target antisocial behaviour
- enable local solutions to local problems.

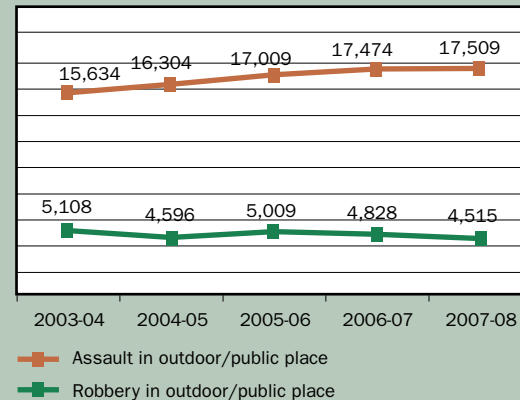
### For assaults, we will:

- reduce non-domestic assault, particularly alcohol related violence, by 1%
- support repeat victims of family and domestic violence
- improve licensing enforcement
- continue to enhance responses to organised and serious crime.

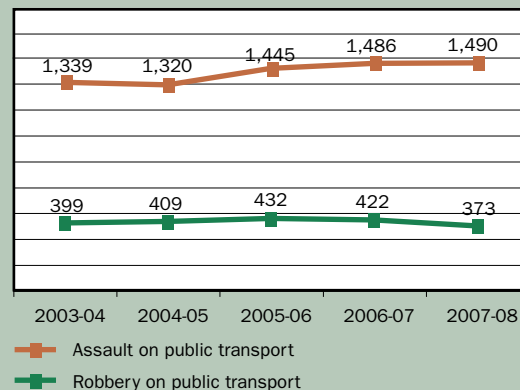
### Note

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

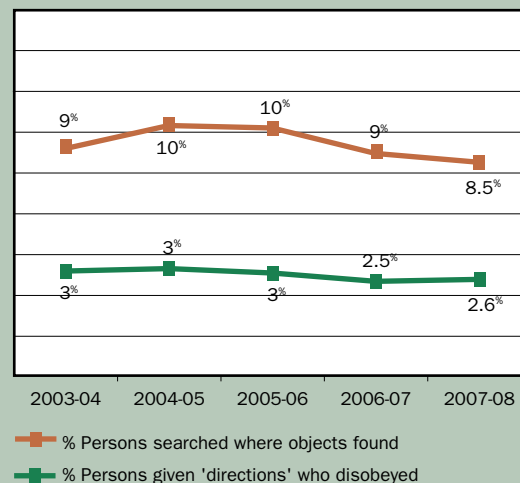
### Assault/Robbery in outdoor/public place



### Assault/Robbery on public transport



### Persons (%) disobey 'directions'/objects found



Source: NSW Police Force databases COPS and EDW

**TARGETED CRIME TYPES****Violent crime: assault****We're targeting alcohol related crime in the Central Metropolitan Region**

In an effort to prevent and reduce the incidence of alcohol related crimes within targeted areas, the Central Metropolitan Region has implemented the **Strategic Staffing Initiative Model (SSIM)**. Staffed by officers from each of the 16 LACs within the region, the SSIM involves deploying police into hot spot locations that have a high risk of alcohol related crime and other associated offences. This reporting year the SSIM has been deployed with success at City Central, Surry Hills, Eastern Beaches, Leichhardt and Kings Cross LACs.

**Driving down domestic violence**

Targeting domestic violence has seen assaults in the **Castlereagh LAC** reduced significantly. Police working closely with community groups and agencies such as the NSW Department of Community Services (DoCS), combined with interventions in families experiencing domestic violence, has seen reports of domestic violence assaults in the command decrease significantly in 2007-08.

**Violent crime: sexual assault****We arrested a paedophile who had gone unreported for 40 years**

In February 2007, as a result of information received, Deniliquin police formed **Strike Force Bosun** to investigate reports of serial sexual abuse. After months of investigation, Deniliquin detectives arrested a man who had sexually abused young boys. In August the offender was charged with multiple historic offences spanning almost 40 years, and in May 2008 he pleaded guilty at court.

**Violent crime: robbery****Robbery focus gets results**

**Strike Force Redver** detectives worked with police from Campsie LAC to dismantle criminal networks engaged in armed robberies on banks and licensed premises. Police arrested 14 people on close to 70 charges including armed robbery, aggravated break and enter, possession of firearms and stealing motor vehicles.

**Robbery & Serious Crime Squad dismantled four armed and dangerous criminal networks**

**Strike Force Britannia** detectives arrested 15 people for armed robbery, firearm and motor vehicle offences. The strike force was formed by the Robbery & Serious Crime Squad to investigate daylight robberies on armoured security vans. In addition to the arrests, investigators recovered cash and firearms and seized motor vehicles and other items suspected of being obtained with the proceeds of the crimes. Detectives have also worked with the 'cash in transit' industry to provide greater resistance to these types of attacks.

**Property crime: stolen vehicles/vessels****Middle Eastern Organised Crime Squad targeted car rebirthing and commercial drug supply**

Detectives from **Strike Force Olympian** launched a protracted investigation into vehicle theft and rebirthing throughout the Sydney metropolitan area, involving vehicles being stolen 'to order', dismantled and rebuilt with new identities. Thirteen people were charged with 126 offences relating to the theft and rebirthing of more than 50 late model vehicles. Charges included facilitating motor vehicle rebirthing, stealing motor vehicles, receiving stolen motor vehicles, dealing with the proceeds of crime, possession of firearms and the production of dangerous drugs.



## We shut down a car theft syndicate in Sydney's south west

**Operation Basin** was established in late 2007 to investigate the theft of dozens of 1980s and early 1990 model vehicles throughout the South West Metropolitan Region area. Investigations revealed many of these vehicles were allegedly being supplied to a scrap metal yard and crushed for cash. Search warrants were executed in the Liverpool area in April 2008 and police arrested four men, including the alleged principal of the operation, an employee of a scrap metal business and two men who were charged with numerous counts of steal motor vehicle and receiving stolen goods. One of the alleged offenders was charged with approximately 19 counts of steal motor vehicle and the ongoing supply of the prohibited drug crystal methamphetamine (ice).

## Property crime: break and enter

### Western Region is targeting property crime

Nightly bail compliance checks, particularly on juveniles, have led to a substantial reduction in crime in the **Barwon LAC** with break, enter and steal offences down significantly this reporting year. The reduced crime allows police to devote more time to proactive operations such as person searches and drug detections.

### Forensic science helps solve puzzles and link offenders to crime scenes

A scene of crime officer (SOCO) attended a business regarding the theft of \$88,000 from a safe. During the robbery, the offender had broken a plastic fascia plate into small pieces. The SOCO fitted the broken pieces together like a jigsaw and realised one piece was missing. She searched the premises, found the missing piece and developed a fingerprint on that small piece of broken plastic. The lifted print was scanned against the national

## Crime is down

### Context

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

### Desired result

A continuing reduction in the level of crime.

### Findings

Recorded personal crime: Domestic violence related assaults decreased by 7.1% and non-domestic violence related assaults remained static between 2006-07 and 2007-08. Robberies fell by 7.2% and sexual assault incidents were 1.9% lower in 2007-08. Recorded property crime: Between 2006-07 and 2007-08 decreases were recorded in most incident categories (break and enter, motor vehicle theft, malicious damage and stealing other than from motor vehicle). Incidents for stealing from motor vehicle rose during 2007-08.

## Future actions under the State Plan for 2008-09

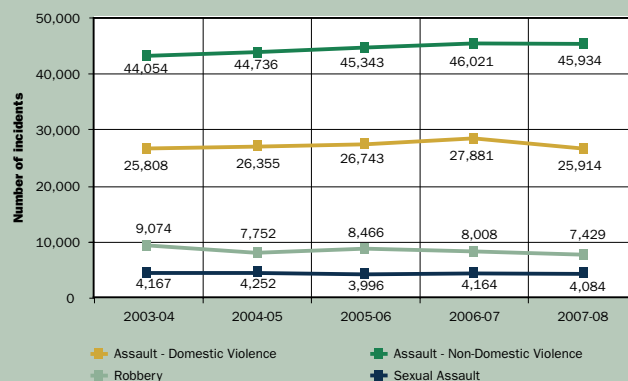
### We will:

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

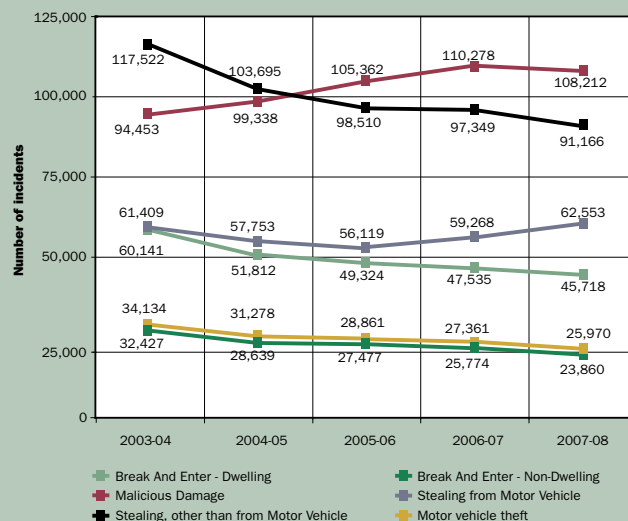
### Note

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

### Recording personal crime



### Recording property crime



Source: BOC SAR, NSW Recorded Crime Statistics

database and returned a match against an interstate offender. The offender has been extradited to New South Wales to face charges and was linked to 39 crime scenes (34 by fingerprint identification and five by DNA). The offender pleaded guilty to 59 charges and was sentenced to nine years imprisonment with a non-parole period of six years.

### Targeting repeat offenders

We targeted repeat offenders across all commands, complemented by high priority initiatives in selected local area commands.

### Gangs Squad investigated outlaw motor cycle gangs and their illegal activities

Following intelligence gathering during **Operation Ranmore**, which involved strategic coordination across the state at LAC, region, and State Crime Command levels, police arrested over 500 outlaw motor cycle gang (OMCG) members and their associates. They were charged with almost 1,200 offences including drug supply and possession, assault, affray, street and traffic offences. Established to maintain public order and community safety, Operation Ranmore actively disrupted the criminal activities of outlaw motor cycle gangs while targeting individuals, OMCG clubhouses, licensed premises they frequented and other OMCG activities. Police seized stolen property and established processes to revoke security licenses held by OMCG members. Police also worked closely with the NSW Department of Corrective Services and members of the NSW State Parole Authority to disrupt and restrict OMCG association.

### We arrested 460 people wanted for outstanding matters

Over three days in May 2008, the NSW Police Force conducted **Operation Avert** across the state to locate and arrest people wanted for warrants, breach of bail and DNA/fingerprint hits. Across the state 460 people were arrested, 271 outstanding warrants were executed and 640 charges were laid.

### Targeting violent crime

#### Unsolved Homicide Team investigated close to 200 unsolved murders

The Unsolved Homicide Team is part of the State Crime Command's newly consolidated Homicide Squad, which is providing an improved response to homicides and suspicious deaths in New South Wales.

The team is using new technologies, including DNA analysis and an increased number of detectives, to reinvestigate unsolved crimes. The cases are being targeted after a four year review of more than 400 unsolved murders. A rigorous investigative framework has been adopted to ensure consistency across the state and to maximise investigative opportunities. The remaining unsolved cases will be further reviewed on a regular basis as new technologies emerge or new information is received.

### Targeting property crime

#### Fraud Squad uncovered multi-million dollar corporate crime fraud

**Strike Force Whittlesford** was established in 1999 to investigate a complex and elaborate scheme to allegedly steal millions of dollars from a large retailer. Strike force investigators worked closely with overseas law enforcement agencies, judicial bodies and financial institutions to track the scheme through a network of local and overseas companies with bank accounts in the Channel Islands and in London. Three people have been arrested and charged in connection with the operation. It will be alleged a senior executive of the retailer awarded more than \$37 million in contracts to companies acquired by the syndicate, receiving corrupt commissions worth more than \$3.7 million in return, and that a Mid North Coast couple used the bank accounts to launder commissions worth approximately \$1.5 million.

**Strike Force Lipari** detectives from the Property Crime Squad investigating a warehouse fire at Rydalmere in





Sydney's west arrested five people on charges including dishonestly destroy by fire, malicious damage by fire and conspiracy to cheat and defraud. The charges followed a complex and protracted investigation into the fire, which caused an estimated \$2 million damage to the building and clothing stock, and an alleged \$1.4 million dollar series of frauds on a financial institution.

### We targeted the illegal gun trade

Detectives from **Strike Force Charley/ Rockvale** have charged five people with serious criminal offences and seized millions of dollars in cash, assets, firearms and drugs as part of an investigation into a Sydney based organised crime syndicate. Working with the NSW Crime Commission, police from the Firearms & Regulated Industries Crime Squad (FRICS) seized more than \$6 million in cash; assets valued at \$1.3 million; firearms including a pistol fitted with a silencer; more than \$100,000 worth of illicit drugs including ecstasy, cocaine, cannabis and half a kilogram of ice; a large quantity of jewellery; and electroshock weapons (stun gun), ammunition and mace.

## Targeting drug crime

### We dismantled major drug syndicates around New South Wales seizing \$83.5 million in cash, assets and drugs in just five operations

Detectives from **Strike Force Whitbeck** dismantled a large commercial drug supply syndicate, charged 14 people and seized drugs, cash and firearms worth almost \$42 million. Targeting mid and upper level syndicate members, strike force detectives laid more than 100 serious drug and firearm charges and seized more than 94 kilograms of illegal drugs, seven firearms and more than \$700,000 in cash.

**Strike Force Colde** was established with the NSW Crime Commission in mid 2007 to investigate the supply of large quantities of ecstasy within the Central Metropolitan Region. This gathered significant evidence of drug

supply and conspiracy to pervert the course of justice (the offender was recorded organising a false alibi for a previous arrest for drug related offences). In September 2007, police executed simultaneous search warrants at two homes in Sydney and located a quantity of ecstasy tablets, with an estimated street value of \$50,000, a clandestine laboratory in a false room, and a pill press capable of producing 40,000 tablets per hour. Police seized 1,300 ecstasy tablets which have been forensically proven to be manufactured from the seized pill press. Three people were charged with drug manufacture, supply and possession offences, and conspiracy to pervert offences.

**Operation Schoale** targeted a local syndicate involved in the importation and distribution of large quantities of cocaine from America. The investigation was carried out by police from the Professional Standards Command, the Middle Eastern Organised Crime Squad, Northern Region Police, State Protection Group, as well as the Queensland Police Service Crime Operations Branch and South East Region. Last financial year, six people were arrested and police seized \$13.5 million in cash and approximately \$3 million in assets, two kilograms of cocaine and 17 firearms including a machine pistol, magnum and Glock handguns, stun guns and semi automatic military rifles. Following further investigations this financial year, 13 people were arrested and police seized two grams of cocaine, 197 grams of amphetamines and 70 grams of cannabis.

**Strike Force Alawa** dismantled a Sydney based drug manufacture and supply syndicate, arresting 27 people on more than 100 charges and seizing drugs worth \$2.5 million. Comprising detectives from the State Crime Command Drug Squad and police from the Tweed/Byron LAC and Bass Hill Region Enforcement Squad, the strike force worked with police from Queensland and South Australia to significantly disrupt the supply of illegal drugs on the far north coast of New South Wales and in the Sydney area. Charges laid by Strike Force Alawa detectives include manufacture a prohibited drug (ecstasy), supply a



large commercial quantity of a prohibited drug (cocaine and ecstasy), possessing a pill press and firearms offences.

### **We uncovered a massive network of drug houses in Blair Athol**

**Campbelltown police** raided eight properties in Blair Athol in Sydney's west in May and seized 2,504 cannabis plants at various stages of maturity with an estimated street value in excess of \$20 million. On 12 May 2008, information from a member of the public led police to an initial cannabis haul estimated to be worth more than \$1 million. What followed was an intensive, fast paced police investigation using advanced technology and outstanding detective work. It resulted in the location of some of the most sophisticated hydroponic labs police had ever seen, producing cannabis of the highest quality. Each of the homes had been extensively remodelled for the cultivation of cannabis. Police arrested four men and a woman, including the alleged principal of the operation.

## **Crime reduction**

During the reporting period the various commands within the **Special Services Group** responded to requests for assistance (RAs) from NSW Police Force commands and other law enforcement agencies.

- **State Technical Investigation Branch (STIB)** received 979 RAs for technical assistance to intercept or prevent criminal behaviour or to covertly gather evidence.
- **State Electronic Evidence Branch (SEEB)** received 994 RAs to gather evidence from devices containing data in its memory. This reporting year the SEEB completed more than 818 major crime operations involving the forensic examination of memory contained in electronic devices.
- **Undercover Branch (UCB)** received 301 RAs to gather evidence to assist police investigations.
- **State Surveillance Branch (SSB)** received 401 RAs to gather evidence to assist police investigations. The branch provided 2,100 shifts to training staff within both the NSW Police Force and our partner agencies.
- **Telecommunications Interception Branch (TIB)** executed 865 telecommunications interception warrants and 197 data warrants. Information gained as a result of these warrants assisted in the arrest of 345 people.
- **Marine Area Command (MAC)** was responsible for 131 arrests, issued 543 infringements, generated 819 intelligence reports, undertook 26 operations and conducted 7,701 marine breath tests.
- **Aviation Support Branch (ASB)** responded to almost 1,400 requests for assistance, up 16% on the previous reporting year. These involved short term or immediate response tasks and long term operations including

major investigations and APEC 2007. The aircraft flew over 350 hours, equivalent to 193,000 kilometres. ASB missions resulted in more than 300 people (a 50% increase over 2006-07) being charged with 500 offences (a 100% increase over 2006-07) and the seizure of prohibited drugs and property valued at more than \$111 million.

### **OPV Nemesis is the pride of our fleet and a flag ship for the organisation**

The **offshore patrol vessel (OPV) Nemesis** was launched in Perth this reporting year. Tenix Defence in Western Australia won the contract to build the vessel at a cost of \$11 million. The 32m vessel took two years to build and boasts advanced technology. With a range of 1,400 nautical miles, OPV Nemesis is the largest police vessel in the Southern Hemisphere and is able to stay at sea for extended periods. OPV Nemesis will be primarily used to patrol New South Wales ocean waters and take part in major law enforcement operations conducted off shore.

## **Crime prevention**

### **Our school liaison police have been dealing with crime and antisocial behaviour issues**

Since the commencement of the School Liaison Police (SLP) program 18 months ago we have made great strides in building relationships with the school community, removing barriers between youth and police, and dealing with crime and antisocial behaviour issues. This year our school liaison police conducted 7,876 visits to schools, delivered 2,622 crime prevention presentations, and followed up more than 1,323 incident related matters within schools. Under **Operation Yallakool** some 9,857 events have been created, 385 information reports submitted and 36 charges laid. This clearly shows the impact of the School Liaison Program since it began and further illustrates its importance in maintaining safety for students and staff within schools.

## **Outlook for 2008-09**

### **In the coming year, we will:**

- Coordinate resources dedicated to crime prevention
- Target repeat offenders and crime hotspots
- Target alcohol and drug related crime
- Strengthen our response to domestic and family violence
- Combat organised and serious crime
- Continue to bring offenders to justice





## Section Two PUBLIC SAFETY

This reporting year we continued our focus on perception and fear of crime, improved efforts to detect and deter rock throwing and focused on alcohol related crime. Our targeted traffic enforcement saw our road toll fall to its lowest since 1945; we increased resources for drug testing New South Wales drivers; we introduced smarter breath analysis instruments; and we targeted illegal street racing and 'hoon' driving. We communicated core messages to address fear and perception of crime; we maintained safety from acts of terrorism; we successfully met our greatest security challenge to date, the 2007 APEC meetings; we started planning for World Youth Day; and we successfully managed other major events.

### In this section

- 21 Reduced perception and fear of crime
- 21 Reduced levels of antisocial behaviour
- 23 Targeted traffic enforcement
- 24 Sharing of core message to address fear and perception
- 25 Safety from acts of terrorism in New South Wales
- 25 Safety during major events such as APEC and World Youth Day

### Public Safety and the State Plan (R3)

This year public safety, and reduced fear and perception of crime has been driven by the State Plan Priority R3: Reduced rates of antisocial behaviour.

#### WHAT WE WANT TO ACHIEVE:

##### TARGETS:

- Reduce problems with louts, noisy neighbours, public drunkenness and hoons

##### CORE STRATEGIES EMPLOYED:

- Reduced perception and fear of crime
- Reduced levels of antisocial behaviour
- Targeted traffic enforcement
- Sharing of core messages to address fear and perception
- Safety from acts of terrorism in New South Wales
- Safety during major events – APEC and World Youth Day

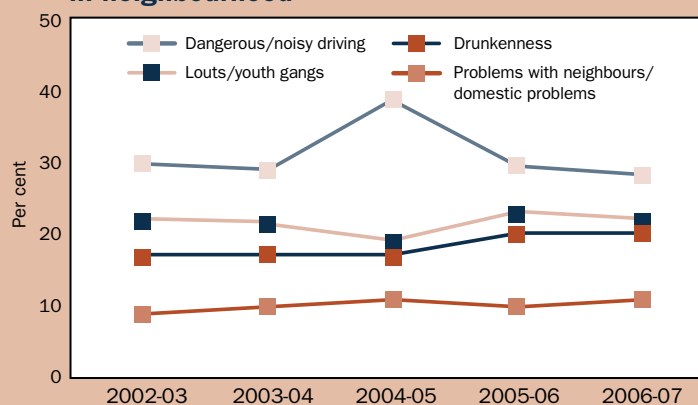
### PERFORMANCE AND RESULTS:

The community's perception of public order problems was mixed during 2007-08.

The percentage of people considering an issue to be a problem in the local neighbourhood changed:

- dangerous or noisy driving – down 1.4 percentage points
- louts or youth gangs – down 0.9 percentage points
- vandalism, graffiti and other property damage – down 0.7 percentage points
- problems with neighbours or domestic problems – up 0.9 percentage points
- drunkenness – virtually unchanged, up 0.2 percentage points.

### Perception of public safety problems in neighbourhood



Source: From State Plan Annual Report, 12 month survey year ending April.



State Plan strategies of reduced perception and fear of crime, reduced levels of antisocial behaviour, targeted traffic enforcement, and sharing of core messages to address fear and perception of crime translated into operational results. These strategies in action can be demonstrated through practical examples as illustrated in the following chapter.

### Reduced perception and fear of crime

The NSW Police Force developed strategies to better connect with local communities and promote positive crime results and outcomes.

#### We're improving efforts to detect and deter rock throwing

We're working with public transport agencies and private companies, drivers, unions, schools and councils to track down offenders who throw rocks at trains, buses, trucks and cars. This work includes improving reporting procedures and intelligence exchange between police and transport stakeholders, as well as upgrading enforcement and community awareness campaigns.

#### Polair helps with public safety

Throughout the reporting year Polair crews used intelligence based policing to target local area command high crime areas and through their high visible presence, minimised crime and the fear of crime. Crews from the Aviation Support Branch (ASB) supported major events including the Bathurst car races, APEC 2007, New Year's Eve and Australia Day Celebrations on Sydney Harbour and at Bondi and Cronulla.

Polair was deployed outside Sydney to support searches for missing people and transporting emergency service personnel into inaccessible areas, rescuing close to 100 people and recovering 23 bodies. The ASB was also involved in flood recovery operations, investigations into fatal aviation accidents and investigations into aviation

related crime including the theft of a helicopter from Bankstown Airport.

A scheduled major overhaul of Polair 2 provided the aircraft with the capacity to allow flight crew to use night vision goggles, significantly enhancing the safety of operations at night.

### Reduced levels of antisocial behaviour

With support from the Department of Premier & Cabinet, we targeted antisocial behaviour through the expansion of Crime Prevention Partnerships at selected locations. We complemented this with Vikings operations focused on improved public safety, antisocial behaviour and traffic enforcement.

#### Crime and antisocial behaviour are often linked to alcohol misuse

Over the past 10 years there has been an increasing trend in alcohol related crime statewide. This directly links to the State Plan, both R1: reduced crime and violence and R3: reduced antisocial behaviour.

Alcohol related crime is a key focus of the NSW Police Force executive team. It is acknowledged that this issue requires broad public policy reform beyond the scope of any single agency. A whole of community and Government approach is crucial to work together to reduce alcohol misuse and associated crime.

However, given that alcohol related assault was the only growing statistic in the 'assault' crime category, the NSW Police Force Executive committed to addressing the growing rate of alcohol related crime with a range of improvements:

- Enhanced licensing enforcement. With 14,227 active licensed premises in New South Wales, enhanced enforcement was targeted at high risk premises.
- New South Wales Police Force actively participated in 150 Liquor Accords working in partnership locally to curb antisocial behaviour.



## Alcohol related crime has increased

### Context

Alcohol misuse contributes to crime and social disorder, and is a particular focus under State Plan priority R3 – reducing antisocial behaviour. Police licensing enforcement targets increased responsible service practices by licensed establishments and improved behaviour of patrons.

### Desired result

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

### Findings

In 2007-08: police 'walk through' inspections of licensed premises increased by 14% and assault incidents occurring in licensed premises increased by 2%. Total alcohol related assaults increased by 1%.

## Future actions under the State Plan for 2008-09

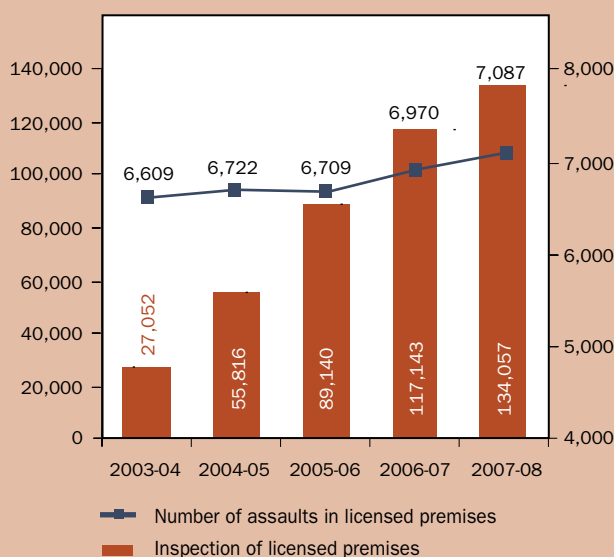
### We will:

- enhance licensing enforcement
- full implementation and staffing of the Alcohol & Licensing Enforcement Command
- improve regulation and assessment
- minimise alcohol related harm
- patrol identified high risk situations to encourage patrons to accept personal responsibility and minimise self harm
- roll out new crime prevention partnerships.

### Note

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

### Licensing enforcement



Source: NSW Police Force, Computerised Operational Policing System

## Road safety has improved

### Context

The police response to road safety is governed by our strategies under State Plan priority R3 – Reducing antisocial behaviour, particularly hoon and noisy drivers. This is in conjunction with our partner agency responsibilities under S7 – Safer roads.

Targeted police presence on the roads is intended to improve road user behaviour and lead to fewer traffic crashes and resulting trauma.

### Desired result:

- a reduction in the number of people who perceive problems with noisy and hoon drivers in New South Wales – to be at or below the national average of 73% - 74%
- a reduction in road trauma to less than 0.74 per 100 million vehicle kilometres travelled
- more random breath tests are expected to increase the perceived likelihood of being detected, resulting in fewer charges for prescribed concentration of alcohol (PCA)
- a reduction in the number of street racing incidents.

### Findings

Fatal collisions fell from 449 in 2006 to 404 in 2007. There were 68 more injury collisions during 2007 (20,300) compared to 2006 (20,232). There were 123,409 fewer random breath tests conducted in 2007 – 3.5 million in 2007 and 3.6 million in 2006 (-3.4%). However charges for prescribed concentration of alcohol (PCAs) increased by 6.2% (29,106 in 2007 compared to 27,410 in 2006).

## Future actions under the State Plan for 2008-09

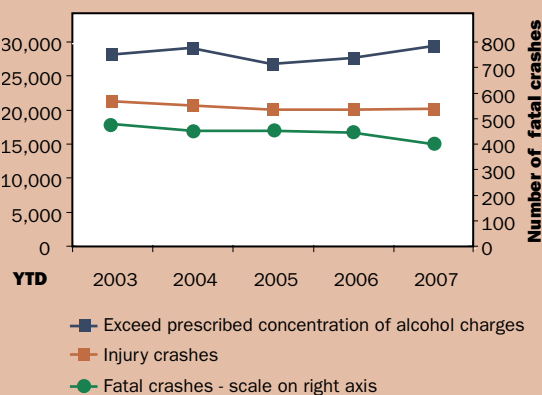
### We will:

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

### Note

Factors such as road or weather conditions may contribute to road trauma. Figures provided in this section are provisional and are subject to change. Approved traffic reporting is standard based on calendar year data.

### Injury and fatal crashes, PCAs



Source: NSW Police Force, Traffic Services

- Eight Local Area Commands participated in six Crime Prevention Partnerships (CPPs). CPPs are a collaborative partnership between government agencies within an area working together to drive down crime, especially in the assault category. Nine additional CPPs will commence during 2008-09.
- Creation of the Alcohol & Licensing Enforcement Command (ALEC) to focus on alcohol related crime. ALEC will also formalise an ongoing operational relationship with the Office of Liquor Gaming & Racing (OLGR).
- The investment of more than \$2.3 million into the alcohol related crime information exchange database will enable NSW Police Force, OLGR and the Office of State Revenue to consolidate, exchange and share accurate data relating to alcohol related crime.

An alcohol project was established in conjunction with the State Plan to look at new initiatives for the management of alcohol related crime that would practically address this growing community concern. This multi-agency alcohol project is ongoing as at June 2008. We also have projects underway called *Supply means supply* and *Your choice*. *Your choice* is a diversionary program that focuses on changing the behaviour of underage persons possessing or consuming alcohol in public spaces by NSW Police. *Supply means supply* is a multi-faceted education, advertising and enforcement campaign for parents, carers and the general community. It targets illegal secondary supply to minors. Both of these programs will also focus on empowering parents and care givers with knowledge of the law.

During the 2007 election year the NSW Government committed to appointing an additional 30 officers to tackle alcohol related crime. This election commitment was delivered ahead of time to increase the capacity of the NSW Police Force to respond to alcohol related crime and ensure specialist officers and proactive management strategies were in place. The full ALEC Unit will be implemented from 1 July 2008.

Around the same time and in support of the already developing NSW Police Force focus on alcohol related crime, the Audit Office of New South Wales released its performance report into *Working with hotels and clubs to reduce alcohol related crime*. The focus of the audit was on the role of NSW Police Force and NSW Office of Liquor, Gaming & Racing on the enforcement of the responsible service of alcohol. The Audit Office found both agencies work with pubs and clubs to promote and enforce the responsible service of alcohol laws. However, they did identify opportunities for improvement in how the two agencies work together collaboratively to improve training, licensing and enforcement.

### Alcohol licensing in Albury has gone back to basics

In line with their State Plan commitment to reducing antisocial behaviour, Albury police encouraged a back to basics approach to improve partnerships with licensed premises in the local community. Known as **Operation Shackell**, police from different sections within the command united to form 'beat crews' on Friday and Saturday nights. Together they targeted alcohol related crime in the Albury central business district and enforced a 1.30am lockout to licensed premises. These regular foot patrols and licensed premises inspections provide a highly visible police presence. The feedback from both the community and licensed premises has been exceptional. In addition, licensed premises have initiated a bus service for patrons at a nominal cost. Operation Vikings funding has allowed more police to participate in this simple but effective measure to address alcohol related crime in the Albury CBD.

### Targeted traffic enforcement

#### Our road toll is the lowest since 1945

During the 2007 calendar year, 449 people were killed in motor vehicle crashes in New South Wales, 47 fewer than the previous year's record low of 496 (revised from 498) and the lowest figure since 1945. The number of exceed speed offences detected on New South Wales roads was also down, from 207,732 in 2007 compared with 226,222 in 2006. The year 2007 saw 25,929 people injured in motor vehicle crashes compared to 25,710 in 2006; while 26,038 people were detected for drink driving offences in 2007 compared to 25,888 the previous year.

#### We increased resources committed to drug testing New South Wales drivers

In February 2008, we deployed an additional two drug testing trucks, giving us three purpose built drug testing vehicles operating in New South Wales. As at 30 June 2008, we had tested 14,708 drivers for drugs with 352 (or one in every 42) returning a positive reading.

The NSW Police Force drug testing operations have become a model for other law enforcement agencies, with interstate police inspecting our procedures and adopting similar methods for their drug testing programs.

#### New technology supports traffic enforcement

Our traffic enforcement has been enhanced by new technology. The NSW Police Force is installing Lion Intoxilyzer 800 breath analyser instruments into many police stations and random breath testing (RBT) trucks across the state. These 'smart technology' instruments, designed by police for police, are part of our ongoing commitment to providing operational officers with better equipment and more efficient processes. Evidential breath

analysis will allow the capture of more intelligence for planning more effective RBT operations and education campaigns.

We're putting 425 new radar speed measuring devices into our highway patrol cars and integrating them with technology such as in-car video recorders.

Additional hand held LIDAR (light detection and ranging) units are also being rolled out to supplement current equipment.

We have 26 automatic number plate recognition (ANPR) instruments in operation with 718 staff trained to use them. This technology was introduced in December 2005 and since then 17,486 vehicles have been detected and stopped for possible registration and stolen vehicle offences.

## Operation Taipan targets illegal street racing and 'hoon' driving

Under the control of the Traffic Services Branch, **Operation Taipan** police are detecting, disrupting and prosecuting illegal street racers and car hooners. Since its inception in November 2007, Operation Taipan police have arrested 361 people on 798 charges, conducted more than 17,000 breath tests, issued more than 9,500 infringement notices and confiscated more than 50 vehicles.

## Sharing of core messages to address fear and perception of crime

The Police Media Unit continued to provide a high level media liaison service to police and media organisations 24 hours a day, seven days a week. This reporting year we issued 3,178 media releases and provided operational support to senior officers for 221 media conferences. Media liaison officers played a crucial role in informing the community about major events and emergencies around the state, including the Asia-Pacific Economic Cooperation (APEC), New Year's Eve and Australia Day celebrations, the Bathurst races and activities surrounding the Gay &

Lesbian Mardi Gras. This year we provided information for broadcast to the public through the more than 1,000 journalists and newsrooms subscribing to the service.

## We're maintaining the flow of operational information to the media

All police radio communications in the Newcastle/Sydney/Wollongong metropolitan area is now encrypted, stopping criminals and others from listening in on police operations. Our Police Media Unit is maintaining the flow of operational information to the media through the Police External Agencies Transfer System (PEATS). This system provides a direct feed to registered members of the media and their organisations, ensuring they can continue informing the public about major events and incidents in their area.

## We're working with the media to promote our messages and services

The Public Affairs Branch had significant success promoting core police messages and services to the community through involvement with commercial television shows. These programs included the Nine Network's *Missing Persons Unit*, which has consistently won its prime time slot, and the Channel Seven programs *The Force* and *Crash Investigation Unit*, due to air in the second half of 2008.

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

The Public Affairs Branch records footage of major police activities, including drug busts, murder arrests and operations targeting criminal and antisocial behaviour, for distribution to media outlets throughout the state. This financial year the Public Affairs Branch filmed or edited images to accompany more than 189 media releases, graphically illustrating police at work, driving down crime and the fear of crime. The branch produced 53 DVDs, including coverage of **Operation Baraba** at the Bathurst Races and **Operation Contego** (APEC), to support internal training. We also produced our first community service





announcement on crime prevention in Dubbo, for screening on regional television.

The Public Affairs Branch worked with more than 50 production companies, independent film makers and agencies looking to feature the NSW Police Force logo or our staff in their shows, or who were seeking advice on policing or asking to borrow equipment. These productions included the *Crash Investigation Unit*, *Hunted: Solving Australia's Crimes*, *Totally Wild*, *Saturday Disney*, *Home & Away*, and *Crime Investigation Australia*.

### Safety from acts of terrorism in New South Wales

#### We are responsible for prevention and response to all acts of terrorism in New South Wales

The Counter Terrorism & Special Tactics Command (CT&ST) consists of a strong and unified team of specialists and support staff. Four groups within the command provide investigation, management and support across issues specific to counter terrorism, state security and national and international visitor dignitary protection.

Over the past 12 months each of these units has made a significant contribution to the state of New South Wales in their specialist areas, including APEC activities in September 2007, which saw the entire command commit to the success of Operation Contego (the operational name for the APEC Police Security Command).

The CT&ST Command has developed strong links and relationships with other government agencies such as the Department of Premier & Cabinet, the State Emergency Management Committee and the NSW Department of Health. We also have firm working relationships with other emergency services such as the Ambulance Service of NSW and NSW Fire Brigades, the Commonwealth Office of Transport Security, as well as owners and operators of public transport and infrastructure.

The NSW Police Force is a key contributor to the international counter terrorism efforts. We also continue to work with the Australian Federal Police and the NSW Crime Commission to amalgamate counter terrorism investigative efforts in New South Wales. With an officer now deployed to Los Angeles working with the United States intelligence bodies, the command continues to monitor events on a local, national and international level.

### Safety during major events such as APEC and other major events

#### We successfully met our greatest security challenge to date

APEC Australia 2007 was the most significant dignitary protection and security event in Australia's history. More

than 6,000 heads of state and delegates attended over 100 days of APEC related meetings around Australia, which culminated in the APEC Economic Leaders' Meeting (Leaders' Week) in Sydney from 2-9 September 2007. On 10 September 2007 the Premier and Prime Minister joined together in publicly praising the NSW Police Force on the delivery of this security operation.

While providing a safe and secure environment for the APEC meetings in Sydney was our primary responsibility, our goals included minimal disruption to city life and ensuring normal policing services continued undisrupted to the state.

#### We protected the 2007 APEC Leaders' Week

APEC Economic Leaders' Week involved meetings between the leaders of 21 member economies: Australia; Brunei Darussalam; Canada; Chile; People's Republic of China; Hong Kong, China; Indonesia; Japan; Republic of Korea; Malaysia; Mexico; New Zealand; Papua New Guinea; Peru; Republic of the Philippines; The Russian Federation; Singapore; Chinese Taipei; Thailand; United States of America; and Vietnam.

The formal meetings that week principally took place in three venues; the Sydney Convention & Exhibition Centre, the Sydney Opera House and NSW Government House. The week involved more than 35 private/state aircraft movements, the attendance of 42 foreign and trade ministers, 350 business leaders, more than 5,000 support personnel, and 1,500 media officials working from the International Media Centre (IMC).

#### We had been planning for APEC for more than two years

The APEC Planning Group was formed in March 2005 and the APEC 2007 NSW Police Security Command commenced operations on 15 August 2005. In line with previous large scale security operations, separate project teams were formed to address communications, intelligence, tactical operations, risk management, precincts, traffic, human resources, Special Services Group coordination, civil order, business and administration, media relations, logistics, investigations, protection operations unit, legal, geospatial information and multimedia services. With a great deal of government coordination, we also had a strong communication strategy with the public.

A liaison officer at assistant commissioner rank worked in the Office of the Prime Minister as an information conduit between the Prime Minister and his staff and the police operational commander. Precinct commanders at the rank of superintendent were appointed for Bennelong, Sydney CBD, Darling Harbour and Sydney Airport. Venue supervisors at the rank of inspector were appointed for the 26 venues.

Intelligence was a standout success with a strong focus on integration of NSW Police Force intelligence with other

state, federal and civilian intelligence agencies, and the extensive use of field intelligence officers. We established a **Business Liaison Centre** to communicate appropriate intelligence to private sector corporations and the Sydney business community: a model that will be used for all major events.

We adapted the State Transit bus tracking systems to monitor the movements of multiple protected motorcades. We used a number of static and mobile systems to secure those venues adjoining Sydney Harbour. We used jet skis to counteract water borne protest action and to provide high speed response to maritime incidents.

### **We have been planning for World Youth Day**

Once past APEC, Major Events & Incidents Group focused on the planning for World Youth Day in July 2008. The NSW Police Force was able to use the leadership, knowledge, strategies and equipment built during APEC in World Youth Day preparations.

### **Bathurst races and a successful operation**

Western Region police in partnership with the Major Events & Incidents Group targeted crowd control and public order at V8 Supercars as part of **Operation Baraba**. This successful operation was the first in a five year plan to improve public safety at the annual Supercar event.

The Major Events & Incidents Group began planning for the 2007 Bathurst V8 Supercar event several months earlier. The policing response to the event had been measured with consideration given to past public order, violence and alcohol related criminal behaviour. Operation Baraba was a joint policing strategy with a number of commands working together to provide a safe, secure and enjoyable event. This was achieved through multiple strategies, including RTA enhanced traffic operations, Vikings high visibility deployments and proactive interventions at the Mt Panorama circuit.

The operational phase was conducted from 28 September through to 9 October 2007 and included road closures and traffic management; the establishment of checkpoints and vehicle search areas; the introduction of wristband access and identification; high visibility policing within the township and the Mt Panorama circuit; licensing enforcement and public order considerations and strategies.

The policing response was continually reviewed and amended in line with updated threat and risk assessments. The original staffing estimates were adjusted to cover the escalation of identified risks, with the increase in the total number of shifts a result of responding to those.

The operation achieved excellent results with one of its major achievements being a significant reduction in injuries and damage to property. Eighty eight people were arrested for criminal offences, with 120 charges laid for a range of

offences including possession of prohibited drugs, supply of prohibited drugs, possession of fireworks, assault and traffic offences.

In addition 47 people were detected in possession of cannabis and were issued caution notices. Overall 70 people were banned from the event. Off track activity was also policed with 22 licensing breaches detected, more than 14,000 random breath tests conducted and over 900 traffic infringement notices issued.

As a direct result of Operation Baraba, camp grounds and infrastructure was safer for the first time in many years. This clearly defined the operation as one where a culture of excessive alcohol consumption and damage to property was to be changed in favour of a safe, family orientated event.

The results of these strategies were evident in the increased community satisfaction which was achieved due to the partnership of strategies between the event organisers and the NSW Police Force.

### **We've implemented the Event Management Model for CBD sporting venues**

The Central Metropolitan Region is focused on managing the demands that sporting venues create, such as the Sydney Football Stadium and the Sydney Cricket Ground. The Event Management Model provides the region with a succession plan of suitable staff to command at these venues. The model develops less experienced commanders in the planning and coordination of major events through training and shadowing of more experienced commanders. The model has a number of benefits including providing further development opportunities to commanders while reducing the demands placed on the LACs that host the venues.

## **Outlook for 2008-09**

### **In the coming year, we will:**

- Increase community engagement with a focus on vulnerable groups
- Enable local solutions to local problems
- Improve coordination of visible authority
- Target antisocial behaviour
- Target traffic enforcement
- Encourage responsible driving and responsible behaviour on public transport
- Provide safety from acts of terrorism in New South Wales
- Provide safety during major events such as World Youth Day and other major events





## Section Three

# COMMUNITY & PARTNERSHIP

This reporting year we continued to support victims; we further built partnerships with Aboriginal communities; improved community networks and information; improved community partnerships through working together on the State Plan; and we focused on improved customer service, now a key measure of our success.

### In this section

- 29 Supporting victims
- 30 Building partnerships with Aboriginal communities
- 30 Improved community networks and information
- 34 We're building improved partnerships through the State Plan (R1, R2, R3, R4, S7, F3, F4, F6, F7)
- 38 Customer service

### Community, partners and the State Plan (R1, R2, R3, R4, S7, S8, F3, F4 and F8)

This year community and partners has been strengthened through the State Plan. The NSW State Plan was developed from extensive community feedback. It strategically focuses agencies on working together as partners (partner responsibilities under R2, R4, S7, F3, F4, F6, F7) and commits to improved customer service within government agencies (S8).

#### WHAT WE WANT TO ACHIEVE:

##### TARGETS:

- Improved customer service
- Meet partner obligations/strategies under the State Plan

##### CORE STRATEGIES EMPLOYED:

- Supporting victims
- Building partnerships with Aboriginal communities
- Improved community networks and information
- Improved partnerships under State Plan (R1, R2, R3, R4, S7, F3, F4, F6, F7)
- Improved customer service (S8)

#### PERFORMANCE AND RESULTS:

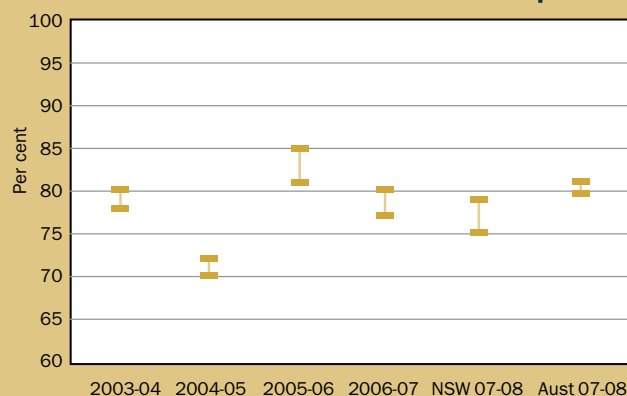
Public satisfaction with police and policing services remains high. There was no change in the percentage of people satisfied with:

- policing services generally (61-64%)
- last contact with police (75-79%)
- police dealing with public order problems (50-53%)
- police support for community programs (55-58%).

Similarly, the percentage of people who agree with the following remained unchanged:

- police perform their job professionally (75-78%)
- police are honest (73-76%)
- police treat people fairly and equally (63-66%).

#### Satisfaction with last contact with police



Source: National Community Satisfaction with Policing Survey



State Plan strategies of supporting victims, building partnerships, improving community networks, and improving customer service translated into operational results. These strategies in action can be demonstrated through practical examples as illustrated in the following chapter.

### Supporting victims

The NSW Police Force is building stronger victim support in all crime areas, particularly domestic violence.

#### Partnerships and victim support reduce domestic and family violence

At all levels of the NSW Police Force, we are committed to strengthening our response to domestic and family violence by:

- working with partner agencies to reduce domestic and family violence
- targeting repeat domestic violence offenders
- targeting domestic violence hotspots.

Our **Domestic & Family Violence Team** focuses on providing corporate advice and policies, developing and maintaining interagency partnerships, researching best practice methods, monitoring domestic violence hotspots and analysing crime trends including homicide and serious domestic violence assaults. This work is enhanced by the recent recruitment of nine region domestic violence coordinators who provide a link between local service delivery and state wide strategic priorities. These officers manage a range of projects with both government and non-government organisations and the wider community to coordinate an integrated response to domestic and family violence. Quality control of police response to domestic violence is integrated at all levels to ensure a consistent, improved approach.

We continue to be involved in consultative committees at both corporate, regional and community levels, maintaining positive relationships with other key agencies under the framework of the NSW State Plan. These include:

- involvement in the Domestic Violence Intervention Court Model Project with the Attorney General's Department of NSW
- developing a domestic violence framework with the new Violence Prevention Coordination Unit (Office of Women's Policy, Department of Premier & Cabinet).

### Confidence in police remains steady

#### Context

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

#### Desired result

We aim to have the percentage of the community who have confidence in police at or above the national average.

#### Findings

Confidence in police is steady over the five years 2003 - 04 to 2007 - 08 (78 - 80%).

New South Wales is slightly below the range of the national average of 81 - 82%.

#### Future actions under the State Plan for 2008-09

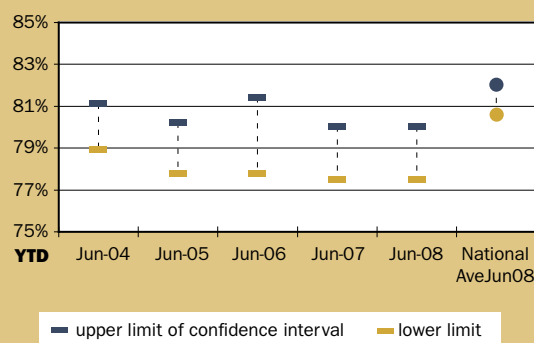
##### We will:

- ensure the right resources are located in the right place at the right time
- continue to coordinate high visibility policing and targeted operations
- free up resources through red tape reduction projects
- improve police capability to respond to crime in support of major events.

##### Note

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

#### Confidence in police



Source: National Community Satisfaction with Policing Survey

#### Improving community responsiveness and police investigations

By working with other agencies at community level, domestic violence liaison officers provide an integrated local response. Local domestic violence committees seek to provide appropriate services to victims, such as housing, health and community services from relevant government agencies in a cooperative, managed approach.

The NSW Government commitment to equip frontline police vehicles with domestic violence evidence kits is continuing. These kits contain still and video cameras to help police record victims' injuries, property damage and victim statements, which we hope will improve court conviction rates.

**The prosecution of domestic violence offenders has been improved with key law reforms**

New laws and procedures implemented in March 2008 are aimed at reducing stress and trauma for victims of domestic violence while a matter is before court. The *Crime (Domestic & Personal Violence) Act 2007* provides police with new powers and streamlines the apprehended violence orders (AVO) application process to better protect victims. Work is continuing on implementing the re-recording of criminal convictions. This will allow police to apply at court to have all convictions reclassified as domestic violence offences. This will give police additional information about past criminal behaviour in respect to stalking and intimidation offences, improving the quality of bail determinations made by police to protect victims of crime. Changes in police powers include extended power of search and seizure for dangerous articles and powers for police to demand the identity of someone they suspect of committing a domestic violence offence.

**New online AVO applications help us to protect victims of domestic violence**

The process for obtaining interim orders has been streamlined, allowing police to apply and obtain interim AVOs 24 hours a day, with an expected turnaround of 30 to 55 minutes. **Children are protected by mandatory inclusion on AVOs.** The improvements in efficiency remove the need for police officers to attend court and apply for a summons, which allows greater scope to respond to the needs of victims.

**Ethnic affairs agreements ensures that an interpreter is present**

The NSW Police Force is a signatory to an agreement with the Community Relations Commission (CRC), which allows police to book interpreters for victims of domestic violence and for offenders on behalf of local courts for all first appearances and mentions.

**Building partnerships with Aboriginal communities**

We are identifying and evaluating Aboriginal initiatives with other agencies, ensuring a focus on victims, families and perpetrators.

**We're improving our relationships with Aboriginal communities**

The NSW Police Force employs 56 Aboriginal community liaison officers (ACLOs) across the state. In August 2007, the NSW Police Force launched the *Aboriginal Strategic Direction 2007 – 2011* (ASD). The ASD contains seven key objectives:

- improve communication and understanding between police and Aboriginal people

- improve community safety and reduce fear of crime
- seek innovation in the provision of Aboriginal cultural awareness and Aboriginal recruitment and retention
- divert Aboriginal youth from crime and antisocial behaviour
- establish an integrated approach to managing Aboriginal family violence (domestic violence and sexual assault)
- develop a strategic response to Aboriginal substance abuse
- reduce offending and over representation of Aboriginal people in the criminal justice system.

Local area commands are responsible for implementing the ASD and must ensure Aboriginal people participate in the development of local Aboriginal action plans. The NSW Police Force has also produced brochures linked to the ASD that provide information to Aboriginal people on a range of issues. These brochures are available on the NSW Police Force website and are handed out by local police.

**Improved community networks and information****We are establishing Community Safety Precinct Committees**

This reporting year we began establishing Community Safety Precinct Committees aimed at reducing crime and the fear of crime throughout the state. These will replace the previously existing Police Accountability Community Team meetings and will be rolled out across the state during the next reporting year.

**We've rearranged LAC boundaries to better address community policing needs**

At the commencement of 2008 the Northern Region Commander formed a working party to explore the feasibility of realigning command boundaries in the Newcastle area to improve operational deployment, response times and better address community needs.

**We won gold at the Sydney Royal Easter Show**

Promotion of policing services to the community included the police stand at the 2008 Royal Easter Show. One of the few free events at the show, our stand won a gold award for community participation.

**The NSW Police Band fosters positive police and community interaction**

The NSW Police Band continues to entertain audiences throughout the state with performances as diverse as Police Remembrance Day and ANZAC Day services to the Hurstville Police Charity Ball, St Mary's Police Station opening, Sydney Royal Easter Show, the St Patrick's Day and Mardi Gras parades, and the Newcastle Jazz Festival.

**Freedom of information is a public affairs matter**

In February 2008 the NSW Police Force Freedom of Information (FOI) Unit moved to the Public Affairs Branch from the Office of General Counsel (formerly Legal Services). The move followed recommendations of the Vickers' Report into Legal Services designed to improve management of FOI determinations. During the reporting year the unit processed 6,223 FOI applications while focusing on efforts to improve efficiency and achieve significant reductions in the backlog of applications.

**Triple Zero (000) calls answered within 10 seconds**

In May 2008 Police Assistance Line (PAL) staff at Tuggerah and Lithgow assumed responsibility for answering all Triple Zero (000) calls, completing a transition process that began in January 2005.

Contacts	2005-06	2006-07	2007-08
Triple Zero (000)	509,296	674,052	706,202
PAL 131 444	491,692	506,604	518,200
Hold up alarms	21,125	19,035	16,789
Alarms	65,994	63,720	64,020
Crime Stoppers	33,880	35,967	40,592
Customer Assistance Unit	27,092	18,620	17,458
<b>Total</b>	<b>1,149,079</b>	<b>1,317,998</b>	<b>1,363,261</b>

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

**Triple Zero (000) awareness campaign**

In August 2007, the NSW Police Force was part of a group including Telstra, the Australian Communications & Media Authority and other emergency service organisations established to build awareness of the Triple Zero (000) service, the correct number to use, and to educate the community about when to use the service and which emergency organisation will respond. As part of the campaign, the children's group The Hooley-Dooleys was engaged to develop a TV advertisement directed at young children while John Doyle (who performs as Roy Slaven) provided his services for radio and TV advertisements aimed at more mature audiences.

Subsequent research has identified a strong awareness of the Triple Zero (000) service since the campaign ran in newspapers and on the internet, radio and television.

**Crime Stoppers – saving the number on your speed dial**

Friday 15 February 2008 was National Crime Stoppers Day when people were encouraged to save the 1800 333 000 Crime Stoppers phone number in their mobile phone, home and business speed dial memories. Using the slogan *Save the Number to Save the Day*, the campaign was an initiative of Crime Stoppers NSW and the NSW Police

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

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

**Desired result**

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

**Findings**

While the NSW Police Force remains above the target of 10 minutes, we have reduced the time taken to respond for 80% of urgent jobs decreased by 45 seconds to 11 minutes and 40 seconds during 2007-08. Police responded to 102,790 urgent jobs during the year (down by 10% from 2006-07). Police dealt with 903,682 non-urgent jobs in 2007-08 compared to 883,792 jobs in 2006-07. 80% of non-urgent jobs were attended in 1 hour 8 minutes (target is to work towards one hour).

**Future actions under the  
State Plan for 2008-09**

We will:

- respond to calls within a reasonable time
- continue to work towards response targets
- provide professional customer service.

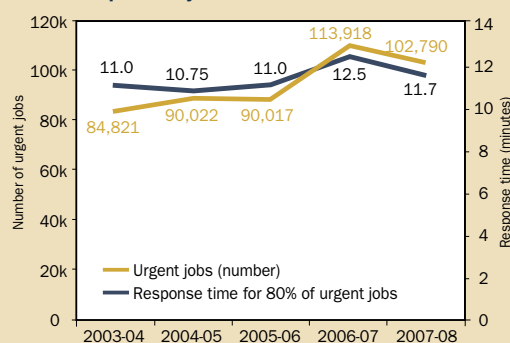
**Table 8 Response to calls for assistance**

	2003-04	2004-05	2005-06	2006-07	2007-08
Number of urgent duty calls (000)	84,821	90,022	90,017	113,918	102,790
Urgent calls: – 50%	5.5 min	5.5 min	5.5 min	6.0 min	6.0 min
– 80%	11.0 min	10.75 min	11.0 min	12.5 min	11.7 min
Number of non-urgent duty calls	867,491	866,543	893,958	883,792	903,682
Non-urgent calls: – 50%	19.75 min	20.5 min	20 min	24.3 min	22.4 min
– 80%	50 min	55 min	55 min	64.0min	68min

*Source: NSW Police, Computerised Incident Dispatch System (CIDS).*

**Note**

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

**Response to jobs**

Force, and has now been adopted nationally. The Day has increased awareness of the Crime Stoppers number throughout the community and seen a 16% increase in calls to the service. It has also resulted in a regular programme on Radio 2UE, Sydney where information on Crime Stoppers activities is publicised by members of the NSW Crime Stoppers Board.

### We're communicating with the New South Wales public

The Public Affairs Branch has aligned its strategic plan with the *NSW Police Force Corporate Plan 2008 - 2012* and the NSW State Plan to more effectively focus on the goal of creating a safe and secure New South Wales through effective communication.

### We're communicating with the public online

The NSW Police Force web site ([www.police.nsw.gov.au](http://www.police.nsw.gov.au)) continues to be an important source of information for the public on NSW Police Force developments and activities. By 30 June 2008, the Most Wanted section alone had received 57,042 hits. We're also working with Google to translate the police site into 12 languages at a press of a button, assisting those in the community from diverse ethnic backgrounds.

#### WHO TO CALL:

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

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

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

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

The screenshot shows the NSW Police Force website with the following elements:

- Header:** New South Wales Government, NSW Police Force, and a 'Skip to content' link.
- Navigation Menu (Left):** Home, About Us, Community Issues, Recruitment & Education, How to..., Can you help us?, News, Contact Us.
- Main Content Area:**
  - NEW SOUTH WALES POLICE FORCE:** A statement of commitment to reducing crime and fear.
  - SAFETY:** Internet Safety, Safe Party, Crime Prevention, Drugs, Domestic Violence.
  - SERVICES:** Criminal Records, Security & CAPS, Missing Persons, Your Local Police, Firearms.
  - ACTIVITIES:** New law on laser pointers, Register your business's CCTV, Remember nights out for the right reasons.
- Police, Fire, Ambulance Triple Zero (000):** In an emergency.
- Crime Stoppers 1800 333 000:** Report crime anonymously.
- Police Assistance Line 131 444:** For non emergencies.
- COUNTERING TERRORISM:** SECURE NSW logo.
- National Missing Persons Week - 3-9 August:** A message about communication and a photo of a person.
- Crime Prevention Tip:** A tip about securing garages with roller tilt and panel lift doors.
- Police Station Search:** A search bar for suburbs, towns, or postcodes.
- Police Recruitment:** A 'JOIN TODAY' button.
- Help Solve Crime:** A 'Rewards Offered' button.
- Most Wanted:** A button to view wanted posters.
- Police Assistance Line Statistics:** Performance Statistics for 21-27 Jul 2008, showing Total Contacts: 12,251 and Grade of Service: 73%.



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

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

**Our commitment to people with disabilities**

The *NSW Police Force Disability Action Plan* is in the final stages of completion and will be launched by the end of 2008. In the interim, we continue to meet our reporting obligations under the *Disability Services Act 1993*. The new Disability Action Plan will be informed by the new guidelines prepared by the Department of Ageing, Disability & Home Care. It will be monitored and reviewed by the NSW Police Force's Disability Advisory Council and the various commands responsible for its components.

**We have established the NSW Police Force Disability Advisory Council** to advise the Commissioner on key issues and appropriate strategies surrounding police interactions with people with disabilities. Members are selected through an open expression of interest process and meet up to four times each year. The first meeting, in August 2007, was chaired by the former Commissioner Ken Moroney, AO, APM. One significant outcome has been the establishment of disability contact officers at the inspector level at all local area commands.

We have also extended our commitment to people with disabilities through:

- expanding the Criminal Justice Support Network
- continuing the Disability Awareness Training Package under the Mandatory Police Continuing Education scheme

- developing the project 'Repeat offenders with an intellectual disability' with the Department of Ageing, Disability & Home Care. This has produced a screening tool for detecting the presence of intellectual disabilities along with draft referral and operating procedures for each agency to use when working with offenders who have an intellectual disability
- continued representation on various interagency groups where disability issues arise: Intellectual Disability & the Criminal Justice System Senior Officers' Group (SOG); the Complex Needs Management Group; the Housing & Human Services Accord; Mental Health SOG; and the Justice Disability Council
- developing a final draft of a memorandum of understanding with the Office of the Public Guardian and the NSW Ambulance Service to clarify respective roles when a person under guardianship needs to be moved for their own safety
- expanding our Vulnerable Communities Knowledge Map to include training resources, contacts and links to relevant articles on disability issues.

The Mental Health portfolio also includes disability issues where a dual diagnosis exists. The Mental Health Intervention Team is currently trialling a four day education package addressing front line mental health issues and developing the skills, knowledge and abilities of frontline general duties police. Developmental disabilities are a component of this training.

**Ethnic Affairs Priorities Statement is built into police priorities**

Our *Ethnic Affairs Priorities Statement (EAPS) Forward Plan 2006-09* is built into the NSW Police Force priorities for working in a culturally, linguistically and religiously diverse society. This reporting year, the NSW Police Force has:

- continued to advance issues of corporate and local concern through the Commissioner's Advisory Council on Culturally Responsive Policing
- worked with Horizon Theatre through the Innovative Models of Police & Community Training (IMPACT)



Program to design and implement arts based interactive crime prevention workshops for children and young people from culturally and linguistically diverse backgrounds

- focused on measuring cultural diversity risks and performance through field reviews conducted in eight local area commands
- developed a template allowing local area commands to develop flexible local ethnic affairs priorities statements. Trials have been established in Fairfield and Camden LACs
- focused on building strong relationships with community groups through its ethnic community liaison officer program, Cultural Diversity Team and Community Contact Unit under the Counter Terrorism & Special Tactics Command
- established partnerships with local communities and organisations to secure funding for seven local projects under the Human Rights & Equal Opportunity Commission's Community Policing Partnership program to work on strengthening relationships between police and Australian Muslims
- maintained a Cultural Diversity Helpline and intranet knowledge map, an internal online resource for all staff.

### **We're encouraging reporting of homophobic violence and crimes**

The NSW Police Force has a responsibility to investigate hate crimes and support their victims. From the moment an incident is reported, our police officers will endeavour to provide information and support to ensure that individual victims and targeted communities feel confident and safe. We take a holistic approach in our response to hate crimes. In November 2007 the Police Minister launched *Working Together: Preventing violence against gay, lesbian, bisexual and transgender people*, a whole of government strategic framework that will guide the NSW Police Force and other key government agencies to prevent homophobic violence and support victims of hate crimes.

In November 2007 we invited representatives from concerned agencies and groups to meet with senior police, executive officers from community organisations and representatives from other government agencies, to talk about homophobic violence in the Sydney metropolitan area.

In 2007-08 we trained police from key metropolitan commands to identify and respond to incidents that are 'sexual preference prejudice' related. We conducted a comprehensive training program for NSW Police Force gay and lesbian liaison officers who consult with local gay and lesbian community groups to foster confidence in police and encourage reporting of homophobic violence and crimes.

Through our interagency work we provided information and education to the community on issues such as domestic

violence within same sex relationships and homophobic bullying in schools. In 2007-08 we conducted two forums to raise awareness and encourage partnership work in these areas.

### **High visibility policing is one of our strategies to reduce crime and the fear of crime.**

A highly visible police presence is particularly important during Mardi Gras and at other events where members of the gay, lesbian, bisexual and transgender communities may feel more at risk of violence. In 2007-08 our Mardi Gras contingent included over 30 gay and lesbian liaison officers, our corporate spokesperson and a small group of guests from the New Zealand Police Force.

### **We're building improved partnerships through the State Plan (R1, R2, R3, R4, S7, F3, F4, F6, F7)**

We have identified and evaluated local, specialist, corporate and community initiatives and ensured linkages to the State Plan strategies.

### **We're working operationally with other law enforcement agencies to target drug distribution**

Police in the state's Riverina region crippled a major drug supply syndicate operating between New South Wales and the Australian Capital Territory this reporting year.

**Strike Force Elmore** was formed by Cootamundra LAC in August 2007 to investigate the supply of ice in Young and surrounding towns. By September a joint task force was established with the Australian Federal Police. After four months of electronic and physical surveillance, and investigations by undercover police, eight people were arrested (including an 81 year old woman) and charged with more than 60 offences including supply of a commercial quantity of a prohibited drug. During one arrest, which involved heavily armed police from the Tactical Operations Unit and State Protection Support Unit, investigators allegedly seized an amount of ice with an estimated street value of \$200,000 from a vehicle. Throughout the operation police in both New South Wales and the Australian Capital Territory seized 813.69 grams of ice, 11.3 grams of MDMA (ecstasy), 148.15 grams of cannabis and 20 cannabis plants. In addition, a caveat has been placed on more than \$500,000 worth of assets with a view to these being confiscated.

### **Our Rural Crime Investigation Unit is working with National Parks & Wildlife**

This reporting year the Southern Region Rural Crime Investigation Unit conducted a series of joint operations with NSW National Parks & Wildlife (NPWS), ACT Parks & Wildlife and ACT Police Rural Patrol to address illegal hunting, antisocial behaviour and damage occurring in parks and reserves.

**Operation Parks** resulted in two drug related prosecutions, two firearm related prosecutions, 25 police issued traffic infringement notices or cautions, 22 NPWS infringements or cautions for traffic offences on reserved lands, eight NPWS infringements for illegal pig hunting and two NPWS prosecutions for harming protected fauna. In addition five dog hunting breast plates and two dog radio tracking devices were seized, along with three hunting knives.

With the help of Crime Stoppers, the NPWS has designed a sign to be posted in prominent positions in national parks and reserves to facilitate public involvement in the reporting of wildlife and reserved land offences.

#### **Our rural crime investigators have conducted a number of operations**

Our rural crime investigators have addressed offences such as trespass, illegal hunting and rural related thefts in regional areas. The results include charges being laid for traffic and firearms offences, illegal hunting, RSPCA related offences and stock theft.

Police used a proactive strategy to increase community awareness, facilitate the flow of information and provide common sense rural crime prevention material. In the affected areas a letter drop was conducted that included a letter from local police and Crime Stoppers promotional handouts such as gate signs, key rings and stickers sponsored by CGU Insurance. Residents within these rural communities have expressed their appreciation for police efforts and report a greater sense of safety within the area.

#### **Partnerships are supporting a focus on reoffending (R2)**

#### **We're forming partnerships to reduce juvenile crime**

In April 2008 police were called to a high school in Holroyd after reports of a rampage. Police acted quickly

and arrested the offenders within minutes of the call. We have since implemented a number of strategies to reduce youth related crime in the area, and in doing so have formed partnerships with Holroyd City Council, the Attorney General's Department of NSW, NSW Department of Education & Training, and the Department of Premier & Cabinet. We've also gained the support of the Parramatta Eels rugby league team to work with local young people.

#### **Partnerships are supporting reduced antisocial behaviour and public safety (R3)**

#### **We're working with hotels and clubs to reduce alcohol related crime and antisocial behaviour**

The NSW Police Force Alcohol & Licensing Enforcement Command and the development of Crime Prevention Partnerships within selected locations formalised an ongoing operational relationship with the Office of Liquor, Gaming & Racing to allow a coordinated approach to regulation and enforcement.

#### **Partnerships helped contain equine influenza**

Equine influenza was first detected at the Eastern Creek Quarantine facility on 17 August 2007 with an emergency response initiated by the Department of Primary Industries. New South Wales was declared a control area, which immediately prohibiting the movement of horses, horse products and vehicles except under permit.

Through **Operation Gambia**, the NSW Police Force played a pivotal role in this initial response, particularly in the enforcement of movement controls. A number of our units provided exceptional long term assistance to the Department of Primary Industries. Rural crime investigators were tasked to assist the Department of Primary Industries from the initial stages of the operation. These officers were given ultimate responsibility for the investigation and subsequent prosecution of breaches detected in accordance with *Exotic Diseases of Animals Act 1991*.



Recognising the importance of this role, we seconded rural crime investigators with industry knowledge to state and local disease control headquarters. A rural crime investigator was also stationed at the State Emergency Operations Centre in Sydney to coordinate policing activities.

During the peak of the emergency, some 5,000 premises and 40,000 horses were infected with equine influenza. No new infections have been detected in the state since 5 February 2008.

### **Volunteers in policing are supporting our community (R4)**

#### **Our volunteers in policing (VIPs) continue to provide an outstanding contribution**

The unpaid men and women who currently participate in the VIP program across the state play a crucial role in supporting not only the officers of the NSW Police Force, but the victims of crime and their local communities. VIPs are members of the community who are recruited and trained for specific activities supporting the police and the community. Each VIP brings knowledge and skills from their previous experiences and is an important asset to the NSW Police Force. VIPs played a vital and valuable role in APEC 2007 and earned the gratitude of the Commissioner.

### **Building safer roads (S7)**

#### **We're developing laws to better address community concerns about our roads**

We're working with other agencies to more effectively address issues of concern to the community, including illegal street racing and hoon driving. This work includes assisting with the development of new legislation that will increase penalties for these offences, particularly for repeat offenders, while reducing the time police must spend on the resulting paperwork. Penalties could include wheel clamping for set periods up to the forfeiture of offenders' vehicles.

### **Partnerships are supporting the mentally ill (F3)**

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

Through our continued focus on ensuring public safety and reducing crime and violence, the NSW Police Force and other agencies have seen a continued growth in police involvement in mental health related incidents.

Corporately we're focusing on key strategies to review police involvement in mental health incidents. Primarily we

will focus on the transportation of mental health patients, particularly inter-hospital and court to hospital transports.

A memorandum of understanding was signed in July 2007 with the focus on the NSW Department of Health being the primary care providers for people suffering mental illness. The introduction of the *Mental Health Act 2007* sees some major shifts in the areas of responsibilities, with the NSW Department of Health taking more of a lead in some areas. Ambulance Service of NSW personnel are now able to physically detain and restrain people with mental health illnesses, which is one of the key changes in the Act.

### **We're trialling Mental Health Intervention Teams**

Three mental health intervention teams (MHITs) have been established in Eastern Beaches, Penrith and Tuggerah Lakes on a trial basis. One hundred and twenty police have undertaken a four day training program covering such topics as mental illness signs and symptoms, geriatric issues, child and adolescent disorders, risk assessments, officer survival and occupational health and safety issues. These officers wear an MHIT badge, which enables internal and external stakeholders to identify officers trained in mental health issues, as well as being a point of contact for mental health patients. The MHIT initiative is being independently evaluated by Charles Sturt University.

### **Partnerships are embedding prevention and early intervention (F4)**

#### **We're working with young people**

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

Some of our programs include:

- Cabramatta Youth Liaison Officer and Cabramatta Street Team (NSW Department of Community Services) are running a 12 month project that engages adolescents who are at risk of being homeless and/or drug dependent. The aim of the project is to improve police and youth relations in the Cabramatta area, to allow young people a chance to engage in a positive physical activity and to identify positive role models, as well as promoting and fostering amicable relationships within a fun and safe environment.
- With support from the Australian Government Federal Attorney General's Department, Bourke police organises camps, Blue Reeler Movie nights and pool discos. These crime prevention initiatives are a great way to develop relationships between kids and police.



- The *Your Choice* program in Sutherland and Miranda LACs has seen various guest lecturers discuss the harmful effects of alcohol, peer group pressure and goal setting with young people. Their parents are also spoken to in relation to their requirements under the law and how they can assist the police and the community in providing a safe environment for children.

### Crime prevention initiatives with Aboriginal communities

Local area commands are responsible for developing crime prevention initiatives that focus on local Aboriginal communities. NSW Police Force has established a budget through the *Aboriginal Strategic Direction 2007 – 2011* (ASD) to fund these initiatives. The type of program or initiative is usually related to areas of risks identified by the command, and can involve a partnership with government, non-government agencies, and local Aboriginal organisations.

Some examples of current programs:

- NIMBAL – young Koori diversion program
- Aboriginal cadet mentoring program
- domestic violence projects
- Blue Reelers – for Aboriginal families, particularly young people
- Mobile PCYC – diversionary program for Aboriginal young people
- Wanga Idingi, involving Aboriginal youth
- Project Murra – promotes the NSW Police Force as an employer of choice and keeps Aboriginal students in school beyond Year 10
- sporting events organised between police and Aboriginal people.

The success of these programs is not always purely measurable in terms of crime reduction. However, they have been enormously successful in terms of getting police

and Aboriginal people working together in a collaborative partnership, and helping to build mutual respect and confidence.

The ASD budget also provides LACs with funding to promote NAIDOC (the National Aboriginal Islander Day Observance Committee) Week activities, establish Aboriginal Cell Support Groups and support LAC Aboriginal Consultative Committees.

### Pay Before You Pump: A strategy to stop drivers not paying for petrol

In August 2006, Bankstown and Liverpool LACs launched the pre-payment system, *Pay Before You Pump*. Thirty four local service stations participated in this scheme, which saw an immediate decrease in the incidence of drive-offs. With support from the Minister for Police and the Service Station Association, our Crime Prevention Team began promoting this program as a preferred crime prevention strategy to eliminate the incidence of fuel theft.

### Partnerships are protecting our children from neglect (F6 & F7)

#### We investigated an organised paedophile network

Detectives from **Strike Force Pyrmont** worked with Australian Federal Police to arrest nine people on child pornography charges. Strike Force Pyrmont was established by the Child Protection & Sex Crimes Squad to investigate a suspected organised paedophile network operating domestically and internationally. The network was used by its members to share child pornography and other illicit material, identify potential victims and avoid detection by law enforcement agencies. Strike Force Pyrmont detectives employed sophisticated investigative techniques to gather evidence sufficient to execute search warrants in New South Wales and Victoria, arrest network members and stop planned offences against young people.



### Customer Service: A key measure of our success

The State Plan sets a goal of delivering customer friendly services known as Priority S8. The target is to measure, report and improve customer satisfaction with Government services. This reporting year Commissioner Scipione established the Customer Service Program to meet S8 objectives, and the organisation has since adopted a comprehensive and innovative approach to improving customer service.

#### Key achievements during 2008

Initial consultation across the organisation and with members of the community has given new insights as to what our customers expect and need. Four key areas for improvement have been identified:

- being accessible
- keeping people informed
- following up with victims
- being professional and helpful.

A new *Customer Service Charter* (our commitments) and *Practical Guidelines* for all NSW Police Force employees has been drafted. The charter focuses on what the community told us. It is about supporting law abiding citizens and especially the victims of crimes. These documents will be finalised at the end of an exhaustive consultation phase to ensure the input of all our key stakeholders.

The program is driving significant change and the NSW Police Force has plans to train Customer Service Champions: middle managers in customer service management training. Further training will be rolled out to encompass improved customer service training for all NSW Police Force employees. Many of our systems will also have an improved customer focus and undergo continuous improvements.

### Community satisfaction remains steady

#### Context

Under the State Plan priority S8, we are striving to increase customer satisfaction. In accordance with this, police are expected to maintain the rights of individuals, and to treat people fairly and with dignity, while upholding the rule of law.

#### Note

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

#### Desired result

Our aim is to have the percentage of people in New South Wales who are satisfied that police treat people fairly and equally, at or above the national average.

#### Findings

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

### Future actions under the State Plan for 2008-09

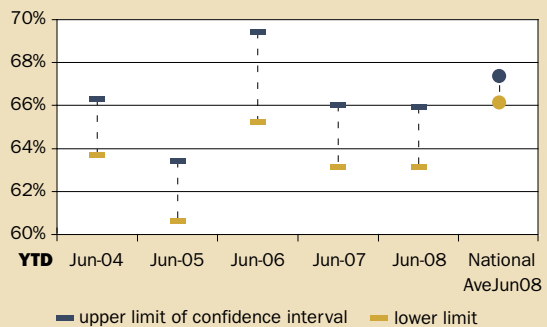
#### We will:

- establish customer service as a priority across the NSW Police Force
- undertake a review of internal investigation processes to manage minor complaints more quickly.

#### Other actions

We will continue to justly apply the *Bail Act 1978* and court diversionary procedures, such as youth cautions and conferences, cannabis cautions and use of criminal infringement notices.

#### Police treat people fairly/equally



Source: National Community Satisfaction with Policing Survey

## Outlook for 2008-09

### In the coming year, we will:

- Respond to calls within a reasonable time
- Provide professional customer service
- Collaborate with community and partners
- Embed prevention and early intervention
- Cooperate and coordinate with other law enforcement jurisdictions
- Rigorously administer legislation and regulations





## Section Four PEOPLE

This reporting year we continued to focus on our people. We enhanced our capabilities through aligning flexible rostering to reduce and prevent crime; delivered professional development of our staff and fostered workforce diversity to reflect our community; built a safe and supportive work environment which progressed a culture of workplace safety; supported our people; and reinforced individual accountability and ethics at all levels.

### In this section

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- 50 The Commissioner has the power to remove police officers from the Force

### People and the State Plan

To promote State Plan strategies and methodologies among police, the State Plan Coordination Unit developed an effective rollout and communication program designed towards NSW Police Force frontline and support personnel, which consisted of tailored presentations and a user friendly intranet website and education package.

#### WHAT WE WANT TO ACHIEVE:

##### TARGETS:

- Maintain mandatory police training
- Development/learning days for civilian staff
- Reduce hours lost (sick, work and non-work related)
- Reduce police turnover (%)

##### CORE STRATEGIES EMPLOYED:

- Building organisation capabilities
- Promoting and developing a safe and supportive workplace

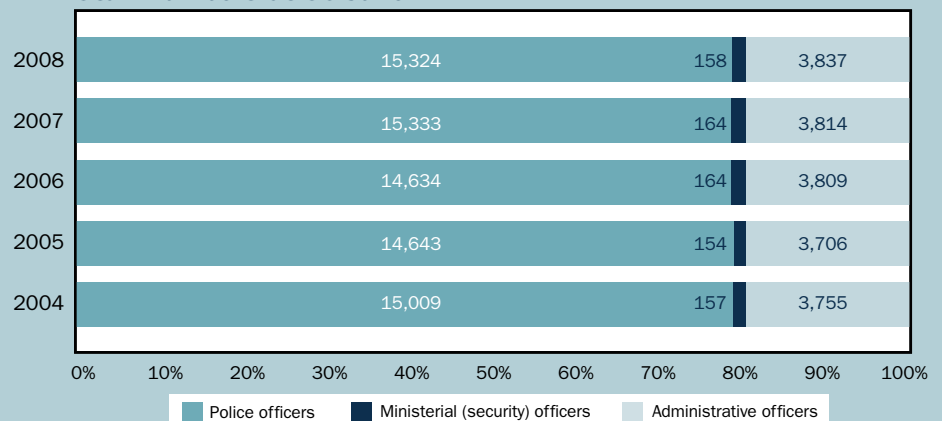
### PERFORMANCE AND RESULTS:

The actual number of police officers has been maintained at a level near our authorised strength.

Turnover – resignation and retirement – of police fell slightly during the year, from 5.2% in 2006-07 to 5.1% in 2007-08.

Approximately 98% of police officers work in operational commands – Field and Specialist Operations.

Staff numbers at 30 June



Source: HR Appendix 3



Under the State Plan enabling strategies, the NSW Police Force is focusing on flexible rostering, professional staff development and workplace diversity. These strategies in action can be demonstrated through practical examples as illustrated in the following chapter.

### Enhanced capabilities

#### Align flexible rostering to reduce and prevent crime

The NSW Police Force recognises the increasing importance of flexible work options and family friendly work practices in maintaining a diverse, adaptive and high performing workforce able to meet current and future policing needs.

NSW Police Force employees continue to have access to a variety of flexible work arrangements to assist them to achieve work life balance such as part time work, flexible working hours, parental leave, family and community service and personal carers' leave.

A working party was established this reporting year to examine a range of issues relating to the impact and management of flexible work practices on operational and specialist commands.

#### We're developing a work environment that suits the needs of our officers, while improving service delivery to the community

In December 2007 the **NSW Audit Office** released its performance report into *Police Rostering: NSW Police Force*. During the 1990s many police organisations began to modify police rosters to better match resources to demand, and to improve the working conditions of officers. The NSW Police Force implemented a flexible roster model across the organisation in 1995.

The focus of this audit was on general duties policing and whether rosters provide for the flexible deployment of

staff, whether rosters meet the needs of the community and victims of crime, and what impact rosters have had on officers and the NSW Police Force.

The Audit Office made a number of recommendations to address issues identified, including a review of the *Flexible Rostering Guidelines* and parameters that have been in place since 1995, and examining the impact of fatigue on our officers.

### Deliver professional development of our staff

#### Scholarship winner studied ways to improve child exploitation investigation techniques

Detective Senior Constable Ann Hogan of the State Crime Command's Child Exploitation Internet Unit, won this year's **Michael O'Brien Memorial Scholarship**. Detective Senior Constable Hogan's research project involved procedures to identify victims of online child exploitation and improve and provide further training and information to NSW police. During her study tour she travelled to France, the USA and Canada, completed the Innocent Images workshop with INTERPOL and an online undercover course with the FBI.

The Michael O'Brien Memorial Scholarship is sponsored by the Commissioner of Police and perpetuates the memory of Detective Superintendent Michael O'Brien, who died in August 1989. The scholarship provides overseas study opportunities in major criminal investigation or investigative support activities for members of the NSW Police Force up to and including the rank of inspector or equivalent.

#### Significant changes have been planned to improve police education and training

This reporting year we reviewed Education Services and the Commissioner's Executive Team endorsed implementing the recommendations from that review, known as **Operation Viente**.



Operation Viente is part of a larger change management, team based approach within the Education & Training Command. The review included administrative procedures, reform of the delivery method for police education, and the establishment of regional training centres, including a training facility at Hurstville.

**Operation Viente recommendations** addressed the key themes of command structure, strategy, human resource management, business administration and reform of the key education and training delivery platforms, with an emphasis on weapons training.

### To be employed as a constable in the NSW Police Force, you must pass the Constable Education Program

Students are awarded the **Associate Degree in Policing Practice** (ADPP) on completion of their studies. The University of Western Sydney's Bachelor of Policing and Charles Sturt University's Bachelor of Justice Studies programs also support the Constable Education Program via distance education.

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

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

### Graduates of the NSW Police College

Over the last 12 months we have attested 725 probationary constables. As at 30 June 2008, 1,236

officers have completed their Associate Degree in Policing Practice with Charles Sturt University and been confirmed as constables. As at 30 June 2008 there are **975 probationary constables** attached to local area commands throughout the state.

To guide and mentor these officers, there are 80 full time education and development officers (EDOs) throughout the state with an additional 40 trained 'back up' EDOs. In addition, 551 officers were trained as field training officers (FTOs) this reporting year to provide field based teaching and support to probationary constables.

We also employ an indigenous lecturer to oversee the Aboriginal issues component of the ADPP. Students undertake lectures in policing and public order, society and law in practice and vulnerable populations as they relate to Aboriginal people and communities.

### Training our detectives

Education & Training Command provided general criminal investigation training to 1,350 police this reporting year. Specialist criminal investigation training was provided to 367 police in areas of sexual assault, child protection, drug investigation, arson investigation and investigation management.

Two hundred and twenty eight police were designated as detectives via the nationally accredited Advanced Diploma of Public Safety (Police Investigations). Up to 250 Police per year attend the Detective Education Program (DEP), a 12 month course that supports the Advanced Diploma in Public Safety (Police Investigations).

## Foster workforce diversity to reflect our community

### Aboriginal employment strategies

We want to achieve an overall employment balance that reflects the diversity of people in the community. Towards this aim, we are in the process of developing a new *Aboriginal Employment Strategy 2008-2011* to facilitate



employment and career development opportunities in a supportive inclusive environment for Aboriginal people within the NSW Police Force. It has the specific aim to increase the number of Aboriginal people recruited into and retained by NSW Police Force and maximise opportunities for Aboriginal employees to enhance skills and pursue career options.

#### **We support school based traineeships in policing for Aboriginal students**

In January 2008 the Murra Project was formed to establish school based traineeships in policing for Aboriginal students from years 11 to 12. The partnership included Lake Illawarra LAC, TAFE NSW, Department of Education & Training, Department of Education, Employment & Workplace Relations and Warrigal Care Employment. The project provides students with 100 days of paid employment with Lake Illawarra LAC and our partner agencies over the course of the traineeship, while at the same time completing a Certificate III level qualification for recruitment to the NSW Police College.

#### **We're supporting flexible bridging courses for adults**

The **Indigenous Police Recruitment Out West Delivery Project (IPROWD)** began in April 2008 and is a partnership between the NSW Police Force and the Western Institute of TAFE. Our aim is to deliver a bridging course for adults (also known as the Vocational & Study Pathways Course in TAFE) that is designed in a flexible learning model. This allows Aboriginal people to obtain the language, literacy and learning skills required for entry into the NSW Police Force. The course is an 18 week Certificate III level course and is fee exempt. It is delivered to students by distance learning using satellite technologies located throughout the Western Region. The technology is available for students in remote locations such as Tiboburra, Wanaaring, Ivanhoe, Goolooga and Enngonia.

We successfully completed our **Structured Training & Employment Projects (STEP)** contract with the Department

of Education, Employment & Workplace Relations this year, having more than met the targets set for the employment of new Aboriginal staff over the last two years with 37 new appointments. A new STEP contract is being negotiated.

#### **We have been specifically marketing to other culturally and linguistically diverse groups**

In an effort to attract members from culturally and linguistically diverse communities to join the NSW Police Force, we have hosted the annual multicultural police career day, attended large expo events and local community group activities, distributed flyers and posters and discussed recruitment over radio broadcasts. We also use an interactive voice recording system for inquiries, with translations available.

**Cultural diversity training** has been offered to police both by integrating it within specialist modules for police training of superintendents, detectives, domestic violence liaison officers and youth liaison officers, as well as tailoring programs to meet the needs of local area and specialist commands. This reporting year we also started to focus on diversity components for recruit training, which will remain a growing priority.

Such recruitment and training initiatives are intended to encourage increased cultural awareness among police and enable the organisation to better respond to our communities while improving relationships to build a safe, harmonious workplace.

#### **We have implemented a number of strategies under our Action Plan for Women**

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





were implemented during the life of the *2004-06 Action Plan for Women in NSW Police Force*.

Some of our achievements this reporting year:

- NSW Police Force employees continue to have access to a range of flexible work arrangement to assist them to achieve greater work/life balance.
- We continue to explore various flexible work options that would improve greater flexibility in women's employment.
- We will, over the next reporting period, focus on a range of strategies that improve the recruitment and retention of women in the NSW Police Force.

The NSW Police Force benefits from a very active Spokeswomen's Network which provides professional development, networking, contributions to policy development, and engaging in initiatives that empower women to achieve career success and gain a greater voice.

The Spokeswomen's Network has been proactive in its organisation of local development days for women in various regions. The number of women attending these sessions has led to an increased knowledge in flexible work arrangements and opportunities for career development.

In August 2007 a number of women were sponsored to attend the Australasian Council of Women & Policing (ACWAP) Conference in Melbourne. A number of women

from NSW Police Force were recognised by ACWAP with awards for their outstanding achievements.

In February, the Commissioner recognised Senior Constable Justine Housego from Newtown LAC with the *2007 Commissioner's Perpetual Award for the Advancement of Women in Policing*. Senior Constable Housego was nominated by her command as a superior role model. She is a woman in general duties policing who balances her passion for policing with her love of being a mother.

The NSW Police Force website: [www.police.nsw.gov.au](http://www.police.nsw.gov.au) provides further information about women, family and domestic violence, and victims.

**We are encouraging a work environment that is safe, fair, equitable and free from harassment and discrimination.**

Our *Equal Employment Opportunity (EEO) Management Plan 2007-08* represents the organisation's ongoing commitment to improving equity and diversity in its workforce and aims to establish:

- A diverse and skilled workforce
- Improved employment access and participation by EEO groups
- A workplace culture displaying fair workplace practices and behaviours.

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

#### Percentage of total staff<sup>1,2</sup>

EEO target group	Benchmark or target	2004	2005	2006	2007	2008
Women	50%	33%	33%	34%	34%	34.0%
Aboriginal people & Torres Strait Islanders	2%	1.5%	1.9%	2.0%	2.1%	2.1%
People whose first language was not English	20%	2%	3%	4%	5%	6.0%
People with a disability	12%	2%	2%	2%	1%	1.0%
People with a disability requiring work-related adjustment	7%	0.7%	0.6%	0.6%	0.5%	0.5%

#### Distribution Index<sup>3</sup>

EEO Target Group	Benchmark or target	2004	2005	2006	2007	2008
Women	100	86	88	88	90	91
Aboriginal people & Torres Strait Islanders	100	89	94	96	96	97
People whose first language was not English	100	76	84	85	84	85
People with a disability	100	114	112	112	113	112
People with a disability requiring work-related adjustment	100	113	111	109	111	111

Notes: 1. Staff numbers are as at 30 June. 2. Excludes casual staff. 3. A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.



Following the release of Chris Ronalds' *Report on the Inquiry into Sexual Harassment & Sex Discrimination in the NSW Police Force*, we have been implementing a range of initiatives to ensure the principles of equity and diversity are consistent with, and integral to, achievement of NSW Police Force objectives.

This reporting year we:

- established a new Workplace Equity Unit to develop, implement and evaluate equity and diversity programs and strategies
- created dedicated positions of regionally based workplace equity officers to provide support and advice for both managers and staff, and to resolve equity concerns at the lowest possible level
- finalised and promulgated the new policy on *Harassment, Discrimination & Bullying* to ensure a clear commitment to zero tolerance of such behaviour in the workplace
- commenced training across the state, with presentations and awareness raising sessions relating to the Workplace Equity Unit, the role of the workplace equity officers and the new policy
- established a new equity intranet site for the information of all staff
- identified 118 employees accredited to receive payment under the Community Language Allowance Scheme, making 27 languages available.

### A safe and supportive work environment

#### We're building a culture of workplace safety as an organisational priority

We continue to build safety awareness and reinforce a positive safety culture by integrating safety into training and promotion requirements for all levels of

the organisation. Attendees are able to demonstrate competence in implementing their safety obligations, complying with legislation and preventing injury. To reinforce key safety messages, an internal Annual Safety Award now recognises excellence in developing and implementing solutions to identified health and safety issues.

#### We sponsored the National Police Safety Benchmarking Forum

Safety professionals from all Australian policing jurisdictions met in Sydney this reporting year to benchmark performance, share best practice, discuss issues and identify projects that could benefit from national collaboration. The resulting information sharing has led to emerging safety concerns being solved across jurisdictions. We also held an Occupational Health & Safety (OHS) forum in December 2007 to improve safety culture and communication throughout the NSW Police Force through better use of internal OHS committees.

#### We're focused on continuous safety improvement

We have revised our safety risk management processes and developed a comprehensive framework to improve how we manage safety risk throughout the state.

#### We're working with the Police Association of NSW on effective fatigue management strategies

Our goal is to provide a structured, risk based approach to fatigue management to ensure employee welfare both on and off duty. This joint project analysed the planned and actual working rosters for a sample of officers to provide comparative fatigue information. From this we developed fatigue management guidelines, educational material for all employees and appropriate tools for managers and supervisors to enable the successful management of the rigours of shift work.



### We have improved injury management practices

We have implemented a number of strategies this year to improve our performance surrounding workers' compensation, sick leave and restricted duties. We have focused on early intervention and have introduced new injury notification processes, an accountability framework and governance processes. Our achievements have included:

- a 30% increase in the number of injury notifications reported within the legislative timeframe
- a 5% increase in the number of officers returning to pre-injury duties
- approximately 65% of officers return to full or restricted duties
- a 10% reduction of officers referred for medical discharge.

### We're performing well in returning injured staff to work

We're performing better than average for the Treasury Managed Fund (TMF) regarding placing injured workers into suitable duties within two weeks of medical clearance. We have also met the targets set by the Department of Premier & Cabinet relating to the number of officers still off work at eight, 12 and 26 weeks following injury, and are performing significantly better than other TMF agencies.

### We have revised both our safety and injury management policies

We have also:

- developed guidelines for managing officers at risk of self harm
- developed bushfire standard operating procedures in relation to officer's safety equipment
- revised medical standards for new recruits.

### We're focused on reducing the impact of trauma and distress

We are implementing initiatives aimed at reducing stressors, improving resilience and communication, and increasing the breadth, quality and awareness of support programs.

One hundred and sixty five of our leaders attended eight workshops with the Black Dog Institute between July and December 2007. These workshops aimed at educating our leaders in the early detection of mental distress in their workplaces, and improving management practices for staff who develop early signs of mental distress.

### Workers compensation: We continue to improve our performance

There were no **WorkCover** prosecutions or prohibition notices imposed during this reporting year. However, WorkCover issued nine improvement notices for safety concerns at two locations, and all have been actioned.

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

Cause	2005-06	2006-07	2007-08	Difference 06-07 and 07-08
Body stressing	3.09	4.09	2.99	-1.10
Being hit by moving objects	4.28	4.06	3.83	-0.23
Falls, trips and slips of a person	2.36	2.52	1.75	-0.77
Mental stress	2.07	2.26	2.28	+0.02
Other and unspecified mechanisms	1.48	1.82	2.21	+0.39
Biological factors	0.65	1.26	1.03	-0.23
Chemicals and other substances	0.36	0.31	0.32	+0.01
Heat, radiation and electricity	0.06	0.09	0.05	-0.04
Sound and pressure	0.06	0.05	0.04	-0.01
Hitting objects with a part of body	0.82	0.77	0.58	-0.19

*Note: We have reported on those incidents that resulted in an injury which was reported to our insurer, Allianz. The data presented are per 100 employees to allow comparisons between commands, police locations and years.*

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

Significant and non-significant claims comparison for claims reported in 2005-06, 2006-07 and 2007-08

Claim type	2005-06	2006-07	2007-08	Difference	Percentage
Significant	1,890	1,598	1,686	88	5.51
Non-significant	1,072	1,033	1,156	123	11.91
Total claims	2,962	2,631	2,842	211	8.02

Our **workers compensation premium** for 2008-09 has decreased by 11%. This is due to a number of factors driven primarily by improved injury and claims management practices. We received 2,842 workers compensation claims for injuries sustained on duty, which equates to 17.3 per 100 staff. This compares to 17.2 per 100 staff for the same period last year. As an organisation we are constantly working towards reducing these numbers.

We conducted 15,063 **random alcohol tests** (98.2% of sworn officer strength equivalent) of which seven were positive. Compared with last year, this showed a 37% increase in tests conducted, with a 56% reduction in detections. We conducted 2,381 **random drug tests** (14.8% of sworn officer strength equivalent), one of which was positive for cannabis. Compared with last year, this showed a 5% increase in tests conducted, while detections remained at one.

We continued our program of random alcohol testing of students and this year conducted 2,196 tests with 27 positive results. We conducted 151 random drug tests for students with none testing positive. Legislation introduced in February 2007 requires that we report on the number of tests conducted for **steroid use**. Three tests were conducted during this year with no positive results.

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

The NSW Police Force continues to focus on injury management and early return of officers to work. Strategies implemented this year include an electronic notification of injuries system and the requirement for injury management staff to contact all injured officers within 24 hours of the notification being received. Injury management staff also have a requirement to maintain fortnightly contact with affected officers. This contact is in addition to the welfare support provided by the command.

Injury management staff liaise closely with the nominated treating doctors to encourage return to work and aim to ensure that suitable duties are provided within one week of an officer being certified fit to return to work. In addition, monthly reviews are conducted to ensure officers are progressing appropriately.

Twice a year the Human Resource Command reviews the management of sick leave, both short term and long term, within each command. The focus is to work in partnership with the commands to support the consistent application and implementation of sick leave policy. We also identify positions within the organisation which may be offered to persons who are unable to return to full duties.

## Supporting our people

### We reviewed our free counselling service, the Employee Assistance Program (EAP)

This reporting year we invited tenders for an enhanced service focused on improved responsiveness to the needs of our staff. A new provider commenced in March 2008 to assist staff and their immediate families with problems such as emotional stress, marital or family issues, workplace conflict or anxiety and depression. It also provides managers with advice in managing a range of workplace situations. This reporting year 1,116 employees and 182 family members used the EAP counselling services. The majority of concerns were of a personal nature, with 43% being early intervention for work related matters.

When an officer or group of officers is involved in a traumatic event we provide them with the opportunity to discuss it with a qualified psychologist. We also follow up on how the event impacts on them in the following weeks. This reporting year, following an internal review, we outsourced this service to an organisation with a **dedicated trauma team**. During the year this external group responded to 317 requests for debriefing as a result of attendance at a traumatic incident.

Our **Wellcheck program** continues to form part of the psychological screening process for employees working in the highest risk areas. Wellcheck provides assistance to reduce the risk of psychological harm before issues escalate. As at 30 June 2008, 992 sworn and administrative officers were enrolled in the Wellcheck Program.

There are approximately 1,100 trained peer support officers who continue to provide support for their colleagues in the workplace. **Police chaplains** provide counselling and pastoral care, including support to police at emergency situations.

### We implemented a new promotions process

The implementation of the new police promotion system continued throughout the reporting period. Promotion lists for all superintendent and inspector ranks have been finalised and nine appointments at superintendent level have been made.

The 2008 process has commenced with the pre-qualifying assessments and examinations completed for all ranks, and the sergeant level eligibility programs commencing at the NSW Police College, Goulburn.

### We have improved pay and conditions for staff

In accordance with the *Crown Employees (Police Officers – 2005) Award*, all police received salary increases of 2% on 1 July 2007 and 1 January 2008. New salary structures introduced for sergeants, inspectors and superintendents incorporating the former ranks of chief inspector and chief

superintendent in July 2006 have been fully implemented enabling transfers between commands to be more easily accommodated.

Salaries for administrative staff as provided within the *Crown Employees (NSW Police Administrative Officers & Temporary Employees – Salaries 2006) Award* provided an increase of 4% from 1 July 2007.

### Our Code of Conduct & Ethics and Statement of Values

The *Commissioner's Statement of Professional Conduct* was issued in 2005 to assist NSW Police Force employees in understanding the standards of professional conduct expected of them. The Statement was intended to be read in conjunction with the revised *Code of Conduct & Ethics*, issued in 2006.

The *Code of Conduct & Ethics* and the *Statement of Values* are now established documents and have been acknowledged by all employees. They are expanded and fully explained in the *Standards of Professional Conduct* booklet available to all staff on the intranet site. Accordingly, the *Commissioner's Statement of Professional Conduct* was retired in April 2008.

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

Often the most effective way to resolve customer service matters is to talk to us. Improving our customer service to the community is a priority for the NSW Police Force. However, if you need to complain about NSW Police Force employees, you can contact the **Customer Assistance Unit** on ph: 1800 622 571. You can also visit your local police station.

**To lodge a formal complaint** you must do so in writing. Written complaints can be left at or mailed to your local police station, or mailed to the Customer Assistance Unit at PO Box 3427, Tuggerah, NSW 2259. Or you can lodge

a complaint online at [www.police.nsw.gov.au](http://www.police.nsw.gov.au) (under "How to..." in the left side menu).

You can also complain about the conduct of NSW Police Force employees through the **NSW Ombudsman** ([www.ombo.nsw.gov.au](http://www.ombo.nsw.gov.au)) or the **Police Integrity Commission** ([www.pic.nsw.gov.au](http://www.pic.nsw.gov.au)). In most circumstances complaints received by these agencies will be referred to the NSW Police Force to resolve.

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

### Local commanders and managers are responsible for the management of complaints

Within each command, **Complaint Management Teams (CMTs)** provide advice, supervision and direction to ensure that complaints are dealt with in a timely and effective manner. CMTs comprise the commander or manager, an executive officer, a crime manager (or equivalent) and other specialist staff as required.

### Complaints management is supported by the Professional Standards Command

The Professional Standards Command (PSC) has developed a number of resources for CMTs and provides consultancy services; provides specialist investigative advice and resources; conducts audits of complaint records; and reports on trends and performance. The PSC also maintains close liaison with the **Police Integrity Commission** and the **NSW Ombudsman** to ensure that the issues of interest to those agencies are considered within the NSW Police complaint management framework.

### The number of complaints against police has fallen

The total number of complaints against police (from both internal and external sources) decreased by nine percent





Police complaints and issues	2003-04	2004-05	2005-06	2006-07	2007-08	Difference (%)
Complaints received	5,556	5,875	5,801	5,601	5,101	-9%
Internal complaints	2,368	2,583	2,347	2,404	2,175	-10%
External complaints	3,188	3,292	3,454	3,197	2,926	-8%
Issues raised	8,405	9,179	9,286	8,924	7,662	-14%

Note: all figures based on data extracted from C@ts.i on 30 June 2008. Some figures may differ from those published last year. This is due to the late receipt or removal of complaints from the database this reporting year.

Issues raised	2004-05	2005-06	2006-07	2007-08	2007-08	Difference (%)
Arrest	124	156	183	133	131	-2%
Corruption/misuse of office	322	307	349	364	294	-19%
Custody	171	161	205	160	114	-29%
DNA evidence and sampling	3	2	7	1	1	0%
Drugs (other than searches or evidence matters)	138	131	103	88	104	18%
Evidence	242	237	239	200	133	-34%
Failure to observe service standards	310	34	37	35	30	-14%
False complaint	18	20	10	10	2	-80%
Harassment and discrimination	356	362	340	329	245	-26%
Investigations	849	812	817	808	609	-25%
Local Management Issues	2,026	2,951	3,049	3,142	2,922	-7%
Misconduct	175	199	189	188	147	-22%
Misuse of information and information systems	303	378	398	419	365	-13%
Other criminal act or omission (not specified elsewhere)	215	276	274	221	257	16%
Property and exhibits	209	190	173	208	189	-9%
Prosecution	225	226	260	239	167	-30%
Searching	122	125	106	100	65	-35%
Service delivery	1,568	1,471	1,424	1,276	940	-26%
Theft/misappropriation	81	74	77	62	66	6%
Traffic offences	120	127	115	86	94	9%
Unreasonable use of force (including assault)	623	666	664	608	559	-8%
Untruthfulness/lying/dishonesty	129	188	185	176	154	-13%
Use of service resources	76	86	82	71	74	4%
	8,405	9,179	9,286	8,924	7,662	-14%

Note: all figures based on data extracted from C@ts.i on 30 June 2008. Some figures may differ from those published last year. This is due to the late receipt or removal of complaints from the database this reporting year.

in 2007-08 (compared to 2006-07). This decrease was made up of an overall 10% decrease in the number of internal complaints received, while in the same period, the number of external complaints (that is, complaints by the public) decreased by eight percent. The total number of issues identified (a complaint can contain a number of issues) dropped in line with the decrease in complaints, down 14%.

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

Under section 181D of the *Police Act 1990*, if the Commissioner no longer has confidence in an officer's suitability, he has the power to remove them from office. This reporting year, the Commissioner lost confidence in 30 officers, compared with 29 last year. Of those 30, two were reinstated, three were re-employed, 15 still have matters pending with the Industrial Relations Commission, six have settled (other than by reinstatement) and three applications that were made to the Industrial Relations Commission for review of the Commissioner's decision were withdrawn by the relevant officer. One matter was dismissed by the Industrial Relations Commission. One officer appealed to the Full Bench of the Industrial Relations Commission where the appeal was upheld and remitted to a single judge of the IRC for re-hearing. The Commissioner appealed to the Full Bench of the IRC in respect of another officer, which is still pending. The Commissioner issued 88 'show cause' notices pursuant to section 181D(3)(a) during the reporting year. Note: these 'show cause' notices may or may not relate to the 30 officers which he removed in the same period.

During 2007-08, 114 initial complaint matters were dealt with concerning civilian staff and formal discipline action was undertaken in respect of 25 civilian staff.

### We contribute to ethical policing within Australasia

The NSW Police Force continued to contribute to the maintenance and enhancement of ethical policing within Australasia through contributions to the Australasian Police Integrity Forum (APIF). An executive officer attended the 16th APIF which focused on 'Recruitment and professionalism in policing in relation to police conduct' and examined topics including:

- recruitment of staff to internal affairs
- whistle blowing
- proactive targeting of 'at risk' police officers
- unauthorised release of information
- probity and integrity checking
- promoting a professional internal reporting culture
- illicit drug use by police.

## Outlook for 2008-09

In the coming year, we will:

- Continue to align flexible rostering to reduce and prevent crime
- Deliver ongoing professional development of our staff
- Continue to foster workforce diversity to reflect our community
- Progress a culture of workplace safety
- Continue to support our people
- Further reinforce individual accountability and ethics at all levels







## Section Five SYSTEMS

This reporting year we supported improved crime and safety through systems development, enhancement and process improvement. We streamlined procedures and legislation to reduce red tape; improved the usefulness, reliability, accessibility, integrity and value of our information, communication and technologies; we enhanced our internal controls; and promoted good practice within the NSW Police Force.

### In this section

- 53** Improved organisational capability to deliver our services
- 53** Red tape reduction initiatives
- 54** Improved the usefulness, reliability, accessibility, integrity and value of our information, communication and technologies
- 58** We have enhanced our internal controls
- 58** We promote good practice

### Systems and the State Plan

Core service delivery needs to be supported by improved systems and procedures. The 2008 crime reductions, improved safety and significant events have seen many system and process improvements to complement improved service delivery.

#### WHAT WE WANT TO ACHIEVE:

##### TARGETS:

- Increase police deployment to crime fighting and prevention (%)

##### CORE STRATEGIES EMPLOYED:

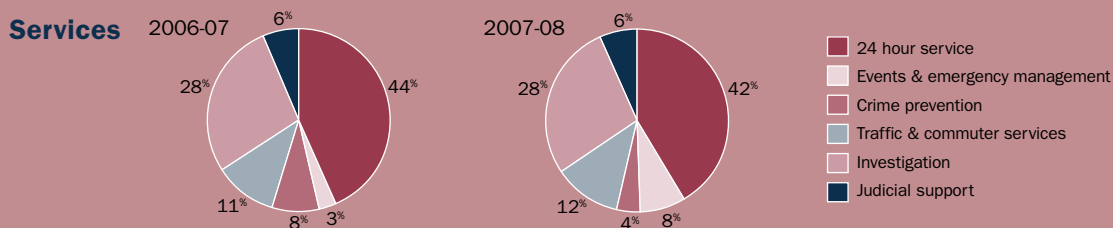
- Streamline procedures and legislation (cutting red tape)
- Improve usefulness, reliability, accessibility, integrity and value of our information, communication and technologies
- Enhance internal controls
- Promote good practice

### PERFORMANCE AND RESULTS:

The Computer Assisted Dispatch System (PoliceCAD) became fully operational in June 2007 and dedicated data links with voice over internet protocol (VOIP) ensures an unbroken service state wide.

Police radios are being progressively encrypted to prevent unauthorised access (listening in) on broadcasts, protecting confidentiality and improving officer safety.

Major Events & Incidents Group (Including Vikings Command) activities have increased and reflects a reclassification of activities from Crime Prevention to Events & Emergency Management. Major events such APEC and World Youth Day highlighted the need to focus specifically on major events management.



Source: Activity Based Information Management (ABIM) system.



Under State Plan enabling strategies the NSW Police Force is streamlining procedures and legislation to reduce red tape; improving our information, communication and technology systems; and promoting good practice. These strategies in action can be demonstrated through practical examples as illustrated in the following chapter.

### Improved organisational capability to deliver our services

#### We're redesigning administration to better support operational policing

The **Corporate Services Efficiency Review** is an ongoing initiative designed to provide a more strategic, focused and efficient delivery of corporate services within NSW Police Force. Key principles for reform include supporting front line police, appropriate resourcing at the local level, enhanced opportunities and raised capability for administrative officers and better designed jobs.

This year the review established the positions of **general administrative support officer (GASO)** at local area commands across the state. The positions combine the duties of three previous roles: general support officer, court process officer and clerical officer. GASOs can be rostered for duty at times of high demand such as afternoons, weekends and court sitting days. This is providing administrative officers with skills development and in some cases promotion while giving commanders greater flexibility to respond to their operational needs.

#### We're continually improving the systems and processes that support operational policing

Operational policing systems developed or enhanced this reporting year include; Criminal Infringement Notices; i@Ask (external agency information request system); integrated licensing; promotions and transfer; Confiscation of Proceeds of Crime; Justice Agencies Exchange project; PCYC Penn Project; Online Injury and Incident Notification; the apprehended violence order (AVO) application system; and the SAP EFTPOS project.

#### We're leading the way in managing outstanding warrants

We're focusing on improved warrant management as a key strategy under the State Plan, with outstanding warrants down by 6,000 as a result of a targeted program begun in February 2007. Our Warrant Unit has developed high level investigative processes that play a key role in researching and locating offenders with outstanding warrants for offences including robbery, sexual assault and serious violence. The unit has also developed warrant management training packages for operational police and worked to improve the exchange of information with external agencies

such as the NSW Department of Corrective Services, Attorney General's Department of NSW, Department of Immigration & Citizenship and Centrelink. As a result of the unit's work, the NSW Police Force was able to enlist support for a national working party on the management of outstanding warrants.

#### We're saving police time by improving the AVO application system

The introduction of the AVO application system was the major deliverable of the **Apprehended Violence Order Legislative Alignment Project**. The new, electronic system improves the way police access and record AVO details, reducing paperwork, improving data integrity and automatically producing statements of service. All domestic violence liaison officers and education development officers have been trained on the system.

### Red tape reduction initiatives

NSW Police Force has effectively driven red tape reduction during 2007-08. There were four core projects in this area including:

- the introduction of the Criminal Infringement Notices Scheme (CINS)
- local court reforms reducing police paperwork in brief preparation
- charge streamlining project
- NSW Police Force Complaints Streamlining Project.

#### Criminal Infringement Notices Scheme

On 1 November 2007 the NSW Police Force rolled out the Criminal Infringement Notices Scheme across the State. CINS allows police to issue an on the spot fine for minor offences, reducing police paperwork and allowing officers to remain on duty on the streets. CINS was piloted in 12 trial locations and evaluated by the Ombudsman in 2005. It was found that CINS would save considerable time for police and the scheme was rolled out across the State.

#### Red tape reduction in local court matters

In November 2007 the police portfolio, in conjunction with the Attorney General's Department of NSW, implemented a suite of red tape reduction measures for local court matters. These included:

- the 12 month trial of 'no briefs' and 'short briefs' for some local court matters, which commenced on 14 November 2007
- complementary reforms streamlining the brief preparation process, including improved police fact sheets, witness listing advices, and changes to when briefs are provided for more serious matters, which commenced on 14 November 2007.

These reforms are being independently evaluated and the results are expected by the end of 2008.

### Charge Streamlining Project

This reporting year, the Premier's Delivery Unit (PDU) with support from NSW Police Force reviewed the police charging process in an attempt to identify potential time saving and red tape reduction opportunities.

The Charge Streamlining Project Report recommended that a number of proposals be implemented as soon as possible. A number of these proposals have been trialled and implemented across the state. The report also recommended that a number of longer term improvements be further investigated by the police portfolio. These proposals will be developed throughout 2008-09.

When taken as a whole, these proposed changes will cut paperwork and administration for police so they spend more time on the frontline, while improving police morale through better job satisfaction.

These changes will also continue to ensure that the current objectives of the arrest to charge process are maintained including quality of evidence for court; rights and safety of a person in custody, including vulnerable people; efficient use of police resources; and corruption resistance.

### NSW Police Force Complaints Streamlining Project

The NSW Police Force has recently introduced a streamlined process for managing complaints. The new procedures have been developed as a result of a review initiated by the Premier in May 2006.

Prior to the introduction of the new streamlined processes, all complaints were referred to NSW Police Force Complaint Management Teams, formally investigated, and then quality reviewed. These processes were applied irrespective of the severity of the complaint, which could contribute to some complaint investigations taking months or longer to resolve.

The complaints handling system now includes a triage process that allows a complaint handler to make some initial inquiries to determine whether a matter is suitable for evidence based investigation, resolution or to be declined. The process will assist commanders to clarify complaint issues, determine the most appropriate way to manage the matters effectively, and to satisfy legislative administrative requirements. The improvements to the system also make it more responsive, flexible and proportionate to the levels of misconduct that can occur.

The new complaints procedures will effectively halve the time taken by police to deal with many complaints. The corporate standard for dealing with most complaints will be reduced significantly, saving time for police in the management of complaints.

**Improved the usefulness, reliability, accessibility, integrity and value of our information, communication and technologies**

### We provide specialised forensic crime scene support for criminal, coronial and incident investigations

A combination of expertise, science and advances in technology enables our forensic investigators to help police solve crime and resolve identification questions. Forensic investigators collect and examine physical evidence from major crime scenes. They also include scene of crime officers who attend volume crime such as break and enters. All forensic evidence is then analysed by scientists and other experts in a variety of disciplines including fingerprint and handwriting comparisons, ballistics, biology, microbiology, criminalistics, engineering, trace evidence, illicit drugs from clandestine laboratories and disaster victim identification.

### We are expanding the use of DNA in criminal investigations

Through ministerial agreements, we can now share DNA profiles with other Australian police jurisdictions via the **National Criminal Identification DNA Database**.

In 2007-08 there were 681 New South Wales crime scenes linked to people in another state. In addition several links have been made in previously unsolved cases.

- In 1995, a body with a bullet wound was found by the roadside in suburban Sydney. A DNA match has now been made with a person currently serving sentences in an interstate prison for murder.
- A fingernail clipping from an unsolved homicide in Sydney in 1991 has provided a DNA profile that linked the crime to a person on the Tasmanian database.
- There were previously no suspects in a sexual assault investigation involving two offenders. A match on the National Criminal Identification DNA database has been made to two people in two states with one of the persons also linked with an unsolved break, enter and steal offence in Sydney.
- A 2004 case in which a man was severely beaten has recently been reopened due to a DNA link with a person serving a prison sentence interstate.
- An empty soft drink bottle found at the scene of a break, enter and steal from a church in 2004 was DNA tested and linked with an interstate profile.

Another national project we're collaborating with other jurisdictions on is the **National Police Reference System**, which will enable Australian police to rapidly share information about warrants, missing persons, apprehended violence orders and warnings. The project is addressing current privacy impediments.

### Our forensic investigators are results driven

In 2007-08 our forensic investigators responded to more than 64,000 crime scenes and incidents, providing analysis and interpretation of forensic evidence at those scenes. In addition, our forensic fingerprint specialists attended 4,575 crime scenes and identified 8,554 persons of interest from fingerprint marks found at scenes. This specialist support may provide irrefutable evidence or the defining link in an investigation.

The **Forensic Armed Robbery Unit (FARU)** provides a 24 hour, seven day response to investigations including armed hold ups and ram raids. This reporting year, FARU attended 1,204 jobs, collected 1,599 fingerprints, identified 271 persons of interests and collected 759 footwear marks at scenes.

In 2007-08 the **Clandestine Laboratory Unit** attended 54 crime scenes and collected 1,307 primary samples. The **Forensic Microanalysis Laboratory** analysed 107 samples for gunshot residue and the Document Examination Section conducted 602 examinations.

This reporting year we established the **Forensic Intelligence Team** to analyse forensic results across command and region borders, linking crimes across evidence types such as fingerprints, DNA and ballistics evidence.

### We provide criminal history record screening for NSW residents

We provide a range of identification services across the justice system, to public sector agencies and to the community such as establishing the identity of people to New South Wales courts; providing criminal record histories for court determinations, employment screenings, visa and adoption applications; and other matters of significance to the community such as identifying missing persons.

In 2007-08 we provided 130,000 national criminal history checks and produced and released 283,000

criminal records for court purposes. We conducted 8,635 fingerprint checks for other government agencies to reduce employment risks. In addition, 16,600 national probity checks were undertaken for volunteers and employees involved in World Youth Day.

### Record high number fingerprint identifications

A total of 12,622 fingerprint identifications relating to 5,567 persons of interest were made during the reporting period. This is the highest number of identifications ever made in one year by the **Fingerprint Operations Branch** in its 105 year history.

### We are re-examining cold cases using modern forensic techniques

The **Cold Case Justice Project** resulted in the establishment of a strike force to reopen unsolved cases of major crime including murder, attempted murder, armed robbery, sexual assault and abduction. As at 30 June 2008, there have been six fingerprint identifications and five DNA links (three from interstate) from reopened major crime cases. This is in addition to the 38 cold case DNA links over the last five years, which led to the expansion of this project.

### Our aim is to ensure we're always at the forefront of forensic investigation methods

Police are already using **Livescan** devices to electronically capture and transmit finger and palm prints in New South Wales for matching against the national database. There are now 126 of these devices in police stations across the state.

The **Interactive Scene Recording & Presentation System** allows police to record every detail of a crime scene and bring it to the court room as a 3D virtual floor to ceiling 'walk through', using advanced photographic techniques, specialised software and equipment such as the Spheron imaging system. This reporting year we purchased an additional Spheron unit for deployment to scenes



throughout the state. This system has been used by police to record more than 91 serious crime scenes including murders, shootings, violent assaults, sexual assaults, explosions, arsons and motor vehicle collisions. Other forensic imaging tools used for investigations include 303 facial identification drawings (COMFIT); 53 posters for court presentation; 100 specialised studio photography for exhibits; 241 computer assisted drawings to assist investigations; 127 surveys of outdoor scenes; and 610 videos of re-enactments or planned operations.

Also in development is a **mobile forensic laboratory**, designed to take forensic science to crime scenes, and the use of automated DNA analysis to help police identify suspects more quickly. In addition, this reporting year we replaced 296 of our traditional 'wet' film cameras with digital technology for photographing crime scenes.

We continue to build forensic capability through the **NSW Police Force Forensic Laboratory**, which opened in December 2006. A significant amount of work is involved such as purchasing specialised equipment; recruiting qualified personnel; developing standards and operating procedures; forging partnerships; and establishing systems and workflows.

Our capabilities now include Biology and Botany; Counter Terrorism & Disaster Victim Identification; Criminalistics; Forensic Microanalysis Laboratory; Chemical Drugs Intelligence Unit; Clandestine Laboratory Unit; Clinical Forensic Medicine Unit; Engineering Investigation Section; Forensic Imaging Section; Volume Crime Fingerprint Laboratory; Specialist Location Recovery; Document Examination Section; and Forensic Ballistics Investigation Section.

### **This year IBIS recorded 41 hits which linked 82 firearm related crimes**

The Integrated Ballistics Identification System (IBIS), introduced in June 2000, enables police to store forensic information on bullets and fired cartridge cases, and make super fast automated comparisons against evidence collected at crime scenes and from confiscated firearms.

A hit means a fired bullet, cartridge case or firearm recovered from one crime scene has been linked to a fired bullet, cartridge case or firearm from another crime scene, including drive by shootings, attempted murders and homicides. As at 30 June 2008, the New South Wales IBIS database contained information on 22,009 fired cartridge cases and 8,318 bullets. Testing of NSW Police Force issue firearms continues as a standard procedure, as does testing for all new and refurbished security industry firearms.

### **Forensic Services Group passes rigorous accreditation process**

In 2008, the Forensic Services Group was commended for its continual improvement philosophy and the high standards of quality by the **National Association of Testing Authorities (NATA)**. Maintaining accreditation standards ensures test results are defensible in court, minimising the risk of failed prosecutions. This reporting year NATA conducted rigorous audits of the forensic sites at Penrith, Gosford, Coffs Harbour, Taree, Albury, Griffith, Queanbeyan, Nowra, Newcastle, Goulburn, Wollongong, Wagga Wagga, Tamworth, Inverell, Bathurst, Dubbo, Broken Hill and the Microbiology laboratory.

### **We are upgrading our computer, information storage and communications networks**

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

- **Mainframe redundancy project** provides significantly improved redundancy for NSW Police Force mainframe computer applications, including the Computerised Operational Policing System (COPS).
- **COPS modernisation project** includes the development of a number of technology based proof of concept projects and the preparation of a comprehensive expression of interest (EOI) document to engage a system integrator. The EOI is expected to be released to the marketplace in July 2008.
- **New Generation Mobile Data Terminals (NG-MDTs)** migrate the entire highway patrol car fleet from CDMA to Telstra's Next G network and begin the development of a proof of concept to deliver increased functionality.
- **Voice over internet protocol (VOIP)** was introduced to 104 police sites across the state, improving performance and reducing the operating costs of the NSW Police Force internal telephone service.
- **Major event support** provided computing and telephony services to the security operation for the APEC forum and Bathurst 1000 car race.
- **Police External Agencies Transfer System (PEATS)** facilitate the flow of information to media organisations according to agreed business rules ahead of the encryption of the police radio network across Sydney, Newcastle and Wollongong.
- **PoliceCAD (computer aided dispatch)** commenced operations on 26 June 2007. During its first full year of operations PoliceCAD managed nearly 2,500,000 Triple Zero (000) and other calls for police assistance. Enhancements to the system have improved redundancy, mapping and functionality to the field and



the operations of police radio (VKG) and the Police Assistance Line.

- **Major upgrades** of services were provided to new or upgraded policing facilities at Lismore, St Marys, Dubbo, Campsie, Mona Vale, Wagga Wagga, Orange, Corrimal and Yamba. 36 minor capital works projects were also completed and more than 3,000 requests for service finalised.

### **We've streamlined our internal structures to provide more efficient and effective technology services to the NSW Police Force**

The new BTS structure separates 'business as usual' activities from our project delivery areas and introduces improvements to key processes and services around client engagement, project management, governance and architecture. As part of the restructure, we have begun a comprehensive program of continuous improvement driven largely by an enhanced BTS statewide service centre.

### **We're upgrading our radio communications network**

Our **Radio Communications Maintenance Program** is replacing and upgrading communications infrastructure. The program will replace outdated base stations, communications infrastructure and equipment, target radio black spots, particularly in areas of rapid development, and update radio dispatch equipment and the car radios and portables used by police in the field.

The NSW Police Force has received NSW Treasury approval for \$16.7 million for radio communications maintenance during the 2008-09 financial year.

### **Radio channel switching is supporting policing and providing critical operational backup**

Our police communications centres in Sydney and regional New South Wales are now using dedicated data links and **voice over internet protocol (VOIP)** to improve operational support and ensure unbroken service. The new links do this by allowing police radio channels to be switched to and operated from any communications centre, either to support large scale policing operations such as APEC and World Youth Day or to ensure uninterrupted coverage during an unplanned outage.

## **Court processes remain steady**

### **Context**

Under State Plan priority R1 – reduction of crime, particularly violent crime, police target repeat offenders and ensure that all offences are professionally investigated and prosecuted. Police are required to submit high quality briefs of evidence to the court to assist the prosecution of offenders. Improved quality of briefs is expected to lead to more successful prosecutions.

### **Desired result**

A higher proportion of offences proven.

### **Findings**

The proportion of offences successfully proven at court remained steady at 87% between 2006-07 and 2007-08. Juvenile diversions increased from 14,535 in 2006-07 to 15,575 in 2007-08. Juveniles are currently diverted to caution or conference in 55% of cases, which is in accord with the requirements of the *Young Offenders Act 1997*.

### **Note**

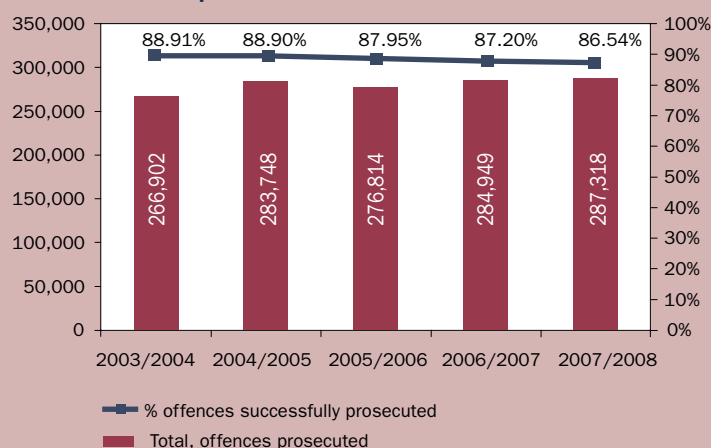
Court results relate to matters finalised in the current period. Delay in the hearing of court matters means that information relates to legal actions initiated earlier. The non-attendance of witness/victim dramatically reduces the chances of success at court. Each legal action may include more than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

## **Future actions under the State Plan for 2008-09**

### **We will:**

- increase the number of trained investigators
- conduct a 12 month trial of standardised statement of facts in lieu of full briefs for some minor offences
- review charging and custody processes to reduce red tape and improve efficiencies
- develop a whole of government domestic and family violence strategy focusing on prevention, early intervention, justice, protection and support for victims
- ensure police prosecutors pursue all available prosecution opportunities for high risk repeat offenders.

**Offences prosecuted**



Source: NSW Police Force, Computerised Operational Policing System

**We've encrypted our metropolitan radio networks, increasing information security**

More than 4,000 police radios in 53 local area commands in Sydney, Newcastle and Wollongong are **now fully encrypted**, preventing criminals and others from listening in on police broadcasts. The **Police External Agencies Transfer System (PEATS)** was launched concurrently with the encryption program to provide registered media organisations and their employees with information about policing activities while ensuring network security is maintained.

Representatives of peak media bodies were consulted extensively during the development of PEATS and ongoing consultation on a regular basis ensures the system continues to deliver information of public interest to media outlets while protecting the privacy of individuals and ensuring the confidentiality of police transmissions.

**We have enhanced our internal controls****We have improved how we manage complaints**

A major review of the complaints system commenced in 2006 and as a result, a new model for handling complaints was developed by the Professional Standards Command for the NSW Police Force. The NSW Ombudsman, Police Integrity Commission and Police Association of NSW performed key advisory roles in the development of the model.

A trial was conducted for six months in 13 commands across the NSW Police Force to ensure that the new model was both effective and efficient. All commands began using the new police complaint triage and resolution processes from 30 June 2008.

**We promote good practice****We established the Office of the General Counsel and the Police Prosecutions Command**

As a result of an internal review, Legal Services was devolved in February 2008. The Office of the General Counsel (OGC) now has responsibility for all civil law matters involving the NSW Police Force and comprises the Commercial Law, Insurance Litigation, Dispute Resolution and Employment Law units. In February 2008 the OGC was expanded to incorporate the Subpoena Unit, Privacy & Discrimination Law Unit and Administrative Law Unit.

**We outsource more legal matters**

The 2006 Vickers Review recommended the outsourcing of more legal matters to private firms and to the Crown Solicitor. Following an extensive tender process, 19 legal firms, including the Crown Solicitor's Office, have been awarded three year contracts to provide legal services in

the areas of administrative law, commercial law, common law, coronial law, employment law, property law and workers compensation law.

**Managing the strategic direction of police properties**

The NSW Police Force provides overall direction for the NSW Police Force property portfolio. The Police Property Steering Committee provides the mechanism for coordination between NSW Police Force, the Ministry for Police and the State Property Authority.

During the 2007-08 financial year, \$13.45 million was committed to minor capital works within our property portfolio, with a total of 20,969 additional repairs and maintenance jobs carried out.

**Major capital works** have included the opening of new police stations at Campsie, Corrmal, Fairfield, St Marys and Lismore with a total investment of approximately \$49 million and the commencement of construction on The Rocks, Wagga Wagga, Dubbo and Orange.

The **minor capital program** has included general refurbishments as well as security upgrades to police stations, and air conditioning upgrades in both police stations and residences. We have continued to implement initiatives with residential housing for police and their families deployed to more remote localities, with a particular focus on delivering suitable housing in both Southern and Western Regions.

This financial year we began to review customer service areas, using the expertise of the Government Architect's Office.

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

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

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

The Computerised Operational Policing System (COPS) is an extensive database that holds information on crimes and other incidents reported to police. Personal details of the people police have contact with are kept on this database for investigative and intelligence purposes. Identifiers such as names and dates of birth, residential addresses

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

This reporting year six applications for internal review were received by our Privacy & Discrimination Unit under the provisions of Part 5 (s53) of the *Privacy & Personal Information Protection Act* (PPIP). Six internal reviews were conducted by the NSW Police Force pursuant to section 53 of the PPIP Act. In respect of these reviews, three applicants sought further review by the Administrative Decisions Tribunal (ADT) pursuant to section 55 of the PPIP Act. These are still the subject of litigation before the ADT. No applications for further reviews were received from the remaining three applicants.

### **We have upgraded our corruption resistance planning processes**

The Professional Standards Command reviewed the corruption resistance planning processes in line with corporate objectives of continuous improvement and identified that:

- corruption resistance planning often failed to address local command issues
- corruption resistance plans often unnecessarily duplicated corporate strategies, especially the Command Management Framework
- documentation of corruption resistance planning and decision making was often absent

- there was insufficient corporate monitoring of and support for corruption resistance planning
- significant variations in the structure of corruption resistance plans made corporate review difficult.

The key objectives of the new process are to ensure quality and consistency in corruption resistance planning while ensuring commands identify and manage local risks. An additional objective is to ensure that the planning process is practical and not unnecessarily resource intensive.

The key features of the new process are:

- it requires commands to think locally
- it is based on Australian / New Zealand Risk Management Standards already familiar to the field
- documentation is a key foundation (files need to be kept)
- duplication of other corporate systems (e.g. CMF) or unnecessary overlap with corporate corruption resistance policies will be discouraged
- plans need to be registered with PSC to allow corporate review.

## Outlook for 2008-09

In the coming year, we will:

- Continue to streamline procedures and legislation (cutting red tape)
- Deliver ongoing improvement in usefulness, reliability, accessibility, integrity and value of our information, communication and technologies
- Continue to enhance internal controls
- Continue to promote good practice



## Section Six LEADERSHIP

This reporting year there have been significant changes in our leadership team. This has seen the State Plan driven from the top with clear direction and changes to our organisation structure and senior staff; these have been supported by our governance structures; improved accountability; and new business planning and audit methodology developments. We have also driven environmentally responsible leadership.

### In this section

- 61 Our leadership team and structure
- 62 Organisational structure
- 63 Our governance structure
- 63 Members of the Commissioner's Executive Team
- 63 The Audit Committee
- 63 Improved accountability
- 64 State Plan priorities are being integrated into day to day activities across NSW
- 65 Environmentally responsible leadership

### Leadership and the State Plan

The NSW Police Force has a new leadership team that is guiding the progress of the organisation towards meeting the goals of the State Plan. State Plan targets and priorities have been incorporated into the performance agreements of the senior executive of the police, and these agreements form the basis of business plans for units and commands. This planning approach is led from the top and has resulted in State Plan strategies being embedded into front line policing practices. We have also driven environmentally responsible practises.

#### WHAT WE WANT TO ACHIEVE:

##### TARGETS:

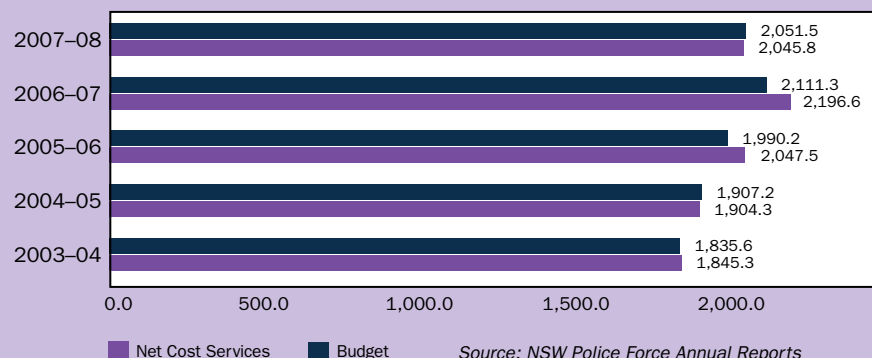
- Commands with a business plan (detailing initiatives and targets)
- Reduce vacant commander and senior officer positions within commands
- Financial result is in line with budget

##### CORE STRATEGIES EMPLOYED:

- Encourage talented, dedicated and innovative staff
- Influence people to achieve community, government and corporate priorities
- Communicate effectively
- Ensure succession planning
- Support delegated authority to make day to day decisions

### PERFORMANCE AND RESULTS:

The new promotions process was implemented this financial year and became fully operational only during the 2008 calendar year. Net recurrent expenditure in 2007-08 was \$5.8 million under budget.





## Our leadership team and structure



**Commissioner of Police Andrew Scipione APM** joined the NSW Police Force in 1980 and was appointed Commissioner in September 2007. Commissioner Scipione is a recipient of the Australian Police Medal for distinguished service, the National Medal, the 1st Clasp to the National Medal, the NSW

Police Medal and the 3rd clasp to this medal. He is also a recipient of the Commissioner's Commendation for Service and the 1st clasp to this award, the Commissioner's Olympic Commendation and a Commissioner's Unit Citation. Commissioner Scipione has been internationally regarded for his work, knowledge and contribution in the area of counter terrorism. Prior to his appointment as Commissioner, he worked as Deputy Commissioner Field Operations and Deputy Commissioner Specialist Operations. As Deputy Commissioner Field Operations he oversaw the planning and delivery of Operation Contego (2007 APEC Leaders' Week) and commenced the planning for Operation Angelus (World Youth Day 2008). His qualifications include a Masters Degree in Management (Macquarie University) and a Degree in Security Management (Edith Cowan University). Commissioner Scipione is a graduate of the FBI Academy, Quantico, Virginia.



**Deputy Commissioner Field Operations, Dave Owens APM** joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Field Operations in December 2007. He has been awarded the National Medal, 1st Clasp to the National Medal, the Australian Police Medal, the NSW Police Medal and the 2nd

Clasp to the NSW Police Medal. He is also a recipient of the Commissioner's Commendation for Service and the 1st clasp to this award, the Commissioner's Olympic Commendation and two Commissioner's Unit Citations. Deputy Commissioner Owens was the Operational Commander for Operation Contego (2007 APEC Leaders Week) and Commander for Operation Angelus (World Youth Day 2008). As Deputy Commissioner, he is the State Emergency Operations Controller and is responsible for overseeing whole of government responses to large scale emergencies. His qualifications include a Graduate Certificate in Management (University of Wollongong), Diploma in Criminology (University of Sydney) and Diploma in Human Resource Management (Sydney TAFE). Deputy Commissioner Owens has also successfully completed the Police Executive Leadership Program at the Australian Institute of Police Management, Manly.



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

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

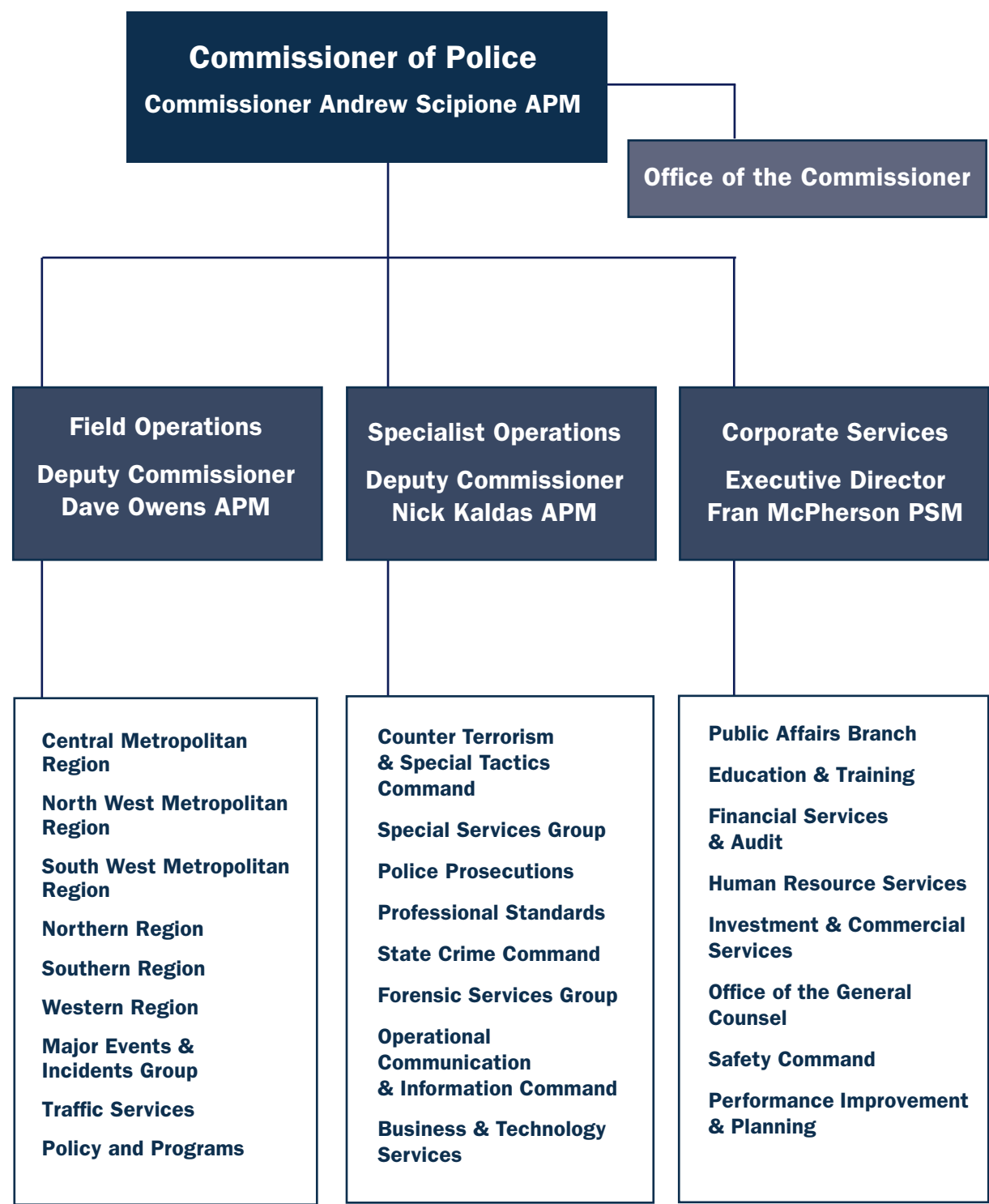


**Deputy Commissioner Specialist Operations, Nick Kaldas APM**

joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Specialist Operations in early 2008. He has been awarded the National Medal, 1st Clasp to the National Medal, the Australian Police Medal, the NSW Police Medal, the 2nd

Clasp to the NSW Police Medal and the Humanitarian Overseas Service Medal. He is also a recipient of the Commissioner's Commendation for Service and the 1st and 2nd clasp to this award, the Commissioner's Olympic Commendation and two Commissioner's Unit Citations. Deputy Commissioner Kaldas commanded the Homicide Squad, Gangs Squad and was the Assistant Commissioner for the Counter Terrorism & Special Tactics Command. In 2000 he led the Crime Management Framework for the Sydney Olympic Games and in January 2004 he was seconded to the Federal Government and deployed to Iraq, then as Deputy Chief Police Adviser to the Iraqi Government under the Coalition Provisional Authority in Baghdad. In late 2005, Deputy Commissioner Kaldas was seconded to the Federal Government and redeployed to Iraq to assist in establishing the Iraqi Special Tribunal. He was a negotiator for over 10 years, achieving national counter terrorist level, and completed the FBI Hostage Negotiators Course in Quantico, Virginia in 1996. He holds a Masters Degree in Public Policy (Charles Sturt University). Deputy Commissioner Kaldas has also successfully completed the Police Executive Leadership Program at the Australian Institute of Police Management, Manly.

# NSW POLICE FORCE ORGANISATIONAL STRUCTURE



## Our governance structure

The Commissioner has primary responsibility for day to day governance of the organisation and is responsible to the Minister for Police for the overall direction and performance of the NSW Police Force. The Commissioner's Executive Team (CET) is the peak decision making body and is responsible for the overall direction of NSW Police Force on behalf of the NSW Government. The role of CET involves:

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

## Members of the Commissioner's Executive Team

**Chair:** Commissioner

**Members:** Deputy Commissioner Field Operations, Deputy Commissioner Specialist Operations, Executive Director Corporate Services

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

**Ex-officio members:** Director, Public Affairs Branch

## The Audit Committee

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

## Improved accountability

### Revised performance and planning arrangements to enhance corporate and command performance

The performance Improvement & Planning Command was created in February 2008 following the disestablishment of the former Commissioner's Inspectorate. The command's purpose is to assess NSW Police Force performance in meeting corporate objectives and to facilitate improvements in corporate performance, capability and compliance. The command coordinates the organisation's response to the State Plan; facilitates corporate planning and command business planning; undertakes analyses and prepares reports on corporate performance; conducts environmental scanning; conducts performance, thematic and compliance reviews; supports internal control and compliance; and enables command self-assessment and management of compliance and performance.

### Our performance framework allows a clear line of sight to community and government goals

A major achievement of the Performance Improvement & Planning Command this financial year was the coordination of a new corporate plan for the NSW Police Force, which came into effect in January 2008. The plan was developed following considerable internal communication and consultation with staff and key stakeholders, including 1,340 staff who completed an intranet based survey. From late May to August 2007 we conducted 48 workshops where 785 staff contributed ideas, priorities and feedback.

The *NSW Police Force Corporate Plan 2008-12* clearly articulates the linkages between the priorities described within the NSW State Plan with the directions outlined in *Directions in Australasian Policing*, the *NSW Police Force Results & Services Plan*, command business plans and individual performance agreements.

The corporate plan has six key performance areas (**Crime, Public Safety, Community & Partners, People, Systems, and Leadership**) which enable a clear line of sight between the strategies and performance indicators used throughout the various plans and performance reports used within NSW Police Force.

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

### Our Results & Services Plan Results Logic diagram clearly explains why and how we deliver our services

The diagram describes the role of the NSW Police Force and the link between our services and the desirable impact they will have on society (results). The Results Logic has been designed to enable the integration of business planning at every level within the organisation. Find it on page 68.

### State Plan priorities are being integrated into day to day activities across NSW

NSW Police Force is the lead agency for NSW State Plan priorities *R1: Reduced rates of crime, particularly violent crime* and *R3: Reduced levels of antisocial behaviour*. In October 2007, the State Plan Coordination Unit was established with the purpose of developing, implementing, monitoring and reporting on State Plan priorities across the NSW Police Force.

To embed State Plan priorities within NSW Police Force, the State Plan Coordination Unit has undertaken a range of activities to effectively align NSW Police Force policy and operations with our obligations under the State Plan. Strategies implemented included integration of State Plan targets into the performance agreements of the Commissioner's Executive Team, and other senior commanders, as well as command business plans; marketing the State Plan through internal communication mechanisms such as presentations, intelligence packages, articles in the internal staff magazine *Police Weekly* and a dedicated intranet site. In addition, we have introduced State Plan material through Computerised Assessment System tests, Six Minute Intensive Training, various course curriculum, e-learning packages, articles in the training publication *Police Issues & Practice Journal* and the new police promotion eligibility program.

The State Plan Coordination Unit reports regularly to the Commissioner's Executive Team and the Minister of Police on the progress of the strategies addressing State Plan priorities R1 & R3 and the implementation of the State Plan across the NSW Police Force.

### We measure performance through the Command Performance Accountability System

In 2007 the Commissioner's Executive Team requested Performance Improvement & Planning Command undertake a review of the Operations & Crime Review process, which has operated in NSW Police Force since 1998. This review has resulted in the development of the Command Performance Accountability System (COMPASS) process, which has been designed to assess the performance of commanders and directors in meeting corporate objectives and expectations. The reform of the former process and the creation of COMPASS was required to:

- ensure the proven concept remains effective
- improve and broaden the organisation's level of accountability
- provide the executive with greater levels of assurance
- enhance the organisation's governance framework
- assist in meeting the recent government level performance, monitoring and reporting requirements
- genuinely contribute to improving corporate performance
- facilitate the communication of strategic directions of the Commissioner's Executive Team.

Each COMPASS forum is made up of the Commissioner's Executive Team and the commands being assessed. It is the peak NSW Police Force forum where commander and director performance is assessed. The forum is a component part of the organisation's monitoring, assessment and reporting framework, regarding the NSW Police Force's obligations to government and the public.





COMPASS will operate as a meaningful accountability forum that genuinely contributes to the assessment and improvement of corporate performance. The primary component and focus of COMPASS is to assess the performance of individual commanders or directors in a series of prescribed performance and accountability categories related to crime management, corporate management and organisational support.

### **Risks are managed locally**

All commands within the NSW Police Force identify and manage local risks using the Command Management Framework (CMF). The CMF is a risk based, self assessment process focused on compliance and is based on the Australian Business Excellence Framework and the Australia/New Zealand Risk Management Standard AS/NZS 4360:2004. It encourages the identification of local risks and the development of locally relevant process controls.

All commands are encouraged to adapt the CMF to their own needs and are supported by the Performance Improvement & Planning Command in its implementation. The 2006-07 financial year saw the command commence a project with Business & Technology Services to develop an automated CMF web based tool. It is anticipated this tool will give commands a greater capacity to monitor and manage local risks and allow region commands greater visibility of compliance issues across New South Wales.

### **This reporting year 120 assumed identities were approved and 75 assumed identities revoked**

The *Law Enforcement & National Security (Assumed Identities) Act 1998* governs the acquisition and use of assumed identities by police and other law enforcement bodies in New South Wales. In accordance with the Act an annual audit of assumed identities was conducted in relation to NSW Police Force assumed identities for the 2007-08 reporting year. The records maintained in relation to these assumed identities record the general nature of duties performed as being physical and electronic surveillance, full and part time undercover duties and witness protection duties. The audit did not reveal any fraudulent or other criminal behaviour.

### **External oversight of the NSW Police Force**

The NSW Police Force acknowledges the need for effective communication with oversight agencies, and works to provide those agencies with accurate and timely information about the organisation and its performance. The Professional Standards Command manages relationships with oversight agencies, coordinates responses to their reports and tracks agreed implementation of recommendations.

The **Police Integrity Commission (PIC)** monitors all complaints investigated by the Professional Standards

Command. At their discretion, the PIC can elect to take over NSW Police Force investigations or to disseminate matters to the Professional Standards Command.

The NSW Ombudsman has a police team that works exclusively with the NSW Police Force. The principal functions of the Police Team are to oversight the investigation of individual complaints about police officers, directly investigate matters and monitor the complaint handling system.

### **We support leadership across all Australian and New Zealand policing jurisdictions**

The Australia & New Zealand Policing Advisory Agency (ANZPAA) is responsible for the provision of policy and strategic advice, research, knowledge management and information sharing across all Australian and New Zealand policing jurisdictions. Formed in late 2007 and located in Melbourne, ANZPAA has amalgamated the functions and funding of 17 former national common policing services, ad hoc committees and working groups to form a central agency.

Reporting to the Ministerial Council for Police & Emergency Management, ANZPAA has a Board comprised of all Australian and New Zealand Police Commissioners, and the heads of the justice agencies from Victoria, the ACT and the Commonwealth and the NSW Police Ministry. Sub committees have been formed to provide advice to the Board on professionalism, science and technology (including forensic sciences) and crime management. Jurisdictional liaison officers support their commissioners in advancing ANZPAA's extensive agenda to achieve policing excellence, consistently, across all jurisdictions.

ANZPAA is a unique and important new direction in Australasian policing and has an extensive program covering areas such as drugs and alcohol; community engagement, (including policing in remote and isolated communities and young people); crime; road safety; workforce planning; science and technology; police professionalism; intelligence and information management; and health and safety. In addition ANZPAA hosts the Police Commissioners' Conference and a series of speakers' forums and seminars.

## **Environmentally responsible leadership**

### **Our environmental contributions are far reaching**

The challenges lie in ensuring that NSW Police Force keeps pace with new developments and new best practices. We strive, through environmental management practices, to:

- reduce energy usage in buildings
- reduce water consumption
- improve waste management

- promote paper recycling
- encourage 'green' procurement where cost effective
- ensure that environmental obligations are appropriately managed and relevant legal requirements are met.

With the construction of any new properties the NSW Police Force always takes into consideration all environmental aspects particularly in relation to energy management and efficient resource usage.

**Police Headquarters in Parramatta** is an environmentally efficient building designed to save energy and resources, and includes natural lighting and cross ventilation. This financial year the NSW Police Force Headquarters has captured more than 21 tonnes of paper and cardboard waste for recycling, which equates to around 68 cubic metres of landfill. Additionally, the design of the building has saved an estimated 378 gigajoules of energy and approximately 498,000 litres of water.

A program for the collection of used printer toner cartridges has been implemented at the NSW Police Force Headquarters. This financial year there have been more than 30 bins collected, each holding between 60 to 100 printer cartridges, which has had a direct impact on reducing the volume of potential hazardous waste and has prevented it from becoming landfill.

We have recently undertaken an energy audit of the Sydney Police Centre and are presently implementing an energy savings action plan.

Fleet Management Services has implemented a vehicle environmental performance plan known as *The cleaner, greener fleet plan*. This plan highlights the need to purchase more fuel efficient and LPG (gas) vehicles and has assisted in the reduction of greenhouse gas emissions. Ethanol blended (E10) fuel is also purchased where available to reduce the number of greenhouse gas emissions produced by the NSW Police Force.

### We use recycled material

We aim to reduce energy consumption and to recycle materials where possible. The NSW Police Force has a policy to purchase recycled printing toner cartridges and recycled paper. This financial year we purchased more than 500 recycled toner cartridges and several thousand reams of recycled paper. Certain uniform garments are also refurbished and redistributed, thereby reducing wastage. The refurbishment and re-issue of these garments alone has saved what would otherwise equate to approximately 60 square metres of landfill.

Approximately 2.1 million rounds of **training ammunition** are used by the NSW Police Force per year. This ammunition consists of brass casings that can be reused between 15 and 20 times. When the reloading process occurs, expired brass primers and casings are sorted and recycled as scrap brass. This amounts to approximately 4.5 to 5.5 tonnes per year. Approximately 25 to 26 tonnes per year is also captured and recycled from used lead projectiles.

### We promote ecologically sustainable development through procurement

During each tender process, prospective tenderers are required to demonstrate their environmental management and performance capability and a commitment to waste management and energy conservation practices. Successful tenderers are then required to detail and demonstrate the measures they intend to implement to improve environmental performance and management. The NSW Police Force has conducted a progressive equipment rollout of liquid crystal display (LCD) flat screens that use around 60% less energy than the older style monitors.

## Outlook for 2008-09

In the coming year, we will:

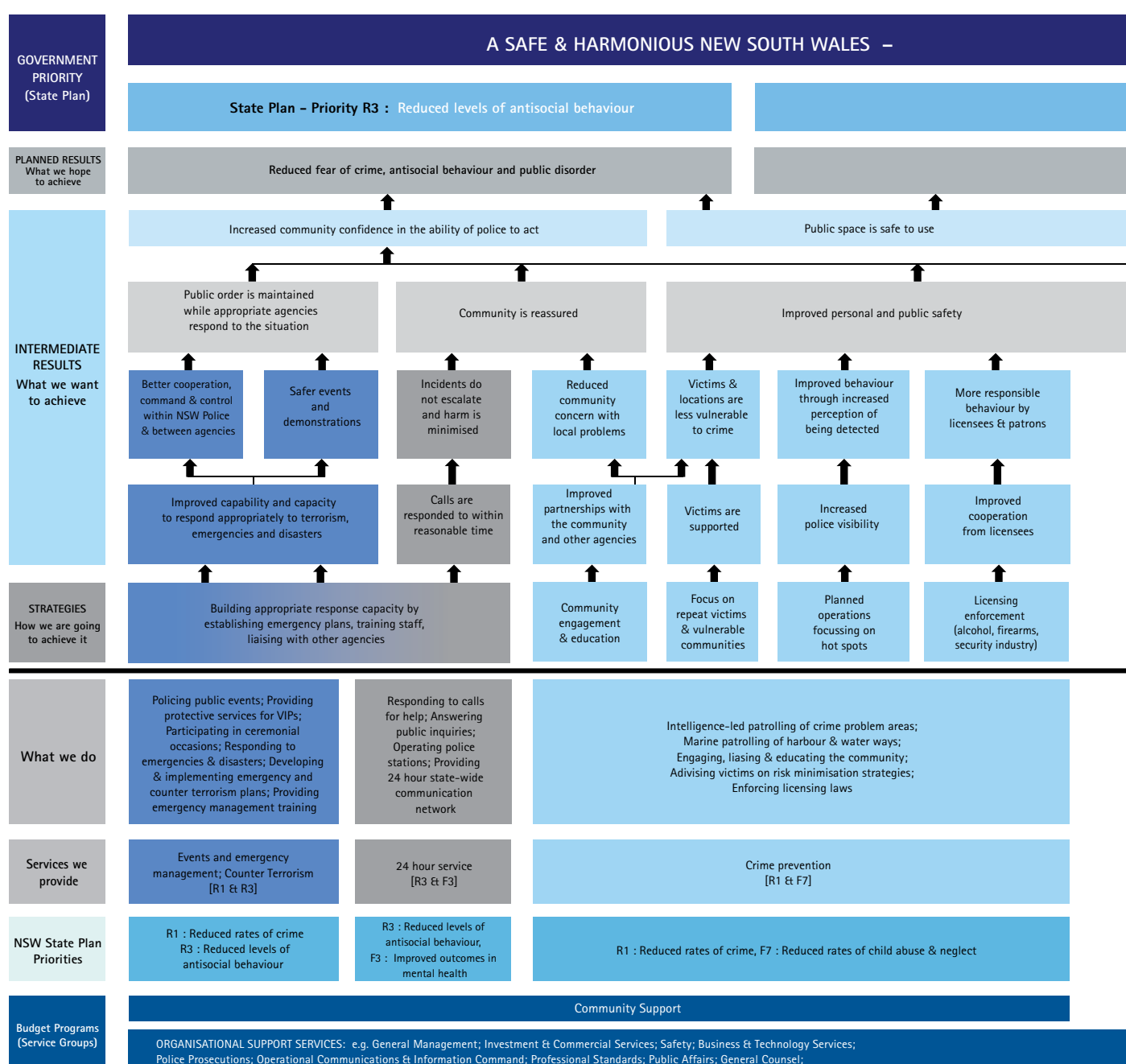
- Continue to encourage talented, dedicated and innovative staff
- Continue to influence people to achieve community, government and corporate priorities
- Communicate effectively
- Ensure ongoing succession planning
- Support delegated authority to make day to day decisions





## WHAT IS THE RESULTS & SERVICES PLAN?

The Results & Services Plan (RSP) is a high level service delivery and funding plan that is required by NSW Treasury. The RSP helps agencies like the NSW Police Force demonstrate the relationship between the services delivered and the results that we are working towards.

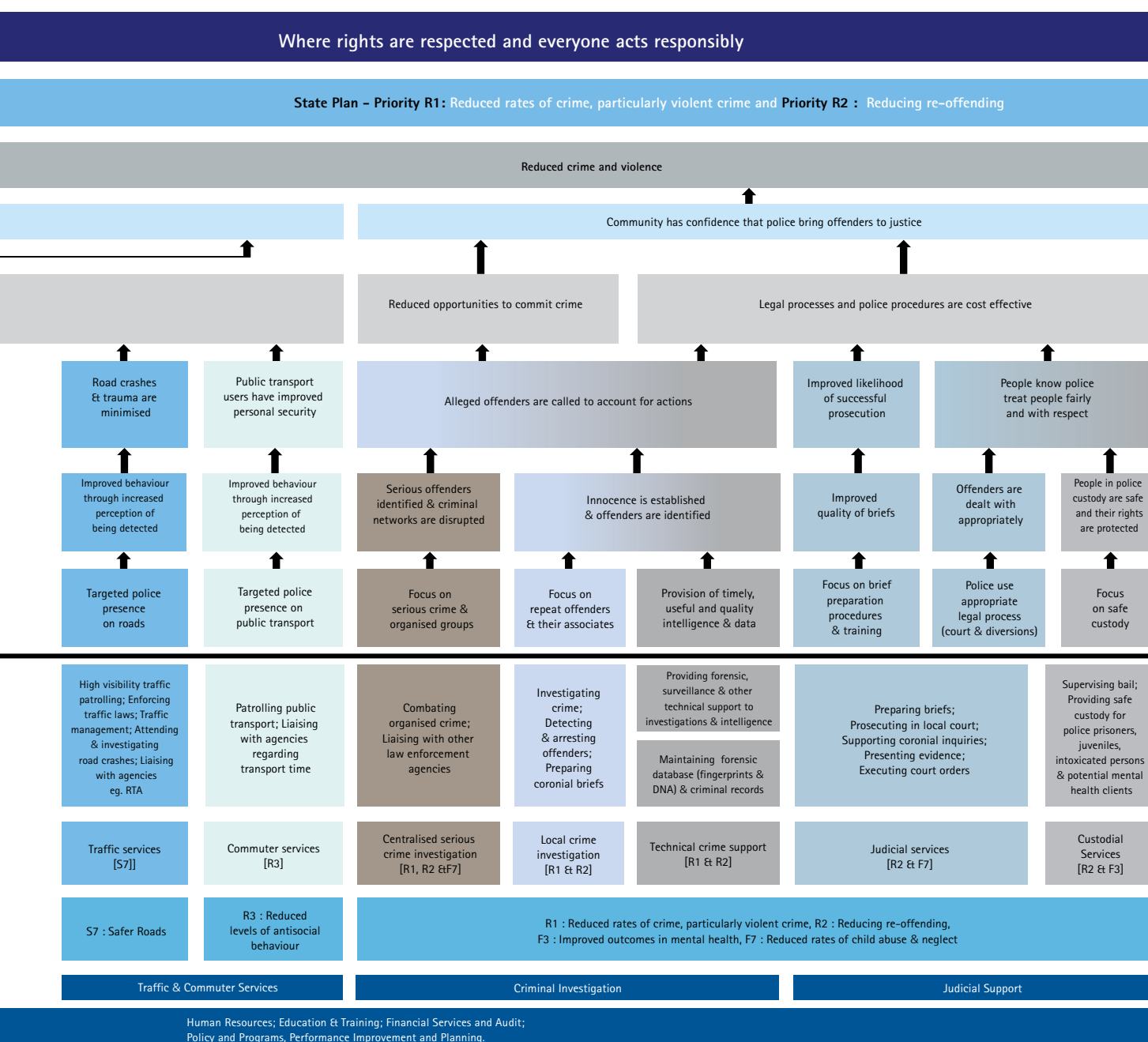




## WHAT IS RESULTS LOGIC?

The RSP Results Logic is a diagram that uses plain English to explain why and how the NSW Police Force delivers its range of services. The results logic describes the link between the services that the NSW Police Force provides and the desirable impact these services will have on society (results). Through a series of logical steps (intermediate results), the results logic diagram explains the purpose of NSW Police Force and the results that we must work towards in order to achieve our vision of a safe and secure NSW.

The *NSW Police Force Corporate Plan 2008-12* as well as command business plans have been structured to ensure alignment with RSP and Results Logic through the Results Management Framework.



# FINANCIAL PERFORMANCE

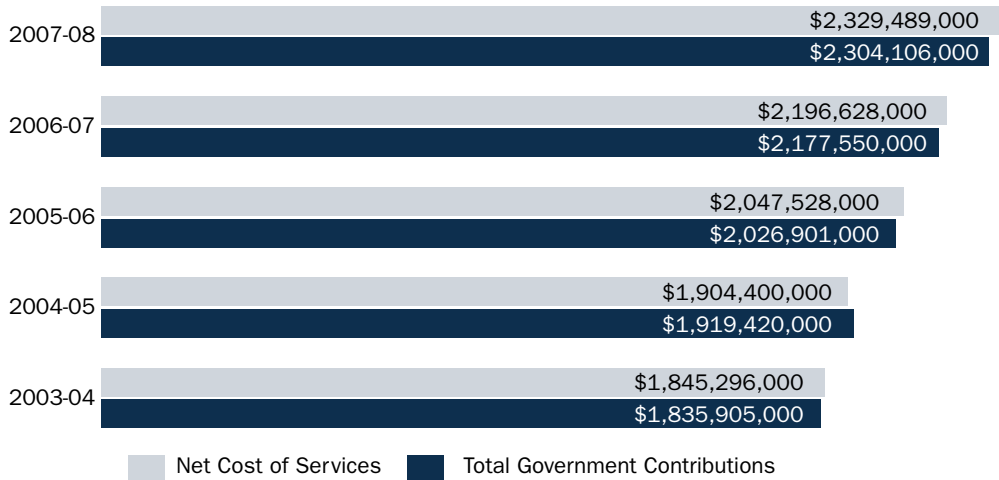
## Major Expenses

Total expenses including losses were \$2,452.0 million. About 78 percent of this amount represented employee-related expenses (\$1,910.5 million), with \$1,386.8 million spent on salaries, wages and entitlements. Employee-related expenses increased 9 percent from 2006-07. Maintenance of property, plant and equipment totalled \$32.0 million.

## Contributions and Revenue

Total Government contributions were \$2,304.1 million. This contribution consists of a recurrent appropriation, capital appropriation and Crown acceptance of certain employee-related costs such as superannuation and long service leave expenses. Capital appropriation was \$142.2 million. Revenue from the sale of goods and services was \$36.4 million, about 45 percent more than 2006-07. Revenue from grants and contributions was \$63.5 million of which \$37.3 million was contribution for the APEC 2007, and \$3.2 million from World Youth Day Program. Major revenue from sale of goods and services contribution was \$18.2 million from minor user charges. The Roads and Traffic Authority (RTA) contributed \$10.0 million as part of its Road Trauma Program.

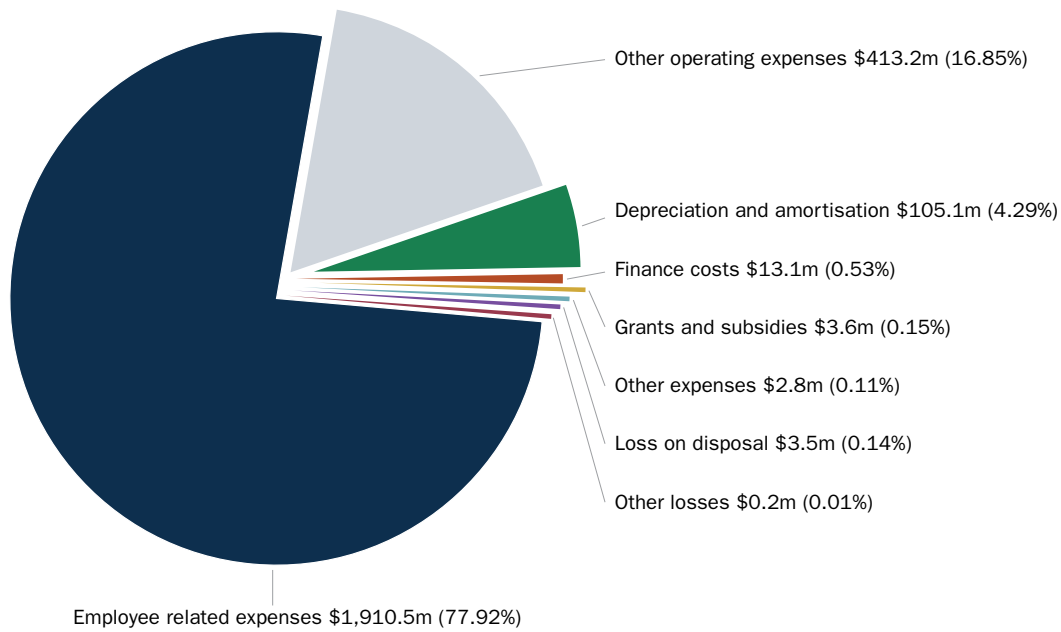
## Costs and Contributions



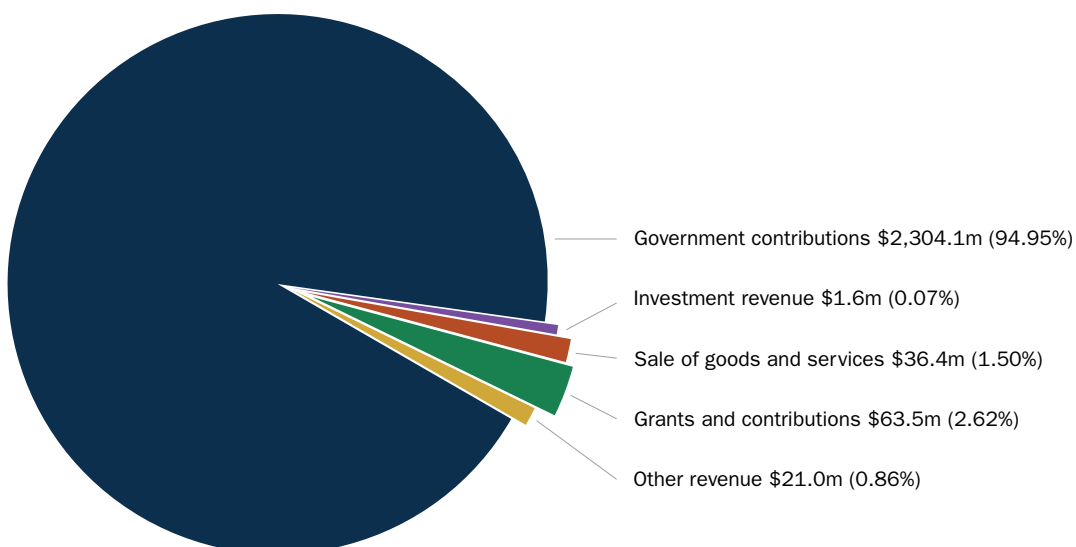
## Fiscal impact of the operating environment

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

## TOTAL EXPENSES AND LOSSES \$2,452.0 MILLION



## TOTAL CONTRIBUTIONS AND REVENUE \$2,426.6 MILLION













**NSW Police Force**

**NSW POLICE FORCE  
FINANCIAL REPORT  
For the Year Ended 30 June 2008**

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

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

  
 A P Scipione APM  
 Commissioner of Police  
 Dated: 7/10/08

  
 A Diakos FCPA  
 Chief Financial Officer  
 Dated: 7/10/2008



GPO BOX 12  
Sydney NSW 2001

## INDEPENDENT AUDITOR'S REPORT

### NSW Police Force

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the NSW Police Force (the Force), which comprises the balance sheet as at 30 June 2008, the operating statement, statement of recognised income and expense, cash flow statement, program statement - expenses and revenues and a summary of compliance with financial directives for the year then ended, a summary of significant accounting policies and other explanatory notes.

#### Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Force as at 30 June 2008, and its financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

My opinion should be read in conjunction with the rest of this report.

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

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

#### Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

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

### Independence

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

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



Peter Achterstraat  
Auditor-General

8 October 2008  
SYDNEY

## NSW POLICE FORCE

### OPERATING STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related	2(a)	1,910,509	1,745,764	1,748,356
Other operating expenses	2(b)	413,177	376,617	416,221
Depreciation and amortisation	2(c)	105,063	96,916	98,908
Grants and subsidies	2(d)	3,595	3,621	4,226
Finance costs	2(e)	13,097	12,508	13,105
Other expenses	2(f)	2,819	35,684	1,940
<b>Total Expenses excluding losses</b>		<b>2,448,260</b>	<b>2,271,110</b>	<b>2,282,756</b>
Less:				
<b>Revenue</b>				
Sale of goods and services	3(a)	36,383	20,177	25,049
Investment revenue	3(b)	1,644	1,251	1,843
Grants and contributions	3(c)	63,483	43,821	41,634
Other revenue	3(d)	20,968	4,836	19,325
<b>Total Revenue</b>		<b>122,478</b>	<b>70,085</b>	<b>87,851</b>
<b>Gain/(loss) on disposal</b>	4	(3,454)	227	(1,623)
<b>Other gains / (losses)</b>	5	(253)	(26)	(100)
<b>Net Cost of Services</b>	23	<b>(2,329,489)</b>	<b>(2,200,824)</b>	<b>(2,196,628)</b>
<b>Government Contributions</b>				
Recurrent appropriation	6	2,026,157	1,965,306	1,909,627
Capital appropriation	6	142,239	92,239	128,354
Acceptance by the Crown Entity of employee benefits and other liabilities	7	135,710	139,715	139,569
<b>Total Government Contributions</b>		<b>2,304,106</b>	<b>2,197,260</b>	<b>2,177,550</b>
<b>SURPLUS / (DEFICIT) FOR THE YEAR</b>		<b>(25,383)</b>	<b>(3,564)</b>	<b>(19,078)</b>

The accompanying notes form part of these financial statements.



## NSW POLICE FORCE

## STATEMENT OF RECOGNISED INCOME AND EXPENSE FOR THE YEAR ENDED 30 JUNE 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
Net increase / (decrease) in property, plant and equipment asset revaluation reserve		28,511	2,000	74,692
Net increase / (decrease) in assets held for sale revaluation reserve		1,584	-	852
Net change in the asset revaluation reserve arising from a change in restoration liability		(701)	-	(309)
<b>TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY</b>		<b>29,394</b>	<b>2,000</b>	<b>75,235</b>
Surplus / (Deficit) for the Year		(25,383)	(3,564)	(19,078)
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>	19	<b>4,011</b>	<b>(1,564)</b>	<b>56,157</b>
<b>EFFECT OF CHANGES IN ACCOUNTING POLICIES AND CORRECTION OF ERRORS</b>	19			
Accumulated Funds		-	-	-
Reserves		-	-	-
		<b>4,011</b>	<b>(1,564)</b>	<b>56,157</b>

The accompanying notes form part of these financial statements.

## NSW POLICE FORCE BALANCE SHEET AS AT 30 JUNE 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	9	11,450	30,625	21,469
Receivables	10	52,932	30,667	36,217
Inventories	11	-	1,788	1,788
Non-current assets held for sale	14	2,797	13,199	13,199
<b>Total Current Assets</b>		<b>67,179</b>	<b>76,279</b>	<b>72,673</b>
<b>Non-Current Assets</b>				
Receivables	10	1,308	13,979	13,979
Property, Plant and Equipment				
- Land and Buildings	12	1,058,295	1,038,454	1,019,580
- Plant and Equipment	12	282,909	235,609	252,399
Total Property, Plant and Equipment		1,341,204	1,274,063	1,271,979
Intangible assets	13	90,468	89,785	94,319
<b>Total Non-Current Assets</b>		<b>1,432,980</b>	<b>1,377,827</b>	<b>1,380,277</b>
<b>Total Assets</b>		<b>1,500,159</b>	<b>1,454,106</b>	<b>1,452,950</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	15	67,943	50,416	67,681
Borrowings	16	3,112	3,112	2,385
Provisions	17	286,986	329,754	329,754
Other	18	1,509	26,904	3,511
<b>Total Current Liabilities</b>		<b>359,550</b>	<b>410,186</b>	<b>403,331</b>
<b>Non-Current Liabilities</b>				
Borrowings	16	182,814	182,814	185,926
Provisions	17	118,409	27,329	27,329
Other	18	1,496	1,462	2,485
<b>Total Non-Current Liabilities</b>		<b>302,719</b>	<b>211,605</b>	<b>215,740</b>
<b>Total Liabilities</b>		<b>662,269</b>	<b>621,791</b>	<b>619,071</b>
<b>Net Assets</b>		<b>837,890</b>	<b>832,315</b>	<b>833,879</b>
<b>EQUITY</b>				
Reserves	19	393,447	373,634	371,634
Accumulated funds	19	442,496	448,128	451,692
Amounts recognised in equity relating to assets held for sale	19	1,947	10,553	10,553
<b>Total Equity</b>		<b>837,890</b>	<b>832,315</b>	<b>833,879</b>

The accompanying notes form part of these financial statements.

## NSW POLICE FORCE

## CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(1,656,597)	(1,596,518)	(1,532,478)
Grants and subsidies		(3,595)	(3,621)	(4,226)
Finance costs		(12,207)	(12,208)	(12,311)
Other		(538,826)	(473,167)	(517,764)
<b>Total Payments</b>		<b>(2,211,225)</b>	<b>(2,085,514)</b>	<b>(2,066,779)</b>
<b>Receipts</b>				
Sale of goods and services		21,967	25,752	21,201
Interest received		1,431	1,251	1,736
Other		150,028	104,746	122,400
<b>Total Receipts</b>		<b>173,426</b>	<b>131,749</b>	<b>145,337</b>
<b>Cash Flows from Government</b>				
Recurrent appropriation		2,026,491	1,965,306	1,911,976
Capital appropriation		142,239	92,239	128,354
Cash transfers to the Consolidated Fund		(2,349)	-	(5,959)
<b>Net Cash Flows from Government</b>		<b>2,166,381</b>	<b>2,057,545</b>	<b>2,034,371</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	23	<b>128,582</b>	<b>103,780</b>	<b>112,929</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of Land and Buildings and Plant and Equipment	4	18,469	10,000	8,936
Purchases of Land and Buildings and Plant and Equipment		(139,010)	(100,782)	(113,606)
Other		(15,675)	(1,457)	(27,001)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(136,216)</b>	<b>(92,239)</b>	<b>(131,671)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings and advances		(2,385)	(2,385)	(1,785)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>(2,385)</b>	<b>(2,385)</b>	<b>(1,785)</b>
<b>NET INCREASE / (DECREASE) IN CASH</b>		<b>(10,019)</b>	<b>9,156</b>	<b>(20,527)</b>
Opening cash and cash equivalents		21,469	21,469	41,996
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	9	<b>11,450</b>	<b>30,625</b>	<b>21,469</b>

The accompanying notes form part of these financial statements.

## NSW POLICE FORCE

### PROGRAM STATEMENT - EXPENSES AND REVENUES FOR THE YEAR ENDED 30 JUNE 2008

EXPENSES & REVENUES	Program 42.1.1*		Program 42.1.2*	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
• Employee related	1,034,547	957,369	522,738	478,392
• Other operating expenses	230,826	234,741	109,856	110,774
Depreciation and amortisation	56,576	54,222	29,271	27,345
Grants and subsidies	1,936	2,316	1,001	1,169
Finance costs	7,052	7,181	3,649	3,625
Other expenses	1,518	1,063	785	537
<b>Total Expenses excluding losses</b>	<b>1,332,455</b>	<b>1,256,892</b>	<b>667,300</b>	<b>621,842</b>
<b>Revenue</b>				
Sale of goods and services	19,592	13,727	10,136	6,929
Investment revenue	885	1,010	458	510
Grants and contributions	47,511	29,180	3,595	2,023
Other revenue	11,291	10,590	5,842	5,345
<b>Total Revenue</b>	<b>79,279</b>	<b>54,507</b>	<b>20,031</b>	<b>14,807</b>
<b>Gain / (loss) on disposal</b>	<b>(1,860)</b>	<b>(890)</b>	<b>(962)</b>	<b>(448)</b>
<b>Other gains / (losses)</b>	<b>(137)</b>	<b>(55)</b>	<b>(70)</b>	<b>(28)</b>
<b>Net Cost of Services</b>	<b>(1,255,173)</b>	<b>(1,203,330)</b>	<b>(648,301)</b>	<b>(607,511)</b>
<b>Government contributions **</b>	-	-	-	-
<b>NET EXPENDITURE/(REVENUE) FOR THE YEAR</b>	<b>(1,255,173)</b>	<b>(1,203,330)</b>	<b>(648,301)</b>	<b>(607,511)</b>
ADMINISTERED EXPENSES & REVENUES	Program 42.1.1*		Program 42.1.2*	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<b>Administered Expenses</b>				
Transfer Payments	-	-	-	-
Other	-	-	-	-
<b>Total Administered Expenses</b>	-	-	-	-
<b>Administered Revenues</b>				
Consolidated Fund				
• Taxes, fees and fines	-	-	-	-
• Other	-	-	-	-
<b>Total Administered Revenues</b>	-	-	-	-
<b>Administered Revenues less Expenses</b>	-	-	-	-

\* The name and purpose of each program is summarised in Note 8.

\*\* Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions must be included in the 'Not Attributed' column.



## Supplementary Financial Statements

Program 42.1.3*		Program 42.1.4*		Not Attributed		Total	
2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
232,764	203,978	120,460	108,617	-	-	1,910,509	1,748,356
47,180	45,556	25,315	25,150	-	-	413,177	416,221
12,471	11,132	6,745	6,209	-	-	105,063	98,908
427	476	231	265	-	-	3,595	4,226
1,555	1,476	841	823	-	-	13,097	13,105
335	218	181	122	-	-	2,819	1,940
<b>294,732</b>	<b>262,836</b>	<b>153,773</b>	<b>141,186</b>	-	-	<b>2,448,260</b>	<b>2,282,756</b>
4,319	2,821	2,336	1,572	-	-	36,383	25,049
195	207	106	116	-	-	1,644	1,843
11,549	9,972	828	459	-	-	63,483	41,634
2,489	2,176	1,346	1,214	-	-	20,968	19,325
<b>18,552</b>	<b>15,176</b>	<b>4,616</b>	<b>3,361</b>	-	-	<b>122,478</b>	<b>87,851</b>
<b>(410)</b>	<b>(183)</b>	<b>(222)</b>	<b>(102)</b>	-	-	<b>(3,454)</b>	<b>(1,623)</b>
<b>(30)</b>	<b>(11)</b>	<b>(16)</b>	<b>(6)</b>	-	-	<b>(253)</b>	<b>(100)</b>
<b>(276,620)</b>	<b>(247,854)</b>	<b>(149,395)</b>	<b>(137,933)</b>	-	-	<b>(2,329,489)</b>	<b>(2,196,628)</b>
-	-	-	-	2,304,106	2,177,550	2,304,106	2,177,550
<b>(276,620)</b>	<b>(247,854)</b>	<b>(149,395)</b>	<b>(137,933)</b>	<b>2,304,106</b>	<b>2,177,550</b>	<b>(25,383)</b>	<b>(19,078)</b>
Program 42.1.3*		Program 42.1.4*		Not Attributed		Total	
2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	12,046	9,466	12,046	9,466
-	-	-	-	79	83	79	83
-	-	-	-	<b>12,125</b>	<b>9,549</b>	<b>12,125</b>	<b>9,549</b>
-	-	-	-	<b>12,125</b>	<b>9,549</b>	<b>12,125</b>	<b>9,549</b>

## NSW POLICE FORCE

### SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES FOR THE YEAR ENDED 30 JUNE 2008

	2008		
	RECURRENT APPROP'N	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND	CAPITAL APPROP'N
	\$'000	\$'000	\$'000
<b>ORIGINAL BUDGET APPROPRIATION / EXPENDITURE</b>			
• Appropriation Act	1,965,306	1,962,675	92,239
Transfer to Recurrent	-	-	-
• Additional Appropriations	-	-	-
• s 21A PF&AA – special appropriation	-	-	-
• s 24 PF&AA – transfers of functions between departments	-	-	-
• s 26 PF&AA – Commonwealth Specific purpose payments	-	-	-
	<b>1,965,306</b>	<b>1,962,675</b>	<b>92,239</b>
<b>OTHER APPROPRIATIONS / EXPENDITURE</b>			
• Treasurer's Advance	7,981	6,843	50,000
Transfer from Capital	-	-	-
• Section 22 – expenditure for certain works and services	51,900	51,900	-
• Transfers from another agency (s 27 of the Appropriation Act)	-	-	-
(s 27 of the Appropriation Act)	-	-	-
(s 32 of the Appropriation Act)	4,739	4,739	-
	<b>64,620</b>	<b>63,482</b>	<b>50,000</b>
<b>Total Appropriations [Subtotal 2] / Expenditure / Net Claim on Consolidated Fund [Total 1] (includes transfer payments)</b>	<b>2,029,926</b>	<b>2,026,157</b>	<b>142,239</b>
<b>Amount drawn down against Appropriation [Total 3]</b>		<b>2,026,491</b>	
<b>Liability to Consolidated Fund* [Total 4]</b>		<b>(334)</b>	

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

The "Liability to Consolidated Fund" represents the difference between the "Amount drawn down against appropriation" and the "Total Expenditure / Net Claim on Consolidated Fund".

## Supplementary Financial Statements

EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	2007			
	RECURRENT APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000
92,239	1,896,169	1,889,017	101,091	101,091
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
<b>92,239</b>	<b>1,896,169</b>	<b>1,889,017</b>	<b>101,091</b>	<b>101,091</b>
50,000	17,075	17,007	27,263	27,263
-	-	-	-	-
-	-	-	-	-
-	(1,896)	-	-	-
-	3,603	3,603	-	-
-	-	-	-	-
<b>50,000</b>	<b>18,782</b>	<b>20,610</b>	<b>27,263</b>	<b>27,263</b>
<b>142,239</b>	<b>1,914,951</b>	<b>1,909,627</b>	<b>128,354</b>	<b>128,354</b>
<b>142,239</b>		<b>1,911,976</b>		<b>128,354</b>
<b>0</b>		<b>(2,349)</b>		<b>0</b>

#### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

##### (a) *Reporting Entity*

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

This financial report for the year ended 30 June 2008 has been authorised for issue by the Commissioner on 7 October 2008.

##### (b) *Basis of Preparation*

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

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

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

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

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

##### (c) *Statement of Compliance*

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

##### (d) *Administered Activities*

The NSW Police Force administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the Agency's own objectives.

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

The administered activities are conducted on a cash basis.

##### (e) *Income Recognition*

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

###### (i) *Parliamentary Appropriations and Contributions*

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

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

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

###### (ii) *Sale of Goods*

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



## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

**(iii) Rendering of Services**

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

**(iv) Investment Revenue**

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

**(f) Employee Benefits and Other Provisions****(i) Salaries and Wages, Annual Leave, Sick Leave and On-costs**

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

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yields on government bonds of 6.91% are used to discount long-term annual leave.

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

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

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

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

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

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

**(iii) Other Provisions**

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

If the effect of the time value of money is material, provisions are discounted at 6.57%, which is the 10 year government bond rate at 19 June 2008, which reflects the current market assessments of the time value of money and the risks specific to the liability.

**(iv) Non-Renewal Benefit**

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

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

Non-renewal benefit is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of a discount factor of 0.69 to total non-renewal benefit liability. An independent actuarial review was obtained for the 2006-07 liability. The 2007-08 liability has been assessed by NSW Police Force based on the 2006-07 actuarial report. The actuarial review is done every 3 years. The next actuarial review is due no later than 30 June 2010.

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

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

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

The NSW Police Force's liability for PPI is measured in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. The liability is determined based on an independent actuarial assessment to approximate the potential liability of PPI. The actuarial assessment has been performed on the basis that all accrued benefits as at 30 June 2008 will be settled within 3 years. The liability has been discounted at the 3 year government bond rate of 6.71%. The liability is disclosed in Note 17 as part of 'Current / Non-Current Liabilities – Provisions'.

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

(g) *Borrowing Costs*

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

(h) *Insurance*

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

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

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

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

Cash flows are included in the Cash Flow Statement on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(j) *Acquisitions of Assets*

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

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

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

## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

**(k) Capitalisation Thresholds**

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

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

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

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

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

Land and buildings are revalued over a three-year cycle. NSW Police Force undertake this progressive method of revaluation in accordance with Treasury Guidelines and AASB 116 *Property, Plant and Equipment*. The last such revaluation was completed on 1 March 2008 and was based on an independent assessment. The 2008 revaluation is the second year of the current cycle. In 2008, the land and building assets in the Western Region was revalued. To ensure that the land and building assets not included in the 2008 revaluation are held at fair value at 30 June 2008, valuation factors were obtained from accredited valuers. There was no material difference between the values recorded and the adjusted values had the valuation factors been applied. All land and building revaluation, and the valuation factors are undertaken by accredited valuers, engaged by the external property management service provider, to ensure consistency.

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

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

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

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

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

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

As a not-for-profit entity with no cash generating units, the NSW Police Force is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to

the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

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

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

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

Current depreciation/amortisation rates are as follows:

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

**(o) Major Inspection Costs**

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

**(p) Restoration Costs**

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

**(q) Maintenance**

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

**(r) Leased Assets**

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

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

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

**(s) Investment Properties**

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



## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

**(t) Intangible Assets**

NSW Police Force recognises intangible assets only if it is probable that future economic benefits will flow to the NSW Police Force and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite. Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the NSW Police Force's intangible assets, the assets are carried at cost less any accumulated amortisation.

The NSW Police Force's intangible assets are amortised using the straight-line method over a period of 10 years for computer software.

In general, intangible assets are tested for impairment where an indicator of impairment exists. However, as a not-for-profit entity with no cash generating units, NSW Police Force is effectively exempted from impairment testing (refer to Note 1(m) above).

**(u) Loans and Receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Operating Statement when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

**(v) Inventories**

The maintenance of an inventory of uniforms and pre-printed forms and stationery ceased at 30 June 2008. The distribution of inventories is outsourced to the external contract suppliers effective from 1 July 2008.

Inventories that were held for distribution at 30 June 2007 were stated at the lower of cost and current replacement cost. Cost was calculated using the "first in first out" method.

The cost of inventories acquired at no cost or for nominal consideration was the current replacement cost as at the date of acquisition. Current replacement cost was the cost NSW Police Force would incur to acquire the asset.

**(w) Impairment of Financial Assets**

All financial assets, except those measured at fair value through profit and loss, are subject to annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the Operating Statement.

When an available for sale financial asset is impaired, the amount of the cumulative loss is removed from equity and recognised in the Operating Statement, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the Operating Statement.

Any reversals of impairment losses are reversed through the Operating Statement, where there is objective evidence, except reversals of impairment losses on an investment in an equity instrument classified as "available for sale" must be made through the reserve. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

**(x) De-recognition of Financial Assets and Financial Liabilities**

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if NSW Police Force transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where NSW Police Force has not transferred substantially all the risks and rewards, if NSW Police Force has not retained control.

Where NSW Police Force has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of NSW Police Force's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expired.

**(y) Non-Current Assets Held for Sale**

NSW Police Force has certain non-current assets classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets held for sale are recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale.

**(z) Lease Incentives**

Lease incentives payable or receivable under operating leases are recognised initially as assets or liabilities. The incentive is subsequently amortised over the lease term, as a reduction of rental income or rental expenses. The straight-line method is adopted for reduction of rental income and rental expense.

**(aa) Trust Funds**

NSW Police Force receives monies in a trustee capacity as set out in Note 24. As NSW Police Force performs only a custodial role with these monies, and because they cannot be used for the achievement of NSW Police Force's own objectives, these funds are not recognised in the financial statements.

**(ab) Other Assets**

Other assets are recognised on a cost basis.

**(ac) Payables**

These amounts represent liabilities for goods and services provided to NSW Police Force and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

**(ad) Borrowings**

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the Operating Statement on de-recognition

The finance lease liability is determined in accordance with AASB 117 *Leases*.

**(ae) Financial Guarantees**

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued and initially measured at fair value, where material. After initial recognition, the liability is measured at the higher of the amount determined in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* and the amount initially recognised, less accumulated amortisation, where appropriate.

NSW Police Force did not provide any financial guarantee contracts at 30 June 2008 and at 30 June 2007.

## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

**(af) Budgeted Amounts**

The budgeted amounts are drawn from the budgets, as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s21A, s24 and / or s26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the Operating Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts, i.e. per the audited financial statements (rather than carried forward estimates).

**(ag) Comparative Information**

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

Some previous year figures have been reclassified to facilitate comparison between years.

**(ah) Reclassification of Financial Statement Items**

The following amounts have been reclassified in accordance with AASB 7 *Financial Instruments: Disclosures* and the Financial Reporting Code for Budget Dependent General Government Sector Agencies:

The comparative total amount of \$23.443 million has been reclassified from 'Current / Non-current liabilities – Other' (Note 18) to 'Payables' (Note 15). The amount reclassified comprises 'PAYG, superannuation and other deductions withheld' of \$16.208 million; 'Income received in advance – Sydney Police Centre and other' of \$7.052 million; 'Other liabilities' of \$0.182 million to 'Sundry accruals'.

**(ai) New Australian Accounting Standards and Interpretations issued but not effective**

The following new Accounting Standards and Interpretations have not been applied and are not yet effective:

- AASB 101 (September 2007) *Presentation of Financial Statements*;
- AASB 123 (June 2007) *Borrowing Costs*;
- AASB 1004 (December 2007) *Contributions*;
- AASB 1049 (October 2007) *Whole of Government and General Government Sector Financial Reporting*;
- AASB 1050 (December 2007) *Administered Items*;
- AASB 1052 (December 2007) *Disaggregated Disclosures*;
- AASB 2007-6 amendments to AASB 123 *Borrowing Costs*;
- AASB 2007-8 amendments to AASB 101 *Presentation of Financial Statements*;
- AASB 2007-9 amendments arising from the review of AAS 27, AAS 29 and AAS 31;
- Interpretation 4 (February 2007) *Determining whether an Arrangement contains a Lease*;
- Interpretation 1038 (December 2007) *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

While the impact of these standards in the period of initial application has not been specifically quantified, they are not expected to materially impact the financial report.

	2008 \$'000	2007 \$'000
<b>2. EXPENSES EXCLUDING LOSSES</b>		
<b>(a) Employee related expenses</b>		
Salaries and wages (including recreation leave)	1,386,799	1,295,779
Superannuation – defined benefit plans*	116,015	93,842
Superannuation – defined contribution plans	78,543	69,223
Long service leave	58,176	53,843
Workers' compensation insurance	80,569	55,525
Death and disability self-insurance scheme	79,807	81,723
Payroll tax and fringe benefits tax	105,089	95,025
Other	5,511	3,396
	<b>1,910,509</b>	<b>1,748,356</b>
Employee related expenses excluded from the above are as follows:		
(i) Capitalised as intangible assets - \$2.926 million (\$7.816 million in 2006-07)		
(ii) Capitalised as property, plant and equipment - \$2.123 million (\$1.238 million in 2006-07)		
* Included in the 'Superannuation – defined benefit plans' is contribution for the Death and Total and Permanent Disability Cover of \$30.918 million (\$26.158 million in 2006-07).		
<b>(b) Other operating expenses</b>		
Auditor's remuneration – audit or review of the financial reports	338	303
Cost of inventories held for distribution	5,758	7,537
Cost of inventories sold	2,101	28
Operating lease rental expense – minimum lease payments	72,960	69,488
Insurance	47,376	47,410
Maintenance*	31,966	27,975
Other building expenses	22,534	20,173
Subsistence and transport	24,462	21,369
Motor vehicle, launches and aircraft	43,238	38,560
Fees for services rendered	68,702	82,490
Computer licensing and other	18,718	20,466
Gas and electricity	8,694	8,438
Postal and telephone	33,462	34,665
Stores, printing and other	32,868	37,319
	<b>413,177</b>	<b>416,221</b>
*Reconciliation – Total maintenance		
Maintenance expense – contracted labour and other (non-employee related), as above	31,966	27,975
Employee related maintenance expense included in Note 2(a)	6,879	6,312
Total maintenance expenses included in Note 2(a) + 2(b)	<b>38,845</b>	<b>34,287</b>
<b>(c) Depreciation and amortisation</b>		
<b>Depreciation:</b>		
Buildings	37,581	37,898
Plant and equipment	56,952	54,140
	<b>94,533</b>	<b>92,038</b>
<b>Amortisation:</b>		
Intangible assets – software	10,530	6,870
	<b>10,530</b>	<b>6,870</b>
	<b>105,063</b>	<b>98,908</b>



## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

	2008 \$'000	2007 \$'000
<b>(d) Grants and subsidies</b>		
Police and Community Youth Clubs contribution	3,558	3,464
Community safety support programs	37	762
	<b>3,595</b>	<b>4,226</b>
<b>(e) Finance costs</b>		
Finance lease interest charges	12,207	12,309
Unwinding of discount rate	890	794
Other interest	-	2
	<b>13,097</b>	<b>13,105</b>
<b>(f) Other expenses</b>		
Witnesses' expenses	2,819	1,940
	<b>2,819</b>	<b>1,940</b>

**3. REVENUE**

<b>(a) Sale of goods and services</b>		
Rents and leases – other	3,974	3,921
NSW Police Force College operations	1,801	1,516
Officers on loan	9,825	5,713
Insurance reports	2,164	2,225
Sports/Entertainment Events – Supervision	4,926	5,339
National Criminal History Record Check	3,433	2,320
Refund of escort expenses	1,833	1,020
Sales of inventories	1,766	32
Minor sales of goods and services	6,661	2,963
	<b>36,383</b>	<b>25,049</b>
<b>(b) Investment revenue</b>		
Interest – NSW Treasury	1,644	1,821
Interest – Other	-	22
	<b>1,644</b>	<b>1,843</b>
<b>(c) Grants and contributions</b>		
Roads and Traffic Authority (RTA) Road Trauma Program*	10,018	9,148
Alcohol and Drug Related Crime Program	1,338	627
Domestic Violence Related Program	866	-
Grants for capital works projects	1,088	1,474
Sydney Harbour Foreshore contribution	4,102	-
Counter-Terrorism Program	100	1,224
Various Police Strike Force operations	2,000	2,043
APEC 2007 Security Program	37,322	25,172
World Youth Day Program	3,241	-
Emergency Management State Support Program	678	-
Other	2,730	1,946
	<b>63,483</b>	<b>41,634</b>

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

## NSW POLICE FORCE

### Notes to and forming part of the 2007-2008 Financial Report

	2008 \$'000	2007 \$'000
<b>(d) Other revenue</b>		
Employee contributions to Death and Disability Scheme	13,942	12,500
Recognition of pre-existing but previously unrecorded assets	2,741	2,253
Refund from insurance	691	1,916
Legal services fees	400	400
Reversal of provision for restoration costs	1,860	1,597
Other	1,334	659
	<b>20,968</b>	<b>19,325</b>

#### 4. GAIN / (LOSS) ON DISPOSAL

##### Loss on disposal of land and buildings

Proceeds from disposal	7,053	5,868
Written down value of assets disposed	(7,746)	(6,151)
<b>Net loss on disposal of land &amp; buildings</b>	<b>(693)</b>	<b>(283)</b>

##### Loss on disposal of plant and equipment

Proceeds from disposal	2,685	3,022
Written down value of assets disposed	(7,758)	(4,350)
<b>Net loss on disposal of plant &amp; equipment</b>	<b>(5,073)</b>	<b>(1,328)</b>

##### Loss on disposal of intangible assets

Proceeds from disposal	-	-
Written down value of assets disposed	-	(13)
<b>Net loss on disposal of intangible assets</b>	<b>-</b>	<b>(13)</b>

##### Gain on disposal of assets held for sale

Proceeds from disposal	15,113	46
Written down value of assets disposed	(12,801)	(45)
<b>Net gain on disposal of assets held for sale</b>	<b>2,312</b>	<b>1</b>
<b>Total Loss on disposal</b>	<b>(3,454)</b>	<b>(1,623)</b>

#### 5. OTHER GAINS / (LOSSES)

Impairment of receivables	(91)	(84)
Inventory write down	(162)	(16)
	<b>(253)</b>	<b>(100)</b>

## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

	2008 \$'000	2007 \$'000
<b>6. APPROPRIATIONS</b>		
<b>Recurrent appropriations</b>		
Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	2,026,491	1,911,976
Less: Liability to Consolidated Fund (per Summary of Compliance)	(334)	(2,349)
	<b>2,026,157</b>	<b>1,909,627</b>
Comprising:		
Recurrent appropriations (per Operating Statement)	2,026,157	1,909,627
	<b>2,026,157</b>	<b>1,909,627</b>
<b>Capital appropriations</b>		
Total capital draw-downs from NSW Treasury (per Summary of Compliance)	142,239	128,354
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
	<b>142,239</b>	<b>128,354</b>
Comprising:		
Capital appropriations (per Operating Statement)	142,239	128,354
	<b>142,239</b>	<b>128,354</b>

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

The following liabilities and / or expenses have been assumed by the Crown Entity or other government agencies:

Superannuation – defined benefit plans	85,097	67,684
Long service leave	58,176	53,843
Payroll tax	5,108	4,063
Death and Disability Scheme*	(12,671)	13,979
	<b>135,710</b>	<b>139,569</b>

\* Recognition of amount owing by Crown Entity for unfunded liability for the Scheme from 2006-07 as per actuarial assessment. The cumulative unfunded liability for the Scheme has been reduced due to additional supplementation received during 2007-08. This has resulted in a reduction in the non-current receivable in Note 10 by \$12.671 million.

## NSW POLICE FORCE

### Notes to and forming part of the 2007-2008 Financial Report

#### 8. PROGRAMS / ACTIVITIES OF NSW POLICE FORCE

##### Program 42.1.1 - Community Support

Program Objective(s): To improve community safety and security, reduce crime and minimise the adverse effects of public emergencies and disasters.

Program Description: Provision of effective, timely and flexible 24 hour response to incidents, emergencies and public events. Reduction of opportunities to commit crime. Provision of a highly visible police presence and liaison with the community and Government organisations concerned with maintaining peace, order and public safety.

##### Program 42.1.2 - Criminal Investigation

Program Objective(s): To detect, investigate and reduce the incidence of crime.

Program Description: Crime detection, investigation, provision of forensic services and arresting or otherwise dealing with offenders. Specialist activities to target organised criminal activities and criminal groups.

##### Program 42.1.3 - Traffic

Program Objective(s): To minimise road trauma and promote orderly and safe public transport and road use.

Program Description: Patrolling roads, highways and public transport corridors, investigating major vehicle crashes, detecting traffic and transport offences (particularly those involving alcohol or drugs, and speed), supervising peak traffic flows. Liaising with community and Government bodies concerned with road safety, traffic management and public transport.

##### Program 42.1.4 - Judicial Support

Program Objective(s): To provide efficient and effective court case management, safe custody and fair and equitable treatment to alleged offenders and victims.

Program Description: Providing judicial and custodial services, prosecuting offenders, presenting evidence at court, including coronial enquiries, providing police transport and custody for persons under police supervision, and providing a high level of support to victims and witnesses.



## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

	2008 \$'000	2007 \$'000
<b>9. CURRENT ASSETS – CASH AND CASH EQUIVALENTS</b>		
Cash at bank and on hand	11,450	21,469
For purposes of the Cash Flow Statement, cash and cash equivalents include cash on hand (including permanent and temporary advances) and cash at bank.		
Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:		
<b>Cash and cash equivalents</b> (per Balance Sheet)	<b>11,450</b>	<b>21,469</b>
<b>Closing cash and cash equivalents</b> (per Cash Flow Statement)	<b>11,450</b>	<b>21,469</b>
Included in cash at bank and on hand are the following restricted assets:		
Consolidated Fund Monies	334	2,349
Death and Disability Scheme Monies	11,555	5,575
	<b>11,889</b>	<b>7,924</b>

NSW Police Force has the following banking facilities as at 30 June 2008:

- Bank guarantee authority of \$0.5 million (\$0.5 million in 2006-07). This authority enables NSW Police Force to provide bank guarantees to its suppliers on a need basis. There was no bank guarantee issued as at 30 June 2008.
- MasterCard facility of \$3 million (\$3 million in 2006-07), which is the total of the credit limit for all issued credit cards and purchase cards. Total amount of credit unused as at 30 June 2008 was \$1.03 million (\$1.56 million in 2006-07).
- Letter of credit facility of \$2 million (\$2 million in 2006-07). Total amount of letter of credit facility unused as at 30 June 2008 was \$2 million (\$2 million in 2006-07).
- Offset accounts facility of \$0.05 million (\$0.05 million in 2006-07). This facility allows bank fees incurred during the month to be debited to a temporary debit account, which are then transferred to the NSW Police Force main operating bank account the following month. Total amount of offset accounts facility unused as at 30 June 2008 was \$0.04 million (\$0.04 million in 2006-07).

Refer Note 26 for details regarding credit risk, liquidity risk and market risk arising from financial instrument.

	2008 \$'000	2007 \$'000
<b>10. CURRENT / NON-CURRENT ASSETS – RECEIVABLES</b>		
<b>Receivables – Current</b>		
Trade debtors	31,382	13,693
Less: Allowance for impairment	(64)	(97)
	<u>31,318</u>	<u>13,596</u>
Other debtors	2,787	2,546
Less: Allowance for impairment	(192)	(236)
	<u>2,595</u>	<u>2,310</u>
GST receivable	11,547	9,738
Prepayments	7,472	10,573
	<u><b>52,932</b></u>	<u><b>36,217</b></u>
<b>Receivables – Non-Current</b>		
Deferred government contribution for Death & Disability Scheme	1,308	13,979
	<u><b>1,308</b></u>	<u><b>13,979</b></u>
<b>Total Receivables</b>	<u><b>54,240</b></u>	<u><b>50,196</b></u>
 Movement in the allowance for impairment – Trade debtors		
Balance at 1 July	97	147
Amounts written off during the year	(9)	(68)
Amounts recovered during the year	(55)	-
Increase / (decrease) in allowance recognised in profit or loss	<u>31</u>	<u>18</u>
Balance at 30 June	<u><b>64</b></u>	<u><b>97</b></u>
 Movement in the allowance for impairment – Other debtors		
Balance at 1 July	236	285
Amounts written off during the year	(17)	(86)
Amounts recovered during the year	(87)	(29)
Increase / (decrease) in allowance recognised in profit or loss	<u>60</u>	<u>66</u>
Balance at 30 June	<u><b>192</b></u>	<u><b>236</b></u>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 26.

## 11. CURRENT ASSETS – INVENTORIES

### Held for distribution

#### At cost:

Forms and stationery	-	94
Uniform Supplies	-	1,695
	-	<u><b>1,789</b></u>
Provision for inventory losses	-	(1)
	-	<u><b>1,788</b></u>

The function of distribution of uniform supplies, forms and stationery discontinued as at 30 June 2008. All inventories held for distribution were sold to the external contract suppliers prior to the reporting date.

## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

12. NON-CURRENT ASSETS –  
PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
<b>At 1 July 2007 – fair value</b>			
Gross carrying amount	1,486,845	531,106	2,017,951
Accumulated depreciation and impairment	(467,265)	(278,707)	(745,972)
<b>Net Carrying Amount</b>	<b>1,019,580</b>	<b>252,399</b>	<b>1,271,979</b>
<b>At 30 June 2008 – fair value</b>			
Gross carrying amount	1,548,772	605,282	2,154,054
Accumulated depreciation and impairment	(490,477)	(322,373)	(812,850)
<b>Net Carrying Amount</b>	<b>1,058,295</b>	<b>282,909</b>	<b>1,341,204</b>

**Reconciliations**

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Leased Buildings \$'000	Total \$'000
<b>Year ended 30 June 2008</b>				
<b>Net Carrying amount at start of year</b>	<b>863,971</b>	<b>252,399</b>	<b>155,609</b>	<b>1,271,979</b>
Additions	63,319	79,251	-	142,570
Assets held for sale	(2,399)	-	-	(2,399)
Disposals – Written Down Value	(7,746)	(7,758)	-	(15,504)
Net revaluation increment recognised in reserves	23,122	6,973	-	30,095
Depreciation expense	(28,103)	(56,952)	(9,478)	(94,533)
Transferred from intangible assets	-	8,996	-	8,996
<b>Net carrying amount at end of year*</b>	<b>912,164</b>	<b>282,909</b>	<b>146,131</b>	<b>1,341,204</b>

\* Included in the net carrying amount are work in progress of \$77.202 million and \$55.622 million for land and buildings, and plant and equipment respectively.

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
<b>At 1 July 2006 – fair value</b>			
Gross carrying amount	1,360,763	482,703	1,843,466
Accumulated depreciation and impairment	(424,614)	(233,900)	(658,514)
<b>Net Carrying Amount</b>	<b>936,149</b>	<b>248,803</b>	<b>1,184,952</b>
<b>At 30 June 2007 – fair value</b>			
Gross carrying amount	1,486,845	531,106	2,017,951
Accumulated depreciation and impairment	(467,265)	(278,707)	(745,972)
<b>Net Carrying Amount</b>	<b>1,019,580</b>	<b>252,399</b>	<b>1,271,979</b>

## NSW POLICE FORCE

### Notes to and forming part of the 2007-2008 Financial Report

#### Reconciliations

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Leased Buildings \$'000	Total \$'000
<b>Year ended 30 June 2007</b>				
<b>Net Carrying amount at start of year</b>	<b>771,061</b>	<b>248,803</b>	<b>165,088</b>	<b>1,184,952</b>
Additions	54,772	60,633	-	115,405
Assets held for sale	(1,383)	-	-	(1,383)
Disposals – Written Down Value	(6,151)	(4,350)	-	(10,501)
Net revaluation increment recognised in reserves	74,091	1,453	-	75,544
Depreciation expense	(28,419)	(54,140)	(9,479)	(92,038)
<b>Net carrying amount at end of year*</b>	<b>863,971</b>	<b>252,399</b>	<b>155,609</b>	<b>1,271,979</b>

\* Included in the net carrying amount are work in progress of \$86.594 million and \$50.899 million for land and buildings, and plant and equipment respectively.

### 13. INTANGIBLE ASSETS

	Software \$'000
<b>At 1 July 2007</b>	
Cost (gross carrying amount)	159,234
Accumulated amortisation and impairment	(64,915)
<b>Net Carrying Amount</b>	<b>94,319</b>
<b>At 30 June 2008</b>	
Cost (gross carrying amount)	165,886
Accumulated amortisation and impairment	(75,418)
<b>Net Carrying Amount</b>	<b>90,468</b>
	Software \$'000
<b>Year ended 30 June 2008</b>	
Net carrying amount at start of year	94,319
Additions (from internal development)	7,231
Additions (purchases)	8,444
Disposals – Written Down Value	-
Amortisation (recognised in “depreciation and amortisation”)	(10,530)
Transferred to plant and equipment	(8,996)
<b>Net carrying amount at end of year*</b>	<b>90,468</b>

\* Included in the net carrying amount is work in progress of \$12.665 million.



## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

	<b>Software \$'000</b>
<b>At 1 July 2006</b>	
Cost (gross carrying amount)	132,299
Accumulated amortisation and impairment	<u>(58,098)</u>
<b>Net Carrying Amount</b>	<b><u>74,201</u></b>
<b>At 30 June 2007</b>	
Cost (gross carrying amount)	159,234
Accumulated amortisation and impairment	<u>(64,915)</u>
<b>Net Carrying Amount</b>	<b><u>94,319</u></b>
	<b>Software \$'000</b>
<b>Year ended 30 June 2007</b>	
Net carrying amount at start of year	<b>74,201</b>
Additions (from internal development)	26,330
Additions (purchases)	671
Disposals – Written Down Value	(13)
Amortisation (recognised in “depreciation and amortisation”)	<u>(6,870)</u>
<b>Net carrying amount at end of year*</b>	<b><u>94,319</u></b>

\* Included in the net carrying amount is work in progress of \$62.531 million.

<b>2008</b>	<b>2007</b>
<b>\$'000</b>	<b>\$'000</b>

**14. NON-CURRENT ASSETS HELD FOR SALE****Assets held for sale**

Land and buildings	2,797	13,199
	<b><u>2,797</u></b>	<b><u>13,199</u></b>

**Amounts recognised in equity relating to assets held for sale**

Property, plant and equipment asset revaluation increments/decrements	1,947	10,553
	<b><u>1,947</u></b>	<b><u>10,553</u></b>

## NSW POLICE FORCE

### Notes to and forming part of the 2007-2008 Financial Report

	2008 \$'000	2007 \$'000
<b>15. CURRENT LIABILITIES – PAYABLES</b>		
Accrued salaries, wages and on-costs	13,542	7,490
Creditors	7,160	9,326
Payroll Tax	7,901	6,680
Fringe Benefits Tax	1,489	1,448
Pay As You Go Tax withheld	14,270	14,238
Employee deductions withheld	779	1,970
Income received in advance – Sydney Police Centre and other	107	7,052
Motor vehicle costs	4,489	4,455
Electronic Billing System (EBS) for telephones	288	378
Petrol Interface	1,767	1,440
Forensic Services Group	1,105	1,014
Education Services	2,188	982
Business Technology Services	451	2,697
State Crime Command	543	635
Audit fees	198	212
Specialist Operations	425	406
Copyright fees for NSW Government print copying	387	374
Property related costs	4,242	3,023
Various sundry accruals	6,612	3,861
	<b>67,943</b>	<b>67,681</b>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 26.

### 16. CURRENT / NON-CURRENT LIABILITIES - BORROWINGS

Finance lease [see Note 20 (c)]		
Current	3,112	2,385
Non-current	182,814	185,926
	<b>185,926</b>	<b>188,311</b>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings are disclosed in Note 26.

### 17. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS

<b>Employee benefits and related on costs – Current</b>		
Recreation leave*	186,199	174,859
Recreation leave on long service leave	8,402	8,075
Non-renewal benefit*	20,893	15,730
Leave loading	3,212	3,161
Workers' compensation on long service leave	3,437	3,303
Superannuation on long service leave	1,146	1,101
Payroll tax on recreation leave liability	11,172	10,492
Payroll tax on long service leave	23,763	22,836
Payroll tax on other leave provisions	1,446	1,133
	<b>259,670</b>	<b>240,690</b>

## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

	2008 \$'000	2007 \$'000
<b>Employee benefits and related on costs – Non-Current</b>		
Recreation leave on long service leave	442	425
Non-renewal benefit	15,762	16,371
Workers' compensation on long service leave	181	174
Superannuation on long service leave	60	58
Payroll tax on long service leave	1,251	1,202
Payroll tax on other leave provisions	946	982
	<b>18,642</b>	<b>19,212</b>
<b>Subtotal Employee benefits and related on-costs</b>	<b>278,312</b>	<b>259,902</b>
<b>Other Provisions – Current</b>		
Restoration costs	2,316	1,652
Death and disability self-insurance scheme	25,000	87,412
	<b>27,316</b>	<b>89,064</b>
<b>Other Provisions – Non-Current</b>		
Restoration costs	9,767	8,117
Death and disability self-insurance scheme	90,000	-
	<b>99,767</b>	<b>8,117</b>
<b>Subtotal Other Provisions</b>	<b>127,083</b>	<b>97,181</b>
<b>Total Provisions</b>	<b>405,395</b>	<b>357,083</b>
<b>Aggregate employee benefits and related on-costs</b>		
Provisions – Current	259,670	240,690
Provisions – Non-Current	18,642	19,212
Accrued salaries, wages and on-costs (refer Note 15)	13,542	7,490
	<b>291,854</b>	<b>267,392</b>

**Movements in provisions (other than employee benefits)**

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

Year ended 30 June 2008	Restoration Costs \$'000	Death & Disability \$'000	Total \$'000
Carrying amount at the beginning of financial year	9,769	87,412	97,181
Additional provisions recognised	3,308	79,807	83,115
Amounts used	(24)	(52,219)	(52,243)
Unused amounts reversed	(1,860)	-	(1,860)
Unwinding / change in the discount rate	890	-	890
Carrying amount at end of financial year	<b>12,083</b>	<b>115,000</b>	<b>127,083</b>

\* Employee benefits expected to be settled more than 12 months after the reporting date are as follows:

- (i) Recreation leave totals \$50.848 million (\$54.706 million in 2006-07)
- (ii) Non-renewal benefit totals \$16.377 million (\$10.669 million in 2006-07)

**18. CURRENT / NON-CURRENT LIABILITIES – OTHER****Other Liabilities – Current**

Liability to Consolidated Fund	334	2,349
Lease incentives	1,097	1,084
Other	78	78
	<b>1,509</b>	<b>3,511</b>

**Other Liabilities – Non-Current**

Lease incentives	1,496	2,485
	<b>1,496</b>	<b>2,485</b>
<b>Total Liabilities – Other</b>	<b>3,005</b>	<b>5,996</b>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 26.

#### 19. CHANGES IN EQUITY

	Accumulated Funds	
	2008 \$'000	2007 \$'000
<b>Balance as at 1 July</b>	<b>451,692</b>	<b>461,007</b>
<b>Changes in accounting policy</b>	-	-
<b>Correction of errors</b>	-	-
<b>Changes in equity - transactions with owners as owners</b>	-	-
<b>Changes in equity - other than transactions with owners as owners</b>		
Surplus / (deficit) for the year	(25,383)	(19,078)
Increment/decrement on revaluation of:		
• Land and buildings	-	-
• Plant and equipment	-	-
Increment/decrement on revaluation of change in restoration liability	-	-
Transfers within reserve	-	-
<b>Total</b>	<b>(25,383)</b>	<b>(19,078)</b>
<b>Transfers within equity</b>		
Asset revaluation reserve balance transferred to Accumulated funds on disposal of asset	16,187	9,763
<b>Total</b>	<b>(9,196)</b>	<b>(9,315)</b>
<b>Balance as at 30 June</b>	<b>442,496</b>	<b>451,692</b>



Asset Revaluation Reserve		Asset Held for Sale Reserve		Total Equity	
2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<b>371,634</b>	<b>307,016</b>	<b>10,553</b>	<b>9,699</b>	<b>833,879</b>	<b>777,722</b>
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	<b>(25,383)</b>	<b>(19,078)</b>
23,122	74,091	-	-	<b>23,122</b>	<b>74,091</b>
6,973	1,453	-	-	<b>6,973</b>	<b>1,453</b>
(701)	(309)	-	-	<b>(701)</b>	<b>(309)</b>
(1,584)	(852)	1,584	852	-	-
<b>27,810</b>	<b>74,383</b>	<b>1,584</b>	<b>852</b>	<b>4,011</b>	<b>56,157</b>
(5,997)	(9,765)	(10,190)	2	-	-
<b>21,813</b>	<b>64,618</b>	<b>(8,606)</b>	<b>854</b>	<b>4,011</b>	<b>56,157</b>
<b>393,447</b>	<b>371,634</b>	<b>1,947</b>	<b>10,553</b>	<b>837,890</b>	<b>833,879</b>

	2008 \$'000	2007 \$'000
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## 20. COMMITMENTS FOR EXPENDITURE

### (a) Capital Commitments

Aggregate capital expenditure contracted for at balance date and not provided for:

Not later than one year	125,341	73,316
Later than one year and not later than 5 years	190,311	107,685
Later than five years	-	-
Total (including GST)	<b>315,652</b>	<b>181,001</b>

Input tax credits of \$28.696 million (\$16.455 million in 2006-07), expected to be recoverable from the Australian Taxation Office, are included above.

Aggregate capital expenditure authorised but not contracted for at balance date:

Not later than one year	48,725	39,147
Later than one year and not later than 5 years	208,057	184,830
Later than five years	-	-
Total (including GST)	<b>256,782</b>	<b>223,977</b>

Input tax credits of \$23.344 million (\$20.362 million in 2006-07), expected to be recoverable from the Australian Taxation Office, are included above.

### (b) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year	61,770	59,130
Later than one year and not later than 5 years	74,600	82,722
Later than five years	77,822	81,609
Total (including GST)	<b>214,192</b>	<b>223,461</b>

Input tax credits of \$19.395 million (\$20.235 million in 2006-07), expected to be recoverable from the Australian Taxation Office, are included above.

Operating lease commitments comprise property (office buildings and radio sites) lease rentals and motor vehicle fleet leases. All mainframe and desktop computer leases expired during 2007-08 and therefore there is no commitment at reporting date for these types of leases. Lease terms for property vary from property to property but, generally, require a monthly payment in advance for both rent and outgoings.

NSW Police Force does not have contingent leases, nor does it incur any rental expense arising from sub-leases.

## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

	2008 \$'000	2007 \$'000
<b>(c) Finance Lease Commitments</b>		
Minimum lease payment commitments in relation to finance leases payable are as follows:		
Not later than one year	15,077	14,567
Later than one year and not later than 5 years	65,773	63,549
Later than five years	228,935	246,237
Minimum lease payments	<b>309,785</b>	<b>324,353</b>
Less: future finance charges	123,859	136,042
Present value of minimum lease payments	<b>185,926</b>	<b>188,311</b>
The present value of finance lease commitments is as follows:		
Not later than one year	3,112	2,385
Later than one year and not later than 5 years	20,759	17,271
Later than five years	162,055	168,655
	<b>185,926</b>	<b>188,311</b>
Classified as:		
Current (Note 16)	3,112	2,385
Non-current (Note 16)	182,814	185,926
	<b>185,926</b>	<b>188,311</b>
NSW Police Force entered into a lease for NSW Police Force Headquarters at Parramatta for a period of 20 years with an option of a further lease term of 5 years. The lease commenced on 1 June 2004.		

**(d) Other Expenditure Commitments**

There were no material other expenditure commitments at reporting date.

**21. CONTINGENT LIABILITIES AND CONTINGENT ASSETS****(a) Contingent Liabilities**

Contingent liabilities comprise civil matter claims that have been made against NSW Police Force. The contingent liabilities are estimates from the NSW Police Force's legal advisers. The prospects of success or otherwise of each claim will become certain only when all the evidence is available, which usually is just before hearing. If the claimant is successful, the settlements will be met by NSW Treasury Managed Fund.

<b>78,795</b>	<b>104,625</b>
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**(b) Contingent Assets**

NSW Police Force entered into a lease for NSW Police Force Headquarters at Parramatta. As part of the conditions of the lease term, the Lessor agrees that, on the fifteenth anniversary of the lease (1 June 2019), it will deposit \$6 million (expressed as a nominal amount) in an account in its name. NSW Police Force may, at any time after the deposit of the funds until 31 May 2024, request that the Lessor carry out refurbishment work to the premises in accordance with the NSW Police Force's request, up to maximum value of \$6 million plus any interest accrued in the account from 1 June 2019.

<b>6,000</b>	<b>6,000</b>
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## 22. BUDGET REVIEW

### *Net cost of services*

The actual net cost of services this year was higher than budget by \$129 million.

This result was mainly due to the following factors, namely:

- An actuarial assessed increase of \$28 million in the permanent and partial disability self insurance provision.
- An increase of \$55 million in payments from the Death and Disability Scheme (inclusive of Payroll Tax), and additional costs associated with staff redundancies and displacement of \$10 million, both of which were funded by way of additional government contributions received in 2007-08.
- Workers compensation hindsight adjustments totalling \$15 million and a superannuation on-cost increase of \$13 million following a review by Treasury of the relevant factors.
- The variance under the 'Other expenses' category was due to the APEC budget of \$34 million being included in 'Other expenses', whilst actual expenditure was recorded against 'Employee related expenses' and 'Other operating expenses'.

### *Assets and liabilities*

Total current assets decreased by \$9 million compared to budget, mainly due to the decrease in reclassification of land and buildings to non-current assets held for sale. The increase in receivables is mainly off by the decrease in cash and cash equivalents and inventories.

Non-current assets increased by \$55 million over budget, mainly due to:

- Land and buildings increased by \$20 million mainly due to revaluation being higher than budget by \$21 million.
- Plant and equipment increased by \$47 million due to additional expenditure and reclassification from intangible assets of \$9 million.
- Non-current receivables decreased by \$13 million due to reduction in the deferred government contribution for the Police Death and Disability Scheme.

Total liabilities increased by \$41 million compared to budget, mainly due to the permanent and partial disability self insurance and other employee benefits provisions being higher than budget by \$28 million and \$18 million respectively.

### *Cash flows*

Recurrent Appropriation increased by \$61 million compared to budget and Capital Appropriation increased by \$50 million compared to budget.

Net cash inflows from operating activities increased by \$25 million compared to budget, mainly due to increase in revenue and additional Appropriations, and net cash outflows from investing activities increased by \$44 million over budget mainly due to an increase in the purchases of intangible assets, property, plant and equipment.



## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

	2008 \$'000	2007 \$'000
<b>23. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES</b>		
Net cash flows from operating activities	128,582	112,929
Cash flows from Government / Appropriations	(2,166,381)	(2,034,371)
Acceptance by the Crown Entity of employee benefits and other liabilities:		
Superannuation	(85,097)	(67,684)
Long service leave	(58,176)	(53,843)
Payroll tax on superannuation	(5,108)	(4,063)
Death and Disability Scheme	12,671	(13,979)
Depreciation and amortisation	(105,063)	(98,908)
Increase / (decrease) in receivables	4,044	22,618
Increase / (decrease) in inventories	(1,788)	(413)
Decrease / (increase) in payables	(262)	12,817
Decrease / (increase) in provisions	(48,312)	(72,106)
Decrease / (increase) in other liabilities	2,991	3,500
Increase / (decrease) in Capital Works expenditure accruals	(1,775)	(3,509)
Net gain / (loss) on sale of plant and equipment	(3,454)	(1,623)
Non-cash revenue – net	(2,361)	2,007
<b>Net cost of services</b>	<b>(2,329,489)</b>	<b>(2,196,628)</b>

**24. TRUST FUNDS**

NSW Police Force holds money in a Crown Trust Fund, comprising money found and exhibit money, held in trust pending resolution of ownership. These monies are excluded from the financial statements, as NSW Police Force cannot use them to achieve its objectives. The following is a summary of the transactions in the trust account:

**Crown Trust Fund Account**

Cash balance at 1 July	7,500	5,704
Add: Receipts	16,683	7,386
Less: Payments	(8,314)	(5,590)
<b>Cash balance at 30 June</b>	<b>15,869</b>	<b>7,500</b>

**25. ADMINISTERED REVENUE**

Firearms licensing	6,121	3,919
Security industry licensing	4,978	4,740
Fines and forfeitures	468	440
Receipts under the <i>Crimes Act</i>	479	367
Other	79	83
	<b>12,125</b>	<b>9,549</b>

## 26. FINANCIAL INSTRUMENTS

The NSW Police Force's principal financial instruments are outlined below. These financial instruments arise directly from the NSW Police Force's operations. The NSW Police Force does not enter into or trade financial instruments for speculative purposes and it does not use financial derivatives.

The NSW Police Force's main risks arising from financial instruments are outlined below, together with the NSW Police Force's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout this financial report.

The Commissioner of Police has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the NSW Police Force, to set risk limits and controls and to monitor risks.

Compliance with policies is reviewed by the Audit Committee on a continuous basis.

(a) *Financial Instrument Categories*

	Note	Category	Carrying Amount 2008 \$'000	Carrying Amount 2007 \$'000
<b>Financial Assets</b>				
Cash and cash equivalents	9	N/A	11,450	21,469
Receivables <sup>1</sup>	10	Loans and receivables measured at amortised costs	35,221	29,885
<b>Financial Liabilities</b>				
Payables <sup>2</sup>	15	Financial liabilities measured at amortised cost	44,176	38,263
Borrowings	16	Financial liabilities measured at amortised cost	185,926	188,311
Other liabilities	18	Financial liabilities measured at amortised cost	3,005	5,996

## Notes

1. Excludes statutory receivables and prepayments.
2. Excludes statutory payables and income received in advance.

(b) *Credit Risk*

Credit risk arises when there is the possibility of the NSW Police Force's debtors defaulting on their contractual obligations, resulting in a financial loss to the NSW Police Force. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the NSW Police Force including cash and receivables. No collateral is held by the NSW Police Force. The NSW Police Force has not granted any financial guarantees.

*Cash*

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System, and the United Group Services NSW Police Force Property Bank Account.

Interest is earned on daily bank balances of the NSW Police Force Main Operating Account at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

*Receivables – trade and other debtors*

All trade and other debtors are recognised as amounts receivable at balance date. Collectibility of these debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The evidence includes past experience, and the nature and category of the debts. No interest is earned on these debtors. Sales are made on 30 day terms.

## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

NSW Police Force is not materially exposed to concentrations of credit risk to a single debtor or group of debtors. Based on past experience, debtors that are not past due (\$25.517 million in 2007-08 and \$27.490 million in 2006-07) and debts totalling (\$9.704 million in 2007-08 and \$2.395 million in 2006-07) that are past due but not considered impaired in accordance with the NSW Police Force's policy together represent 99% of the total debtors.

<b>Trade Debtors</b>	<b>Total<sup>1,2</sup> \$'000</b>	<b>Past due but not impaired<sup>1,2</sup> \$'000</b>	<b>Considered impaired<sup>1,2</sup> \$'000</b>
<b>2008</b>			
< 3 months overdue	3,539	3,539	-
3 months – 6 months overdue	1,382	1,382	-
> 6 months overdue	4,831	4,767	64
<b>2007</b>			
< 3 months overdue	1,207	1,205	2
3 months – 6 months overdue	822	815	7
> 6 months overdue	433	345	88

<b>Other Debtors</b>	<b>Total<sup>1,2</sup> \$'000</b>	<b>Past due but not impaired<sup>1,2</sup> \$'000</b>	<b>Considered impaired<sup>1,2</sup> \$'000</b>
<b>2008</b>			
< 3 months overdue	2	2	-
3 months – 6 months overdue	3	2	1
> 6 months overdue	204	13	191
<b>2007</b>			
< 3 months overdue	31	31	-
3 months – 6 months overdue	33	-	33
> 6 months overdue	206	3	203

Notes:

- Each column in the table reports 'gross receivables'.
- The ageing analysis excludes statutory receivables and receivables that are not past due and not impaired. Therefore, the 'Total' will not reconcile to the receivables total recognised in the Balance Sheet.

(c) **Liquidity Risk**

Liquidity risk is the risk that the NSW Police Force will be unable to meet its payment obligations when they fall due. The NSW Police Force continuously manages risk through monitoring future cash flows to ensure adequate cash is available to meet its payment obligations.

The main source of credit standby arrangements available to NSW Police Force is advances from NSW Treasury. Advances are requested from NSW Treasury on a need basis and are repaid by way of reduction from the Consolidated Fund Allocation disbursements. Credit card facilities are also in operation within NSW Police Force. The risks associated with credit cards are minimised through credit card policy including transactional and monthly limits. In addition, credit card usage is monitored by independent officers within the NSW Police Force.

During the current and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The NSW Police Force's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

The liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. No such interest has been paid by NSW Police Force in 2007-08 (\$0.002 million in 2006-07).

The table below summarises the maturity profile of the NSW Police Force's financial liabilities, together with the interest rate exposure.

	Weighted Average Effective Interest Rate	Nominal Amount <sup>2</sup> \$'000	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate	Variable Interest Rate	Non- Interest Bearing	< 1 Year	1 – 5 Years	> 5 Years
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2008</b>								
<i>Payables</i> <sup>1</sup>	-	44,176	-	-	44,176	44,176	-	-
<i>Borrowings:</i>								
Finance lease	6.61%	309,785	309,785	-	-	15,077	65,773	228,935
<i>Other:</i>								
Lease incentives	-	2,593	-	-	2,593	1,097	1,466	30
Liability to Con. Fund and other	-	412	-	-	412	412	-	-
	-	<b>356,966</b>	<b>309,785</b>	-	<b>47,181</b>	<b>60,762</b>	<b>67,239</b>	<b>228,965</b>
<b>2007</b>								
<i>Payables</i> <sup>1</sup>	-	38,263	-	-	38,263	38,263	-	-
<i>Borrowings:</i>								
Finance lease	6.61%	324,353	324,353	-	-	14,567	63,549	246,237
<i>Other:</i>								
Lease incentives	-	3,569	-	-	3,569	1,084	2,384	101
Liability to Con. Fund and other	-	2,427	-	-	2,427	2,427	-	-
	-	<b>368,612</b>	<b>324,353</b>	-	<b>44,259</b>	<b>56,341</b>	<b>65,933</b>	<b>246,338</b>

Notes:

1. Payables exclude income received in advance and statutory taxes.
2. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities and therefore will not reconcile to the Balance Sheet.

(d) **Market Risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. In the absence of any borrowings with variable interest rates or Hour Glass Investment Facilities, NSW Police Force's exposure to market risk is considered minimal. NSW Police Force has a Foreign Exchange Risk Policy which applies to purchases in foreign currency greater than \$250,000. The objective of this policy is to minimise the exposure of foreign currency risk to meet the budget forecast. Therefore, NSW Police Force has minimal exposure to market risk or foreign currency risk and does not enter into commodity contracts.

## NSW POLICE FORCE

## Notes to and forming part of the 2007-2008 Financial Report

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below for interest rate risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which NSW Police Force operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2006-07. The analysis assumes that all other variables remain constant.

*Interest rate risk*

Exposure to interest rate risk arises primarily through the NSW Police Force's interest bearing liability for the finance lease. This risk is minimal as the interest rate is predetermined at the inception of the lease and remained fixed for the entire term of the lease. Therefore for the financial instruments held by NSW Police Force, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/-1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The NSW Police Force's exposure to interest rate risk is set out below.

	Carrying Amount \$'000	-1% Profit \$'000	Equity \$'000	+1% Profit \$'000	Equity \$'000
<b>2008</b>					
<i>Financial assets:</i>					
Cash and cash equivalents	11,450	(115)	(115)	115	115
<b>2007</b>					
<i>Financial assets:</i>					
Cash and cash equivalents	21,469	(215)	(215)	215	215

*Other price risk*

Exposure to other price risk primarily arises through the investment in the TCorp Hour Glass Investment facilities. NSW Police Force does not have investment in these facilities. Therefore the NSW Police Force has no exposure to other price risk.

*(e) Fair Value*

Financial instruments of NSW Police Force are generally recognised at cost or amortised cost in the Balance Sheet, and because of the short term nature of many of these financial instruments, which approximate fair value.

**END OF AUDITED FINANCIAL STATEMENTS**





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Appendix 1 **PERFORMANCE TABLES**

Information presented in this section is the latest available as at the time of production of the annual report. Figures may have been revised since the last annual report owing to changes in definitions or counting rules. Figures sourced from NSW Police Force systems are particularly subject to change since the systems are updated as reports are received or more information becomes available during the course of investigations.

Recorded crime (Table 9) has been revised to accord with standard definitions used by the NSW Bureau of Crime Statistics & Research (BOCSAR). In previous annual reports, all incidents reported to police were counted according to the date of occurrence. In this report incidents have been counted based on date of report, and incidents rejected by police have been excluded. The crime categories used have also been revised (e.g. assaults are now separated into domestic violence and non-domestic violence).

**National Community Satisfaction with Policing Survey**

Results from the *National Community Satisfaction with Policing Survey* (NCSPS) are given in Tables 1 to 5 inclusive. Further information is available in the attachment to the Police Services chapter of the Report on Government Services – see [www.pc.gov.au](http://www.pc.gov.au), or on request to the NSW Police Force.

The NCSPS is a telephone survey undertaken throughout the year by an independent market research company. Survey results are likely to differ from those obtained if the total population was canvassed. A measure of difference between survey and population results is the sample error. The tables in this section present the NCSPS results as a range rather than an exact percentage. This range is calculated such that there are 19 chances in 20 that the true population value falls within the range, or only 1 chance in 20 that the population value is outside (higher or lower) the range. Sample error depends critically on the number of respondents, ie. the sample size. For New South Wales, the approximate sample size was 4,600 in 2003-04 and 2004-05; 3,200 in 2005-06; 6,800 in 2006-07; and 6,600 in 2007-08. The national sample size was 36,500 in 2007-08.

The tables also show mean scores. The mean score is a measure of the total community opinion and is derived by weighting responses to questions according to an ordinal scale. The basis for the weights is given in the footnotes to each relevant table.

Table 1 Satisfaction and perceptions of police:

	Unit of measure	2003-04	2004-05	2005-06	2006-07	NSW 2007-08	Aust 2007-08
<b>Satisfaction with police</b>							
Services generally	%	69 - 71	66 - 68	71 - 75	61 - 64	61-64	65-67
	mean (1 to 5)	3.8	3.8	3.9	3.7	3.7	3.8
Personal contact	%	78 - 80	70 - 72	81 - 85	77 - 80	75-79	80-81
	mean (1 to 5)	4.1	3.9	4.2	4.1	4.0	4.1
Dealing with public order problems	%	50 - 52	48 - 50	56 - 60	49 - 52	50-53	53-54
	mean (1 to 5)	3.4	3.4	3.5	3.4	3.4	3.4
Support for community programs	%	61 - 63	59 - 61	60 - 64	54 - 57	55-58	63-64
	mean (1 to 5)	3.8	3.8	3.8	3.6	3.7	3.8
<b>Agree</b>							
Police perform their job professionally	%	78 - 80	75 - 77	76 - 80	76 - 78	75-78	79-80
	mean (1 to 5)	3.9	3.9	4.0	3.9	3.9	3.9
Most police are honest	%	73 - 75	69 - 71	71 - 75	73 - 76	73-76	77-78
	mean (1 to 5)	3.8	3.8	3.9	3.8	3.8	3.9
Police treat people fairly and equally	%	64 - 66	61 - 63	65 - 69	63 - 66	63-66	66-67
	mean (1 to 5)	3.6	3.6	3.7	3.6	3.6	3.6
Have confidence in the police	%	79 - 81	78 - 80	78 - 82	78 - 80	78-80	81-82
	mean (1 to 5)	4.0	3.9	4.0	3.9	3.9	3.9

a. The percentage shown is the sum of very satisfied/strongly agree and satisfied/agree.

b. The scale used to derive the mean score is: 5 – very satisfied/strongly agree, 4 – satisfied/agree, 3 – neither satisfied/agree or dissatisfied/disagree, 2 – dissatisfied/disagree and 1 – very dissatisfied/strongly disagree.

Source: National Community Satisfaction with Policing Survey.

The mean scores close to 4 indicate the community is satisfied with police generally and in specific situations. The community also agrees police display the desired traits and the community has confidence in the police.

Table 2 Feelings of safety<sup>a,b</sup>:

	Unit of measure	2003-04	2004-05	2005-06	2006-07	NSW 2007-08	Aust 2007-08
At home alone at night	%	79 - 81	78 - 80	80 - 84	82 - 84	82-84	83-84
	mean (1 to 5)	4.1	4.1	4.2	4.1	4.1	4.1
On public transport at night	%	22 - 24	21 - 23	22 - 26	30 - 32	44-48	44-47
	mean (1 to 5)	2.7	2.8	3.0	3.1	3.1	3.1
Jogging/walking at night	%	39 - 41	43 - 45	45 - 49	58 - 61	62-65	63-65
	mean (1 to 5)	3.0	3.2	3.3	3.6	3.6	3.6

a. The percentage shown is the sum of Very safe and Safe.

b. The scale used to derive the mean score is 5 – Very safe, 4 – Safe, 3 – Neither safe nor unsafe, 2 – Unsafe, 1 – Very unsafe.

Source: National Community Satisfaction with Policing Survey.

The mean scores indicate the community feel safe at home alone after dark (close to 4), and neither safe nor unsafe on public transport alone after dark (close to 3). The mean score for jogging/walking locally has risen (from 3.0 to 3.6) suggesting that the community is tending to feel safe.

Appendix 1 **PERFORMANCE TABLES** contTable 3 **Concern<sup>a,b</sup> about social problems in New South Wales:**

	Unit of measure	2003 - 04	2004 - 05	2005 - 06	2006 - 07	NSW 2007 - 08	Aust 2007 - 08
<b>People who perceive as a problem in local area</b>							
Family violence	%	53 - 55	38 - 40	35 - 39	33 - 36	35 - 38	33 - 34
	mean (1 to 3)	1.7	1.5	1.5	1.5	1.5	1.4
Sexual assault	%	51 - 53	37 - 39	31 - 35	29 - 31	30 - 33	28 - 29
	mean (1 to 3)	1.7	1.5	1.4	1.4	1.4	1.4
Physical assault	%	60 - 62	43 - 45	41 - 45	40 - 43	46 - 49	42 - 43
	mean (1 to 3)	1.8	1.6	1.6	1.5	1.6	1.5
Illegal drugs	%	76 - 78	61 - 63	56 - 60	59 - 62	62 - 65	59 - 60
	mean (1 to 3)	2.2	1.9	1.9	1.9	1.9	1.9
Housebreaking	%	74 - 76	64 - 66	59 - 63	57 - 60	57 - 60	57 - 59
	mean (1 to 3)	2.0	1.9	1.8	1.8	1.7	1.7
Motor vehicle theft	%	67 - 69	55 - 57	50 - 54	46 - 50	48 - 51	46 - 47
	mean (1 to 3)	1.9	1.7	1.7	1.6	1.6	1.6
Speeding cars or dangerous driving	%	76 - 78	74 - 76	70 - 74	70 - 73	73 - 76	73 - 74
	mean (1 to 3)	2.2	2.1	2.1	2.0	2.1	2.1
Graffiti or other vandalism	%	60 - 62	51 - 53	49 - 53	52 - 55	53 - 56	50 - 52
	mean (1 to 3)	1.8	1.7	1.7	1.7	1.7	1.7
Louts or gangs	%	54 - 56	43 - 45	39 - 43	38 - 40	40 - 43	36 - 37
	mean (1 to 3)	1.7	1.6	1.5	1.5	1.5	1.5
Drunken or disorderly behaviour	%	56 - 58	46 - 48	45 - 49	46 - 49	51 - 54	45 - 46
	mean (1 to 3)	1.8	1.6	1.6	1.6	1.7	1.6
<b>People who perceive as a problem in the state</b>							
Family violence	%	81 - 83	81 - 83	78 - 82	75 - 78	79 - 81	78 - 79
	mean (1 to 3)	2.2	2.2	2.2	2.1	2.1	2.2
Sexual assault	%	86 - 88	87 - 89	83 - 87	82 - 84	83 - 85	82 - 83
	mean (1 to 3)	2.3	2.2	2.3	2.2	2.2	2.2
Physical assault C	%	89 - 91	86 - 88	84 - 88	81 - 83	83 - 85	83 - 84
	mean (1 to 3)	2.4	2.2	2.3	2.2	2.2	2.2
Illegal drugs	%	91 - 93	91 - 93	90 - 92	90 - 92	91 - 93	91 - 92
	mean (1 to 3)	2.6	2.6	2.6	2.6	2.6	2.6
Housebreaking	%	91 - 93	91 - 93	88 - 90	87 - 89	87 - 88	91 - 93
	mean (1 to 3)	2.5	2.4	2.4	2.3	2.3	2.3
Motor vehicle theft	%	89 - 91	89 - 91	84 - 88	83 - 85	84 - 87	83 - 84
	mean (1 to 3)	2.4	2.4	2.4	2.2	2.2	2.2
Speeding cars or dangerous driving	%	89 - 91	91 - 93	89 - 91	87 - 89	90 - 92	90 - 91
	mean (1 to 3)	2.4	2.5	2.5	2.4	2.5	2.4
Graffiti or other vandalism	%	85 - 87	85 - 87	84 - 88	84 - 86	85 - 87	84 - 85
	mean (1 to 3)	2.3	2.3	2.3	2.3	2.3	2.2
Louts or gangs	%	89 - 91	88 - 90	75 - 79	83 - 86	83 - 85	81 - 82
	mean (1 to 3)	2.5	2.4	2.4	2.3	2.3	2.2
Drunken or disorderly behaviour	%	84 - 86	84 - 86	84 - 88	83 - 85	87 - 89	85 - 86
	mean (1 to 3)	2.2	2.2	2.2	2.2	2.3	2.2

a. The percentage shown is the sum of Major problem and Somewhat of a problem.

b. The scale used to derive the mean score is 3 – Major problem, 2 – Somewhat of a problem, 1 – No problem.

c. Figures for 2006-07 have been revised.

Source: National Community Satisfaction with Policing Survey.

Mean scores close to 2 indicate the community considers most issues to be somewhat of a problem both locally and in the state.



Table 4 Concern about being a victim<sup>a,b</sup>:

	Unit of measure	2003 - 04	2004 - 05	2005 - 06	2006 - 07	NSW 2007 - 08	Aust 2007 - 08
Sexual assault	%	41 - 43	43 - 45	39 - 43	27 - 30	27 - 30	26 - 27
	mean (1 to 3)	1.6	1.6	1.6	1.4	1.4	1.4
Physical assault	%	58 - 60	58 - 60	55 - 59	46 - 49	46 - 49	46 - 47
	mean (1 to 3)	1.8	1.8	1.7	1.6	1.6	1.6
Housebreaking	%	72 - 74	70 - 72	66 - 70	60 - 63	60 - 63	59 - 60
	mean (1 to 3)	2.0	2.0	1.9	1.8	1.8	1.8
Motor vehicle theft	%	66 - 68	65 - 67	62 - 66	40 - 43	51 - 54	49 - 51
	mean (1 to 3)	1.9	1.9	1.8	1.7	1.7	1.6
Fraud or credit card theft	%	65 - 67	66 - 68	66 - 70	63 - 65	62 - 65	62 - 63
	mean (1 to 3)	1.9	2.0	1.9	1.9	1.9	1.9
Internet based crime	%	54 - 56	59 - 61	56 - 60	54 - 57	55 - 58	54 - 55
	mean (1 to 3)	1.8	1.9	1.8	1.8	1.8	1.8

a. The percentage shown is the total of Very concerned and Somewhat concerned.

b. The scale used to derive the mean score is 3 – Very concerned, 2 – Somewhat concerned and 1 – Not concerned.

Source: National Community Satisfaction with Policing Survey.

Mean scores close to 2 indicate the community is somewhat concerned about being a victim of each crime type.

Table 5 Driving behaviour:

	Unit of measure	2003-04	2004-05	2005-06	2006-07	NSW 2007-08	Aust 2007-08
Persons who have driven in the last six months <sup>a, b</sup> :							
never/sometimes drive not wearing seat belt	%	98 - 99	98 - 99	97 - 99	99 - 100	99 - 100	99 - 100
	mean (1 to 5)	1.1	1.1	1.2	1.1	1.1	1.1
never/sometimes drive over the speed limit by 10 km or more	%	88 - 90	90 - 92	94 - 96	95 - 96	95-96	96-97
	mean (1 to 5)	1.8	1.8	2.0	2.0	2.0	1.9
never/sometimes drive when over 0.05 blood alcohol limit	%	98 - 99	98 - 99	97 - 99	99 - 100	99-100	99-100
	mean (1 to 5)	1.1	1.1	1.1	1.1	1.1	1.1
never/sometimes drive when over tired	%	95 - 97	94 - 96	97 - 99	97 - 98	97-98	97-98
	mean (1 to 5)	1.6	1.6	1.8	1.8	1.8	1.8
never/sometimes drive when impaired by medication/drugs	%	98 - 99	98 - 99	99 - 100	99 - 100	99 - 100	99 - 100
	mean (1 to 5)	1.0	1.1	1.1	1.1	1.1	1.1
never/sometimes drive when using mobile with no hands-free kit	%	na	95 - 97	97 - 99	98 - 99	97-98	97-98
	mean (1 to 5)	na	1.4	1.5	1.5	1.5	1.5

a. The percentage shown is the sum of Never, Rarely and Sometimes.

b. The scale, shown in brackets, used to derive the mean score is 1 – Never, 2 – Rarely, 3 – Sometimes, 4 – Most of the time, 5 – Always. n.a. Data not available.

Source: National Community Satisfaction with Policing Survey.

Mean scores close to 1 indicate the community tends to never engage in poor driving behaviours.

Appendix 1 **PERFORMANCE TABLES** cont**Crime and Safety Survey**

Results from the Crime & Safety Survey are given in Tables 6 and 7. Further information is available in publications, catalogue number 4509.0 by the Australian Bureau of Statistics (ABS) - see [www.abs.gov.au](http://www.abs.gov.au).

The Crime & Safety Survey is a 'drop off/mail back' survey undertaken by the ABS relating to the 12 months to April each year. Results for 2007-08 are expected to be released in December 2008.

**Table 6 Crime rate for particular incident types<sup>a</sup>:**

	Unit of measure	2002-03	2003-04	2004-05 <sup>b</sup>	2005-06	2006-07
<b>Households (percent), victims of</b>						
Break and enter	thousand	127.6	97.0	96.6	92.3	85.2
• Households	%	5	4	4	4	3.2
• Reported to police	%	72	67	75	72	74
Motor vehicle theft	thousand	38.0	31.9	29.2	26.2	23.1
• Households	%	2	1	1	1	0.9
• Reported to police	%	94	91	n.p.	n.p.	94
<b>Persons (percent), victims of</b>						
Robbery	thousand	42.7	35.5	22.8	38.8	30.2
• People 15+ years	%	1	1	0.4	0.7	0.6
• Reported to police	%	53	38	38	41	31
Assault	thousand	184.7	200.7	257.5	189.7	241.4
• People 15+ years	%	4	4	5	4	4.4
• Reported to police	%	39	36	31	33	32

a. Relates to 12 months to April each year.

b. Figures for 2004-05 are from the National Crime & Safety Survey; all other years are from the NSW Crime & Safety Survey. The national survey uses a modified questionnaire. Figures for 2004-05 are not comparable to other years.

n.p. Not published.

Source: ABS, Crime & Safety Survey.

**Table 7 Perceptions of crime in the neighbourhood:**

Perceived problem <sup>a, b</sup>	Unit of measure	2002-03	2003-04	2004-05 <sup>c</sup>	2005-06	2006-07
No problem	%	50.3	51.9	29.9	53.1	53.5
Housebreaking/burglary/theft from home	%	29.3	26.9	31.9	23.2	22.5
Dangerous/noisy driving	%	29.2	27.8	38.3	28.8	27.4
Vandalism/graffiti/damage to property	%	25.7	24.7	26.4	26.6	25.9
Louts/youth gangs	%	20.9	20.6	17.5	21.9	21.0
Illegal drugs	%	14.2	14.4	11.3	14.1	14.0
Car theft	%	18.2	15.7	16.7	13.5	13.1
Drunkenness	%	15.6	16.0	15.5	18.8	19.0
Problems with neighbours/domestic problems	%	7.4	7.9	8.8	7.9	8.8
Other theft	%	10.6	10.0	10.1	9.0	9.3
Prowlers/loiterers	%	7.9	8.2	6.8	8.2	7.6
Other assault	%	5.1	5.7	4.2	5.3	5.6
Sexual assault	%	3.1	3.4	2.6	3.0	3.0
Other	%	2.0	2.3	1.1	1.3	1.1

a. Relates to 12 months to April each year.

b. Multiple responses were allowed in this category. Therefore the sum is greater than 100%.

c. Figures for 2004-05 are from the National Crime & Safety Survey; all other years are from the NSW Crime & Safety Survey. The national survey uses a modified questionnaire. Figures for 2004-05 are not comparable to other years.

Source: ABS, Crime & Safety Survey.

Table 8 Response to calls for assistance:

	Unit of measure	2003-04	2004-05	2005-06	2006-07	2007-08
<b>Urgent duty calls</b>	number	84,821	90,022	90,017	113,918	102,790
Time to respond to 50%	minutes	5.5	5.4	5.6	6.1	6.0
Time to respond to 80%	minutes	11.0	10.75	11.0	12.5	11.7
<b>Non-urgent duty calls</b>	number	867,491	866,543	893,958	883,792	903,682
Time to respond to 50%	minutes	19.7	20.6	22.7	24.3	22.4
Time to respond to 80%	minutes	51.0	53.5	60.0	64.0	68

Source: NSW Police Force, Computerised Incident Dispatch System (CIDS).

Table 9 Recorded crime<sup>r</sup>:

	Unit of measure	2003-04	2004-05	2005-06	2006-07	2007-08
Assault – domestic violence	number	25,808	26,355	26,743	27,881	25,914
Assault – non-domestic violence	number	44,054	44,736	45,343	46,021	45,934
Break and enter – dwelling	number	60,141	51,812	49,324	47,535	45,718
Break and enter – non-dwelling	number	32,427	28,639	27,477	25,774	23,860
Malicious damage	number	94,453	99,338	105,362	110,278	108,212
Motor vehicle theft	number	34,134	31,278	28,861	27,361	25,970
Robbery	number	9,074	7,752	8,466	8,008	7,429
Sexual assault	number	4,167	4,252	3,996	4,164	4,084
Stealing from motor vehicle	number	61,409	57,753	56,119	59,268	62,553
Stealing, other than from motor vehicle	number	117,522	103,695	98,510	97,349	91,166
<b>Total, major personal and property crime</b>	number	483,189	455,610	450,201	453,639	440,840
<b>Assaults in public</b>	%	23%	24%	24%	24%	25%
<b>Robberies in public</b>	%	55%	58%	58%	59%	59%

r. Figures have been revised since last annual report to accord with standard definitions used by the NSW Bureau of Crime Statistics & Research (BOCSAR). See note at start of appendix.

Source: BOCSAR, NSW Recorded Crime Statistics.

Table 10 Traffic/PCA<sup>r</sup>:

	2003	2004	2005	2006	2007
Fatal collisions	483	458	459	449	404
Injury collisions	21,463	20,845	20,183	20,232	20,300
Drivers charged with PCA	27,910	28,912	26,532	27,410	29,106
Drivers charged with exceeding speed limit	2,710	2,848	2,721	2,747	2,618
RBTs conducted	3,072,699	3,126,897	3,436,895	3,601,525	3,478,116
Traffic infringement notices issued	586,870	534,513	523,014	538,177	534,548

r. Figures have been revised since last annual report.

Source: NSW Police Force, Computerised Operational Policing System (COPS).

Appendix 1 **PERFORMANCE TABLES** contTable 11 Investigation outputs<sup>r</sup>:

	Unit of measure	2003–04	2004–05	2005–06	2006–07	2007–08
<b>Alleged offenders<sup>a</sup> :</b>						
Identified	thousand	324.6	323	321.5	335.6	326.2
Proceeded against	thousand	177.1	186.9	180.4	187.5	198.9

a. Includes all legal actions leading to appearances in court and formal diversionary programs (other than traffic Infringement Notices).

r. Figures have been revised since last annual report.

Source: NSW Police Force, Computerised Operational Policing System (COPS).

Table 12 Outcome of investigations: 30 days status:

Calendar year	Unit of measure	2003	2004	2005	2006	2007
<b>Percentage of incidents finalised</b>						
Assault	%	63	64	62	63	64
Unlawful entry with intent <sup>a</sup>	%	7	7	8	7	6
Car theft	%	7	7	7	7	5
Stealing	%	12	12	12	11	11
Robbery	%	16	17	18	18	14
Sexual assault	%	28	26	24	25	25
Murder	%	52	68	64	62	60

a. Includes break and enter, and steal from inside a dwelling house.

Source: ABS, Recorded Crime – Victims, Australia.

Table 13A Judicial results:

Financial year	Unit of measure	2003-04	2004-05	2005-06	2006-07	2007-08 <sup>a</sup>
<b>Offenders proceeded against<sup>r</sup>:</b>						
<b>Adults</b>						
• to court	number	121,602	128,456	122,619	126,520	129,149
• diverted <sup>b</sup>	number	5,011	5,000	4,711	4,791	9,575
• Infringement, not traffic	number	20,907	22,412	21,499	22,130	23,228
<b>Juveniles</b>						
• to court	number	9,698	10,364	10,953	11,514	12,610
• diverted <sup>c</sup>	number	13,407	13,774	13,632	14,535	15,575
• Infringement, not traffic	number	6,468	6,891	6,977	8,003	8,751
• warning	number	17,647	17,424	18,176	19,318	21,054
Costs awarded <sup>d</sup> against the police through criminal cases	\$,000	586	667	949	864	1,060

a. From November 2007, criminal infringement notices (CINs) were able to be issued state wide. Figures for 2007-08 are therefore not strictly comparable to previous years.

b. Includes criminal infringement notices and cannabis cautions.

c. Includes Cautions and youth conferences.

d. Revised figures based on reports by area prosecutor coordinators.

r. Figures have been revised since last annual report.

Source: NSW Police Force, Computerised Operational Policing System (COPS).

Table 13B Judicial results:

Calendar year	Unit of measure	2003	2004	2005	2006	2007
<b>Percentage of finalised incidents where an offender has been proceeded against:</b>						
Assault	%	85	86	86	50	53
Unlawful entry with intent <sup>a</sup>	%	68	67	65	59	64
Car theft	%	72	70	64	65	79
Stealing	%	87	89	87	67	74
Robbery	%	69	62	64	79	85
Sexual assault	%	56	59	56	34	36
Murder	%	75	86	84	86	95
<b>Local court, appearances finalised</b>						
Persons charged	%	132,922	134,845	138,424	135,574	136,635
Guilty	%	85	87	87	87	87
<b>Children's courts<sup>b</sup>, appearances finalised</b>						
Persons charged	%	7,903	8,125	8,428	8,874	9,141
Proven	%	66	68	71	71	71
<b>NSW higher courts, trial and sentences cases finalised</b>						
Persons charged	%	3,673	3,623	3,556	3,468	3,341
Guilty	%	81	80	81	84	83

a. Includes break and enter, and steal from inside a dwelling house.

b. BOCSAR now processes children's court statistics in a manner similar to other courts. The 2006 and 2007 figures may therefore not be comparable to data for previous years. The impact on the percentage of proven matters is not considered significant.

Sources: ABS, Recorded Crime Australia; NSW Police Force Computerised Operational Policing System (COPS), BOCSAR, NSW Criminal Courts Statistics



## Appendix 2 FREEDOM OF INFORMATION STATISTICS

### SECTION A – Numbers of new FOI requests

FOI Request	Personal	Other	Total
New (including transferred in)	4,718	1,410	6,128
Brought forward	484	286	770
Total to be processed	5,202	1,696	6,898
Completed	4,681	1,450	6,132
Transferred out	2	0	2
Withdrawn	58	31	89
Total processed	4,742	1,481	6,223
Unfinished	460	215	675

### SECTION B – What happened to completed requests

Completed requests	Personal	Other
Granted in full	726	251
Granted in part	2,519	1,060
Refused/no trace	1,437	139
Deferred	0	0
Completed	4,682	1,450

### SECTION C – Ministerial certificate

Number issued during the period: 0

Ministerial Certificates issued: 0

### SECTION D - Formal consultation

Number of requests requiring consultations (issued): 23

Total number of formal consultations for the period: 25

### SECTION E – Amendment of personal record

Number of requests for amendment of personal record processing during the period:

Agreed: 2

Refused: 7

**Total: 9**

### SECTION F – Notation of personal record

Number of requests for notation of personal record processed during the period: 3

**SECTION G – FOI requests granted in part or refused**

Basis of disallowing access – Number of times each reason cited in relation to completed requests which were granted in part or refused.

Basis of Disallowing or restricting access	Personal	Other
Section 19 (applications, incomplete, wrongly directed)	0	1
Section 22 (deposit not paid)	2	1
Section 25 (1)(a1) (diversion of resources)	8	4
Section 25(1)(a) (exempt)	2,595	1,133
Section 25(1)(b),(c),(d) (otherwise available)	27	3
Section 28(1)(b) (documents not held)	1,286	42
Section 24(2) (deemed refused, over 21 days)	38	15
Section 31(4) (released to medical practitioner)	0	0
<b>Totals</b>	<b>3,956</b>	<b>1,199</b>

**SECTION H – Costs and fees of requests processed**

All completed requests:	\$169,827. 80
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**SECTION I – Number of FOI requests processed where discounts were allowed**

Type of discount allowed	Personal	Other
Public interest	0	0
Financial hardship – pensioner/child	456	24
Financial hardship – non-profit organisation	0	0
<b>Totals</b>	<b>456</b>	<b>24</b>

**SECTION J – Number of completed requests by calendar days taken to process**

Elapsed time	Personal	Other
0 – 21 days	2,932	435
22 – 35 days	86	59
Over 35 days	1,664	956
<b>Totals</b>	<b>4,682</b>	<b>1,450</b>

**SECTION K – Processing time – number of completed requests by hours taken to process**

Processing hours	Personal	Other
0 – 10 hours	4,651	1,449
11 – 20 hours	26	1
21 – 40 hours	5	0
<b>Totals</b>	<b>4,682</b>	<b>1,450</b>

Appendix 2 **FREEDOM OF INFORMATION STATISTICS** cont**SECTION L – Reviews and appeals – number of reviews and appeals finalised during the period**

<b>Number of reviews finalised</b>	<b>167</b>
Number of Ombudsman reviews finalised	9
Number of Administrative Decisions Tribunal reviews	1
<b>Totals</b>	<b>177</b>

<b>Basis of internal review</b>	<b>Personal</b>		<b>Other</b>	
Grounds on which internal review was requested	Upheld*	Varied*	Upheld*	Varied*
Access refused	20	30	13	11
Deferred	0	0	0	0
Exempt matter	21	51	3	14
Amendment refused	3	1	0	0
Unreasonable charges	0	0	0	0
Charge unreasonably incurred	0	0	0	0
Withdrawn	0	0	0	0
<b>Totals</b>	<b>44</b>	<b>82</b>	<b>16</b>	<b>25</b>

\* Relates to whether or not the original determination was upheld or varied by the internal review.

**Summary**

The total number of FOI applications processed by the NSW Police Force in the financial year of 2007-08 was 6,223 compared with 5,780 applications in 2006-07 and 6,519 in 2005-06. Fees received in 2007-08 financial year concerning finalised applications totalled \$169,827.80 compared with the 2006-07 total of \$169,452 and \$163,946 for the 2005-06 financial year.

Applications for personal documentation continued to outnumber applications for non-personal documentation by a substantial amount.

Requests for formal consultations during the 2007-08 financial year remained unchanged over the previous reporting year at 23 and, as was the case for the previous year, no Ministerial certificates were issued.

The NSW Police Force Freedom of Information Unit administers and fulfils the agency's obligations under the *Freedom of Information Act (NSW) 1989*. Documents are dealt with centrally by the unit which locates and evaluates documentation from all areas of the NSW Police Force.

The Freedom of Information Unit processes the large volume of FOI applications received by the NSW Police Force, which by far outnumber the applications received by any other NSW government agency, in a timely and professional manner.

Even though there is no specific heading for Statement of Affairs, this annual report contains information that is particularly relevant to the NSW Police Force structure and law enforcement functions and describes how the public may participate in the formulation of this agency's policies. Also, there is an extensive web site at [www.police.nsw.gov.au](http://www.police.nsw.gov.au) which contains information free of any charge for any member of the public to access. Descriptions of the various kinds of documents that are usually held by this agency are included in the Summary of Affairs.

The following information summarises the standard procedures and functions, developments and statistical data of the FOI Unit for the financial year 2007-08.

**Freedom of information access arrangements**

Freedom of information requests should be made on the appropriate form, accompanied by the appropriate fee, and provide adequate information to identify the requested documents. The FOI request form can be found on the NSW Police Force website [www.police.nsw.gov.au](http://www.police.nsw.gov.au).

In order for the FOI Unit to locate the requested document, the applicant should supply a detailed description of the document, or if unable to do so, a detailed description of the circumstances the applicant believes led to the creation of the document. Where personal documents are requested, please provide your full name, address and date of birth. Proof of identity is generally required before access is granted.

**Fees and charges for requests to the NSW Police Force for freedom of information requests**

Nature of the application	Application fee	Processing charge
Access to records re: personal affairs	\$30	No charge for the first 20 <sup>a</sup> hours, \$30 per hour after that.
All other requests	\$30	\$30 per hour
Internal review (all circumstances)	\$40	Nil
Amendment of records	Nil	Nil

a. The 20 hour entitlement is not available to corporations. All charges are calculated to the nearest quarter hour. Charges are calculated according to the total time involved in all tasks.

**A 50% reduction in fees and charges may be granted where the applicant:**

- holds a (pensioner) Health Benefit Card or receives an equivalent or lower income
- is below 18 years of age
- as a non-profit organisation, can demonstrate financial hardship
- where the applicant seeks information that does not concern their personal affairs, but demonstrates it is in the public interest for the information to be made available.

The FOI Unit can help applicants prepare requests where doubt exists regarding the precise nature of the required document.

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

The Coordinator  
Freedom of Information Unit  
NSW Police Force  
Locked Bag 5102  
PARRAMATTA NSW 2124

Or call the FOI Unit on ph: (02) 9689 7122.

**Application for review of determination****1. Internal review**

Under section 34 of the *Freedom of Information Act (NSW) 1989*, if the applicant is aggrieved with the determinations (decisions) of the Freedom of Information Unit, the applicant can apply for an internal review of that determination.

By definition, a person is aggrieved if:

- an agency refuses to give the applicant access to a document; or
- access to a document is to be given to the applicant subject to deferral; or
- access to a copy of a document from which an exempt matter has been deleted is to be given to the applicant; or
- access to a document is to be given to the applicant subject to a charge for dealing with the application, or for giving access to a document, that the applicant considers to be unreasonable; or
- a charge for dealing with the application is payable by the applicant, being a charge that the applicant considers to have been unreasonably incurred; or
- an agency should have, and has not, taken such steps as are reasonably practicable to obtain the views of a third party as to whether or not the document is an exempt document (Compulsory consultation); or
- an agency should have, and has taken such steps, but the determination is not in accordance with the views of the third party (compulsory consultation).

In relation to compulsory consultation applications, the third party that is consulted in the course of an application is considered an “aggrieved” person and therefore maintains rights to appeal a determination made in accordance with the application.

In order to apply for internal review of a determination, the applicant must apply in writing with the internal review application fee to the NSW Police Force FOI Unit, being the same agency that made the determination. This must be done

## Appendix 2 FREEDOM OF INFORMATION STATISTICS cont

within 28 days of the determination. If the determination has been posted, it is deemed to have been given on the fifth day after the letter was posted.

The fee for internal reviews is currently \$40 (\$20 if the applicant is entitled to a 50% reduction).

**There is no right to an internal review of a determination regarding Minister's documents.**

### 2. Investigation by the NSW Ombudsman

Once the applicant has received an internal review, if they are still dissatisfied with the determination, the applicant can apply for an investigation of the determination by the Ombudsman. Requests to the Ombudsman must be in writing; an application form is not required. Investigations by the Ombudsman are free.

Further information is available from the Office of the NSW Ombudsman on ph: (02) 9286 1000.

**There is no right to an investigation by the Ombudsman of a Minister's determination under the *Freedom of Information Act* or in relation to the issue of a Ministerial certificate.**

### 3. Appeal to the Administrative Decisions Tribunal

If the applicant is dissatisfied with a determination or by a Minister's determination after internal review or after review by the Ombudsman, the applicant can appeal to the Administrative Decisions Tribunal. Similarly to applying for internal review, "aggrieved" persons (as defined above) may appeal to the Administrative Decisions Tribunal.

Applications to the Administrative Decisions Tribunal must be made within 60 days after the determination or, if the applicant has sought an investigation by the Ombudsman, within 60 days after the result of the Ombudsman's investigation of the complaint was reported.

To find out more about the procedures relating to the Administrative Decisions Tribunal, contact the Tribunal on ph: (02) 9223 4677 or online at: [www.lawlink.nsw.gov.au/adt](http://www.lawlink.nsw.gov.au/adt)

### Correction of personal information

The Freedom of Information Unit also attends to an individual's request for the amendment of NSW Police Force records. This can be done in the following circumstances:

- if the document contains information concerning the applicant's personal affairs
- if the information is available for use by the agency, in connection with its administrative functions
- if the information is in the person's opinion incomplete, incorrect, out of date or misleading.

An application to amend a document held by the NSW Police Force should be made on the appropriate form and specify:

- such information as is reasonably necessary to enable the NSW Police Force to identify the document to which the applicant has been given access
- the respects in which the applicant claims the information contained in the document is incomplete, incorrect, out of date or misleading
- information as is necessary to complete NSW Police Force records or to bring them up to date
- an address, so that notices may be sent to the person making the request.

There are no fees or charges for the processing of applications for amendment of NSW Police Force records.



## Appendix 3 NSW POLICE FORCE STAFF

### SUMMARY OF TOTAL STRENGTH DETAILS AS AT 30 JUNE 2008

Employee	2003-04	2004-05	2005-06	2006-07	2007-08
Police Officers*	15,009	14,643	14,634	15,333	15,324
Administrative Officers	3,755	3,706	3,809	3,814	3,837
Ministerial Officers	157	154	164	164	158
<b>Total</b>	<b>18,921</b>	<b>18,503</b>	<b>18,607</b>	<b>19,311</b>	<b>19,319</b>

\* Includes officers on secondment to other public sector agencies

### STRENGTH DETAILS (POLICE OFFICERS) AS AT 30 JUNE 2008

Rank	Internal Police	External Seconded External Funded	External Seconded Internal Funded	Total
	2007-08	2007-08	2007-08	2007-08
Executive Officer*	20	0	0	20
Senior Officer#	833	6	8	847
Snr Sgt & Sgt	2,803	16	7	2,826
Snr Cst & Cst & Prb Cst	11,566	58	7	11,631
<b>Total</b>	<b>15,222</b>	<b>80</b>	<b>22</b>	<b>15,324</b>

\* Includes officers at the rank of commissioner, deputy commissioner and assistant commissioner.

# Includes officers at the rank of superintendent and inspector.

### POLICE SENIOR EXECUTIVE SERVICE OFFICERS (PSES) OFFICERS

PSES	No of officers June 2004		No of officers June 2005		No of officers June 2006		No of officers June 2007		No of officers June 2008	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Above 6	1	0	1	0	1	1	1	1	3	1
Level 6	3	0	3	0	2	0	2	0	1	0
Level 5	8	0	10	0	11	0	12	2	14	3
Level 4	7	0	6	0	6	3	5	3	3	2
Level 3	2	0	1	0	0	0	1	0	1	1
Level 2	1	0	1	0	1	0	0	2	0	2
Level 1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>22</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>21</b>	<b>4</b>	<b>21</b>	<b>8</b>	<b>22</b>	<b>9</b>

## POLICE SEPARATIONS 2007-08

Rank	Retire	Death	Resign	Medically unfit **	Annulment of appointment	Disengagement	Dismissed	Removed - s181D†	Termination of contract	Transfer	Voluntary redundancy	Total
	06-07	07-08	06-07	07-08	06-07	07-08	06-07	07-08	06-07	07-08	06-07	07-08
Executive officers *	1	3	0	0	0	0	0	0	0	0	0	1
Senior officers #	4	7	0	1	4	54	39	0	0	0	0	59
Senior sergeant and sergeant	13	18	3	1	13	18	113	0	0	0	1	162
Constables (all)	6	13	7	6	249	270	260	223	0	0	16	4
Total	24	41	10	8	263	292	445	375	0	0	17	4

\* Includes officers at the rank of commissioner, deputy commissioner and assistant commissioner

# Includes officers at the rank of superintendent and inspector

\*\* Medically unfit may also include officers who have retired/resigned due to medical grounds.

† Removal orders made under s181D of the *Police Act 1990* can be the subject of review by the Industrial Relations Commission. This may result in a variation in the recording of the method of separation from the NSW Police Force. The date of the removal of an officer under s181D is the date the Commissioner signs that order. However for entitlement calculations the date of service of the order is used.

Category	Retire	Death	Resign	Medically unfit	Annulment of appointment	Termination of contract	Dismissed	Temporary	Transfer	Secondment ended	Secondment to other government body	Voluntary redundancy	Total													
	06-07	07-08	06-07	07-08	06-07	07-08	06-07	07-08	06-07	07-08	06-07	07-08	06-07	07-08												
Clerical	10	25	3	5	131	139	9	7	1	0	3	3	1	1	24	21	37	30	2	0	1	1	62	83	284	315
Professional	4	7	0	0	33	28	1	0	0	0	3	10	0	0	2	18	6	2	0	1	0	0	5	4	54	70
Other	4	7	0	1	38	42	3	2	0	0	0	1	0	0	2	0	2	4	0	0	0	0	1	6	50	63
Ministerial	1	2	0	1	8	13	2	0	0	0	9	1	0	1	6	8	0	0	0	0	0	0	0	0	26	26
Total	19	41	3	7	210	222	15	9	1	0	15	15	1	2	34	47	45	36	2	1	1	1	68	93	414	474

## Appendix 4 LEGISLATIVE CHANGES

The **Security Industry Amendment Act 2005** amended the *Security Industry Act 1997* to change security licence classes. The Act also created a 12 month 'provisional' licence requiring holders to undergo workplace assessments by a registered training organisation and be directly supervised while performing security duties. Commenced on 1 September 2007.

The **Security Industry Regulation 2007** replaced the *Security Regulation 1998*, introducing a provisional licensing scheme; more specialised subclasses of licences; new application and training requirements and additional grounds for revoking licenses. Commenced on 1 September 2007.

The **Firearms Amendment (Licences) Regulation 2007** amended the *Firearms Regulation 2006* to facilitate the 'flatlining project/renewals period' and enabling firearms licences that are due to expire between 1 March 2008 and 31 December 2008 to be renewed for up to four years with fees charged on a pro rata basis.

The **APEC Meeting (Police Powers) Act 2007** gave police specific powers to deal with the APEC meeting. Commenced on 4 July 2007 and repealed following the meeting.

The **Child Protection (Offenders Registration) Amendment Regulation 2007** added further 'class 2 offences' and made provision to include into the registration scheme people subject of orders from Tasmania, the Australian Capital Territory, South Australia and the United Kingdom. Commenced on 14 September 2007.

The **Criminal Procedure Amendment (Vulnerable Persons) Act 2007** amended the *Criminal Procedure Act* by making provisions for the giving of evidence by vulnerable people. The *Evidence (Children) Act 1997* and the *Evidence (Children) Regulation 2004* were repealed and their provisions were placed into the *Criminal Procedure Act*. Commenced on 12 October 2007.

The **Telecommunications (Interception and Access) Amendment Act 2007 (Cth)** transferred parts 13 to 15 of the *Telecommunications (Interception & Access) Act*, dealing with access, disclosure and use of data information from carriers, to the *Telecommunications (Interception & Access) Act*. Commenced on 1 November 2007.

The **Criminal Procedure Amendment (Local Court Process Reforms) Act 2007** amended the *Criminal Procedure Act* to streamline the requirements for briefs of evidence in summary cases and to lists certain cases for which no briefs of evidence are required. Commenced on 14 November 2007

The **Summary Offences Amendment (Spray Paint Cans) Act 2007** added a new section 10E into the *Summary Offences Act* to allow police to confiscate spray paint cans in the possession of children under 18. Commenced on 15 November 2007.

The **Mental Health Act 2007** replaced the former *Mental Health Act*. Police powers remained largely as they were but with special provisions concerning the searching and transportation of people detained under the Act. Commenced on 16 November 2007.

The **Criminal Legislation Amendment Act 2007** amended the *Criminal Procedure Act* concerning pre-trial disclosure requirements. It also amended the Act to ensure that the withdrawal of a matter does not prevent later proceedings in respect of the same offence. A new offence of supplying explosives was added to the *Crimes Act* and the penalty for possessing and making explosives was increased. Amendments to the *Drug Misuse & Trafficking Act* were made to prohibit the possession of instructions on the making of prohibited drugs. Commenced on 7 December 2007.

The **Bail Amendment Act 2007** added further firearms offences to section 8B (presumption against bail). Amendments were also made to ensure there are no second bail hearings unless a person was unrepresented at the first hearing or there has been a change in circumstances. Commenced on 14 December 2007.

The **Law Enforcement (Powers & Responsibilities) Amendment Act 2007** amended the Act in a number of ways including: adding a new section 23A to make it clear that on arrest, searching police may ask a person to shake their hair and open their mouths. Failure to do so is an offence; allowing scene of crime officers to establish crime scenes and examine recovered stolen vehicles without the need for a police officer to be present; allowing terrorism crime scene warrants to be extended for up to 30 days; repealing and not replacing the internally concealed drug search powers; allowing tyre deflation devices to be used pre-emptively; removing the requirement that the issuing authorised officer's name be included on search and crime scene warrants and occupiers' notices. Commenced on 17 December 2007.

The **Law Enforcement & Other Legislation Amendment Act 2007** amended the *Law Enforcement (Powers & Responsibilities) Act*: removing the 'sunset clause' for Part 6A (the emergency public order powers) making them

## Appendix 4 **LEGISLATIVE CHANGES** cont

permanent and amending Part 6A to give increased emergency powers; inserting a new section 198 to allow police to disperse groups of three or more people who are seriously affected by liquor or drugs. Commenced on 21 December 2007.

The **Crimes Amendment (Consent – Sexual Assault Offences) Act 2007** amended the *Crimes Act* to provide additional factors where a person can be found to be ‘reckless as to whether the other person consents...’ and ‘has no reasonable grounds for believing that the other person consents...’ and provides a new definition of ‘lack of consent’. Commenced on 1 January 2008.

The **Confiscation of Proceeds of Crime Amendment Act 2005** made numerous amendments to the *Confiscation of Proceeds of Crime Act* to improve the effectiveness of assets confiscation and money laundering laws. Commenced on 1 January 2008.

The **Crimes Amendment (Sexual Procurement or Grooming of Children) Act 2007** created new offences in the *Crimes Act* of procuring and grooming children for unlawful sexual activity. Commenced on 18 January 2008.

The **Police Amendment Act 2007** made significant amendments concerning employment issues and the system for dealing with complaints against police officers. Commenced on 4 February 2008.

The **Crimes Amendment Act 2007** amended the *Crimes Act* in a number of ways, including: increasing to 10 years the penalty for recklessly causing grievous bodily harm; removing ‘malicious’ as a fault element and replaced it with ‘intention’ or ‘recklessness’; replacing existing blackmail/extortion offences with those based on the Model Criminal Code; ensuring the infliction of grievous bodily harm includes causing a person to contract a grievous bodily disease; extending break and enter offences to buildings of any kind. The majority of the amendments commenced on 15 February 2008 however, amendments concerning the former offence of malicious wounding started on 27 September 2007.

The **Crimes (Domestic & Personal Violence) Act 2007** repealed and re-enacted Part 15A of the *Crimes Act* as a stand alone Act. The changes of substance are: providing the ability to specify whether a charge in respect of an offence is a domestic violence offence; enabling a court finding a person guilty of a domestic violence offence to direct that the person’s criminal history reflects that it was a domestic violence offence; enabling previous offences to be listed as domestic violence offences on criminal histories; when making apprehended violence orders for adults, courts are required to include any child with whom the adult has a domestic relationship as a protected person unless there are good reasons for not doing so; requiring courts to make interim apprehended violence orders at the time a person is charged to protect a victim of a serious personal violence offence; amending the *Law Enforcement (Powers & Responsibilities) Act* enabling police to request disclosure of identity if it is reasonably suspected a person is subject of an apprehended violence order, and increasing the range of dangerous implements that can be searched for in dwellings if they may have been used in domestic violence offences. Commenced on 10 March 2008.

The **Crimes Amendment (Drink & Food Spiking) Act 2008** updated existing offences in the *Crimes Act* concerning the giving of intoxicating substances to people with intent to commit indictable offences, and adding a new summary offence of drink and food spiking which is not reliant on proving the intent to commit some further indictable offence. Commenced on 28 March 2008

## Appendix 5 SIGNIFICANT JUDICIAL DECISIONS

The most significant decisions by the Administrative Decisions Tribunal (ADT) relate to what is the true application of the *Criminal Records Act 1991* (in relation to spent convictions). This issue had been unresolved since 2000 and until 2006 there were an even proportion of ADT decisions for and against the consideration of spent convictions. However, with the majority of ADT decisions by 2007 prohibiting the consideration of spent convictions, legislative amendment has been sought but has not yet occurred.

### ***Kuru v State of New South Wales* [2008] HCA 26**

**Summary of facts:** Police were called to a unit in relation to a suspected domestic violence incident. When they arrived the front door was open and the argument had come to an end. Police spoke to the male occupant and were shown round the unit but saw no one else. Police were concerned for the welfare of the other people involved in the argument and continued to ask the questions. The occupant then asked the police to leave his unit. Police refused and shortly afterwards a scuffle broke out between police and the occupant. The occupant was charged with a number of offences.

**Outcome:** The police were not entitled to remain in the premises after being asked to leave. They had no power to remain on the premises to conduct an investigation under statute or common law. Statutory provisions relating to the investigation of domestic violence incidents did not give police power to remain.

### ***Director of Public Prosecutions v Fraser & O'Donnell* [2008] NSWSC 244**

**Summary of facts:** Each defendant was an environmental activist who scaled a mesh fence, entered the site of a coal loader near Newcastle, activated a safety isolation switch on a conveyor belt rendering it inoperable and chained themselves to the underside of the conveyor belt. As a consequence, the conveyor was out of operation for almost two hours at a cost of approximately \$27,000 to the proprietor. Police attended and asked the defendants to produce a key to unlock the devices, which they declined to do. The police used their own equipment to release the defendants who were arrested and charged under s195(1) with maliciously damaging property.

**Outcome:** An essential element of “damage” for the purpose of s195 is ... “physical derangement” (though not necessarily permanent, or even lasting) to the property in question. Temporary functional interference, without a physical interference with the property itself, could not be sufficient to establish criminal damage. To prove ‘damage’ the prosecution must establish, even to a limited degree, some physical interference to the property in question.

### ***Padraic Gibson & Ors v Commissioner of Police & Ors* [2007] NSWCA 251**

**Summary of facts:** During preparations for the 2007 APEC meeting Mr Gibson was added to the list of people banned from APEC security areas. Mr Gibson sought to have the legislation that allowed for people to be banned struck out on the basis that it was unconstitutional.

**Outcome:** The application of the Act did not impede a person’s right to engage in legitimate political protest throughout most of Sydney and New South Wales. The provisions were appropriate for the protection of public safety and the safety of visiting dignitaries. As such, the application to have the legislation struck out was dismissed.

### ***NSW Commissioner of Police v Bainbridge* [2007] NSWSC 1015**

**Summary of facts:** An application was lodged to conduct a protest within the Sydney CBD during the 2007 APEC meeting. The protest was planned to enter a part of the city subject to security provisions. The Commissioner of Police had proposed an alternative route in another part of the city. The protesters applied to the court to affirm their right to protest along their preferred route.

**Outcome:** The risk to public safety by allowing the protesters to use their preferred route was too great. The alternative route suggested by the Commissioner appropriately balanced the right to protest with the risk to public safety.



## Appendix 5 **SIGNIFICANT JUDICIAL DECISIONS** cont

### ***Francisco Chung v Regina* [2007] NSWCCA 231**

**Summary of facts:** The defendant was charged with criminal offence arising out of the Commonwealth *Criminal Code Act*. The defendant sought to have the proceedings stayed as an abuse of process, suggesting the prosecution should not have proceeded with the charge as there was a more appropriate offence with a lower penalty.

**Outcome:** The choice of which offence to proceed with is one for the prosecution. It is not for a court to decide which charge should be presented. The prosecution is entitled to make its decision based in part on the maximum penalty available for an offence.

### ***Boujaoude, Elia Elrob v R* [2008] NSWCCA 35**

**Summary of facts:** The defendant was charged with an offence of supplying a commercial quantity of a prohibited drug. The defence suggested the indictment was defective and the charge should be dismissed as it presented to the court a particularised quantity of the drug which was not a commercial quantity of that drug.

**Outcome:** The *Criminal Procedure Act* only requires the indictment to describe an offence in the terms of the section. If an indictment can be fairly said to relate to an offence, the fact that the particulars in the indictment could not substantiate that offence does not mean that the indictment is bad.

## Appendix 6 **SIGNIFICANT COMMITTEES AND STATUTORY BODIES**

Board/committee name	NSW Police Force Participant	Position on committee
Associate Degree of Policing Practice (ADPP) Board of Management	Ms Fran McPherson Assistant Commissioner Michael Corboy Chief Superintendent Greg Moore	Members
Audit Committee	Ms Carol Holley (independent) Commissioner Andrew Scipione Ms Fran McPherson Deputy Commissioner Dave Owens Deputy Commissioner Nick Kaldas	Chair Members
Australasian Institute of Police Management	Commissioner Andrew Scipione	Member
Australian Crime Commission Board	Commissioner Andrew Scipione	Member
Australian Crime Commission Strategic Direction Committee	Commissioner Andrew Scipione	Member
Australian Crime Commissioners' Forum	Assistant Commissioner David Hudson	Participant
Australian High Tech Crime Centre (AHTCC) Strategic Advisory Group (renamed from the Australian High Tech Crime Centre)	Assistant Commissioner David Hudson	Member
Biometrics Institute Board	Assistant Commissioner Carlene York	Representative
Cabinet Standing Committee on Counter Terrorism	Deputy Commissioner Nick Kaldas	Member
Chief Executives Committee	Commissioner Andrew Scipione	Member
Commissioner's Advisory Council on Culturally Responsive Policing (CCRP)	Commissioner Andrew Scipione Deputy Commissioner Nick Kaldas	Chair Member
Commissioner's Executive Team	Commissioner Andrew Scipione Ms Fran McPherson Deputy Commissioner Dave Owens Deputy Commissioner Nick Kaldas	Chair Members
Conference of the Commissioners of Police of Australia & the South West Pacific Region	Commissioner Andrew Scipione	Member
Counter Terrorism Chief Executive Officers Meeting	Deputy Commissioner Nick Kaldas	Member
CourtLink Steering Committee	Assistant Commissioner Carlene York	Member
Crime Stoppers Board of Directors	Assistant Commissioner Bob Waites Mr Chris Beatson Mr Strath Gordon Senior Sergeant Christie Walters (state coordinator) Robyn Carr (secretariat)	Directors
Criminal Justice CEOs Forum	Deputy Commissioner Nick Kaldas	Commissioner's delegate
CrimTrac Board	Commissioner Andrew Scipione represented by Assistant Commissioner Carlene York	Member
Department of Premiers & Cabinet CEO Network	Commissioner Andrew Scipione	Member
Digital Radio Program	Assistant Commissioner Bob Waites Chief Superintendent Brad Shepherd Chief Inspector David Meurant	Chair Members
DNA Advisory Committee	Assistant Commissioner Carlene York	Representative
Expert Advisory Group on Drugs & Alcohol	Commissioner Andrew Scipione	Member
Government Agencies Road Safety Council	Chief Superintendent John Hartley	Member
Human Services CEOs Forum	Deputy Commissioner Dave Owens	Commissioner's delegate

Appendix 6 **SIGNIFICANT COMMITTEES** cont

Board/committee name	NSW Police Force Participant	Position on committee
Human Services Delivery in Regional & Rural Areas	Assistant Commissioner Stephen Bradshaw	Member
Illicit Drugs Monitoring Group	Assistant Commissioner David Hudson Detective Superintendent Greig Newbery	Member
Joint Asian Crime Group – Joint Management Committee	Assistant Commissioner David Hudson	Participant
Joint Investigative Response Team Statewide Management Group	Assistant Commissioner David Hudson Detective Superintendent John Kerlatec Detective Chief Inspector Linda Howlett	Participants
Justice Sector Information Exchange Coordinating Committee	Assistant Commissioner Carlene York	Representative
Law Enforcement & Public Safety Radio Communication Interoperability	Assistant Commissioner Bob Waites Chief Inspector David Meurant	Members
Law Enforcement & Security Radio Spectrum Committee	Assistant Commissioner Bob Waites Chief Inspector David Meurant	Chair Member
Law Week Board	Superintendent Anthony Trichter	Commissioner's delegate
Ministerial Council for Police & Emergency Management – Police Senior Officers Group (formerly known as Australasian Police Ministers' Council Senior Officers Group)	Commissioner Andrew Scipione	Member
National Coordinating Committee for Car Radio Communications	Assistant Commissioner Bob Waites	Member
National Counter Terrorism Committee	Deputy Commissioner Nick Kaldas	Member
National Counter Terrorism Committee	Deputy Commissioner Nick Kaldas	Liaison Member
National Counter Terrorism Committee Sub-Committee on Protective Security Working Group	Deputy Commissioner Nick Kaldas	Chair
National Crime Statistics Unit Board of Management	Commissioner Andrew Scipione	Member
National Institute of Forensic Science Board	Assistant Commissioner Carlene York	Representative
National Road Safety Strategy Panel	Chief Superintendent John Hartley	Member
NSW Crime Commission Board	Commissioner Andrew Scipione	Member
NSW Sentencing Council	Assistant Commissioner Paul Carey	
NSW Treasury Managed Fund Advisory Board	Mr Arthur Diakos	Member
NSWPF & NSW Ombudsman's Joint Standing Committee	Commissioner Andrew Scipione Assistant Commissioner Paul Carey	Members
PCYC Board	Assistant Commissioner Garry Dobson	Commissioner's representative to Board
Police Aboriginal Strategic Advisory Council	Commissioner Andrew Scipione Assistant Commissioner Stephen Bradshaw Superintendent Adam Whyte Mr Peter Lalor	Chair Members
Police Integrity Commission Referral Panel	Assistant Commissioner Paul Carey	Participant

Board/committee name	NSW Police Force Participant	Position on committee
Police Promotions Steering Committee	Ms Fran McPherson Assistant Commissioner Peter Gallagher Assistant Commissioner Mick Corboy Superintendent Ian Ball Superintendent Peter Shinfield Sergeant Scott Weber Ms Julie Roberts Sergeant Scott Richardson Dr Chris Devery Inspector Maria Rustja	Chair Members
Police Properties Steering Committee	Commissioner Andrew Scipione Ms Fran McPherson Mr John Karaboulis	Chair Members
Recovered Assets Board	Deputy Commissioner Dave Owens Deputy Commissioner Nick Kaldas Assistant Commissioner David Hudson Commissioner Phillip Bradley, NSW Crime Commission	Members
Reward Evaluation Advisory Committee	Assistant Commissioner Robert Waites (with four rotating commissioned officer members)	Chair
Roads & Traffic Advisory Council	Chief Superintendent John Hartley	Member
State Contracts Control Board	Ms Fran McPherson Mr John Karaboulis	Member Deputy member
State Emergency Management Committee	Deputy Commissioner Dave Owens, State Emergency Operations Controller (SEOCON) Assistant Commissioner Cath Burn	SEOCON Representative
State Rescue Board	Deputy Commissioner Dave Owens Assistant Commissioner Cath Burn	SEOCON Representative
Tripartite Committee	Commissioner Andrew Scipione Ms Fran McPherson Deputy Commissioner Dave Owens Deputy Commissioner Nick Kaldas Mr Les Tree, Ministry of Police Mr Peter Remfrey, Police Association of NSW Mr Bob Pritchard, Police Association of NSW	Chair
Victims Advisory Board	Detective Superintendent Geoff Beresford	Member

### Significant committees and statutory bodies established or abolished in 2007-08

Board /committee name	Participant	Position on committee	Established or abolished	Function or role
Australia & New Zealand Policing Advisory Agency Crime Forum	Assistant Commissioner David Hudson	Member	Established	Previously the Australasian Crime Commissioners' Forum
Australian & New Zealand Policing Advisory Agency (ANZPAA)	Commissioner Andrew Scipione	Member	Established	Provides high level policing related policy support strategic advice research capacity knowledge management and information sharing services throughout the Australian Commonwealth state and territories and New Zealand
Crime Prevention Partnerships Steering Committee	Deputy Commissioner Dave Owens	Member	Established	Oversee the implementation of the Crime Prevention Partnerships across New South Wales government agencies
Investment Committee	Commissioner Andrew Scipione Ms Fran McPherson Deputy Commissioner Dave Owens Deputy Commissioner Nick Kaldas Mr John Karaboulis Mr Arthur Diakos Ms Julie Roberts Mr Terry Brown	Chair Member Member Member Advisor Advisor Advisor Advisor Secretariat	Established	Oversee NSW Police Force investment decisions planning and total asset management

Appendix 6 **SIGNIFICANT COMMITTEES** cont

Board /committee name	Participant	Position on committee	Established or abolished	Function or role
World Youth Day CEO Committee	Commissioner Andrew Scipione	Member	Established & disestablished	To oversee the planning and coordination of World Youth Day at executive level
APEC Executive Management Committee	Commissioner Andrew Scipione	Member	Disestablished	Executive response across agencies for APEC for the duration of APEC. Disestablished at completion of APEC Meeting
APEC NSW Government Executive Group	Commissioner Andrew Scipione	Member	Disestablished	To ensure a coordinated response at CEO level across all New South Wales agencies for APEC
Australasian Police Multicultural Advisory Bureau	Delegate of the Commissioner of Police	Member	Disestablished	Bureau and its charter has been incorporated into the ANZPAA
Australasian Police Professional Standards Council Inc	Commissioner Andrew Scipione	Member	Disestablished	Council and its charter has been incorporated into the ANZPAA
Australasian Traffic Policing Forum	Chief Superintendent John Hartley	Member	Disestablished	Forum and its charter has been incorporated into the ANZPAA
Australian Centre of Policing Research	Commissioner Andrew Scipione	Member	Disestablished	The Centre's charter has been incorporated into the ANZPAA
Australian Disaster Victim Identification Committee	Superintendent Mark Sweeney Detective Inspector Bryan Parker	Members	Disestablished	The Committee's national disaster victim identification charter has been incorporated into the ANZPAA
Implementation Committee for the Police Powers ( <i>Drug Detection Trial</i> ) Act 2003	Assistant Commissioner Bob May Detective Superintendent Greig Newbery Detective Superintendent Deborah Wallace Other police members	Project Sponsor Members	Disestablished	Oversee the implementation of new drug initiatives now completed
Information Communication & Technology Management Board	Ms Fran McPherson Deputy Commissioner Dave Owens Deputy Commissioner Nick Kaldas Ms Julie Roberts	Chair Members	Disestablished	Charter rolled into the Investment Board
Police Commissioners' Policy Advisory Group	Ms Susan Thompson	Member	Disestablished	Group and its charter has been incorporated into the ANZPAA

Members of the NSW Police Force participate on many groups and panels to provide advice on policing issues and other internal committees.

**NSW Police Force criteria for significance:**

- (1) Boards or committees with either a member or the Commissioner's Executive Team (CET) a nominated delegate who holds the rank of assistant commissioner or above.
- (2) Is not just an internally focussed committee. Due to this new criteria of significance some committees have been listed that have not previously been published and others have been omitted.

**Note:** NSW Police Force underwent structural changes during this reporting year that saw significant movements within the senior executive. As such participant members have been shown as current at 30 June 2008. Establishments and disestablishments are shown for the reporting period.



## Appendix 7 NSW POLICE FORCE SENIOR EXECUTIVE SERVICE

There have been no performance incentives offered or paid to any Senior Executive officers this reporting year. Senior Executive Service as at 30 June 2008.

<b>Name</b>	Andrew Phillip SCIPIONE APM
<b>Position</b>	Commissioner of Police
<b>SES Level</b>	8
<b>Total remuneration package</b>	\$389,500
<b>Appointed to position</b>	1 September 2007
<p>Commissioner Scipione has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>Continued success with crime reduction strategies with a particular focus on a reduction in robberies and the implementation of roadside drug testing.</li> <li>Continued to build, lead and develop a Command Team with clear strategic priorities across Field Operations.</li> <li>Led Operation Contego, the planning, security and traffic management for the APEC Economic Leaders' Meeting in Sydney September 2007.</li> <li>Provided effective management, including financial management within allocated budget and global savings for the NSW Police Force.</li> <li>All major categories of crime are stable or trending downwards with a focus on alcohol related crime, robberies, illegal street racing, enhanced roadside drug testing and improved police proactivity.</li> <li>Achieved the lowest New South Wales road toll since 1945. Four hundred and forty nine people were killed in motor vehicle crashes in New South Wales during the 2007 calendar year, 47 fewer than the previous year's record low of 496 (revised from 498). The number of exceed speed offences detected on our roads was also down from 207,732 in 2007 compared to 226,222 in 2006.</li> <li>Development and implementation of the <i>NSW Police Force Corporate Plan 2008-2012</i> and integration of the NSW State Plan into operational policing across the NSW Police Force, including an improved focus on customer service and human resource management and reporting.</li> <li>Established the Alcohol Licensing Enforcement Command (ALEC) within the NSW Police Force. Is the corporate spokesperson for all Australian Police Commissioners on alcohol related crime.</li> <li>Structural realignment within the NSW Police Force, including recruitment of new members to the executive team, and new assistant commissioners to lead and manage commands within the organisational structure, and a new approach to executive support and advice.</li> <li>Led the planning and preparations for Operation Angelus, the NSW Police Force commitment to World Youth Day 2008.</li> <li>Development and implementation of a new approach to executive accountability and reporting (COMPASS).</li> </ul> <p><b>Signed: The Hon David Campbell MP, Minister for Police</b></p>	

Appendix 7 **SENIOR EXECUTIVE SERVICE** cont

Name	Frances Mary McPHERSON PSM
Position	Executive Director, Corporate Services
SES Level	7
Total remuneration package	\$309,140
Appointed to position	19 September 2005
Ms McPherson has achieved the performance criteria contained in her performance agreement.	
<b>Key Achievements</b> <ul style="list-style-type: none"> <li>Directed the review of Education Services (Operation Viente) to provide a more focussed approach to education and training.</li> <li>Continued to develop strategies to achieve further global savings.</li> <li>Directed the restructure and redefinition of internal auditing for the NSW Police Force by identifying a new internal audit program to be placed within the Finance Directorate.</li> <li>Initiated a review of the Operational Performance &amp; Crime Review process to allow better and more relevant examination of performance of business units.</li> <li>Initiated the implementation of an external provider of legal services panel, including tender, selection and monitoring processes, within the Office of General Counsel.</li> <li>Re-aligned freedom of information processing, including internal reviews, from the former Legal Services Branch to the Public Affairs Branch.</li> <li>Participated with the Auditor-General's Audit Program and responded to issues arising including research on fatigue, the application of flexible rostering, injury management and sick leave.</li> <li>Re-aligned management and administration of workers' compensation to the Safety Directorate, focussing on the management of returning officers to work.</li> <li>Directed a total apparel management strategy to outsource the processing and supply function of Uniform Services.</li> <li>Directed a review be undertaken to test the market for the 'fit and strip' of police motor vehicles to deliver a more efficient fleet management strategy.</li> </ul>	
<b>Signed: A P Scipione APM, Commissioner of Police</b>	

Name	Naguib (Nick) KALDAS APM
Position	Deputy Commissioner, Specialist Operations
SES Level	7
Total remuneration package	\$284,951
Appointed to position	1 March 2008
Deputy Commissioner Kaldas has achieved the performance criteria contained in his performance agreement.	
<b>Key Achievements</b> <ul style="list-style-type: none"> <li>Negotiated the amalgamation of counter terrorism investigative efforts in New South Wales, including the merger of Australian Federal Police and the NSW Police Force Counter Terrorism investigative and intelligence teams.</li> <li>Represented the NSW Police Force on the National Counter Terrorism Committee and the Cabinet Committee on Counter Terrorism to drive counter terrorism strategies and legislation.</li> <li>Oversaw a restructure of Specialist Operations to include Business &amp; Technology Services, Police Prosecutions and State Crime Command, and integrate them with existing commands.</li> <li>Initiated a review of intelligence processes and frameworks across the organisation, including their role and context within the external intelligence environment.</li> <li>Provided oversight of the building and commissioning of the 32 metre Ocean Patrol Vessel (OPV) Nemesis, the largest police boat in the Southern Hemisphere. OPV Nemesis will be launched early in the next reporting year.</li> <li>Provided leadership for Specialist Operations in two major events, APEC and World Youth Day 2008, including provision of tactical and dignitary protection operations, air support, marine operations, communications and investigative response capacity.</li> <li>Initiated a review of the technology environment in the NSW Police Force to ensure that operational needs are optimally supported.</li> <li>Assumed the role of NSW Police Force Corporate Spokesperson for cultural diversity.</li> </ul>	
<b>Signed: A P Scipione APM, Commissioner of Police</b>	

<b>Name</b>	David John OWENS APM
<b>Position</b>	Deputy Commissioner, Field Operations
<b>SES Level</b>	7
<b>Total Remuneration Package</b>	\$284,951
<b>Appointed to position</b>	1 December 2007
<p>Deputy Commissioner Owens has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>Oversaw the development of the Incident Command and Control System (ICCS) Course for Commissioned Officers, whilst serving as the Deputy State Emergency Operations Controller.</li> <li>Coordination of whole of Government support to the Dept. of Primary Industries during the Equine Influenza emergency.</li> <li>Commanded Operation Contego, the NSW Police Force Security Operation for the APEC Economic Leaders' Meeting.</li> <li>Oversaw the implementation of the Mental Health Intervention Team (MHIT), which focuses on educating and training frontline police to address mental health issues within the community and aimed at reducing injuries to police and patients</li> <li>Provided effective management, including financial management, for Field Operations including the six NSW Police Force regions (80 local area commands) Major Events &amp; Incident Group, Traffic Services, Policy &amp; Programs Unit and World Youth Day 2008 command.</li> <li>Corporate sponsor for the Premier's Cutting Red Tape – Charge to Finalisation project.</li> <li>Established the Alcohol Licensing Enforcement Command to achieve consistency throughout the NSW Police Force, support local area commands and develop a holistic approach to alcohol related crime. Established positions at region offices to support local area commands on licensing issues. Achieved improvements through training and education and by focusing on alcohol related crime enforcement. Oversaw changes to alcohol legislation and internal police policies and initiatives.</li> <li>Undertaken the role of State Emergency Operations Controller. Through that role, represent the NSW Police Force on the State Emergency Management Committee and State Rescue Board.</li> <li>Initiated and signed the Memorandum of Understanding between the NSW Police Force and NSW State Emergency Service.</li> <li>Initiated the establishment of an Emergency Management Unit within the NSW Police Force.</li> <li>Oversaw the re-alignment of commands within the Northern Region, including the merging of the Newcastle and Waratah LACs and the creation of the Port Stephens LAC.</li> <li>Oversaw operational planning and preparations for Operation Angelus (the NSW Police Force commitment to World Youth Day 2008)</li> </ul> <p><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

<b>Name</b>	Stephen BRADSHAW APM
<b>Position</b>	Region Commander, Western Region
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$239,227
<b>Appointed to position</b>	1 December 2007
<p>Assistant Commissioner Bradshaw has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>Provided effective crime, people and financial management in the Western Region.</li> <li>As Corporate Spokesperson for rural crime, Operation Gambia was established which highlighted the effective role of rural crime investigators working with the Department of Primary Industries in managing the equine influenza outbreak.</li> <li>Increased focus on Aboriginal child sexual assault through Operation Disclosure, including attendance at the Special Commission of Inquiry into Child Protection and the National Indigenous Violence &amp; Child Abuse Intelligence Task Force.</li> <li>Launch of the IPROWD program across the region which will increase the pool of Aboriginal applicants to the NSW Police Force.</li> <li>Took a lead role in the Cross Border Justice Project which will reduce crime by streamlining investigations of summary matters in border locations.</li> <li>A memorandum of understanding is being finalised with the Department of Corrective Services which will provide a local service agreement to enhance prisoner transport throughout western New South Wales.</li> <li>Oversaw of Operation Baraba in the restoration of public order at Mt Panorama during the Bathurst car races.</li> <li>Oversaw the reintroduction of solo motorcycle highway police to the region which will increase visibility.</li> </ul> <p><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

Appendix 7 **SENIOR EXECUTIVE SERVICE** cont

<b>Name</b>	Catherine Judith BURN APM
<b>Position</b>	Region Commander, Central Metropolitan Region
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$239,227
<b>Appointed to position</b>	3 December 2007
<p>Assistant Commissioner Burn has achieved the performance criteria contained in her performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Provided effective crime, people and financial management in the Central Metropolitan Region.</li> <li>• Commanded a number of major events including New Year's Eve, Mardi Gras, Operation Appaloosa (a four day operation that encompassed the arrival and departure of Cunard liners Queen Elizabeth II and Queen Victoria, along with a simultaneous A-League grand final at the Sydney Football Stadium and a one day international cricket match at the Sydney Cricket Ground), and Operation Montana (unions protest involving 4,000 people, timed to coincide with the 2008 resumption of State Parliament).</li> <li>• Oversaw a number of operations within the region aimed at reducing crime and fear of crime, including Operation Summersafe (ensuring beach safety) and a number of major drug operations.</li> <li>• Oversaw a review of event and venue management within the Central Metropolitan Region including the provision of training for all commanders.</li> <li>• Undertook a review of the Central Metropolitan Region, including User Pays, with a view to streamlining and improving services (eg. command management framework, structure, succession planning, etc).</li> <li>• Formulated a new strategic direction for the Police Youth Clubs &amp; Community Support Group Command and represented the command at the annual state conference.</li> <li>• Corporate spokesperson for Emergency Management and represents the NSW Police Force on the State Emergency Management Committee and State Rescue Board.</li> <li>• Corporate spokesperson for Customer Service. Formed a Customer Service Program Team aimed at meeting State Plan (S8) targets.</li> </ul> <p style="text-align: right;"><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

<b>Name</b>	Paul Anthony CAREY APM
<b>Position</b>	Commander, Professional Standards Command
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$239,227
<b>Appointed to position</b>	3 March 2008
<p>Assistant Commissioner Carey has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Implemented the revised complaint management system.</li> <li>• Continues to develop and promote products and services that help strengthen the professional conduct standards of the NSW Police Force.</li> <li>• Appointed by the Attorney General to the NSW Sentencing Council.</li> <li>• Contributed to achieving a police force respected for its high standards of professionalism and ethical policing by establishing and communicating clear professional standards for conduct and integrity.</li> <li>• Maintained professional working relationships with the Police Integrity Commission and the Office of the Ombudsman in relation to the professional standards for conduct, integrity and complaint management.</li> <li>• Reviewed processes for conducting reactive and proactive investigations into corruption and serious misconduct.</li> <li>• Is the NSW Police Force Corporate Spokesperson for Professional Standards.</li> <li>• Reviewed policy, processes and procedures with regard to professional standards.</li> </ul> <p style="text-align: right;"><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

<b>Name</b>	Denis John CLIFFORD APM
<b>Position</b>	Commander, North West Metropolitan Region
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$239,227
<b>Appointed to position</b>	1 January 2006
<p>Assistant Commissioner Clifford has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Provided effective financial management and control of the North West Metropolitan Region budget.</li> <li>• Continues to oversee the Operational Policing Program implementation.</li> <li>• Is a member of the Investment Advisory Committee.</li> <li>• Chairs both the Northern and Western Sydney Emergency Management District Committees.</li> <li>• Is the NSW Police Force Corporate Spokesperson for Bush Fires, Core Policing, Vulnerable Communities, and for the Sporting Venue (Offenders Banning Orders) Bill 2005.</li> <li>• Chairs the Disability Advisory Council.</li> <li>• Oversaw the implementation of the project, "Securing our Diversity Policing a complex environment.".</li> </ul> <p><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

<b>Name</b>	Michael John CORBOY APM
<b>Position</b>	Commander, Education & Training
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$239,227
<b>Appointed to position</b>	3 March 2008
<p>Assistant Commissioner Corboy has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Drive reform based on the findings of the review of NSW Police Education Services (Operation Viente), McClelland Report on the review of education service delivery and reform of the command.</li> <li>• Conducted a thorough business review process of all administration systems within Education &amp; Training Command.</li> <li>• Established the position of Principal, NSW Police College, Goulburn to oversee all operations at that campus including recruitment and recruit training.</li> <li>• Established the Field Support Command to oversee all probationary constable support, detectives training, intelligence and other specialist support training to improve service delivery to all police.</li> <li>• Established the Operational Skills Command to ensure the efficient delivery of mandatory training, consolidation of the Weapon &amp; Tactics Training Units, oversight the Driver Training Unit and Pushbike Unit training, and improve service delivery to the field.</li> <li>• Established the Management Skills Command to improve command level skills and training throughout the NSW Police Force.</li> <li>• Coordinate the closure of Education &amp; Training Command, Westmead Campus and subsequent movement to Education &amp; Training Command, Hurstville Campus.</li> </ul> <p><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	



## Appendix 7 SENIOR EXECUTIVE SERVICE cont

<b>Name</b>	Peter Edward DEIN APM
<b>Position</b>	Commander, Counter Terrorism & Special Tactics
<b>SES Level</b>	5
<b>Total remuneration package</b>	\$239,227
<b>Appointed to position</b>	3 March 2008
<p>Assistant Commissioner Dein has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Provided effective management of the Counter Terrorism &amp; Special Tactics Command in line with corporate directions, including financial management.</li> <li>• Represented the NSW Police Force on the National Counter Terrorism Investigative Support Coordination Capability Sub Committee</li> <li>• Has developed strong links to the communities through the Counter Terrorism Business Liaison Unit, Community Contact Unit, and Protection Programs Unit, to ensure the provision of counter terrorism services including security for places of mass gatherings, critical infrastructure and national icons.</li> <li>• Established a professional lecture series on counter terrorism that focuses on long term challenges and trends in counter terrorism.</li> <li>• Established the amalgamated counter terrorism investigative efforts in New South Wales, with the merger of Australian Federal Police, Crime Commission, ASIO and the NSW Police Force Counter Terrorism investigative and intelligence teams.</li> <li>• Graduated from the Leadership in Counter Terrorism Pacific Program.</li> </ul> <p style="text-align: right;"><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

<b>Name</b>	Arthur DIAKOS
<b>Position</b>	Chief Financial Officer, Financial Services and Audit
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$264,718
<b>Appointed to position</b>	11 September 2006
<p>Mr Diakos has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• Provided effective and strategically focused financial and budgetary management advice and reporting.</li> <li>• Established strategic internal audit function and risk based corporate internal audit program to commence in the 2008-09 financial year.</li> <li>• Developed financial and scheme structural options and strategies to support the effective operation of the Police Death &amp; Disability Scheme.</li> <li>• Further refined corporate financial and budgetary policies, systems and procedures, including improved corporate financial and budgetary reporting and allocation framework.</li> <li>• Directed the preparation and submission of the NSW Police Force statutory accounts.</li> <li>• Participated in the development of budget savings strategies and provided effective monitoring and reporting against established targets.</li> <li>• Participated in the development and delivery of corporate services efficiency review projects.</li> </ul> <p style="text-align: right;"><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

<b>Name</b>	Peter GALLAGHER APM
<b>Position</b>	Director, Corporate Human Resources
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$239,227
<b>Appointed to position</b>	3 March 2008
Assistant Commissioner Gallagher has achieved the performance criteria contained in his performance agreement.	
<b>Key Achievements</b> <ul style="list-style-type: none"> <li>• Oversaw of the introduction of a new career management system (CMS) into the New South Wales Police Force which provides a SAP based record of the performance management and agreed result areas for each employee of the organisation.</li> <li>• Oversaw of the introduction of a new police promotion system and the establishment of promotion lists for the ranks of superintendent, inspector and sergeant.</li> <li>• Oversaw of the continued implementation of activities to reduce sick leave amongst all employees of the New South Wales Police Force which have resulted in a 12% reduction in non-work related sick leave since 2006 and a 9.1% decrease in all forms of sick leave over the same period.</li> <li>• Created a focus upon human resource governance initiatives with the implementation of a command review tool covering the areas of leave management, injury management, sick leave management, human resource (SAP) information, welfare management, deployment management, secondary employment, performance management, command culture and training and development.</li> </ul>	
<b>Signed: A P Scipione APM, Commissioner of Police</b>	

<b>Name</b>	Mark Walter GOODWIN APM
<b>Position</b>	Director, Special Projects
<b>SES Level</b>	5
<b>Total remuneration package</b>	\$239,227
Assistant Commissioner Goodwin was on extended leave during the reporting period.	
<b>Signed: A P Scipione APM, Commissioner of Police</b>	

<b>Name</b>	David William HUDSON APM
<b>Position</b>	Commander, State Crime Command
<b>SES Level</b>	5
<b>Total remuneration package</b>	\$239,227
<b>Appointed to position</b>	3 March 2008
Assistant Commissioner Hudson has achieved the performance criteria contained in his performance agreement.	
<b>Key Achievements:</b> <ul style="list-style-type: none"> <li>• Oversaw the expansion of the Unsolved Homicide (Investigation) Team increasing support to 37 detectives dedicated to investigating historical unsolved murders.</li> <li>• Oversaw consolidation of the Homicide Squad comprising six immediate response teams, the Coronial Investigation Team and Unsolved Homicide Team and resulting in an improved level of response to homicide and suspicious deaths occurring in New South Wales.</li> <li>• Oversaw the NSW Police Force Response to Special Commission of Inquiry into Child Protection Services in New South Wales.</li> <li>• Contributed to the development of detectives in recruitment, retention and training through the Criminal Investigation Detectives Advisory Panel.</li> <li>• Promoted and supported multi-jurisdictional committees and forums, working collaboratively with other law enforcement agencies to develop and promote best practice in criminal investigation.</li> <li>• Delivered regular strategic assessments on crime, particularly serious, major and organised crime.</li> <li>• Oversaw the NSW Police Force Investigation Squad for APEC 2007.</li> <li>• Implemented the Case Management Risk Assessment Process into COPS.</li> <li>• Facilitated the progression of the Australasian Police and Emergency Services Games as Chairman of the Police Council of Sport.</li> </ul>	
<b>Signed: A P Scipione APM, Commissioner of Police</b>	

Appendix 7 **SENIOR EXECUTIVE SERVICE** cont

Name	John KARABOULIS
Position	Director, Investment & Commercial Services
SES Level	5
Total Remuneration Package	\$235,750
Appointed to position	23 January 2006
Mr Karaboulis has achieved the performance criteria contained in his performance agreement.	
<b>Key achievements</b> <ul style="list-style-type: none"> <li>Led the development and implementation of the Total Apparel Management Strategy through a tender process to outsource the processing and supply functions of Uniform Services.</li> <li>Led the review and implementation of Fleet Management Services' contract for Fit and Strip of NSW Police Force vehicles to deliver a more efficient service.</li> <li>Directed the development and implementation of a commercial strategy for the NSW Police Force Radio Communication Tower portfolio.</li> <li>Led the design, construction and opening of new police stations at Campsie, Corrimal, Fairfield, St Marys and Lismore and commencement of construction on The Rocks, Wagga Wagga, Dubbo and Orange police stations.</li> <li>Managed the development and delivery of the NSW Police Force Capital Works program with a value in excess of \$150 Million.</li> <li>Directed the development and implementation of the Firearms Registry License Renewal Strategy with the aim of flattening the peak in firearms license renewals over the 5 year license re-issuing cycle.</li> <li>Directed the implementation of the Security Industry Act and Regulation changes that commenced on 1 September 2007 and affected all security license holders.</li> <li>Led the development and implementation of procurement and contract strategies with the aim of introducing efficiencies, improvements and achieving global savings targets.</li> <li>Led the development of the relocation strategy for NSW Police Force facilities and business units located at Zetland to facilitate the proposed Green Square town centre development.</li> </ul>	
<b>Signed: A P Scipione APM, Commissioner of Police</b>	

Name	Robert Sidney MAY APM
Position	Commander, Southern Region
SES Level	5
Total Remuneration Package	\$239,227
Appointed to position	1 January 2006
Assistant Commissioner May has achieved the performance criteria contained in his performance agreement.	
<b>Key achievements</b> <ul style="list-style-type: none"> <li>Provided effective financial management and control of the Southern Region budget.</li> <li>Fostered a better understanding of the communities within the region by embarking on a schedule of station visits including rural and remote communities to understand the varied needs of each.</li> <li>Ensured a continued focus on the 'People First' vision which supports the welfare and wellbeing of all region staff and their diverse range of experiences as they listen to and respond to our communities' needs and expectations.</li> <li>Is the NSW Police Force corporate spokesperson for uniforms, which incorporates the development of cost effective and appropriate uniform standards for the comfort and protection of staff.</li> <li>Represents the Commissioner of Police at the Royal Humane Society of New South Wales and is the chair of the Commissioner's Awards Assessment Committee.</li> <li>Is the NSW Police Force District Emergency Operations Controller for the five districts within the Southern Region.</li> </ul>	
<b>Signed: A P Scipione APM, Commissioner of Police</b>	

<b>Name</b>	Carmine (Frank) MENNILLI APM
<b>Position</b>	Commander, South West Metropolitan Region
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$239,227
<b>Appointed to position</b>	3 March 2008
<p>Assistant Commissioner Mennilli has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key achievements</b></p> <ul style="list-style-type: none"> <li>Continued to drive down crime in accordance with State Plan objectives.</li> <li>Chairing the National Working Party reviewing warrants and CNSMS. This included developing a proposal for a National Data Base of Warranted persons.</li> <li>NSWPF representative on the Audio Video Link Steering committee with Attorney Generals Dept and Chief Magistrates Office.</li> <li>Coordinated and developed improved strategic planning and financial management within the South West Metropolitan Region.</li> <li>Planning and operational management of public order incidents. This included Operation Belgenny to address community tension in relation to the proposal to build a mosque in the Camden area.</li> <li>Continued to address community issues in a whole of government approach. This includes Operation Tinaroo in the Campbelltown area to address issues of policing, housing, lighting, and roadways.</li> <li>Managed Operation "Avert" which was a statewide warrant operation. Avert 2 now being planned.</li> <li>Managed Operation "Vision 1,2,3" with Vision "4" now being planned. Operations focused on crime in and around the Rail network.</li> <li>Continually addressing crime and related issues involving Outlaw Motor Cycle Groups.</li> </ul> <p><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

<b>Name</b>	Peter Charles PARSONS APM
<b>Position</b>	Commander, Special Services Group
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$232,930
<b>Appointed to position</b>	4 February 2008
<p>Assistant Commissioner Parsons has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key achievements</b></p> <ul style="list-style-type: none"> <li>Received the hand-over of the new Police launch Nemesis in June 2008. The vessel which is 32 metres is the largest vessel ever commissioned for use within the NSWPF history, it is also the largest police vessel in the south hemisphere. The vessel was built incorporating state of the art technologies which provide the NSWPF the ability to undertake deep sea search and rescue missions, together with other operations, by allowing the vessel to remain at sea for extended periods of time.</li> <li>Formation of a 'coordination committee' to review, plan and allocate SSG resources to assist State Crime Command in the re-investigation of unsolved 'cold case' homicides. The committee has already met and reviewed 2 homicides with the allocation of appropriate SSG resources in a coordinated and agreed time frame.</li> <li>Established a sustainable and cooperative relationship between the State Surveillance Branch of SSG, and State and Commonwealth agencies. This relationship provides the opportunity for surveillance operatives to share experiences, gain additional skills and knowledge in their particular field of expertise, as well as having their skills tested whilst undertaking various exercises during the year.</li> <li>Advanced planning for the re-location of the SSG facility to a modern facility within the South Western area of Sydney. The move will incorporate the majority of Branches of the Special Services Group for the first time, which will provide the Group a more cohesive response to the requests for SSG resources.</li> </ul> <p><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

## Appendix 7 SENIOR EXECUTIVE SERVICE cont

<b>Name</b>	Julie Mary ROBERTS
<b>Position</b>	Chief Information Officer, Business & Technology Services (BTS)
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$223,860
<b>Appointed to position</b>	3 October 2006
<p>Ms Roberts has achieved the performance criteria contained in her performance agreement.</p> <p><b>Key achievements</b></p> <ul style="list-style-type: none"> <li>Led the modernisation of the Computerised Operational Policing System (COPS), including the development of a number of technology-based proof of concept projects.</li> <li>Oversighted the implementation of PoliceCAD (Computer Aided Dispatch) (commenced operations on 26 June 2007). During its first full year of operations PoliceCAD managed 2.5 million triple zero and other calls for police assistance. Enhancements to the system have improved redundancy, mapping and functionality to the field and the operations of Police Radio (VKG) and the Police Assistance Line (PAL).</li> <li>Managed the migration of the entire Highway Patrol car fleet of New Generation Mobile Data Terminals (NG-MDTs) from CDMA to the Telstra Next G network.</li> <li>Coordinated the introduction of Voice Over Internet Protocol (VOIP) technology to 104 police sites across the state, improving performance and reducing the operating costs of the NSW Police Force internal telephone (Eaglenet) service.</li> <li>Drove the improvement and enhancement of systems and processes that support Police in the field. Examples include Criminal Infringement Notices (CINs), i@Ask (External Agency Information Request system); Integrated Licensing; promotions and transfer; Confiscation of Proceeds of Crime (CoPoCA); Justice Agencies Exchange (JAX) project; PCYC Penn Project, Online Injury and Incident Notification and the SAP EFTPOS project.</li> <li>Oversaw the development of an automated AVO (Apprehended Violence Order) Application system which greatly simplifies the process of applying for AVOs, and provides safeguards to prevent many simple errors that regularly occurred, became operational. Domestic violence and resultant AVOs are a major part of the workload for every LAC in NSW.</li> <li>Coordinated Police External Agencies Transfer System (PEATS) which facilitates the flow of information to media organisations according to agreed business rules ahead of the encryption of the police radio network across Sydney, Newcastle and Wollongong.</li> <li>Established a new Information, Communication &amp; Technology (ICT) governance framework and continues to be the NSW Police Force corporate spokesperson and advocate for computer and technology issues.</li> </ul> <p><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

<b>Name</b>	Lee Ellen SHEARER APM
<b>Position</b>	Commander, Northern Region
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$239,227
<b>Appointed to position</b>	4 February 2008
<p>Assistant Commissioner Shearer has achieved the performance criteria contained in her performance agreement.</p> <p><b>Key achievements</b></p> <ul style="list-style-type: none"> <li>Provided effective management for the Northern Region in line with corporate directions, including financial management.</li> <li>Established local responsibility for corporate program areas within the region enabling provision of local responses to key issues.</li> <li>Continued emphasis on road safety, including support of region enhanced enforcement program operations (including Operation Northroads and Nightsafe).</li> <li>Successful leadership of the Greater Hunter Working Party. This project redefined workforce planning processes in the region and afforded improved operational deployment to closer align with community requirements. One result is LAC boundary realignments to greatly enhance response times and provide improved opportunity to progress human resource management initiatives.</li> <li>Strategic leadership in targeting alcohol related crime, directly overseeing the development of close links with key stakeholders. Appropriate overt, covert and interagency strategies successfully employed to maintain focus in this complex policing area.</li> </ul> <p><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	



<b>Name</b>	Robert James WAITES APM
<b>Position</b>	Commander, Operational Communications & Information Command
<b>SES Level</b>	5
<b>Total Remuneration Package</b>	\$239,227
<b>Appointed to position</b>	1 October 2005
<p>Assistant Commissioner Waites has achieved the performance criteria contained in his performance agreement.</p> <p><b>Key achievements</b></p> <ul style="list-style-type: none"> <li>• Delivered a stronger, more flexible and secure digitised and encrypted radio communications network.</li> <li>• Continued and extensive review of police communications centres and the Police Assistance Line (PAL) contact centres has led to new and standardised operating procedures and increased efficiencies.</li> <li>• Completed the full migration of Triple Zero (000) service from Communications Centres to the Police Assistance Line</li> <li>• Managed the staged implementation of the VIEW (video image evidence on the web) system to capture images of crime and major incidents for use in police investigations commencing with the CCTV Register.</li> <li>• Implemented and trialled an integrated voice response (IVR) system in Southern Region to improve public access to the NSW Police Force.</li> <li>• Continued negotiation with Australian Communications &amp; Media Authority (ACMA) and the Department of Defence for contiguous (adjacent) radio spectrum for future law enforcement use.</li> <li>• Following consultation with external agencies, increased access and transfer of information for operational decision support for domestic violence and identification of offenders and missing persons.</li> <li>• NSW Police Force Corporate Spokesperson for Communications (VKG, PAL) and Crime Stoppers, and is the Australian Police Commissioner's representative at Crime Stoppers Australia.</li> </ul> <p style="text-align: right;"><b>Signed: A P Scipione APM, Commissioner of Police</b></p>	

## Appendix 8 SPONSORSHIP AND DONATIONS

### Sponsorship list

Command/Unit	Name of sponsor	Sponsorship/ donation	Type	Description/Initiative	Value
Bankstown LAC	Bankstown Council	Sponsorship	Goods	Vehicle for community crime prevention duties	\$5,000
Bega Police Station	Bega Valley Motors	Sponsorship	Goods	Vehicle for community crime prevention duties	\$25,000
Burwood LAC	Suttons Motor Dealers Homebush	Sponsorship	Goods	Vehicle for community crime prevention duties	\$6,000
Campsie LAC	Mazda NSW	Sponsorship	Goods	Vehicle for community crime prevention duties	\$15,000
Chifley LAC	Chrisco Hampers	Sponsorship	Goods	Vehicle for community crime prevention duties	\$30,000
EDO Conference	Charles Sturt University	Sponsorship	Goods	Trade fair and advertising	\$2,000
EDO Conference	New Horizon Training	Sponsorship	Goods	Trade fair and advertising	\$2,000
EDO Conference	Police Association	Sponsorship	Goods	Trade fair and advertising	\$2,000
EDO Conference	Police Credit Union	Sponsorship	Goods	Trade fair and advertising	\$3,000
EDO Conference	Priority Training	Sponsorship	Goods	Trade fair and advertising	\$2,000
EDO Conference	Shakespeare McMillan	Sponsorship	Goods	Trade fair and advertising	\$3,300
EDO Conference	State Super Financial	Sponsorship	Goods	Trade fair and advertising	\$3,000
Flemington LAC	Chrisco Brands	Sponsorship	Goods	Vehicle for four years for community crime prevention duties	\$17,500
Gladesville LAC	Australian Automotive Group P/L T/A Brad Garlick Ford	Sponsorship	Goods	Vehicle for community crime prevention duties. The sponsorship agreement from 9/11/07 until 9/11/09	\$15,815
Harbourside LAC	Custom Fleet	Sponsorship	Goods	Two vehicles for community crime prevention duties. The sponsorship agreement ceased on 04 December 2007	\$20,000 (excl GST)
Kings Cross LAC	NRMA	Sponsorship	Funding	Funding for 'street retreat camps' for disadvantaged youth	\$27,441
Kings Cross LAC	Suttons Motors Pty Ltd	Sponsorship	Goods	Vehicle for community crime prevention duties	\$10,500
Kuring-gai LAC	Honda Australia	Sponsorship	Goods	Vehicle for community crime prevention duties	\$8,244
Leichhardt LAC	Ateco Automotive Pty Ltd	Sponsorship	Goods	Vehicle for community crime prevention duties	\$25,200
Macquarie Fields LAC	Kia Motors Australia	Sponsorship	Goods	Vehicle for community crime prevention duties, for six months	\$3,195 (excl GST)
Miranda LAC	Caltex Australia	Sponsorship	Goods	Prepaid fuel cards for sponsorship vehicle	\$3,000
Miranda LAC	Toyota Motor Corp.	Sponsorship	Goods	Two vehicles for covert operations	\$15,720
Miranda LAC	Tynan Motors P/L	Sponsorship	Goods	Vehicle for community crime prevention duties	\$7,860
Northern Beaches LAC	Bill Buckle Autos Pty Ltd	Sponsorship	Goods	Second hand vehicle for short term surveillance use – ongoing	less than \$2,000 (excl GST)
Northern Beaches LAC	Col Crawford Motors Pty Ltd	Sponsorship	Goods	Second hand vehicle for short term surveillance use in the reduction of property theft – ongoing	less than \$2,000 (excl GST)

Command/Unit	Name of sponsor	Sponsorship/ donation	Type	Description/Initiative	Value
Northern Beaches LAC	G Brothers Mercedes-Benz	Sponsorship	Funding	Funding for equipment for the mobile command post up to the year 2012	\$4,514 (excl GST)
NSW Police Blue Light Unit	Country Wide Media	Sponsorship	Funding	Funding for Blue Light activities	\$148,794
Penrith LAC	Sinclair Hyundai	Sponsorship	Goods	Vehicle for community crime prevention duties	\$9,000 (excl GST)
Rosehill LAC	Patrick's Logistics	Sponsorship	Goods	Shipping container for storage of resources	\$1,000
St Marys LAC	Cumberland Motor Group Pty Ltd Trading as Sinclair Hyundai	Sponsorship	Goods	Provision of vehicle used by the Crime Management Unit	\$6,500
Tweed/Byron LAC	South Coast Automotive	Sponsorship	Goods	Vehicle for community crime prevention duties	\$6,000
Waratah LAC	Rio Tinto	Sponsorship	Goods	Trailer to transport police trail bikes	\$2,683 (excl GST)

### Donations list

Command/Unit	Name of sponsor	Sponsorship/ donation	Type	Description/Initiative	Value
Blacktown LAC	Roads and Traffic Authority	Donation	Funding	Funding for bicycles, helmets and maintenance for CARES project at Prospect	\$5,000 (excl GST)
Blue Mountains LAC	Benbro Electric	Donation	Goods	20 satellite distress beacons for Rescue Squad	\$10,000
Campsie LAC	Korean Presbyterian Central Church	Donation	Funding	Community and youth programmes	\$5,000
Campsie LAC	Korean Presbyterian Central Church	Donation	Funding	Community and youth programmes	\$3,000
Chifley LAC	Delta Electricity	Donation	Goods	Equipment for Rescue Squad	\$10,000
Far South Coast	A Maton	Donation	Funding	Kokoda Dreaming 2007	\$1,800
Far South Coast	APEX	Donation	Funding	Kokoda Dreaming 2007	\$3,000
Far South Coast	Bega RSL	Donation	Funding	Kokoda Dreaming 2007	\$1,020
Far South Coast	Fund Raising Kokoda Track 2007	Donation	Funding	Kokoda Dreaming 2007	\$3,023
Far South Coast	M Budworth	Donation	Funding	Kokoda Dreaming 2007	\$1,776
Far South Coast	M Budworth	Donation	Funding	Kokoda Dreaming 2007	\$2,165
Far South Coast	MBA RSL	Donation	Funding	Kokoda Dreaming 2007	\$1,500
Far South Coast	Oasis Pre Employment Network	Donation	Funding	Kokoda Dreaming 2007	\$15,000
Far South Coast	RA & BJ Elliott	Donation	Funding	Kokoda Dreaming 2007	\$1,300
Far South Coast	Rotary Club of B/BAY	Donation	Funding	Kokoda Dreaming 2007	\$4,000
Far South Coast	RSL Merimbula	Donation	Funding	Kokoda Dreaming 2007	\$1,500
Far South Coast	S F White	Donation	Funding	Kokoda Dreaming 2007	\$1,050
Far South Coast	S Paul	Donation	Funding	Kokoda Dreaming 2007	\$1,245
Far South Coast	Sertec Ltd	Donation	Funding	Kokoda Dreaming 2007	\$1,120
Far South Coast	Sheridan Sky Interior Linings	Donation	Funding	Kokoda Dreaming 2007	\$1,365

Appendix 8 **SPONSORSHIP AND DONATIONS** cont

Command/Unit	Name of sponsor	Sponsorship/ donation	Type	Description/Initiative	Value
Green Valley LAC	Australian Multicultural Foundation	Donation	Funding	Police & Arabic Speaking Support Group collaborative effort - six seminars and end of year BBQ and Safety Expo	\$7,000
Green Valley LAC	Rotary Club of Liverpool	Donation	Funding	Yearly running of youth camps for disadvantaged youth in the area.	\$5,000
Hawkesbury LAC	Bowen Mountain Association Inc	Donation	Funding	Funding for trail bikes	\$2,020
Hawkesbury LAC	Bucephalus Enterprises Pty Ltd	Donation	Funding	Funding for trail bikes	\$2,020
Hawkesbury LAC	Ice Cream Pty Ltd	Donation	Funding	Funding for trail bikes	\$2,020
Hawkesbury LAC	Wisemans Ferry Charity	Donation	Funding	Funding for trail bikes	\$2,000
Monaro LAC	Queanbeyan City Council	Donation	Goods	Placement of plaque for police who died in the line of duty	\$3,500
North Shore LAC	Chatswood Toyota / Community Safety Committee	Donation	Goods	Vehicle for community crime prevention duties	\$5,200
Penrith LAC	National Australia Bank	Donation	Goods	LCD television to assist in the presentation of briefings in the Major Operations Room	\$3,156 (excl GST)
Penrith LAC	Westfield Penrith	Donation	Goods	Two camcorders and a monopod to assist the Penrith LAC in the investigation of crime	\$1,136 (excl GST)
SPG - Dog Unit	Blaxland-Glenbrook RSL Dog Training Club INC	Donation	Goods	Dog Training Equipment	\$2,917
Spokeswomen's Network	Harvey Norman	Donation	Funding	Funding to support the 2008 NSW Police Spokeswomen's Conference.	\$2,000
The Rocks LAC	David Jones	Donation	Funding	Donation of equipment for the LAC	\$2,500

*Note: Donations and sponsorships for amounts greater than \$1,000*

## Appendix 9 RESEARCH AND DEVELOPMENT

Completed Projects	Agencies Involved	Funded By
Cautions under the Young Offender's Act by police or respected community members, an evaluation	NSW Police Force	NSW Police Tertiary Scholarships Scheme, Best Practice Action Research, \$38,000
Interpreters in police settings	Macquarie University	Masters Class Project, no police funding
NSW police attitudes to detective work and detective career expectations	NSW Police Leadership Development	Within agency resources, no cash funding
Review of psychological profiling	NSW Police Leadership Development	Within agency resources, no cash funding
Serial murder	Australian Institute of Criminology, Homicide Monitoring Project and NSW Police Force Homicide Squad	Commonwealth Government, no police funding
The commission of homicide in sexual assaults: a risk assessment perspective	University of Leicester	Masters project, NSW Police Force staff member, NSW Police Tertiary Scholarship Scheme contribution \$16,700
The new scientific eye witness: the role of DNA technology in shaping criminal justice, a comparative study of NSW and Thames Valley, UK	University of NSW and NSW Justice Agencies	PhD Project, no police funding
Trafficking of women for sexual purposes	Australian Institute of Criminology, Office of Women	Commonwealth Government, no police funding
Current Projects	Agencies Involved	Funded By
Agent based simulation of a multi queue emergency services call centre to evaluate resource allocation	University of Newcastle	PhD project, NSW Police Force staff member, no police funding
Approved safety in the heavy vehicle industry: a collaborative response	University of Sydney, National Transport Corporation, Australian Transport Safety Bureau, Queensland Transport, DiagnoseIT Pty Ltd, NSW Police Force Traffic Services	Australian Research Council and partner agencies. NSW Police Force in kind contribution
Biometrics vulnerability assessment project	National Security Science & Technology Branch	Department of Prime Minister & Cabinet, no police funding
Development of field portable devices for detection of explosive residues	University of Technology Sydney, National Security Science & Technology Unit	Department of Prime Minister & Cabinet, no police funding
Evaluation of Cedar Cottage program (NSW pre-trial diversion of offenders program)	University of NSW, NSW Health, NSW Police Force	Sydney West Area Health Service, no police funding
Evaluation of Diploma of Policing Practice mental health curriculum	University of New England and Charles Sturt University	PhD project, no police funding
Evaluation of mental health intervention team trial	Charles Sturt University and NSW Police Force	NSW Police Force and Charles Sturt University, \$80,000
Evaluation of school liaison police project	Charles Sturt University and NSW Police Force	NSW Police Force and Charles Sturt University, \$50,000
Forensic applications of infrared spectral imaging	University of Technology, Sydney	PhD project, NSW Police Force staff member, no police funding
Help seeking by police in response to stress and psychological distress	University of Western Sydney	Masters project, no police funding
Homicide solvability	Bond University	PhD project, no police funding



## Appendix 9 RESEARCH AND DEVELOPMENT cont

Current Projects	Agencies Involved	Funded By
Human source management	NSW Police Force and Charles Sturt University	NSW Police Tertiary Scholarships Best Practice Action Research and Charles Sturt University, \$80,000
Investigation of the trace evidence characteristics of DNA	University of Technology Sydney	PhD project, NSW Police Force staff member, no police funding
Learning in early career police	University of Wollongong, Charles Sturt University	PhD project, no police funding
Longitudinal study of retention of large recruit intakes	NSW Police Force Leadership Development	Within NSW Police Force sources
Mindfulness-based emotional intelligence training: evaluating its efficacy and mechanisms of change	University of Wollongong and NSW Police Force, Special Services Command and Education Services	Australian Research Council Linkage Grant, Commonwealth Government and NSW Police Force. Agency contribution \$50,000 over life of project
People with mental health disorders and cognitive disability in the criminal justice system	Justice Health, Department of Corrective Services NSW, NSW Council for Intellectual Disability, NSW Police Force, NSW Department of Housing, Department of Juvenile Justice	Australian Research Council and partner agencies. NSW Police Force contribution \$60,000
Plural policing: policing sporting events, a comparative study of public-private policing interactions at major sporting events	University of NSW	PhD project, no police funding
Police community relations – Macquarie Fields	University of New England, Charles Sturt University	PhD project, no police funding
Psychological profiling of serial sex crimes	Queensland University of Technology	PhD project, NSW Police Force staff member, no police funding
Relationship between stroke and handedness (forensic handwriting analysis)	Macquarie University	Macquarie University, no police funding
The effects of biological decontamination on the recovery of critical forensic evidence	University of Technology Sydney	PhD project, NSW Police Force staff member, no police funding
The influence of university education on police manager's perceptions of and confidence in their decision making abilities	Charles Sturt University/Edith Cowan University	PhD project, no police funding
Validation and verification of electronic evidence: developing a testing regime for digital forensic software reliability	University of South Australia, National Institute of Forensic Science, NSW Police Force ate Electronic Evidence Branch, Australian Federal Police, South Australian Police	Australian Research Council and partner agencies. NSW Police Force in kind contribution
Approval Granted/Projects Incomplete	Agencies Involved	Funded By
State of pay: a comparative analysis of job evaluation systems used by the NSW public sector in the broad context of strategic human resource management	The University of Sydney	PhD Project (lapsed), no police funding
The influence of training on detecting deception in the confessional context	University of NSW	PhD Project (lapsed), no police funding

## Appendix 10 OVERSEAS TRAVEL

Name	Purpose	Country	Funded
<b>Operational travel</b>			
One police officer	Accompany Premier on a business and trade delegation	China	NSW Department of Premier and Cabinet
Two police officers	Escort witness (in custody)	Hong Kong	Commonwealth DPP, NSW Police Force
Two police officers	Investigative inquiries	Lebanon	NSW Police Force
Two police officers	Extradition	New Zealand	NSW Police Force
Two police officers	Extradition	New Zealand	NSW Police Force
One police officer	Investigative inquiries	New Zealand	NSW Police Force
Two police officers	Investigative inquiries	New Zealand	NSW Police Force
Two police officers	Extradition	New Zealand	NSW Police Force
Two police officers	Extradition	New Zealand	NSW Police Force
One police officer	Witness management role during trial	Solomon Islands	NSW Police Force
Two police officers	Escort witness (in custody)	USA	NSW Police Force, NSW Crime Commission, Commonwealth DPP
One police officer	Secondment to the Los Angeles Police Department	USA	NSW Police Force
One police officer	Investigative inquiries - Gaming Machine Dealer Application	USA	Applicant
Two police officers	Extradition	USA	NSW Police Force
<b>Non-operational travel</b>			
Terence Jacobsen	Visiting International Police Fellow for the Senior Police Administration Course, Royal Canadian Mounted Police	Canada/ USA	Australian Institute of Police Management/Royal Canadian Mounted Police
Alison Sears	Michael Duffy Travel Fellowship	Denmark, Bosnia, Croatia, USA	National Institute of Forensic Sciences
Kevin Testa	International Fast ID Focus Group conference and meetings	France and UK	NSW Police Force
Graeme Abel	8th International Negotiation Working Group Conference	Hong Kong	Commonwealth Attorney General's Department
Michael Boutouridis	9th Hong Kong Police Triad Course and post course attachment	Hong Kong	NSW Police Force
Andrew Slattery	Meetings regarding dignitary protection and terrorism	Japan	Japan Ministry of Foreign Affairs
Peter Lennon	Give presentation on NSW Police Force management of APEC Leaders meeting in Sydney	Japan	Department of Foreign Affairs and Trade
Paul Smith	Tactical Dog/Armed Offender Course	New Zealand	NSW Police Force
David Cole	Phase 2 Search and Rescue/Cadaver training course	New Zealand	NSW Police Force
Carlene York	National Core Policing Services Meetings	New Zealand	NSW Police Force
Andrew Scipione and Nicole Rose	Ministerial Council for Police and Emergency Management Police Senior Officers' Group and Boards of Control meetings	New Zealand	NSW Police Force
Kim McKay	19th Commissioner's Australasian Women in Policing Advisory Committee Conference	New Zealand	NSW Police Force
Donna Bruce	19th Commissioner's Australasian Women in Policing Advisory Committee Conference	New Zealand	Self funded - officer attended 'on duty'
Stefan Kent	National Counter Terrorism Committee Police Technical Unit Managers Forum	New Zealand	National Counter Terrorism Committee
Andrew Scipione and Nicole Rose	Ministerial Council for Police and Emergency Management Police meeting	New Zealand	NSW Police Force

## Appendix 10 OVERSEAS TRAVEL cont

Name	Purpose	Country	Funded
Stephen French	2008 Gang Intelligence Course	New Zealand	New Zealand Police / NSW Police Force
Greg Rolph	Australian and New Zealand School of Government Executive Master of Public Administration course	New Zealand	ANZSOG/NSW Police Force
Nikola Streiber	Visit the Forensic Biology Science Centre as part of the Robotics and Technology Enhancements Project	New Zealand	NSW Police Force
Deon Giampietro	NZ Special Tactics Group 2008 Sniper Concentration	New Zealand	NSW Police Force
Luke Moore, Paul Macmillan and Peter Borg	25th Anniversary NZ Blue Light Conference Auckland	New Zealand	NSW PCYC Ltd / NSW Police Force
Christopher Condon and David Wright	Dog development training and off lead firearm/explosive detection training	New Zealand	NSW Police Force
Catherine Burn and Ben Millington	4th International i-Rec Conference. Building resilience: achieving effective post disaster reconstruction	New Zealand	NSW Police Force
Janeene Michelle, Scott White, Adrian Clack, Gregory Curry, Mark Jones, Gary Traynor, Leslie Hyne	Attend Kokoda Dreaming 2007	Papua New Guinea	Self funded by officers and fundraising by Wanga Ildingii Project - officers attended on special leave
Deputy Commissioner David Owens, 29 operational police officers at various ranks and 6 Police Legatees	Attend Kokoda 2008, Anzac Day	Papua New Guinea	Self funded by officers and fundraising by the organisation in partnership with Police Legacy for Legatees. Officers on leave, but on duty for Anzac Day, 2008
John Stapleton	Deliver Counter Terrorism Intelligence Training program	Samoa	ASIO
Jenine Parlett	Singapore Police Intelligence Symposium on Policing Mega Casinos	Singapore	Singapore Police
Graeme Abel	Assist conduct of a counter-terrorism negotiation training course	Thailand	Australian Defence Force
Sarah Yule	Threat Assessment and Forensic Linguistics	The Netherlands	NSW Police Force
Andrew Scipione	Pearls in Policing Conference	The Netherlands	NSW Police Force
David Hudson	Overseas Scholarship - Scottish Police College and UK placement	UK	NSW Police Force
Michael Corboy	Overseas Scholarship - Scottish Police College and UK placement	UK	NSW Police Force
Peter Gallagher	Overseas Scholarship - Scottish Police College and UK placement	UK	NSW Police Force
Gordon Dojcinovic	Protective Security Advice Working Group delegation	UK	National Counter Terrorism Committee
Megan Webster	Churchill Fellowship study tour	UK, Canada	Churchill Trust
Carlene York	Study tour to inform the Mobile Forensic Laboratory Project under the DNA Advancement Program	UK, USA, Canada	NSW Police Force
Karen Webb	Overseas Scholarship - Scottish Police College and UK placement. Visit Los Angeles Police Department to study Comstat Performance Evaluation Process	UK/USA	NSW Police Force
Susan Bennett	Trace Evidence Symposium	USA	National Institute of Justice/FBI
Mark Hargreaves, Timothy Holt	US Secret Service Protection Training Course	USA	NSW Police Force
Peter Dein, Peter Cotter	Leadership in Counter Terrorism Pacific 2007 Program	USA	NSW Police Force
Terry Campbell	International Association of Auto Theft Investigators (IAATI) Annual Training Seminar	USA	NSW Police Force

Name	Purpose	Country	Funded
William Allender	International Conference on Forensic Toxicology, Alcohol, Drugs and Traffic Safety and Ignition Interlock Symposium	USA	NSW Police Force
Alistair MacLean and Kristy McKinnon	Undertake maintenance courses for specialist aviation equipment	USA	NSW Police Force
Mark Hargreaves and Neil Hallinan	Observe the US Secret Service Papal Protection Team protection operation	USA	NSW Police Force
Kim Ora	Specialised training in behavioural analysis for violent crimes	USA	NSW Police Force
Andrew Slattery	Dignitary Protective Seminar	USA	US Secret Service
Frank Mennilli	FBI Training Division Law Enforcement Development Seminar No. 59	USA	NSW Police Force/FBI
Nick Kaldas	Joint Regional Intelligence Conference and the Police Leadership Conference	USA and Canada	Centre for Policing Terrorism of the Manhattan Institute/ PLC Conference Committee/ NSW Police Force
John Stapleton	Assist conduct of counter-terrorism intelligence training program	Vanuatu	ASIO
Frank Hansen	Attend 51st Session of the Commission on Narcotic Drugs, as Chair of the Intergovernmental Committee on Drugs	Vienna	NSW Police Force

## Appendix 11 CONSULTANTS

### (a) Engagements costing \$30,000 or greater:

Consultant	Category	Name of project and purpose	Expenditure
Jan McClelland and Associates	Management Services	Evaluation of Child Protection Watch Team Trial.	\$50,409

### (b) Engagements costing less than \$30,000:

There were two consultants engaged to assist with organisational review. The combined cost was **\$56,080**.

## Appendix 12 CREDITORS PAYMENTS AND CREDIT CARDS

### PAYMENT OF ACCOUNTS

#### 1(a) Creditors' payment performance indicators

Quarter	Accounts paid on time Target %	Accounts paid on time Actual %	Accounts paid on time \$'000	Total amount paid \$'000
September	99	90	105,413	117,480
December	99	89	105,992	119,574
March	99	71	81,632	115,373
June	99	88	187,079	213,627

Creditors payment performance is based on document date.

#### 1(b) Creditors aged analysis as at 30 June 2008

Quarter	Current \$'000	Between 30 and 60 days overdue \$'000	Between 60 and 90 days overdue \$'000	More than 90 days overdue \$'000
September	8,908	123	16	97
December	7,117	80	91	(1)
March	8,187	159	125	1
June	3,315	2,623	0	(42)

The above information is extracted from the Aged Accounts Payable Analysis as at September and December, 2007 and March and June, 2008.

Bracketed numbers represent moneys owed to NSW Police Force through refund etc.

Penalty interest paid during the year: Nil

### 2 Commentary

The creditors' payment performance indicators and creditors aged analysis include data provided by the United Services Group (UGS). UGS commenced management of the NSW Police Force Property Portfolio on 1 July 2006.

#### 2(a) Problems affecting prompt processing of payments during the year:

- The restructure of local business units has contributed to delays in receiving accounts payable information to Internal Customer Services (ICS) for processing.



- In September 2007, UGS implemented an electronic invoice approval and workflow system. As expected, the implementation of this new system did lead to some processing and payment delays. However, large efforts were made to ensure all invoice processing issues resolved by April 2008.

## **2(b) Initiatives implemented to improve payment performance:**

- Vendors are requested to supply bank details for payment by EFT as part of the ongoing initiative to reduce cheque printing and dispatch.
- Consolidation of multiple accounts from vendors where possible to improve payment processes and controls.
- Introduction of Purchase Card system in NSW Police Force.
- Encourage use of system purchase orders to enable vendor invoices to be forwarded to ICS for more timely processing.

## **CREDIT CARD CERTIFICATION**

The use of approved credit cards for payment of expenses, in accordance with official NSW Police Force business, is subject to Treasurer's Directions 205.08 of the *Public Finance and Audit Act 1983* and specific guidelines issued by the Premier from time to time.

The credit card facility available within NSW Police Force is the Corporate MasterCard. The card was issued to approved persons for official business expenses. Most transactions using the card were for minor maintenance and working expenses, and overseas travel purposes.

The use of credit cards within NSW Police Force for the period 2007-08 was satisfactory and has been in accordance with the Premier's Memoranda and Treasurer's Directions.

## **Appendix 13 MATTERS ARISING FROM THE 2007-08 AUDIT**

**The Auditor observed that** the NSW Police Force's liability for Partial and Permanent Disability benefits (PPI) increased from \$87.4 million at 30 June 2007 to \$115 million at 30 June 2008. Additional funding was received during 2007-08 to cover Scheme costs. NSW Police force will need to continue to monitor its liquidity position to ensure availability of sufficient funds to meet the expected increasing costs of the Scheme.

### **Response**

NSW Police Force, in consultation with NSW Treasury, will continue to monitor the liquidity position of the Scheme to ensure sufficient funds are available to meet Scheme costs.

**The Auditor observed that** the liability for recreation leave continued to increase during the 2007-08 financial year due to higher accumulated leave hours and wage rates. The overall increase in this liability over the previous year was 6.5 per cent. NSW Police Force should continue to monitor its leave balances.

### **Response**

In addressing the increase in recreation leave liability, NSW Police Force has developed a HR Management Review Tool that facilitates more effective monitoring and reporting of recreation leave balances at Command level including the necessary remedial actions required to address excessive recreation leave balances.

In addition, Commands are encouraged to implement an electronic leave roster which automatically calculates the leave balances of individual sworn officers; ensuring all police are rostered in accordance with established business rules.

**The Auditor observed that** the issues delaying the sale of the car park area of Sydney Police Centre were resolved and the sale process was concluded during 2007-08.

### **Response**

The sale of the car park area to Energy Australia and Sydney City Council was completed during 2007-08. The net proceeds from the sale was \$11.628 million.

Appendix 14 LIST OF MAJOR ASSETS

Buildings:

Albury Police Station, Armidale Police Station, Ashfield Police Station, Balmain Marine Area Command, Batemans Bay Police Station, Bathurst Police Station, Botany Bay Water Police Station, Burwood Police Station, Cabramatta Police Station, Castle Hill Police Station, Chatswood Police Station, Coffs Harbour Police Station, Dee Why Police Station, Dubbo Police Station, Goulburn College, Goulburn Police Station, Green Valley Police Station, Hornsby Police Station, Hurstville Joint Emergency Services Complex, Kogarah Police Station, Liverpool Police Station, Maitland Police Station, Maroubra Police Station, Menai Police Complex, Merrylands Police Station, Mount Druitt Police Station, Muswellbrook Police Station, Newcastle Police Station, Nowra Police Station, Paddington Police Station, Parramatta Police Station, Penrith Police Station, Police Museum, Port Macquarie Police Station, Queanbeyan Police Station, Springwood Police Station, Sutherland Police Station, Sydney Police Centre, Tamworth Police Station, Wagga Wagga Police Station, Waratah Police Station, Waterloo Police Services Centre and Wollongong Police Station.

New Buildings opened in 2007-08:

Campsie Police Station, Fairfield Police Station, Lismore Police Station and St Marys Police Station.

Computers, Plant and Equipment:

C@ts.i System, Computer Aided Dispatch System, COPS System, DEW System, Digital Radio Network, E@gle.i, IT Network, Mobile Data, Nemesis Patrol Vessel, PhotoTrac, Police Headquarters Fitout, Police Headquarters Lease, SAP Application Software and Standard Operating Environment Server.

Appendix 15 **MAJOR WORKS IN PROGRESS**

Project	Due for Completion	Cost to 30/06/08 \$'000
<b>Buildings</b>		
Bowral Police Station	June 2014	95
Burwood Police Station	December 2010	451
Camden Police Station	June 2011	70
Dubbo Police Station	November 2008	17,194
Granville Police Station	June 2011	2,869
Kempsey Police Station	June 2010	603
Lake Illawarra Police Station	June 2011	2,463
Leichhardt Police Station	June 2013	100
Orange Police Station	November 2008	8,550
Parramatta Police Station	June 2011	1,250
Raymond Terrace Police Station	June 2011	383
Sydney Police Centre Levels 5 & 6 Fitout	February 2009	1,500
The Rocks Police Station	August 2008	3,348
Wagga Wagga Police Station	February 2009	10,940
Windsor Police Station	June 2010	1,338
Wyong Police Station	June 2010	441
<b>Information and Communication Technology</b>		
Asset Confiscation System	June 2009	1,319
Closed Circuit TV Database & Evidence Analysis	June 2009	5,324
Enhanced Data Exchange Capability	June 2009	913
Forensic Information Management System	June 2010	1,287
Forensic Services Digital Imaging System	June 2009	4,697
Justicelink	June 2010	4,355
Mobile Data Terminal Upgrade	June 2010	4,346
Portable Electronic Fingerprint Devices	June 2009	3,532
Portable Radio Handset Tracking System	June 2010	100
Upgrade of Core Operating Policing System	June 2011	12,778
Upgrade of Information Communications Technology Equipment	June 2011	12,496

The 'Due for Completion' dates are based on the estimated completion dates published in 2008-2009 Budget Paper No. 4 and may be subject to change.

## Appendix 16 PROPERTY DISPOSALS

In 2007-08 the NSW Police Force sold eleven properties for a total of \$22.166 million nett.

Site	Proceeds \$ million
75 Avalon Parade, Avalon	1.402
3 Regent Street, Chippendale	2.714
12 Ramsay Street, Collaroy	1.076
7 Irwin Street, Coolah	0.122
36-38 Ormonde Parade, Hurstville	(0.005)
51-53 Quigg Street, Lakemba	1.163
47 Burns Bay Road, Lane Cove	1.215
219-221 Maitland Road, Mayfield	0.596
7-9 East Market Street, Richmond	1.605
151-241 Goulburn Street, Surry Hills	11.628
12-14 Tyrrell Street and 18 Harris Street, Wallsend	0.650

The sale by Deed of a portion of the car park area of Sydney Police Centre located at 151-241 Goulburn Street, Surry Hills to Energy Australia and Sydney City Council was completed in 2007-08 for a total nett proceeds of \$11.628 million. All properties other than Sydney Police Centre had a value of less than \$5.0 million. There was no family or business association between any of the buyers and the person responsible for approving disposal.

The bracketed number is related to the disposal of a small parcel of land at the Hurstville Site. The associated costs of disposal exceeded the gross sale proceeds by \$0.005 million.

All properties disposed of were no longer suitable or were surplus to NSW Police Force requirements. All proceeds were retained by NSW Police Force and used for re-investment in new buildings.

All properties disposed of in 2007-08 were sold in accordance with government policy. Documents relating to property disposal may be accessed under the *Freedom of Information Act 1989*.

## Appendix 17 ASSET PURCHASE AND PROTECTION

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

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

## Appendix 18 **INSURANCE ACTIVITIES**

### **Workers Compensation**

The workers compensation insurance policy covers work place related injuries for all unsworn staff and all sworn officers recruited after 1st April 1988. For 2007-08, workers compensation premium increased by 30%. This was due to increase in wages and claims costs.

### **Public Liability**

The public liability insurance policy covers all claims resulting from police activities for which the NSW Police Force is legally liable. For 2007-08, the premium decreased by 1%. The main drivers of the decrease were a reduction in the numbers of small claims for bodily injury which has resulted in a lowering of future projections. Expected future large claims have been lowered which also contributed to the reduced premium.

### **Motor vehicle**

The motor vehicle insurance policy covers damage to any vehicle used by NSW Police Force for authorised police operations and activities. For 2007-08, the motor vehicle premium increased by 10%. The premium increase was due to increase in fleet size and a slight increase in vehicle category benchmark rates. There was also a small increase in claims experience.

### **Property**

The property insurance policy covers loss or damage to property (other than motor vehicle) owned, used, or in the control of the NSW Police Force. For 2007-08, the premium decreased by 20%. A reduction in claims costs and claim numbers have been the main factor for the premium decrease. NSW Police Force continues to outperform the primary pool.

### **Miscellaneous**

The miscellaneous insurance policy covers personal accident for volunteers, air travel and personal effects. The 2007-08 premium reduced by 55% which was higher than the primary pool decrease of 24%.



## Appendix 19 LIST OF PUBLICATIONS

The NSW Police Force publishes a range of material each year. Most are available to the public on request either free or for a nominal fee to cover production costs. A range of fact sheets are also available on the NSW Police Force Internet site, [www.police.nsw.gov.au](http://www.police.nsw.gov.au).

### New publications during the year 2007- 08

- National Police Remembrance Day: poster, invitation and order of proceedings
- NSW Police Force Annual Report 2006-07
- Security Industry Registry: Fact Sheets (x 11)
- Crimes (Domestic and Personal Violence) Act 2007: booklet
- Education and Training Strategic Plan
- Aboriginal Strategic Direction 2007-2011: policy document
- Aboriginal Strategic Direction: A3 Poster, DL brochures (x 9)
- Drug and Alcohol Policy
- Smoke Free Workplace Policy
- Safety Policy Statement: A4 poster
- Spokeswomen's Network Strategic Plan 2008-2010
- Crime Reporting Magnet: Crime Stoppers, PAL and Triple Zero (000)
- Community and Road Education Scheme (CARES): DL brochure
- My Health & Fitness: A self assessment booklet
- NSW Police Force Corporate Plan 2008-2012
- Mental Health Implementation Team (MHIT): poster
- Mental Health Implementation Team (MHIT): brochure
- Protocol Manual
- Workplace Equity Poster
- EAP (Employee Assistance Program): poster
- EAP (Employee Assistance Program): contact card
- EAP (Employee Assistance Program): DL brochure
- Royal Easter Show 2008: colouring In sheet
- Crime Prevention Week 2007: A3 poster
- Crime Prevention Week: postcards x 2
- Fire Prevention Strategy – a Tool Kit to help all those involved in fire prevention and community safety
- Partying in the Pub – *Think Twice* – a booklet providing advice on the safe way to party in parks and reserves, and on the supply of alcohol to minors
- Gay/Lesbian Liaison Officer (GLLO) Banner – to display at public events

### State Crime Command

- Asian Crime Hotline
- Fire Prevention tool kit
- Drug Identification Chart

### Police fact sheets – general

- Domestic & Family Violence: fact sheet
- School Liaison Contact: fact sheet
- Safety for Seniors: fact sheet
- Personal Safety for Students: fact sheet
- Community Safety Precinct Committees
- Keeping Me Safe: fact sheet
- Reporting Crime: fact sheet
- Crime Prevention Officer: fact sheet
- Marine Theft Prevention: package
- Building Site Prevention: package
- Bizsafe Business: package
- Keeping Me Safe: booklets for children
- ATM Theft Prevention: booklet
- Fuel Theft Prevention: booklet
- Community Safety Audits for Commands
- Mynite.com.au: information package
- Parks/Car parks/Residential/Brothels/Unit Complexes: security assessments
- Know Your Neighbour Week: information
- Next of Kin information: package
- Next of Kin: key rings
- Safer by Design: industry day booklets

### Police fact sheets - Security Industry Registry

- Changes to Security Licence Classes and Activities
- Provisional Licences
- Transitional Requirements for Current Class 1 and Class 2 Licensees
- Changes to Master Licence Application Requirements
- Record-keeping and Other Requirements for Master Licence Holders
- Grounds for Refusing or Revoking a Provisional, Class 1 or Class 2 Licence
- Grounds for Refusing or Revoking a Master Licence
- New Offences and Increased Penalties: Information for Provisional, Class 1 & Class 2 Licence Holders
- New Offences and Increased Penalties: Information for Master Licence Holders
- Wearing and Producing your Provisional, Class 1 or Class 2 Licence
- New Character Reference Requirements

**Police fact sheets – Firearms Clubs**

- Instructions for completing an 'Application for a club approval'
- Instructions for completing a 'P559 business, club or government agency firearms licence'
- Club armourer licence application
- Instructions for completing an 'Application for a temporary exemption'
- Instructions for completing an 'Application to undertake a firearms safety training (longarm) course' P580 form
- Participation requirements for club members
- Instructions for completing a P644 'Application for a firearms safety training course instructor'

**Police fact sheets – Firearms**

- FACT Sheet - Things declared not to be firearms
- Firearms Types
- Table - Categories and Genuine Reason Table
- Registration of Firearms

**Police fact sheets – Firearms Licences**

- Instructions on completing P561 application
- Instructions for completing P559 application
- Target Shooting Genuine Reason
- Recreational Hunting/Vermin Control Genuine Reason
- Primary Production Genuine Reason
- Vertebrate Pest/Animal Control (VPAC) Genuine Reason
- Instructions on completing P559 application
- Security Industry Genuine Reason – Security Business
- Security Industry Genuine Reason – Security Guard
- Business/Employment Genuine Reason - Commercial Fishing
- Business/Employment - Other Genuine Reason
- Rural Occupation Genuine Reason
- Animal Welfare Genuine Reason
- Firearms Collection Genuine Reason

**Police fact sheets – Permits to Acquire Firearms**

- P562 (Longarms)
- P563 (Handguns)

**Police fact sheets – Firearms Permits**

- Ammunition collection permit
- Purchase & sell ammunition permit
- Arms fair permit
- Arms fair participant permit
- Arms fair participant permit (interstate dealers)
- Permit for certain cannon
- Film/television/ theatrical production permit

- Firearms instructor permit - individual
- Firearms museum permit
- Heirloom permit
- High calibre pistol permit
- Historical re-enactment organiser's permit
- Historical re-enactment participant's permit
- Minors permit
- (Temporary) Overseas competitor firearms permit
- Off duty possession of pistol permit
- Off duty possession of longarm permit for government agency employees
- Open day permit
- Safari tour permit
- Overseas visitor safari tour/hunting permit
- Paintball game permit
- Paintball gun permit
- Powerhead permit
- Primary production pistol permit
- Purchase a non-prohibited firearm on leaving Australia
- RSL display permit
- Scientific purposes permit
- Scientific purposes student permit
- Starting pistol permit
- Theatrical armourer permit
- Tranquilliser firearm permit
- Instructions for completing a p644 'application for a firearms safety training course instructor' form

**Police fact sheets – Prohibited Weapons Permits**

- Schedule 1 Prohibited Weapons
- Prohibited weapons animal management permit
- Prohibited weapons arms fair principal dealer
- Prohibited weapons arms fair participant
- Prohibited weapons body armour vest permit (media)
- Prohibited weapons collector permit
- Prohibited weapons dealer permit
- Prohibited weapons heirloom permit
- Prohibited weapons re-enactment event permit
- Prohibited weapons re-enactment participant permit
- Prohibited weapons instructor
- Prohibited weapons overseas competitor permit
- Prohibited weapons production permit
- Prohibited weapons public museum permit
- Prohibited weapons RSL display permit
- Prohibited weapons sporting permit
- Prohibited weapons scientific purposes permit
- Theatrical armourer weapons permit

## Appendix 19 LIST OF PUBLICATIONS cont

### Police fact sheets – Safe Storage

- Safe storage level one – Category A & B requirements
- Safe storage level two – Category C, D & H requirements
- Transportation of firearms
- Ammunition safe storage, purchase & possession
- Safe storage firearms collector
- Firearms dealer safe storage – premises & safes
- Firearms dealer safe storage – display & registers
- Safe storage security firms – one firearm only
- Safe storage security firms: 2 – 5 firearms
- Safe storage security firms: 6 – 15 firearms
- Safe storage security firms: more than 15 firearms
- Schedule 1 prohibited firearms
- Recommended safe storage for schedule 1 prohibited firearms
- Schedule 1 prohibited weapons Recommended safe storage for schedule 1 prohibited weapons
- Safe storage prohibited weapons dealer & theatrical armourer – premises & safes
- Safe storage prohibited weapons dealer & theatrical armourer – display & registers
- Safe storage RSL & museums – premises & display prohibited firearms & prohibited weapons
- List - Firearms safe storage longarm cabinet and handgun safe approvals

### Police fact sheets – Suspensions

- Right of Review

### Police fact sheets – Miscellaneous

- Change of Personal Details
- Schedule of fees
- 100pt Identification
- Interstate residents moving to NSW
- Extended absence of licence holders from NSW
- Disclosure of information by health professionals
- Deceased estates – Disposal of Firearms

## Appendix 20 ANNUAL REPORT PRODUCTION COSTS

The 2007-08 NSW Police Force Annual Report was produced by the Public Affairs Branch with assistance from the Office of the Commissioner.

The total production cost was \$21,194 (exclusive of GST).

Four hundred copies of the Annual Report have been printed on recycled paper.

The Annual Report is also available on the NSW Police website [www.police.nsw.gov.au](http://www.police.nsw.gov.au).

## Appendix 21 **POLICE POWERS (DRUG DETECTION TRIAL) ACT 2003**

In February 2007, new police powers were introduced to step up the fight against the transportation of illicit drugs into, out of and around New South Wales. These powers appear in the *Police Powers (Drug Detection Trial) Act 2003* (the Act). This Act re-establishes an 18 month trial of special powers introduced through the *Police Powers (Drug Detection in Border Areas Trial) Act 2003*.

The Act simply allows police to exercise a power, under an authorisation, to stop vehicles in a specified area and then use a drug detection dog to carry out general drug detection. If the dog then gives a positive indication to the presence of prohibited drugs, police may use normal drug search powers under LEPR, to search for prohibited drugs.

Key features of operations under this legislation are:

- Operations may be conducted anywhere in the state outside the Sydney, Newcastle and Wollongong metropolitan areas.
- Authorisation is by the Commissioner; deputy commissioners; assistant commissioners; the commander, State Crime Command Drug Squad; or commander, State Crime Command Asian Crime Squad.
- An authorisation can remain in force for up to 14 days.
- An authorisation can specify up to three search areas of five square kilometres (up to 15 square kilometres in total).
- One or more stopping/check points may be established and can be moved around the authorised area.

It is extremely important to recognise the efforts of the NSW Police Force and the Ombudsman's staff who have invested a considerable amount of time and effort into testing and reviewing this legislation, in an attempt to address the transportation of indictable quantities of prohibited drugs. The persistence of police in trialling the legislation and the comprehensive review by the Ombudsman's office is a testament to their resolve in that regard.

Nevertheless, the results (seven indictable seizures during 23 operations, involving 624 police and 48 drug detection dogs at a total cost in excess of \$300,000) provide overwhelming evidence that this trial has not been effective. This conclusion is supported by the NSW Ombudsman, Mr Bruce Barbour throughout the legislative review published in June 2008. The review found that police only located drugs in 2% of vehicles stopped and that the majority of those people found with drugs were in possession of extremely small amounts of cannabis.

The Ombudsman noted that the rapid dissemination of information about the nature and location of check points via CB radio and mobile phone networks pose seemingly insurmountable challenges for police who rely on the element of surprise when conducting operations targeting drug couriers. The Ombudsman also noted that the limited ability of drug detection dogs to accurately detect the scent of drugs while screening the outside of vehicles seriously undermines the capacity of police to target heavy vehicles involved in the trafficking of drugs.

Given the minimal success of this trial and a previous trial of similar powers, the Ombudsman recommended that Parliament consider whether there is any merit in continuing to trial the powers. The Ombudsman also recommended the Parliament consider allowing the 'sunset' provision to automatically repeal the legislation, which occurs on **22 August 2008**.

## DRUG DETECTION TRIALS CONDUCTED BY POLICE

Operation	Location	Screens & searches	Results	Cost/ Resourcing
7 – 8 March 2007 Op Sesame 1	Tarcutta, Gundagai & Holbrook Wagga LAC (Southern Region)	641 vehicles screened 51 vehicle searched 49 persons searched	9 positive searches: • 8 charges and 3 charges relating to seizure of a pistol • 3 cannabis cautions • 41g cannabis, 16g amphetamines and one pistol seized. This included 9g of amphetamines dumped near a garbage bin near the operation site. Indictable drugs found abandoned, no charges	70 police shifts 6 drug dogs Total: \$25053.02 Total excl. base wages: \$4277.08
22 March 2007 Op Echo Marque	Wallangarra New England LAC (Western Region)	17 vehicles screened 2 persons searched 2 vehicle searches	1 positive search: • 1 cannabis caution • 1g cannabis seized NIL indictable drugs	14 officers 1 drug dog Total: \$6034 Total excl. base wages: \$751
2 – 5 July 2007 Op Keelo 1	West Wyalong and Darlington Point Griffith LAC (Southern Region)	645 vehicles screened 29 vehicles searched 48 person searches	14 positive searches: • 7 charges • 7 cannabis cautions • 31.6g cannabis and 3.2g amphetamines seized NIL indictable drugs	25 officers 2 drug dogs Total: \$8193 Total excl. base wages: \$1950
2 – 5 July 2007 Op Hooker	Lachlan LAC (Western Region)	910 vehicles screened 14 vehicle searches 17 persons searched	6 positive searches: • 3 charges • 3 cannabis cautions • Over 53g cannabis seized NIL indictable drugs	15 officers 1 drug dog total: \$18916 Total excl. base wages: \$6016
25 July 2007 Op Carting	Deniliquin LAC (Southern Region)	215 vehicles screened 5 vehicle searches 4 person searches	2 positive search: • 2 cannabis caution • 2g cannabis and bong seized NIL Indictable drugs	32 officers 2 drug dogs Total: \$6253.94 Total excl. base wages: \$227.70
25 – 26 July 2007 Op Marque	New England LAC (Western Region)	132 vehicles screened 14 vehicle searches 10 person searches	3 positive searches: • 3 charges • 2 cannabis cautions • 5g cannabis seized NIL indictable drugs	17 officers 2 drug dogs Total: \$6579 Total excl. base wages: \$1645
2 – 4 August 2007 Op Blackbean	Cooma Monaro LAC (Southern Region)	963 vehicles screened 57 person searches 31 vehicle searches	17 positive searches: • 8 charges • 11 cannabis cautions • 305g cannabis and 1g cocaine seized NIL indictable drugs	20 officers 2 drug dogs Total: \$11427.11 Total excl. base wages: \$ 5252.09
9 August 2007 Op Mascot	Coolac Cootamundra LAC (Southern Region)	75 vehicles screened 11 vehicles searched 7 person searches	3 positive searches: • 2 charges • 1 cannabis caution • 18g cannabis seized NIL indictable drugs	23 officers 2 drug dogs Total: \$6529.37 Total excl. base wages: \$1950
18 – 19 August 2007 Op Cobwell	F3, Beresfield & RTA checking station 12 Mile Lower Hunter LAC (Northern Region)	570 vehicles screened 44 persons searched 22 vehicles searched	10 positive searches: • 5 drug possession charges • 2 drug supply charges • 458g cannabis seized • 4 cannabis cautions NIL indictable drugs	96 officers 4 drug dogs Total: \$50283.30 Total excl. base wages: \$17483.30
28 – 29 August 2007 Op Sumbray	Orana LAC (Western Region)	370 vehicles screened 35 vehicles searched 39 persons searched	5 positive searches: • 4 charges • 49g cannabis and small quantity powder seized • 3 cannabis cautions NIL indictable drugs	19 officers 1 drug dogs Total: \$13143 Total excl. base wages: \$3295
20 – 21 September 2007 Op Bernadette	Darling River LAC (Western Region)	536 vehicles screened 192 vehicles searched 12 persons searched	7 positive searches: • 4 charges • 5 cannabis cautions • 54.8g cannabis; 1.8g amphetamines; and 2g MDMA tablets seized (indictable) NIL indictable drugs	30 officers 4 drug dogs Total: \$25580 Total excl. base wages: \$10146
15-16 November 2007 Op Satterley	Chifley LAC (Western Region)	541 vehicles screened 20 vehicles searched 12 persons searched	2 positive searches 2 cannabis cautions NIL indictable drugs	24 officers 4 drug dogs Total: \$13035 Total excl. base wages: \$1312

## Appendix 21 POLICE POWERS (DRUG DETECTION TRIAL)

## ACT 2003 cont

Operation	Location	Screens & searches	Results	Cost/ Resourcing
27-28 November 2007 Op Sesame 2	Wagga Wagga LAC (Southern Region)	93 vehicles screened 7 vehicles searched 2 persons searched	0 positive searches NIL drugs	19 officers 1 drug dogs Total: \$25091.65 Total excl. base wages: \$4315.71
2 December 2007 Op Danglelong	Tweed/Byron LAC (Northern Region)	78 vehicles screened 25 persons searched 15 vehicles searched	4 positive searches • <30 grams cannabis • 11g amphetamine • 4 charges/ legal actions • 3 cannabis cautions Indictable drugs (11g amphetamine)	30 officers 1 drug dogs Total: \$12391.60 Total excl. base wages: \$4889.60
4-5 December 2007 Op Runner 2	Goulburn LAC (Southern Region)	168 vehicles screened 15 persons searched 8 vehicles searched	1 positive search • 2 grams cannabis NIL indictable drugs	32 officers 4 drug dogs Total: \$3578.54 Total excl. base wages: \$368.66
7-8 December 2007 Op Blackbean 2	Monaro LAC (Southern Region)	161 vehicles screened 16 vehicles searched 28 persons searched	6 positive searches • 0.15 grams ecstasy • 242.8 grams cannabis • 4 cannabis cautions NIL indictable drugs	20 officers 4 drug dogs Total: \$9134.28 Total excl. base wages: \$3764.82
12-13 December 2007 Op Carting 2	Deniliquin LAC (Southern Region)	66 vehicles screened 1 vehicle searched 1 person searched	NIL drugs	12 officers 1 drug dogs Total: \$2715.09 Total excl. base wages: \$455.25
13-14 December 2007 Op Keelo 2	Griffith LAC (Southern Region)	37 vehicles screened 4 vehicle searched 4 person searched	1 positive search • 2 grams cannabis • 1 cannabis caution NIL indictable drugs	8 officers 2 drug dogs Total: \$2097 Total excl. base wages: \$100
14-16 December 2007 Op Viking	Barrier LAC (Western Region)	63 vehicles screened 7 vehicles searched 9 persons searched	2 positive searches • 3 grams cannabis • 2 cannabis cautions NIL indictable drugs	12 officers 1 drug dogs Total: \$9752 Total excl. base wages: \$3752
17-19 December 2007 Op Fittler	Lachlan LAC (Western Region)	193 vehicles screened 5 vehicles searched 2 persons searched	1 positive searches • 3 grams cannabis NIL indictable drugs	13 officers 1 drug dogs Total: \$11584 Total excl. base wages: \$3161
4-6 January 2008 Op Blackbean 3	Monaro LAC (Southern Region)	451 vehicles screened 60 vehicle searched 113 persons searched	33 positive searches • 158 grams cannabis • 7.4 grams amphetamine • 16.55 grams MDMA • 8.5 cocaine • 7.4 grams crystal meth (ICE) • 21 cannabis cautions Indictable drugs (amphetamine, MDMA, cocaine, ice)	75 officers 6 drug dogs Total: \$13371.34 Total excl. base wages: \$4277.08
10-11 January 2008 Op DDT	Canobolas -LAC (Western Region)	502 vehicles screened 20 vehicles searched 15 persons searched	3 positive searches • 2 grams cannabis • 4.5g amphetamine • 2 cannabis cautions NIL indictable drugs	22 officers 2 drug dogs Total: \$8834 Total excl. base wages: \$2764
19-21 February 2008 Op Vikings 2	Barrier LAC (Western Region)	100 vehicles screened 22 vehicles searched 22 people searched	3 positive searches • 50.2 grams cannabis • 22 grams amphetamine • 1 cannabis caution Indictable drugs (22g amphetamine)	15 officers 1 drug dog Total: \$15280 Total excl. base wages: \$4030



## HONOURS & AWARDS

### COMMISSIONER'S AWARDS

#### Commissioner's Valour Award (VA)

*Awarded to officers for act of conspicuous merit involving exceptional bravery by sworn Police on duty*

Sgt MJ Bates

Snr Cst DL Brooker

#### Commissioner's Commendation – Courage

*Awarded to officers for action in the line of duty where outstanding courage is required*

L/Snr Cst GF Abbott

Snr Cst AP Attuell

Cst RG Azize

Snr Cst RJ Ballard

Snr Cst RD Behringer

Prb Cst SE Bendeich

Snr Cst JM Brooker

Cst GA Clark

Cst TP Costello

Snr Cst GJ Cox

Cst DJ Crawford

Cst G De Sousa

Snr Cst DB Dee

Sgt PF Ducker

Cst MA Fitzpatrick

Cst SA Ford

Snr Cst AM Gaunt

Snr Cst DJ Ghosn

Snr Cst AS Hogg

Cst CA Kay

Sgt JA King

J Leo (NSW Fire Brigades)

Macquarie Fields Local Area Command

Cst DJ McArthur

Prb Cst DJ Mills

Cst SAE Moore

Snr Cst PW Morris

L/Snr Cst PJ Mounce-Stephens

Snr Cst MJ Moy

Snr Cst TC Mustafa

Cst NA Nayda

Cst RP Noffke

Ch Insp DK Robinson

A Singh (NSW Fire Brigades)

Cst CJ Smith

Cst JR Smith

Cst P Smith

JA Thompson (Ambulance Service of NSW)

Cst P Thompson

Snr Cst BG Thornton

Cst DE Tonkin

Snr Cst MJ U'Brien

Prb Cst RA Walters

Sgt AR Wolsey

L/Snr Cst SW Young

#### Commissioner's Commendation – Service

*Awarded to officers for outstanding or meritorious performance of duty*

Det Sgt DR Abeyasekera

Mr TN Aldred CSC

Insp SJ Blair

Asst Comm S Bradshaw APM

Asst Comm CJ Burn APM

Asst Comm DJ Clifford APM

Asst Comm DJ Clifford APM (2nd award)

Dep Comm TW Collins APM

Dep Comm TW Collins APM (2nd award)

Dep Comm TW Collins APM (3rd award)

Asst Comm GA Dobson APM

Asst Comm GA Dobson APM (2nd award)

Insp GB Dunn

Mr PH Driscoll

Mr A Fortunato

Insp R Gaskin

Det Insp DJ Gawe

Det Sgt RJ George

Ms S Gordon

Det Supt WD Gordon

Det Snr Sgt NA Hallinan

Ch Supt JD Hartley APM

Asst Comm NK Hazzard APM

Det Sgt MA Harris

Insp VJ Hole

Det Ch Supt MO Jenkins APM

Snr Cst PS Jones

Det Insp AJ Joseph

Asst Comm N Kaldas

Asst Comm N Kaldas (2nd award)

Dep Comm N Kaldas (3rd award)

Mr PR Lalor

Ch Supt PW Lennon APM

Det Sgt GS Low

Macquarie Fields Local Area Command

Asst Comm RSB May APM

Asst Comm RSB May APM (2nd award)

Asst Comm R Mahoney APM

Sgt AJ McCoullough

Ms FM McPherson PSM

Supt AJ McWhirter APM

Supt CF Mennilli APM

Insp GK Mitchell

Det Insp DJ Mobbs

Asst Comm GR Morgan APM

Det Sgt PJ Moroney

Snr Sgt CC Nicholson

Mr TJ O'Brien PSM

Asst Comm DJ Owens APM  
 Dep Comm DJ Owens APM (2nd award)  
 Asst Comm PC Parsons APM  
 Asst Comm PC Parsons APM (2nd award)  
 Mr IM Peters  
 Det Insp ME Porter  
 Supt BJ Powter  
 Det Sgt NH Read  
 Supt GE Rolph APM  
 Det Insp DM Schagen  
 Dep Comm AP Scipione APM  
 Dep Comm AP Scipione APM (2nd award)  
 Asst Comm LE Shearer APM  
 Det Ch Insp AP Slattery APM  
 Insp M Wade  
 Asst Comm RJ Waites APM  
 Asst Comm RJ Waites APM (2nd award)  
 Insp CJ Welfare  
 Ms NG Williams  
 Asst Comm CA York APM

## Commissioner's Unit Citation

*Awarded to officers for outstanding collective service involving bravery or other merit*  
 Operation Pendennis / Strike Force Hammerli 2004 – 2006  
 Macquarie Fields – Public Order Management Response 2005  
 PoliceCAD Project Team 2004 – 2007  
 West Dubbo – Public Order Management Response 2006  
 APEC 2007 Security Command (APSC) 2005 – 2007  
 Northern Region Command – Hunter/Central Coast Storm Emergency 2007  
 Newcastle Police Rescue Squad – Hunter/Central Coast Storm Emergency 2007

## Commissioner's Certificate of Merit

*Awarded to officers for exceptional performance of duty*  
 Cst J Baker  
 Mr P Belcastro  
 Snr Cst AJ Burnell  
 Prb Cst P Caridi  
 Cst AM Davies  
 Prb Cst N Dehghan  
 Cst NP Faivre  
 Prb Cst DR Handley  
 Supt DA Johnson  
 Cst LM Oakes  
 L/Snr Cst DG Patch  
 Ms D Peters  
 Westpac Rescue Helicopter Service  
 Cst NA White

## COMMISSIONER'S COMMUNITY SERVICE AWARDS

### Commissioner's Community Service Commendation

*Awarded to officers for outstanding service to the*

*community as a voluntary representative of the NSW Police Force*

Snr Cst P Gagliano  
 Snr Cst PJ Nicolle  
 Sgt JD Villiotis

## NEW SOUTH WALES POLICE MEDAL & MEDALLION

### New South Wales Police Diligent and Ethical Service Medal

*Awarded to sworn officers for 10 years of diligent and ethical service. A numbered Clasp is awarded for each additional 5 years of diligent and ethical service*  
 4807 Medals and Clasps approved for serving Police officers  
 1013 Medals retrospectively approved for former Police officers

### New South Wales Police Diligent and Ethical Service Medallion

*Awarded to administrative officers for 10 years of diligent and ethical service. A numbered Lapel-Badge is awarded for each additional 5 years of diligent and ethical service*  
 269 Medallions and Lapel-Badges approved for serving Administrative officers  
 14 Medallions retrospectively approved for former Administrative officers

## COMMISSIONER'S LONG SERVICE AWARD

*Awarded to administrative officers for 15 years of diligent service. A further distinguishing Lapel-Badge is awarded for each additional 10 years of diligent service*  
 449 Awards approved

## AUSTRALIAN HONOURS & AWARDS

### Australian Bravery Decorations

#### Bravery Medal (BM)

*Awarded to officers for acts of bravery in hazardous circumstances*  
 Snr Cst PBP Bailey VA  
 Snr Cst TJ Brown VA  
 Snr Cst RS Curll  
 Insp PJ Devaney VA  
 Det Sgt AJ Forster  
 Snr Cst BN Muddle VA  
 Snr Cst WLJ Robinson  
 Det Snr Cst DP Stuart  
 Det Sgt CP Woolsey

#### Commendation for Brave Conduct

*Awarded to officers for other acts of bravery which are considered worthy of recognition*  
 Snr Cst CJ Fowler VA  
 Insp RA Gray

Sgt GS Gorick  
Cst AL Holloway  
Cst N Kokotovich  
Det Snr Cst RW Liston  
Cst MT McDougall VA  
Cst RJ McMahon  
Prb Cst LA McNeice  
L/Snr Cst JE Purcell VA  
Snr Sgt WM Wilkes  
L/Snr Cst LJ Woolsey

## Group Citation for Bravery

*Awarded for a collective act of bravery by a group of people in extraordinary circumstances*

Insp PJ Devaney VA  
Mr RL Ehret (civilian)  
Sgt G Hallett  
L/Snr Cst TM Halliday  
Cst BM Laurich  
Ms MM McKinnon (civilian)  
Cst MJ Ridgeway  
Mr KW Sewell (civilian)  
Mr RA Smith (civilian)  
Cst BD Thompson  
Det Snr Cst CL Walls

## Meritorious Service Awards

### Public Service Medal (PSM)

*Awarded for out-standing service by a government employee*

Ms FM McPherson

### Australian Police Medal (APM)

*Awarded for distinguished service by a member of an Australian police force*

Sgt MA Burgess  
Ch Supt MJ Corboy  
Det Supt PN Cotter  
Det Supt CJ Dyson  
Supt P Gallagher  
Ch Supt JD Hartley  
Supt PJ Hickman  
Det Ch Supt DW Hudson  
Det Ch Insp MA Jones  
Supt BC McHugh  
Supt GA McKechnie  
Supt M Mitchell  
Supt MJ Murdoch  
Supt GE Rolph  
Asst Comm LE Shearer  
Supt SJ Wilkins

## Long Service Awards

### National Medal

*Awarded for 15 years diligent service by a member of an*

*Australian police force. A Clasp is awarded for each additional 10 years of diligent service*  
435 Medals and Clasps approved

## NEW SOUTH WALES GOVERNMENT AWARDS

### New South Wales State Medal

*Awarded to members of the NSW Police Force for service during the Hunter/Central Coast Storm Emergency 2007*  
1375 Medals awarded to members of the NSW Police Force

## OTHER HONOURS & AWARDS TO MEMBERS OF THE FORCE

### Royal Humane Society of New South Wales

#### Silver Medal

*Awarded for out-standing act of bravery in saving life*  
Cst MT McDougall VA

#### Bronze Medal

*Awarded for bravery in rescue situations*

Snr Cst RJ Cain  
Cst AL Holloway  
Cst N Kokotovich  
Cst RJ Lloyd  
Cst DS Morgan  
Snr Cst WLJ Robinson  
Cst KW Rodger  
Cst JR Smith

#### Certificate of Merit

*Awarded for meritorious actions in rescue situations*

Insp MG Appleton  
Sgt BG Boyd  
Snr Cst SW Case  
Cst JL McPherson  
Snr Cst AP Pocock  
Snr Cst DRP Rutland  
Snr Cst MA Scambray  
Prb Cst RS Smith

### Royal Life Saving NSW

#### NSW Police Award

*Awarded for out-standing attempt at saving human life by the application of life-saving skills*

Sgt RJ Aichinger  
Cst JA Arnold  
Snr Cst WH Brooks  
Snr Cst B Collins  
Snr Cst KK Connor  
Cst CS Culgan  
Snr Cst MA Dam  
Cst AJ Dippel  
Snr Cst MA Gallucci

L/Snr Cst CF Hoffman  
Snr Cst NA Prest  
Cst WE Reeder  
Insp DJ Steel  
Snr Cst DP Tomlins  
Snr Cst M Tommerup  
Cst RH Trudgett  
Cst AD Tull  
Cst SM Webb  
Cst AS White  
Cst SR Whitehead  
L/Snr Cst GA Woolfe

## **St John Ambulance Australia (NSW)**

### **Emergency Service Award**

*Awarded for successful life-sustaining first aid and support to the public by police whilst on duty*

Snr Cst CR Allison  
L/Snr Cst TL Duncan  
Snr Cst AJ Murphy





## GLOSSARY

ABS	Australian Bureau of Statistics	COMPASS	Command Performance Accountability System
ACLO	Aboriginal community liaison officers	Contego	The NSW Police Force Security Operation for the Asia Pacific Economic Conference (APEC 2007).
ACPR	Australasian Centre for Policing Research	Controlled operation	An expression used to describe a covert (undercover) operation by a law enforcement agency to gather evidence that may lead to the identification and prosecution of a person for a criminal offence
ACS	Asian Crime Squad		
ACU	Asset Confiscation Unit	COPOCA	Confiscation of Proceeds of Crime Act
ACMA	Australian Communication & Media Authority	COPS	Computerised Operational Policing System
ACPR	Australian Centre for Policing Research	Covert	Concealed or undercover
ADPP	Associate Degree in Policing Practice	CPO	Crime prevention officer
AEIFRS	Australian equivalent to international financial reporting standards	CPR	Child Protection Register
AFP	Australian Federal Police	CPWT	Child protection watch team
AGD	Attorney General's Department	CSER	Corporate Services Efficiency Review
AIPM	Australian Institute of Police Management	CT&ST	Counter Terrorism & Special Tactics
ALU	Aboriginal Liaison Unit	DAC	Drug & Alcohol Coordination
ANPR	Automatic number plate recognition	DART	Domestic Assault Response Team
ANZPAA	Australia & New Zealand Policing Advisory Agency	DES	Document Examination Section
AO	Order of Australia	DEP	Detective Education Program
APEC	Asia-Pacific Economic Cooperation	DiRAD	Digital Radio Program
APM	Australian Police Medal	DNA	Deoxyribonucleic acid, or a set of genetic blueprints. Forensic scientists use DNA taken from body fluid, skin or hair found at a crime scene to identify victims and offenders. This called genetic fingerprinting or DNA profiling.
APMAB	Australasian Multicultural Advisory Bureau	DoCS	Department of Community Services
APPSC	The Australasian Police Professional Standards Council	DPP	Director of Public Prosecutions
APSC	APEC Police Security Command	DV	Domestic violence
AQTF	Australian Quality Training Framework	DVICM	Domestic Violence Intervention Court Model
ARCIE	Alcohol Related Crime Information Exchange	DVIRT	Domestic Violence Intervention Response Team
ASB	Aviation Support Branch	DVLO	Domestic violence liaison officers
ASIO	Australian Security Intelligence Organisation	DVPASS	Domestic Violence Proactive Support System
ATC	Advanced Technology Centre	EAP	Employee Assistance Program
ATM	Automated teller machine	EDOs	Education and development officers
Attestation	Steeped in ceremony and tradition, the attestation parade is when policing students take their Oath or Affirmation of Office, and is the point at which students	EDW	Enterprise Data Warehouse
AVL	Audio video link	ERISP	Electronic record of interview of suspect person
AVO	Apprehended domestic violence order	FIMS	Forensic Information Management System
BDI	Black Dog Institute	FOI	Freedom of information
BOCSAR	Bureau of Crime Statistics & Research	FRICS	Firearms & Regulated Industries Crime Squad
BTS	Business & Technology Services	FSDI	Forensic Services Digital Imaging
BWDVCAS	Blacktown Women's Domestic Violence Court Assistance Scheme	FSG	Forensic Services Group
c@ts.i	Complaints Management System	GASO	General Administrative Support Officer
CCRP	Commissioner's Advisory Council on Culturally Responsive Policing	GE	General establishment: refers to non-sworn, administrative positions within NSW Police Force
CCTV	Closed circuit television	GLLO	Gay and lesbian liaison officer
CAD	Computer Aided Dispatch	GVDVS	Green Valley Domestic Violence Service
CAS	Computerised Assessment Systems\	HR	Human Resources
CBIDVRT	Canterbury Bankstown Interagency Domestic Violence Response Team	HVP	High Visibility Policing
CCMART	Complex Case Management & Review Team	HWP	Highway patrol
CEIU	Child Exploitation Internet Unit	IBIS	Integrated Ballistics Identification System
CEO	Chief executive officer	IBR	Intelligence Based Rostering
CEP	Constable Education Program	ICMF	Integrated Case Management for Families
CIDS	Computerised Incident Dispatch System	ICTMB	Information Communication Technology Management Board
CMF	Command Management Framework	IMPACT	Innovative Models of Police & Community Training
CMP	Crime Management Programs		
CMT	Complaint Management Teams		
CNIE	CourtLink / NSW Police Information Exchange		

IRC	Industrial Relations Commission	PIPJ	Policing Issues & Practice Journal
IR	Information report	POC	Police Operations Centre
IT	Information technology	PoliceCAD	Police Computer Aided Dispatch
IVR	Integrated voice response system	PQA	Pre-Qualifying Assessments
JIRT	Joint Investigative Response Team	PSC	Professional Standards Command
KPI	Key performance indicator	PSOs	Peer support officers
LAC	Local area command	RAs	Requests for assistance
LCD	liquid crystal display	RBT	Random breath test
LEPRA	<i>Law Enforcement (Powers &amp; Responsibilities) Act 2002</i>	SAP	SAP stands for 'systems applications and products' in data, and refers to our online system for human resource management
LESRSC	Law Enforcement Security Radio Spectrum Committee	SEEB	State Electronic Evidence Branch
LIDAR	Light detection and ranging: an optical remote sensing device that measures distance to a target.	SIEMC	Senior Incident & Emergency Management Course
MAC	Marine Area Command	SLP	School Liaison Police
MCPEMP	Ministerial Council for Police & Emergency Management – Police (MCPEMP),	SOCO	Scene of crime officer (for collection of forensic evidence)
MCPES	Mandatory Continuing Police Education Scheme	SOPs	Standard operating procedures
MDFVRSS	Mt Druitt Family Violence Response Support Strategy	Spheron	Digital Imaging System
MDMA	3,4 methylenedioxymethamphetamine (ecstasy)		Allows police to record every detail of a crime scene and then bring it to the court room as a 3D virtual, floor to ceiling 'walk through'
MEOCs	Middle Eastern Organised Crime Squad	SSB	State Surveillance Branch
MERIT	Magistrates Early Release into Treatment	SSG	Special Services Group, includes: Marine Area Command (MAC), Aviation Support Branch (ASB), State Technical Investigation Branch (STIB), State Electronic Evidence Branch (SEEB), State Surveillance Branch (SSB), Undercover Branch (UCB), Telecommunications Interception Branch (TIB), Advanced Technology Centre (ATC), Professional Development Branch (PDB)
MHIT	Mental Health Intervention Team	STIB	State Technical Investigation Branch
MOU	Memorandum of understanding, a document used where the parties, usually government agencies, wish to record an understanding regarding for example, the exchange of information.	TAG	Target action group
MPS	Multimedia Production Services	Target hardening	Taking certain steps to improve the security of people or property
MRP	Mainframe Replacement Project	TIB	Telecommunications Interception Branch
NDS	National Drug Strategy	TOU	Tactical Operations Unit
NG-MDT	New Generation Mobile Data Terminal	UCB	Undercover Branch
NIITF	National Indigenous Violence & Child Abuse Intelligence Task Force	VIEW	Video image evidence on the web
NSWPF	NSW Police Force	VKG	Police radio
OCI	Operational Communications & Information Command	VOIP	Voice over internet protocol
ODPP	Office of the Director of Public Prosecutions	YLO	Youth liaison officer
OECD	Organisation for Economic Cooperation & Development	YOA	<i>Young Offenders Act 1997</i>
OHS&R	Occupational health, safety and rehabilitation		
OHS	Occupational health and safety		
OMCG	Outlaw motorcycle gang		
OCR	Operations & Crime Review		
Operation VIENTE	Review of the Education Services to provide a more focused approach to education and training		
ORS	Organisational Review & Support		
PAL	Police Assistance Line		
PACT	Police Accountability Community Teams: forum for the community to express its views about police visibility, police deployment and crime generally.		
PCA	Prescribed concentration of alcohol		
PCC	The Police Commissioners' Conference		
PCPAG	The Police Commissioners' Policy Advisory Group		
PCYC	Police & Community Youth Clubs		
PDB	Professional Development Branch		
		<b>Rank abbreviations</b>	
		Asst Com	Assistant Commissioner
		Ch	Chief
		Cst	Constable
		Det	Detective
		Insp	Inspector
		L/Snr Cst	Leading Senior constable
		Prb	Probationary
		Sgt	Sergeant
		Snr	Senior
		Supt	Superintendent



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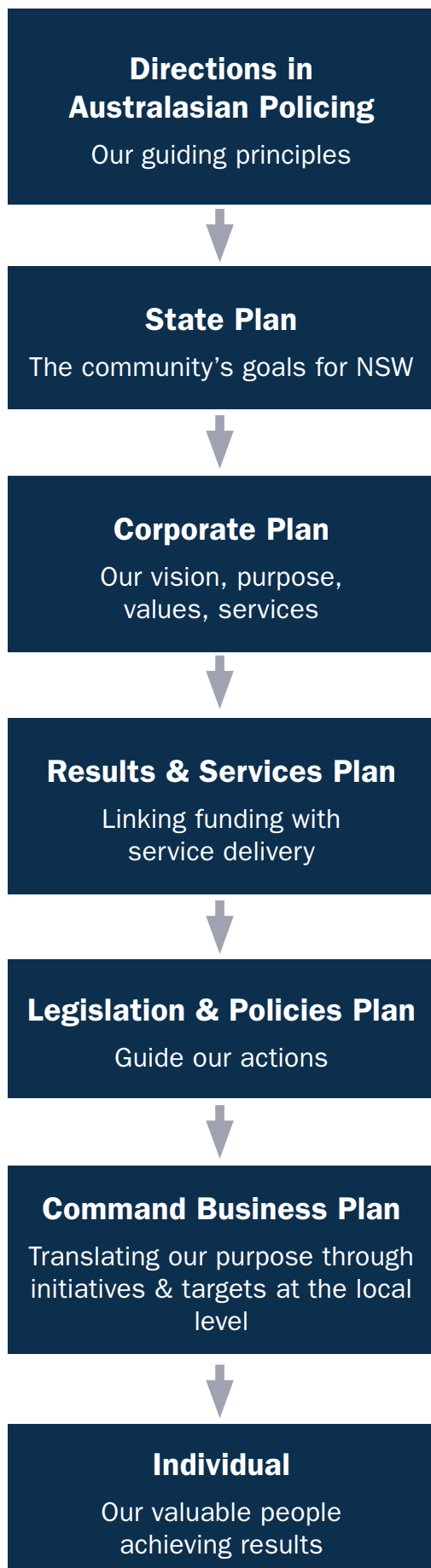
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## RESULTS MANAGEMENT FRAMEWORK



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NSW POLICE FORCE

## KEY PERFORMANCE AREAS

What we want to achieve	
<b>Crime</b>	<b>REDUCED RATES OF CRIME, PARTICULARLY VIOLENT CRIME</b> <ul style="list-style-type: none"> <li>Coordinate resources dedicated to crime prevention</li> <li>Target repeat offenders and crime hotspots</li> <li>Target alcohol and drug related crime</li> <li>Strengthen our response to domestic and family violence</li> <li>Combat organised and serious crime</li> <li>Continue to bring offenders to justice</li> </ul>
<b>Public Safety</b>	<b>REDUCED PERCEPTION AND FEAR OF CRIME</b> <ul style="list-style-type: none"> <li>Increase community engagement with a focus on vulnerable groups</li> <li>Enable local solutions to local problems</li> </ul> <b>REDUCED LEVELS OF ANTISOCIAL BEHAVIOUR</b> <ul style="list-style-type: none"> <li>Increase and improve coordination of visible authority</li> <li>Target antisocial behaviour</li> </ul> <b>SAFER PUBLIC TRANSPORT AND ROADS</b> <ul style="list-style-type: none"> <li>Targeted traffic enforcement</li> <li>Encourage responsible driving and behaviour on public transport</li> </ul>
<b>Community &amp; Partners</b>	<b>INCREASED COMMUNITY CONFIDENCE IN POLICE</b> <ul style="list-style-type: none"> <li>Respond to calls within a reasonable time</li> <li>Provide professional customer service</li> <li>Collaborate with community and partners</li> <li>Embed prevention and early intervention</li> <li>Cooperate and coordinate with other law enforcement jurisdictions</li> <li>Rigorously administer legislation and regulations</li> </ul>
<b>People</b>	<b>ENHANCED CAPABILITIES</b> <ul style="list-style-type: none"> <li>Align flexible rostering to reduce and prevent crime</li> <li>Deliver professional development of our staff</li> <li>Foster workforce diversity to reflect our community</li> </ul> <b>A SAFE AND SUPPORTIVE WORK ENVIRONMENT</b> <ul style="list-style-type: none"> <li>Progress a culture of workplace safety</li> <li>Support our people</li> <li>Reinforce individual accountability and ethics at all levels</li> </ul>
<b>Systems</b>	<b>IMPROVED ORGANISATIONAL CAPABILITY TO DELIVER OUR SERVICES</b> <ul style="list-style-type: none"> <li>Streamline procedures and legislation (cutting red tape)</li> <li>Improve usefulness, reliability, accessibility, integrity and value of our information, communication and technologies</li> <li>Enhance internal controls</li> <li>Promote good practice</li> </ul>
<b>Leadership</b>	<b>CLEAR DIRECTION AND SUPPORT</b> <ul style="list-style-type: none"> <li>Encourage talented, dedicated and innovative staff</li> <li>Influence people to achieve community, government and corporate priorities</li> <li>Communicate effectively</li> <li>Ensure succession planning</li> <li>Support delegated authority to make day to day decisions</li> </ul>

Notes: (cp1) Source – ABS Crime and Safety survey and State Plan

Indicators of success	Target for 2012
<ul style="list-style-type: none"> <li>• Fewer personal victims of assault, sexual assault &amp; robbery (cp1)</li> <li>• Fewer household victims of attempted break and enter, and motor vehicle theft (cp1)</li> <li>• Increase local government areas with decreasing/stable crime rates (%) (cp2)</li> <li>• Reduce alcohol related assaults (cp2)</li> <li>• Increase legal actions (charges) for serious crime</li> </ul>	<ul style="list-style-type: none"> <li>≤ 5.1% victimisation</li> <li>≤ 6.2% victimisation</li> <li>≥ 94%</li> <li>decrease</li> <li>increase</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the % of the community who feel safe walking/jogging alone after dark in their neighbourhood (%) (cp3)</li> <li>• Reduce the % of the community who perceive louts/gangs to be a problem in their neighbourhood (%) (cp3)</li> <li>• Reduce the % of the community who perceive graffiti or other vandalism to be a problem in their neighbourhood (%) (cp3)</li> <li>• Reduce the % of the community who perceive speeding cars, dangerous or noisy driving to be a problem in their neighbourhood (%) (cp3)</li> <li>• Increase the % of the community who feel safe using public transport alone after dark (%) (cp3)</li> <li>• Reduce road trauma (cp4)</li> </ul>	<ul style="list-style-type: none"> <li>≥ national average</li> <li>≤ national average</li> <li>≤ national average</li> <li>≤ national average</li> <li>≥ national average</li> <li>road fatalities &lt; 0.74 per 100 million vehicle kms travelled</li> </ul>
<ul style="list-style-type: none"> <li>• Improve time taken to attend urgent calls (cp2)</li> <li>• Increase the % of the community who were satisfied with the most recent contact with police (%) (cp3)</li> <li>• Reduce customer service related complaints</li> <li>• Increase the % of the community who state they 'agree' they "have confidence in police" (%) (cp3)</li> <li>• Increase legal actions for domestic violence related assaults (%) (cp2)</li> </ul>	<ul style="list-style-type: none"> <li>≤ 10 minutes (80% of calls)</li> <li>≥ national average</li> <li>decrease</li> <li>≥ national average</li> <li>≥ 60%</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain adequate police officers at local area commands (%)</li> <li>• Maintain mandatory police training requirements</li> <li>• Civilian staff receiving three or more learning/development days per year (%)</li> <li>• Reduce police turnover (%)</li> <li>• Reduce time taken to fill vacant positions</li> <li>• Increase staff satisfaction (staff opinion survey: % agreeing)</li> <li>• Reduce number police officers with over 456 accrued annual leave hours (%)</li> <li>• Reduce hours lost (sick leave – work and non-work related)</li> </ul>	<ul style="list-style-type: none"> <li>≥ 80%</li> <li>≥ 95%</li> <li>≥ 90%</li> <li>≤ national average</li> <li>decrease</li> <li>increase</li> <li>&lt; 8%</li> <li>≤ national average</li> </ul>
<ul style="list-style-type: none"> <li>• Increase police deployment to crime fighting and prevention across LACs (%)</li> <li>• Reduce the number of hours police are rostered for court</li> <li>• Less time unavailable due to unscheduled computer system and communications outages (CAD &amp; COPS)</li> <li>• Increase in staff who consider core systems are easy to use, reliable (timely and accurate), responsive and can readily access data (staff opinion survey: % agreeing)</li> </ul>	<ul style="list-style-type: none"> <li>≥ 82%</li> <li>decrease</li> <li>decrease</li> <li>increase</li> </ul>
<ul style="list-style-type: none"> <li>• Increase in staff who consider they have opportunities to use their skills/knowledge (staff opinion survey: % agreeing)</li> <li>• Increase in staff who consider they are achieving priorities (staff opinion survey: % agreeing)</li> <li>• Increase the % of the community who are satisfied with services provided by the police (%) (cp3)</li> <li>• Commands with a business plan (detailing initiatives and targets)</li> <li>• Reduce vacant commander and senior officer positions within commands</li> <li>• Financial result is in line with budget</li> </ul>	<ul style="list-style-type: none"> <li>increase</li> <li>increase</li> <li>≥ national average</li> <li>=100%</li> <li>decrease</li> <li>on budget</li> </ul>

# Our guarantee of service

We guarantee to provide a satisfactory level of service to any person or organisation with whom we have contact – our customers. If unsatisfactory service results from a failure on our part to be consistent with our standards of professionalism, courtesy, equity or any other factors under our control, we will rectify the problem.

We acknowledge that New South Wales society is a complex, multicultural and multi-dimensional mix of people and expectations. To achieve equity, we believe it is important to be able to respond to different needs of different groups. For this reason we have implemented programs and services specific to the needs of ethnic communities, youth, aged and Aboriginal people, as well as the gay, lesbian and transgender community.

In each local area command, Community Safety Precinct Committees are being established to help us to know and understand the policing needs of local communities.

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

This guarantee of service and the importance of quality customer service to our community will be reinforced by the introduction of a customer service charter in 2008-09.

## Contacts

### NSW POLICE FORCE HEADQUARTERS

1 Charles Street  
PARRAMATTA NSW 2150

#### Postal address

Locked Bag 5102  
PARRAMATTA NSW 2124

#### Website

[www.police.nsw.gov.au](http://www.police.nsw.gov.au)

### TELEPHONE

#### Triple Zero (000) – 24 hours

(Telstra ask for police)

#### Police Assistance Line

131444 – 24 hours

#### Customer Assistance Unit

1 800 622 571 – 24 hours  
(free call)

#### Crime Stoppers

1 800 333 000 – 24 hours  
(free call)

#### Police Switchboard

General enquiries  
131 444 – 24 hours

#### TTY (deaf and hearing impaired)

(02) 9211 3776 – 24 hours

### REGION OFFICES

#### Central Metropolitan

Level 7, Sydney Police Centre  
151-241 Goulburn Street  
SURRY HILLS NSW 2010  
(02) 9265 4920 – Business hours

#### North West Metropolitan

Level 9, Ferguson Centre  
130 George Street  
PARRAMATTA NSW 2150  
(02) 9689 7638 – Business hours

#### South West Metropolitan

6 Fetherstone Street  
BANKSTOWN NSW 2200  
(02) 8700 2499 – Business hours

#### Northern

Newcastle Police Station  
Cnr Church and Watt Streets  
NEWCASTLE NSW 2300  
(02) 4929 0688 – Business hours

#### Southern

Level 3, 84 Crown Street  
WOLLONGONG NSW 2500  
(02) 4226 7705 – Business hours

#### Western

148 Brisbane Street  
DUBBO NSW 2830  
(02) 6883 1704 – Business hours

Police are listed under 'Police NSW' in the  
White Pages – Business and Government