

ANNUAL REPORT 2012-13

Serving the State of New South Wales



NSW Police Force



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

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 serve 7,348,900 people (approximately one third of Australia's total population).

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 investigate major traffic crashes.

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Thursday, 31 October 2013

The Hon Michael Gallacher MLC
Minister for Police & Emergency Services
Parliament House
SYDNEY NSW 2000

Dear Minister,

I am pleased to submit the NSW Police Force Annual Report for the year ended 30 June 2013 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 2010*. It complies with the standardised reporting formulas 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.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'A P Scipione'.

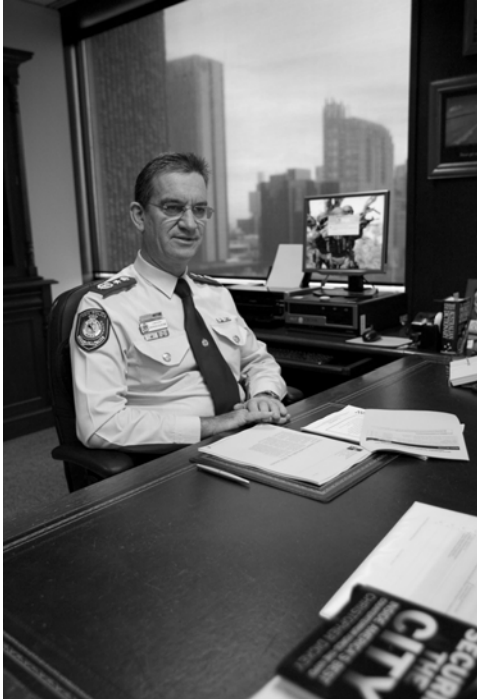
A P Scipione APM
Commissioner of Police

Produced by the NSW Police Force Public Affairs Branch in conjunction with the Office of the Commissioner.

This report can be downloaded from www.police.nsw.gov.au.

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Commissioner's Foreword



Andrew Scipione APM, Commissioner of Police

2012/13 was another year of strong achievements for the NSW Police Force, accompanied by positive outcomes for the communities we serve.

The NSW Bureau of Crime Statistics & Research (BOCSAR) reported that most crime categories are stable or have fallen over the 12 months to June 2013, continuing the positive trend that has been maintained over several years. The most recent Australian Bureau of Statistics (ABS) figures indicate that the number of people recorded as being victims of crime is falling faster in New South Wales than for Australia as a whole.

Our significant focus on frontline policing continued, with police tackling issues such as street offences, alcohol-related crime and antisocial behaviour. Our Vikings Unit supported local area commands (LACs) throughout the year with local operations targeting these and other crime types across NSW.

Along with other police agencies in Australia and New Zealand, we played our part in Operation Unite 2012, targeting alcohol-related violence and antisocial behaviour. In March 2013 our Drug & Alcohol Coordination Team hosted the 6th Australasian Drug & Alcohol Strategy Conference in Sydney, with local and international speakers. Concurrent with that Conference, the NSW Police Force also hosted the Australian & New Zealand Police Commissioners' Forum which allows police commissioners to gather twice a year to develop their strategic agenda, and to identify and progress improvements in the operation and practice of policing.

Our officers worked closely with other emergency service agencies to respond to emergencies throughout the year, particularly the bushfires and floods that occurred in early January 2013. We policed a number of major events this reporting year, including the welcome home for athletes returning from the London Olympics in August 2012.

Tragically, the risks of policing were brought home to us all with the death on duty in December 2012 of Detective Inspector Bryson Anderson VA of the Hawkesbury LAC. His death was a stark reminder of the risks of policing.

Despite being attacked and sustaining wounds that would ultimately prove fatal, Detective Inspector Anderson went to the aid of a fellow injured officer without hesitation.

He was posthumously awarded the National Police Service Medal and the Commissioner's Valour Award. The NSW Police Force continued to take advantage of new technology, with faster fingerprint identifications, the rollout of the Electronic Evidence First Responders Program and improvements to our information systems, including the development of a new Data Security Framework for our COPS system. Our Marine Area Command launched their new fleet of fast response multi-purpose vessels, enhancing our capacity for search and rescue operations at sea and marine policing in general.

New and amended legislation introduced throughout the year brought more flexibility for police across a range of policing portfolios, including serious and organised crime, firearms licensing, the security industry and illicit drugs and alcohol.

Building our relationships with the community we serve remained a priority and I was pleased to chair the inaugural meeting of the Commissioner's Police Multicultural Advisory Council (PMAC) in May 2013. The PMAC, made up of representatives from the diverse communities that make up New South Wales, informs our approach and priorities in delivering culturally-responsive policing services across the state.

Arising from the *NSW Police Force Aboriginal Strategic Direction 2012-17*, I am privileged to chair the Police Aboriginal Strategic Advisory Council (PASAC), an advisory body comprising senior representatives of NSW government agencies and Aboriginal peak bodies. The role of PASAC is to consider issues of relevance and concern to Aboriginal communities, leading to better relationships by working together to reduce violence, crime and fear.

As we move into a new reporting year I look forward to our continued partnership with communities right across New South Wales to build on the positive work of 2012-13.



A P Scipione APM
Commissioner of Police

Our Police Regions



Eighty local area commands (LACs) operate from 428 police stations delivering policing services to communities. Specialist commands complement the general duties operational capability, covering land, sea and air operations.

1 CENTRAL METROPOLITAN REGION

Area in square kilometres	543 sq km
Resident population*	1,149,208
Number of police officers	2,334
Number of administrative staff	193

4 SOUTHERN REGION

Area in square kilometres	199,700 sq km
Resident population*	933,949
Number of police officers	1,460
Number of administrative staff	153

2 SOUTH WEST METROPOLITAN REGION

Area in square kilometres	3,645 sq km
Resident population*	1,412,403
Number of police officers	2,083
Number of administrative staff	183

5 NORTHERN REGION

Area in square kilometres	70,053 sq km
Resident population*	1,538,511
Number of police officers	2,032
Number of administrative staff	184

3 NORTH WEST METROPOLITAN REGION

Area in square kilometres	6,269 sq km
Resident population*	1,804,343
Number of police officers	2,129
Number of administrative staff	183

6 WESTERN REGION

Area in square kilometres	520,607 sq km
Resident population*	510,486
Number of police officers	1,177
Number of administrative staff	148

**Changes in published figures reflect updated population benchmarks following the 2011 Census. Region population estimates have been derived by taking each region's share of the NSW population at June 2011 (derived by aggregating small area data from the ABS) and apportioning this to the total NSW population as at December 2012 (source: ABS Demographic Statistics, cat no 3101.0). The Statistical Area Level 1 (SA1) is the smallest geographic area defined in the Australian Statistical Geography Standard (ASGS) for use in the release of Census data. SA1 boundaries aggregate to NSW Police Force Region boundaries.*

These figures do not include staff (police and administrative) who are centrally managed but deployed throughout the regions in specialist and corporate roles to provide investigative support, 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 and major crime investigation, police prosecutions, technology support, occupational health and safety, injury management, education and training including leadership development, human resource support and asset management.

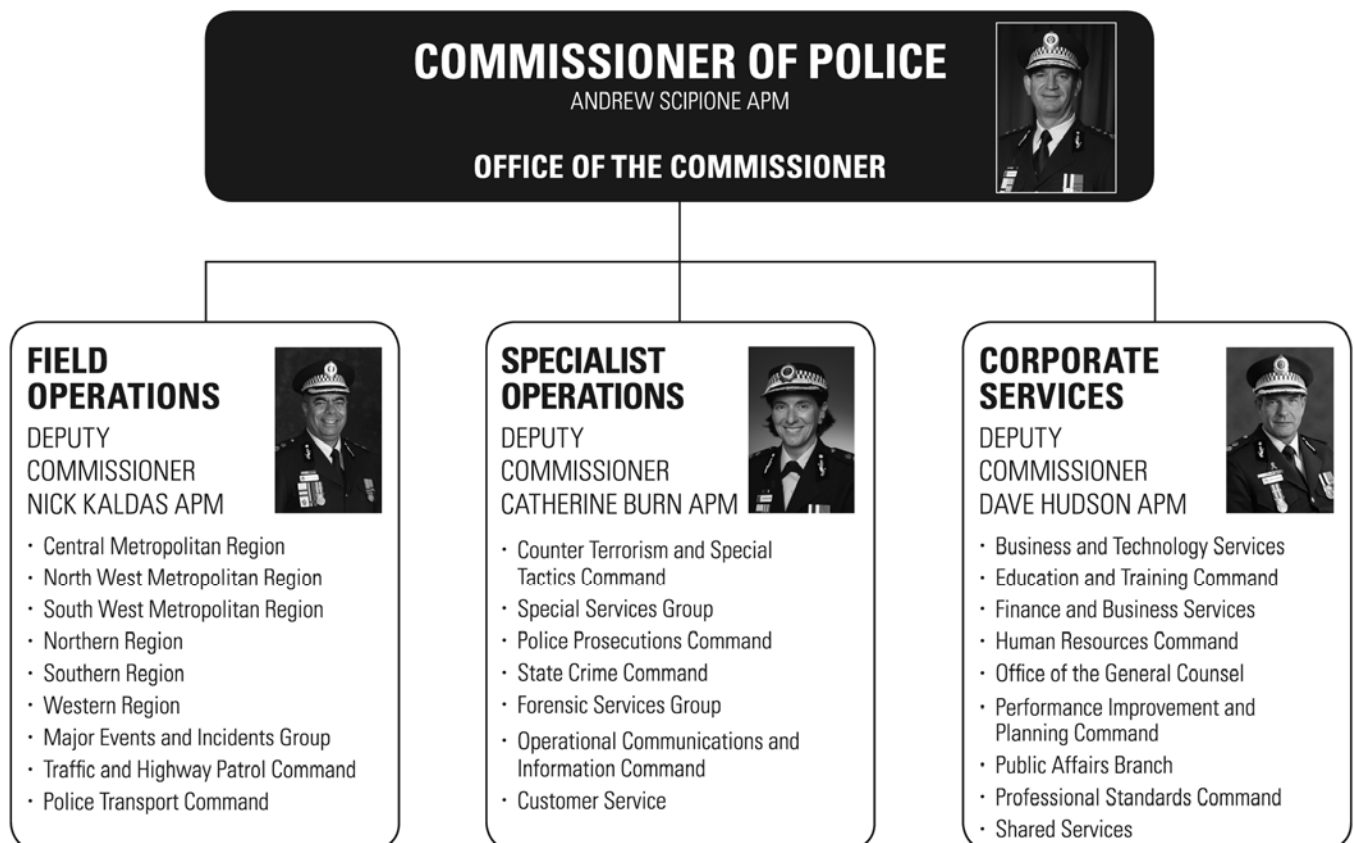
Our Organisation

OUR CHARTER

The NSW Police Force operates under the *Police Act 1990* and the *Police Regulation 2008*. During 2012-13, the NSW Government funding contributions to the NSW Police Force were \$3.2 billion.

The Night Watch was formed by Governor Arthur Phillip in 1789 to guard Sydney Town. It was the first civilian police force in Australia. 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 was responsible for police operations) and the NSW Police Department (which was responsible for police policy and administration) were amalgamated.

Today the NSW Police Force has 20,286 employees: 16,371 police officers and 3,915 civilian staff.



OUR GOVERNANCE STRUCTURE

The Commissioner has primary responsibility for the day to day governance of the organisation and is responsible to the Minister for Police & Emergency Services 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 the 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
- planning for the future
- achieving *NSW 2021* (State Plan) targets
- monitoring and measuring corporate performance against *Corporate Plan 2012-16* targets and expectations
- ensuring compliance with external and internal controls and processes
- setting budgets and monitoring financial performance
- reporting to government
- managing organisational reform.

Members of the Commissioner's Executive Team

Chair: Commissioner

Members: Deputy Commissioner Field Operations, Deputy Commissioner Specialist Operations, Deputy Commissioner Corporate Services

Associate members: Representatives from Field Operations, Specialist Operations and Corporate Services on rotation for six months

Ex-officio member: Director, Public Affairs Branch

A culture of ethical and lawful behaviour

Our *Statement of Values* and *Code of Conduct & Ethics* outline appropriate behaviour for all NSW Police Force staff.

Our *Ethical Health Strategy* seeks to ensure ethics are incorporated into all aspects of policing, making ethical behaviour, practices and decision making a part of daily routine. This strategy is supported by a range of measures including computer access audits and random, targeted and mandatory drug and alcohol testing of police officers.



*Deputy Commissioner
Naguib (Nick) Kaldas APM*

Field Operations Highlights

Local police are the backbone of the NSW Police Force. Under the leadership of the Deputy Commissioner, Field Operations, most officers work in local area commands (LACs) as they provide a professional, community-based policing service.

Through its various units, Field Operations targets crime and the fear of crime, antisocial behaviour, crowd and riot control, safety on public transport networks, road trauma, as well as command and control of all major incidents and events in New South Wales.

The continued dedication and tenacity of local police using highly visible, proactive policing strategies, as well as a focused approach to alcohol-related and antisocial crime, have achieved some excellent results.

Operation Vikings began in 2002 as a significant high-visibility policing strategy targeting antisocial behaviour, alcohol-related crime, street level drug possession and traffic offences. This reporting year, the **Vikings Unit** funded an additional 61,000 shifts across both Field and Specialist Operations. These additional shifts resulted in 14,503 arrests and 20,478 charges ranging from street offences to armed robbery. Included in these statistics are figures relating to **Operation Unite 2012**, which was conducted simultaneously with other Australian and New Zealand policing jurisdictions. Operation Unite 2012, saw 2,637 extra police in New South Wales patrol their local streets, targeting local hot spots. The NSW Police Force component resulted in 548 arrests, 966 charges for offences ranging from possess and supply of prohibited drugs to serious assaults.

The **South West Metropolitan Region Enforcement Squad (RES)** provided support to local police investigations and assisted with surveillance and public order operations. This reporting year, police from this squad seized 3,500 MDMA (ecstasy) tablets, 2.1 kg of methamphetamine (crystal meth), 3.2 kg of cocaine, two clandestine laboratories, 180 vials of steroids, \$140,000 in cash and six firearms. In addition the ongoing Cannabis Eradication Program seized cannabis with an estimated potential street value of \$64 million.

Jointly hosted by the NSW Police Force and the Australian Federal Police, the **6th Australasian Drug & Alcohol Strategy Conference** was held in Sydney in March 2013. The conference is the peak police drug and alcohol forum in Australasia and brings together experts from national and international law enforcement agencies, health service providers, policy analysts, academics, researchers and industry representatives. It provided an opportunity to share experiences between policing jurisdictions, showcase research and highlight practices and initiatives that are proving effective in combating drug and alcohol harms in the community. More than 400 participants flew in from around the world to hear presentations from 35 guest speakers from as far afield as the US, Scotland and London, as well as Australia and New Zealand.

Earlier this reporting year the **NSW Mounted Police** performed in front of Her Majesty Queen Elizabeth II for her Diamond Jubilee Pageant, held in the grounds of Windsor Castle, England. Nineteen officers had the privilege of riding the Household Cavalry horses for the occasion. They performed in the Australasian component of the pageant and were accompanied by the very talented New Zealand Army Band. The highlight of the display was the performance of *Waltzing Matilda* by participants from Australasia, including the Cook Islands, Maori and Aboriginal dancers.

The **Aboriginal Strategic Direction 2012-2017** is the overarching document that guides the NSW Police Force in its management of Aboriginal issues. It seeks a genuine level of Aboriginal community ownership and involvement through a consultative and proactive approach. It is a living document that identifies where police can have significant input to decrease the over-representation of Aboriginal people in the criminal justice system. A key element of this policy is to involve Aboriginal people in the consultation process so they understand the objectives and intent of the NSW Police Force and that the community is engaged in the process.

Emergency management planning is crucial in minimising the effects of an emergency. The NSW Police Force is responsible for coordinating all multi-agency emergency responses and providing support for designated combat agencies such as the NSW Rural Fire Service, NSW State Emergency Service and Fire & Rescue NSW. The State Emergency Operations Controller (SEOCN) and Deputy SEOCN are appointed by the Governor and are drawn from members of the NSW Police Senior Executive.

Police responded to **bushfires and floods** in the first few months of 2013. In January, major fires impacted the Cooma, Monaro and Shoalhaven Local Government Areas (LGAs) in the south, and the Coonamble and Warrumbungle LGAs in the west of the state. In February, the Mid North Coast received heavy rain causing flooding that isolated communities and caused evacuations of low-lying areas. Police were involved in all facets of the operation in support of the NSW Rural Fire Service and State Emergency Service.

Annual major events across NSW drew massive crowds and highlighted NSW Police Force planning and resourcing as world class. In August 2012, major community celebrations were held in the CBD as Sydney welcomed home athletes from the London Olympics (Operation Dowling). The Sydney Swans AFL victory parade in October 2012 saw Sydney CBD again attract large crowds, as did the NSW Police Force National Police Remembrance Day commemorations (Operation Romana). In addition, we planned major event operations to support the Bathurst V8 Supercars (Operation Astron), the Tamworth Country Music Festival (Operation Tungsten) and the finals and grand final matches of the Western Sydney Wanderers in the A-League season.

In February 2013, Cabinet approved amendments to the *Crimes (Domestic & Personal Violence) Act 2007* to allow for police-issued **Apprehended Domestic Violence Orders** (ADVOs). This marked the culmination of a successful and ongoing appeal to government by the NSW Police Force to allow police officers at the rank of sergeant and above to issue provisional ADVOs. The new legislation also provides police with detainment options for defendants while they apply for and serve a provisional ADVO. The amendments will improve the immediate safety of those within our community who experience domestic and family violence and increase operational efficiencies for police.

Strike Force Joshua was established by Surry Hills RES to target a high-level drug supplier operating in Sydney. During the investigation a principal target was identified as being involved in the importation of large commercial quantities of heroin from Asia. A multi-agency operation involving the NSW Crime Commission, Customs & Border Protection and the Australian Federal Police was established which resulted in the seizure of 20 kg of heroin with an estimated potential street value of \$8 million. In addition a number of wharf employees were identified as being involved and were also charged with the importation of large commercial quantities of heroin.

Operations targeting alcohol-related crime and antisocial behaviour continued across the state this reporting year. **Operation Rushmore** was conducted on several occasions throughout the summer season. Rushmore is a proactive multi-agency response to alcohol-related crime and antisocial behaviour in Sydney's entertainment precincts. It complements ongoing operations drawing together police, Fire & Rescue NSW, City of Sydney Council, the Office of Liquor Gaming & Racing, Roads & Maritime Services, Taxi Council officers and Transport NSW.

Following the tragic death of 18-year-old Thomas Kelly in Kings Cross in July 2012, the government implemented the **Kings Cross Plan of Management**, which introduced a range of further measures in the Kings Cross precinct. These included the expanded use of drug detection dogs, restrictions on the sale of alcohol, the removal of glassware from licensed premises after midnight, additional transport and CCTV cameras in public areas. A further measure police have implemented is the government-initiated trial of mandatory and non-mandatory Sobering Up Centres.

Strike Force Kendella was established in November 2012 to target property-related crime, particularly receiving and disposing of stolen property in the local area. This police crackdown on property crime in the Redfern area saw police arrest 27 people who were charged with more than 141 offences relating to break and enter, stealing offences, fraud, receiving stolen goods and drug possession and supply. During the investigation police seized more than 400 items of property including bicycles, laptops, tablets, mobile phones, collectables, even a defibrillator. The strike force also undertook investigations to identify the rightful owners.

Newcastle City LAC's Licensing Unit received an Australian Crime & Violence Prevention Award from the Australian Institute of Criminology for its groundbreaking initiative targeting alcohol-related violence. The project was introduced in 2008 following a disturbing increase in alcohol-related violence in the Newcastle area. After extensive consultation with the community and other agencies, police imposed a number of strict conditions to 14 licensed premises, such as reduced trading hours, security enhancements, and restrictions on the type and quantity of alcohol served. An independent study of the project's first three years revealed 35% fewer reports of non-domestic related assaults and 50% fewer night time street offences. There was a 25% reduction in night time assault-related presentations at emergency departments.



Deputy Commissioner
Catherine Burn APM

Specialist Operations Highlights

Under the leadership of the Deputy Commissioner Specialist Operations, police and unsworn staff are deployed throughout New South Wales to assist frontline police and support a comprehensive and professional local policing service.

Specialist officers investigate organised and serious crime and matters relating to counter terrorism, support investigations into street level crime, provide forensic services, surveillance, canine support, operational technology support, radio communications and call centres, conduct air and sea policing, prosecute police matters in court, investigate complaints and support employee management.

The Forensic Services Group (FSG) continued to focus on providing 'rapid responses and rapid results' to support police efforts in reducing and preventing crime. Details of fingerprint identifications are now returned to criminal investigators in the Sydney metropolitan area within a matter of hours for simple crime scenes, and within 48 hours for major crime. This rapid identification allows police to take offenders off the streets faster than before, thereby preventing further crimes and maximising opportunities to recover stolen property.

The Firearms Identification Unit was established to identify and trace all handguns captured by the NSW Police Force as part of the Gun Crime Action Plan (Operation Apollo). The ability to trace the origins of firearms is crucial to investigators and can result in police dismantling illicit gun importation networks. This was evidenced when Strike Force Maxworthy successfully disrupted the illegal importation of Glock self-loading pistols into Australia from Austria.

The Police Prosecutions Command embarked on an exciting new direction this reporting year. In selected areas there was a move away from a court-based model to one where prosecutors were assigned to specific local area commands and delivered a broad range of services known as the *Practice Management Model*. The model's key feature is the early involvement of the police prosecutor in quality assurance of briefs of evidence. The prosecutor is available to operational police in their workplace during the brief preparation stage and provides advice about anomalies in sufficient time for their rectification prior to a court hearing.

Significant improvement to police radio coverage has been achieved through the Radio Communications Maintenance Program. Rectification work has been undertaken at identified black spots along the Putty Road with a new radio tower at Grassy Hill, sections of the Barrier Highway, the NSW/ACT border area, as well as a new tower at Bywong Hill. General coverage improvement was achieved through conversions to digital for the Monaro, Goulburn and Manning-Great Lakes LACs.

eAVO Applications Project: This year we delivered electronic apprehended violence orders (eAVO), which involves the electronic exchange of AVO application information between NSW Police Force and Department of Attorney General & Justice. This is in support of the Joined up Justice Project and makes NSW courts more accessible for organisations, legal practitioners and litigants, and allows greater electronic data exchange across the justice sector. Electronic AVO Applications (eAVO Apps) was implemented in December 2012 for police initiated AVO applications, and from April 2013 it was expanded to include privately initiated AVO applications.

Exercise Baryon was a major counter terrorism exercise to test emergency response arrangements and preparedness for an incident at a nuclear facility. Hosted by the Australian Nuclear Science & Technology Organisation (ANSTO) in April, the exercise involved more than 200 officers from the NSW Police Force and a range of state and federal government agencies. In addition to deployment activity, the exercise included a call-out of Commonwealth resources; a consequence management discussion exercise; an investigation discussion exercise; a legal discussion exercise; and review of crisis communications arrangements. This provided an opportunity to review security measures and ensure the maintenance of world-leading security standards.

Rollout of the **Electronic Evidence First Responders Program (EEFRP)** has greatly enhanced the technological capabilities of the NSW Police Force. The program provides frontline police with comprehensive digital forensic tools to perform basic examinations of electronic equipment such as computers, mobile phones and data storage devices, as well as training to present the evidence in court.

This reporting year the **Marine Area Command** launched their new fleet of fast response multipurpose vessels. Three new 9.5m rigid hull inflatable boats were delivered in February. Officers attached to Marine Area Command contributed to the design, including the high-visibility markings, to improve manoeuvrability and

response times. These state-of-the-art vessels allow for high-visibility policing, search and rescue, medical evacuations and recovery, port and maritime security and general community policing.

Almost half of all sexual assault matters reported to police involve a victim under the age of 16. This reporting year we established the **Child Abuse Response Team (CART)** within the **State Crime Command** to provide additional resources at short notice to all Joint Investigation Response Teams (JIRTs). As part of the Child Abuse Squad, JIRTs operate across the state and include officers from the NSW Police Force, Family & Community Services and NSW Health who undertake joint investigation of child abuse matters. CART consists of experienced child abuse investigators who assist with the investigation of the most serious child abuse cases. Their ability to undertake protracted investigations has allowed for the identifying of repeat offenders and better investigation outcomes.

Strike Force Tronto managed bushfire investigation, including profiling and targeting of recidivist arson offenders by LACs, particularly during extreme fire periods between December and February. This reporting year the Coonabarabran bushfires destroyed 55 homes as well as more than 56,000 hectares of land and forests. During the season 1,367 bushfires were reported, of which 1,071 were either deliberately lit or undetermined. Legal action was initiated against 87 people who were charged with 117 offences.

Strike Force Ogilby was established to investigate an armed robbery on a cash-in-transit delivery van in March 2013. Four offenders in a stolen high performance vehicle, armed with several weapons including a high-powered military assault rifle, approached the armoured cash delivery van and threatened the guard. The guard's service firearm was stolen from him and a shot fired into the air in an attempt to force the driver to open the security doors. After a number of unsuccessful attempts the offenders fled with no cash. One week later, with the assistance of the Tactical Operations Unit, two of the offenders were arrested in Marrickville and Merrylands. They were charged with several offences including armed robbery. These matters are currently before the courts and investigations are ongoing to identify the remaining two offenders.

Two men have been charged with race fixing (horse drenching) for allegedly administering performance enhancing substances to a racehorse. **Strike Force Trentbridge** was established to address allegations of race fixing and corruption in the NSW harness racing industry. In May 2013, police searched three properties in the Tamworth area and arrested three people. Two men were charged with offences relating to corrupting the betting outcome of an event, offences which were enacted in 2012 after an inquiry by the NSW Law Reform Commission into cheating at gambling. A third man was charged with firearm offences. Inquiries are continuing.

Strike Force Garrick was established as a tactical response after an improvised explosive device (IED) was located in July 2012 at Milperra's Mill Hotel, formerly the Viking Tavern and scene of the 1984 Milperra massacre. Following a protracted investigation, three outlaw motorcycle gang (OMCG) members, including the club president, were charged. This led to the formation of Strike Force Namara, an investigation into criminal activities linked to the Milperra chapter of the Comanchero OMCG.

Strike Force Alistair was a covert investigation established by the Firearms and Organised Crime Squad and the NSW Crime Commission in July 2011 with assistance from the Gangs Squad. Over 18 months the task force targeted high ranking OMCG members plus the Yee Tong Asian crime syndicate, Sing-A crime syndicate and an Illawarra-based crime group. Alistair investigated the alleged supply of guns, drugs and explosives between the criminal groups as well as conspiracy to murder, counterfeit currency and money laundering. The operation resulted in 52 search warrants being executed, with a total of 36 arrests and 76 charges laid. Four clandestine drug laboratories were detected and dismantled, more than half a million dollars in counterfeit currency and nearly \$400,000 in Australian currency were seized, plus a quantity of drugs, firearms, ammunition, and explosives. Approximately \$5 million in assets were secured by the NSW Crime Commission.

The **Community Awareness of Policing Program (CAPP)** continued to build relationships with the community leaders by inviting them to participate in an immersion-style program, where they 'walk in the shoes of a police officer'. The program includes simulations, scenarios and exercises that expose participants to areas of the organisation normally not open to the general public including the Public Order & Riot Squad, Marine Area Command and Police Driver Training. This reporting year we hosted two Community Awareness of Policing Programs and several Alumni Events including an evening at the Traffic & Highway Patrol Command.

The **Customer Service Program** presented its fourth interim report to the Commissioner's Executive Team during the reporting period. Key achievements included improvements with seven day victim follow-up, reduction in customer service related complaints; increased community satisfaction and confidence in police as per the national Policing Satisfaction Survey; the Commissioner's Customer Service Excellence Awards; improved mandatory training for Customer Service Victim Follow-up; Customer Service Portfolio Holder Forum; and ongoing communications strategies.



*Deputy Commissioner
Dave Hudson APM*

Corporate Services Highlights

Under the leadership of Deputy Commissioner Dave Hudson, Corporate Services ensures police at the frontline, and those who provide specialist and corporate support to the frontline, have the skills, capacity, resources and knowledge they need to successfully carry out the work of reducing crime and creating safer communities in New South Wales.

Corporate Services commands are responsible for providing information technology, education and training, finance and business management, human resource management, civil legal support, enhanced organisational effectiveness and efficiency, support for the delivery of improved customer service and communicating with the community we serve.

The **Command Performance Accountability System (COMPASS)** contributes to the achievement of corporate objectives, including crime reduction, by assessing the performance of Field Operations, Specialist Operations and Corporate Services commanders and directors against a series of categories related to crime management, corporate management and organisational support. Results across a range of key corporate objectives are depicted in the COMPASS system and the contribution of all commands is assessed in monthly COMPASS forums. The forums identify emerging risks and trends with organisation-wide consequences. They contribute to evidence based decision making and explore how best to achieve corporate objectives from alternative strategies.

COMPASS was upgraded this reporting year to provide more timely management information. Thematic forums were also conducted to allow in-depth analysis on matters of central importance to the organisation. This year assessments were undertaken of intelligence capability, and population and household growth, which involved cross agency liaison and coordination, particularly with the NSW Department of Planning & Infrastructure.

In support of the **Corporate Spokesperson for International Students**, the NSW Police Force launched corporate pages on Facebook and Sina Weibo, one of China's largest social networking sites. The social networks operate in tandem to promote important messages to international students. An initiative of the Corporate Spokesperson, the social media sites are designed to strengthen the relationship between the NSW Police Force and international students by demonstrating police work that ensures a safe environment for international students. The pages do not accept reports of crime; however international students are directed to report crime through the appropriate channels and are also provided options for additional support, such as Chinese-speaking multicultural community liaison officers. Each site conforms to a strategic plan for international students, which aims to establish a consistent framework for achieving priorities in this section of the NSW community.

These pages, built on the strong growth of our existing social media channels including Facebook (with 221,415 followers), Twitter (with 37,961 followers) and YouTube (2.43 million views), allow the NSW Police Force to deliver vital messages, warnings and appeals directly to the public's smartphones, tablet devices and desktops.

iLEARN2 (Innovation, Learning, Education, Administration, Resources Network) continued to revolutionise training for the NSW Police Force by increasing access to staff learning and development in both the classroom and on the web, through a fully developed learning management system. At the click of a button, iLEARN2 offers the functionality to browse course catalogues, match roles to mandatory and elective training requirements for each training year, monitor competencies achieved, submit an online expression of interest, request overnight accommodation and even cancel course bookings. For instructors, course administrators and managers, iLEARN2 can be used to access electronic class lists, finalise courses and assign qualifications immediately on course completion. Managers can also call on iLEARN2's suite of reports to assist in overseeing staff learning and development activities.

In 2012/13 the **Simulated Operations Unit** developed and staged a new emergency management exercise, Exercise Aeolus (after the Greek god of wind and storms), for a storm / flash flood incident and recovery phase to assist Local Emergency Operations Centre personnel. Training was conducted at the purpose-built facility at Police Headquarters in Parramatta and has also been conducted using a portable simulation system at Narrabri, Tamworth, Lismore, Kempsey, Wyong and Muswellbrook. In a continuing partnership with the NSW Department of Education & Communities, the Simulated Operations Unit also developed Exercise Apollo to provide leadership training for high school principals to deal with critical incidents and various contemporary issues including violence, bullying, inappropriate use of social media and awareness of mental health issues.

To keep pace with the evolving nature of crime, the NSW Police Force commenced delivery of an intensive, two-week **Technology Enabled Crime Officers Course**. This course equips officers with the investigatory skills required to examine mobile communications devices, personal computers and electronic tablet devices.

In partnership with TAFE South Western Sydney Institute (SWSI), the NSW Police Force coordinated the **Diploma in Management** and **Certificate IV in Frontline Management** qualifications for our Aboriginal employees. Thirty-seven students took part in the education program which equips Aboriginal officers aspiring to supervisory roles with essential leadership skills to assist their career development. An integral part of the course was a formal mentoring program which proved to be of invaluable support to students. Results were very encouraging with many participants achieving distinction levels. An evaluation of the program has been completed and planning is underway for a second intake early next reporting year.

The NSW Police Force continued to enhance and **modernise policing IT systems**, to enable frontline police to conduct their core business smarter, faster and with a far greater degree of flexibility. In addition to the development of a Data Security Framework for the new COPS platform, the last 12 months have seen the NSW Police Force transition completely from COPS on the mainframe to WebCOPS. Other mainframe systems have now been included in WebCOPS, such as Roads & Maritime Services (RMS) enquiry and licensing, which offers the new look and easy-to-navigate interface.

The **Specialist Domestic Violence Prosecutors Course** was developed this reporting year and is specifically designed to increase the skill level to deal with the particular prosecution category of domestic and family violence. Participants are educated on the particular facets of domestic and family violence, and what practical measures can be taken to increase our conviction rate in this crime category. In the last year, three courses have been conducted for prosecutors from all over the state. In addition, the alumni are contacted for further training.

Domestic Violence Clinics originated in the Blue Mountains and involve prosecutors educating female DV victims about the realities of giving evidence in court. The aim is to provide information about the court process and common issues, such as defence lawyer tactics, to reduce the fear of an unknown process. With this knowledge victims are empowered to give the best account of what happened to them during the offence. Feedback from victims who have taken part has been overwhelmingly positive and encourages them to re-report if other incidents occur. The concept is now being rolled out throughout the state.

What we want to achieve (Our priorities)

How we will achieve (Our strategies)

Crime	Reduced domestic, family and sexual violence ^{NSW2021}	• Strengthen our response to domestic, family and sexual violence ^{NSW2021}
	Reduced alcohol related assaults ^{NSW2021}	• Rigorous licensing enforcement focussing on hotspots ^{NSW2021}
	Prevent and reduce personal and property crime ^{NSW2021}	• Target repeat offenders • Focus on repeat victims and vulnerable communities • Target identified crime trends and crime hotspots ^{NSW2021} • Work with communities to increase vigilance and improve responses to graffiti ^{NSW2021}
	Minimised serious, organised and adaptive crime ^{DIANZP}	• Disrupt and dismantle organised crime groups, focussing on drugs, firearms and gangs • Improve our capability to combat cybercrime and promote community protection online ^{DIANZP}
	Enhanced investigations ^{DIANZP}	• Improve case and investigations management • Apply technologies and forensic science capabilities to best effect ^{DIANZP}
Public Safety	Safer roads ^{NSW2021 & DIANZP}	• Work collaboratively with partner agencies to enable the free flow of traffic and promote road safety through education, innovation and targeted enforcement
	Safer public transport ^{NSW2021 & DIANZP}	• Provide a dedicated, proactive, targeted police presence on trains, private and government buses, and ferries in partnership with public transport stakeholders
	Safer public space ^{DIANZP}	• Strengthen intelligence driven high visibility patrols ^{NSW2021} • Enhance our effectiveness to plan for and manage major events, community activities and public demonstrations • Ensure effective regulation of firearms and the security industry
	Emergency management preparedness ^{NSW2021 & DIANZP}	• Review and test arrangements for responding to and recovering from emergencies and disasters ^{NSW2021 & DIANZP}
	Counter terrorism preparedness	• Prevent, investigate and minimise the impact of terrorist acts
Community & Partners	Increased community confidence in police ^{NSW2021}	• Provide professional customer service ^{NSW2021} • Deliver appropriate victim support ^{NSW2021 & DIANZP} • Strengthen community engagement ^{DIANZP} • Increase community understanding of policing services ^{NSW2021 & DIANZP} • Respond to calls within a reasonable time • Cooperate and coordinate with other law enforcement jurisdictions ^{DIANZP} • Provide safe, secure and humane management of people in custody
	Enhanced resilience of communities and 'at risk' groups ^{DIANZP}	• Strengthen relationships with, and target the concerns of, communities and 'at risk' groups ^{DIANZP} • Collaborate with stakeholders, partner agencies and the community ^{DIANZP} • Strengthen Police Citizen Youth Clubs (PCYC) ^{NSW2021} • Target harden repeat victims ^{DIANZP}
	Diversion without compromising public safety ^{NSW2021}	• Support prevention and early intervention for young offenders and those involved in minor drug offences ^{NSW2021}
Our People	Safe workplaces, safe people and safe operations ^{DIANZP}	• Progress a culture of workforce safety and promote injury / disease prevention and early intervention • Improve health and safety policies, procedures, guidance and training ^{DIANZP} • Improve systems of work • Enhance employee resilience ^{DIANZP} • Develop, implement and refine the Safety Management System • Roll-out the Workforce Improvement Program
	A respectful, equitable and diverse workforce reflective of our community ^{DIANZP}	• Promote a respectful, harassment free workplace • Actively encourage workforce diversity ^{DIANZP}
	Right people, right place, right time	• Ensure recruitment and retention strategies address emerging workforce issues • Build a contemporary workforce allocation model ^{Ministeria Audit & DIANZP} • Balance workplace flexibility with organisational capacity ^{DIANZP}
	Advance the professionalisation of policing ^{DIANZP}	• Deliver ongoing professional development of our staff ^{DIANZP} • Enhance problem solving skills, promote innovative thinking and encourage sound decision making • Maintain focus on ethical behaviour and corruption resistance
Our Systems	Improved service design and delivery ^{NSW2021 & DIANZP}	• Promote legislative reform to enhance regulation and reduce red tape ^{NSW2021} • Streamline and standardise service delivery and internal management processes • Establish a robust project and program evaluation framework
	Innovative and effective information, communications, science and technology ^{DIANZP}	• Develop service delivery driven ICT-enabled solutions • Leverage science and leading edge technologies ^{DIANZP} • Develop a robust standardised model for ICT benefit realisation
	Optimum asset management ^{DIANZP}	• Progress the renewal and maintenance of police properties (including housing) within budget to ensure safety, operational effectiveness and strategic placement • Continue fleet management optimisation • Strengthen strategic asset management planning across all asset classes
Leadership	Enhanced leadership, management and supervisory capabilities ^{DIANZP}	• Develop and deliver world class leadership training, education and development • Enhance resource management capabilities • Roll-out Applied Leadership Program
	Increased senior management diversity	• Actively support and develop women for senior management
	Clear direction, sound governance and transparent accountability	• Strategically manage and integrate government, community and corporate priorities • Enhance governance, risk management and internal controls • Reinvent effective performance management

Indicators of success

Target 2016

• Repeat domestic violence assault victims <i>NSW2021BR</i>	≤ 13.6%
• Legal actions for domestic violence assaults	≥ 60%
• Incidents of assault - alcohol & non domestic violence (per 100,000 population) <i>NSW2021BR</i>	≤ 220.8
• Incidents of personal crime - robbery & assault - non domestic violence (per 100,000 population) <i>NSW2021BR</i>	≤ 655.8
• Incidents of property crime - break and enter dwelling & stolen motor vehicle (per 100,000 population) <i>NSW2021BR</i>	≤ 967.8
• Incidents of malicious damage - graffiti (per 100,000 population) <i>NSW2021BR</i>	≤ 131.7
• Organised crime groups disrupted	≥ 2011-2012
• Community protecting themselves online <i>NSCSP</i>	≥ 2012-2013 (%)
• Investigations finalised within timeframes <i>RoGS</i>	≥ 2011-2012
• Road fatalities (per 100,000 population) <i>NSW2021BR</i>	≤ 4.3
• Perceptions of safety on public transport at night <i>NSCSP</i>	≥ 43%
• Perceptions of safety walking after dark <i>NSCSP</i>	≥ 60.8%
• Police dealing with public order <i>NSCSP</i>	≥ 63%
• Security industry audits identifying serious non compliance	≤ 2012-2013 (%)
• Emergency plans reviewed and tested	Annually
• Counter Terrorism plans reviewed and tested	Annually
• Community confidence in police <i>NSW2021BR</i>	≥ 86%
• Victim follow-up notifications within timeframes	≥ 80%
• Community satisfaction with most recent contact with police <i>NSCSP</i>	≥ 85%
• Customer service related complaints (per 100 officers)	≤ 10
• Urgent calls responded to within target time	≥ 80%
• Concern about being a victim of domestic or family violence <i>NSCSP</i>	≤ 7.3%
• Concern about being a victim of sexual assault <i>NSCSP</i>	≤ 10.9%
• Aboriginal and Torres Strait Islander juvenile diversions from court	≥ 58%
• Juvenile diversions from court	≥ 58%
• Workplace fatalities	0
• Average workplace injury leave hours lost per officer	≤ 83 hrs
• Average cost of workplace injury claims	≤ \$13,000
• Average sick leave hours lost per officer (sworn / unsworn)	≤ 48 / 45 hrs
• Accrued annual / recreation leave hours in excess of thresholds	0 hrs
• Workplace equity issues per year	≤ 2011-2012
• Female staff	≥ 35%
• Aboriginal & Torres Strait Islanders staff	≥ 4%
• Staff from culturally, linguistically and religiously diverse backgrounds	≥ 20%
• Staff with a disability (including those requiring work related adjustment)	≥ 3%
• Operational capacity	≥ 90%
• Community perception of police professionalism	≥ 85.4%
• Maintenance of mandatory police training requirements	≥ 95%
• Staff receiving learning and development per year (≥ 21 hours)	≥ 90%
• Regulatory cost savings to the community and businesses	≥ \$10 million
• Benefits realised for major projects (> \$1 million)	≥ 90%
• Unscheduled key system outages per annum (CAD, Web-COPS)	≤ 360 minutes
• Staff who consider core systems simple to use and information readily accessible	≥ 70%
• Projects completed on time, within budget and to specification	≥ 90%
• Planned police property projects completed on time, within budget and to specification	≥ 90%
• Fleet management efficiencies achieved	On budget
• Asset management strategic plans are current and regularly reviewed	Annually
• Participation in leadership development courses and programs	≥ 90%
• Financial result	On budget
• Staff who consider their leadership team provides direction and support	≥ 2012 (%)
• Women in senior positions (Inspector or Clerk 11/12 and above)	≥ 35%
• Strategic plans are current and regularly reviewed	Annually
• Compliance with governance standards	100%
• Performance agreements / career management aligned to corporate priorities & formal staff reviews conducted	100%

How We Performed

The mission of the NSW Police Force, as set out in the *Police Act 1990*, is to work with the community to reduce violence, crime and fear. Our *Corporate Plan 2012-16* connects the guiding principles of the *Directions in Australia New Zealand Policing 2012-15* and the priorities of *NSW 2021* (the State Plan) to our command business plans and senior officer performance agreements. The performance indicators presented in this section are drawn from the *NSW Police Force Corporate Plan 2012-16* (refer to page 16). This plan establishes six key performance areas for all of the Force's performance plans and reports (crime, public safety, community and partners, people, systems and leadership).

CRIME

We're focused on reducing rates of crime, particularly violent crime. Frontline policing and the targeting of crime hot spots and repeat offenders have contributed to crime levels across most key indicators falling or remaining stable.

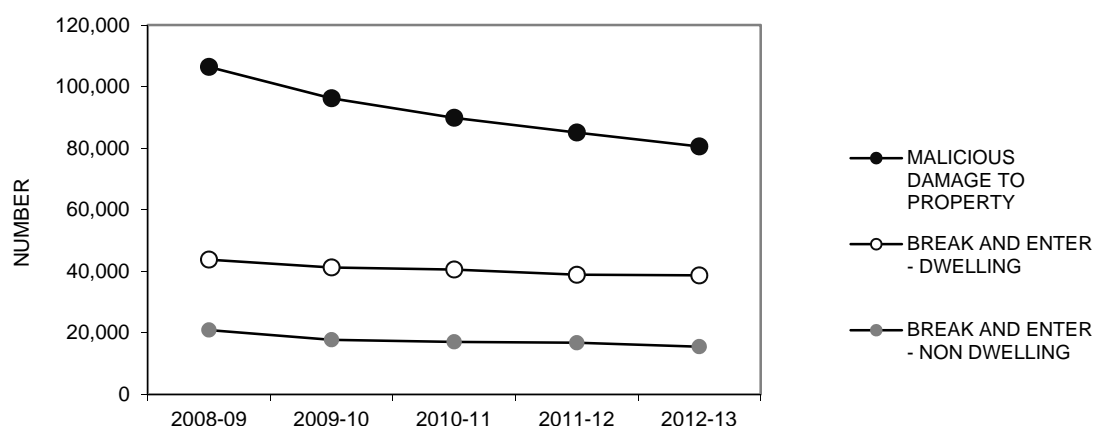
Note: Recorded crime statistics represent only those matters reported to police. A change in recorded crime may reflect changes in the propensity to report to police as well as the actual incidence.

TABLE 1: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PROPERTY

INCIDENT CATEGORY	2008-09	2009-10	2010-11	2011-12	2012-13
Break and enter - dwelling	43,796	41,235	40,570	38,875	38,669
Break and enter - non dwelling	20,920	17,750	17,059	16,794	15,520
Malicious damage to property	106,388	96,197	89,861	85,064	80,557
Steal from motor vehicle	50,813	45,908	45,944	48,454	45,553
Motor vehicle theft	22,917	21,805	19,672	19,025	16,928
Steal from dwelling	21,140	21,642	20,651	21,460	21,573
Steal from person	10,131	9,315	8,497	8,298	7,665
Steal from retail store	20,274	20,691	20,914	21,232	22,029

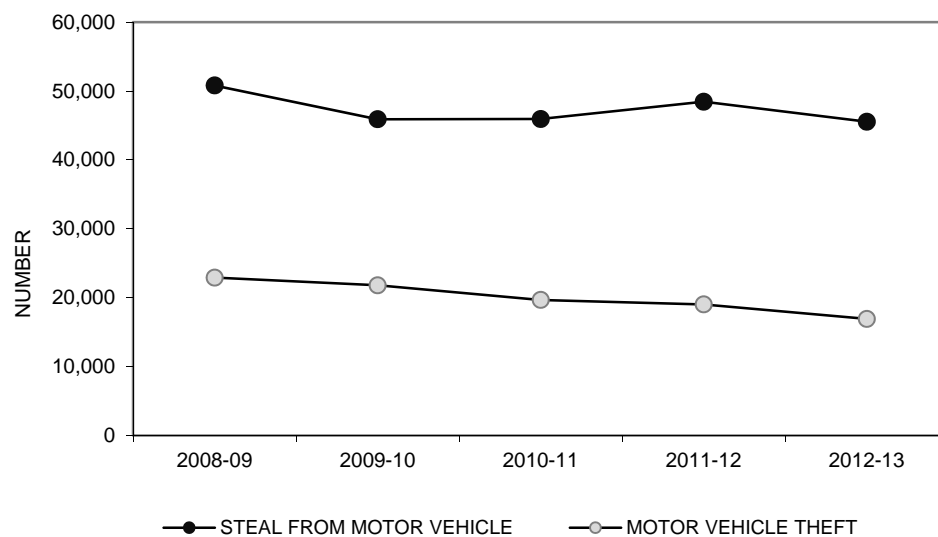
Source: NSW Bureau of Crime Statistics & Research

CHART 1: BREAK AND ENTER, AND PROPERTY DAMAGE



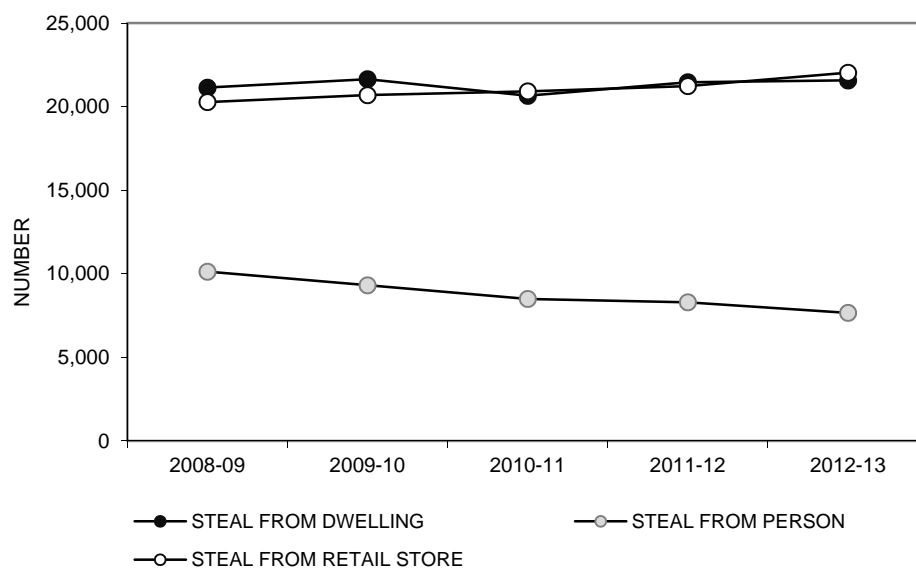
Source: NSW Bureau of Crime Statistics & Research

CHART 2: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PROPERTY INVOLVING MOTOR VEHICLES



Source: NSW Bureau of Crime Statistics & Research

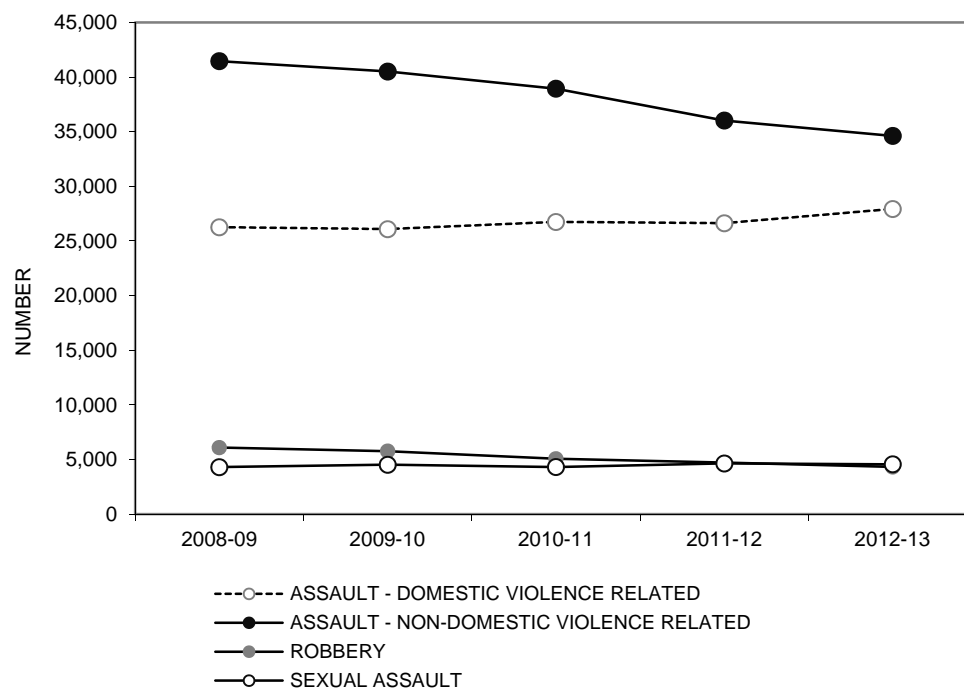
CHART 3: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PROPERTY INVOLVING OTHER STEALING



Source: NSW Bureau of Crime Statistics & Research

HOW WE PERFORMED (continued)

CHART 4: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PERSONS



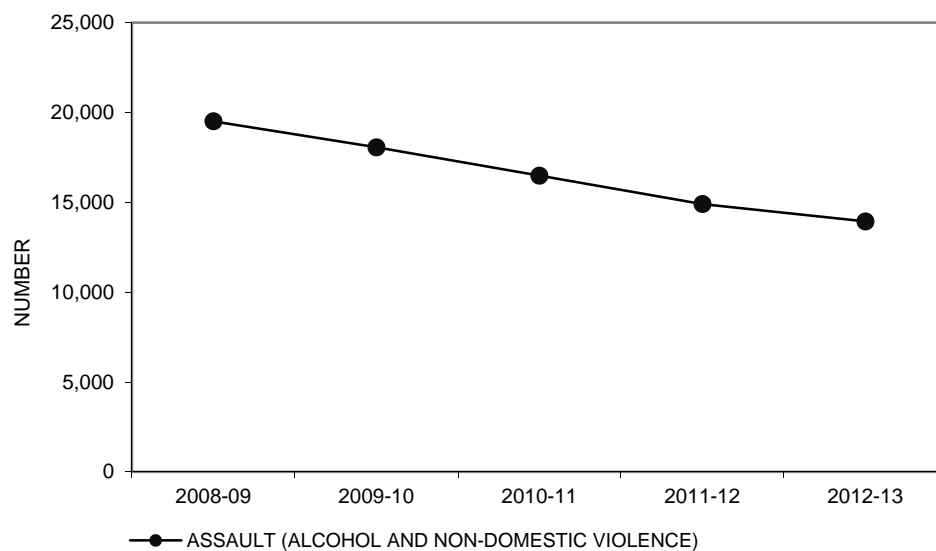
Source: NSW Bureau of Crime Statistics & Research

TABLE 2: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PERSONS

INCIDENT CATEGORY	2008-09	2009-10	2010-11	2011-12	2012-13
Assault - domestic violence related	26,260	26,085	26,748	26,628	27,932
Assault - non-domestic violence related	41,459	40,515	38,936	36,025	34,622
Robbery	6,091	5,768	5,069	4,728	4,319
Sexual assault	4,304	4,529	4,316	4,640	4,546

Source: NSW Bureau of Crime Statistics & Research

CHART 5: NUMBER OF INCIDENTS RECORDED FOR ALCOHOL-RELATED NON-DOMESTIC VIOLENCE



Source: NSW Police Force's Computerised Operational Policing System

TABLE 3: RECORDED NON-DOMESTIC VIOLENCE ASSAULTS WHERE ALCOHOL WAS A FACTOR, NSW

INCIDENT CATEGORY	2008-09	2009-10	2010-11	2011-12	2012-13
Assault (alcohol and non-domestic violence)	19,512	18,063	16,486	14,905	13,937

Source: NSW Police Force's Computerised Operational Policing System

Note: Revisions to previously published statistics reflect updated investigations. A non-domestic violence assault is any assault that does not have an associated factor of domestic violence.

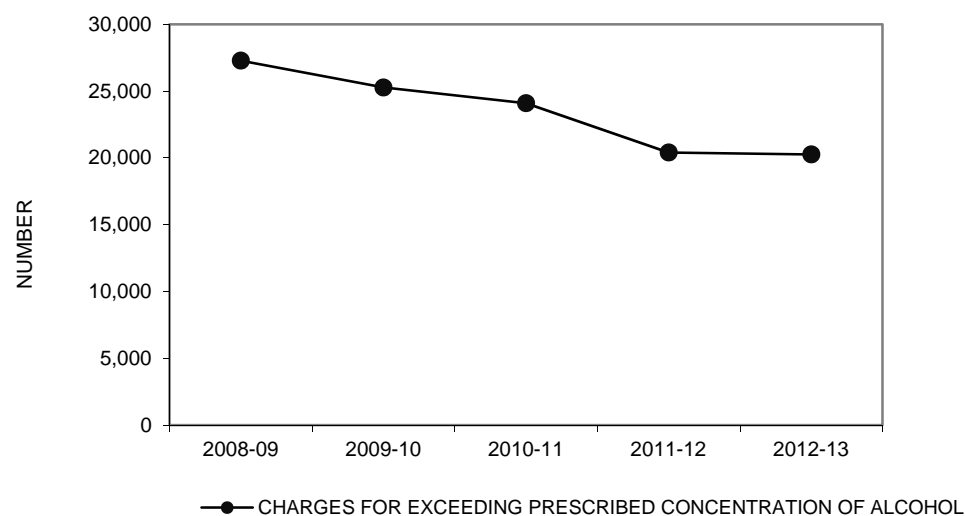
HOW WE PERFORMED (continued)

PUBLIC SAFETY

We're focused on reducing levels of antisocial behaviour and the community's perception and fear of crime. The community expects public spaces to be safe to use. Police patrols are extensive and focus on hot spots for poor driving, crime and antisocial behaviour.

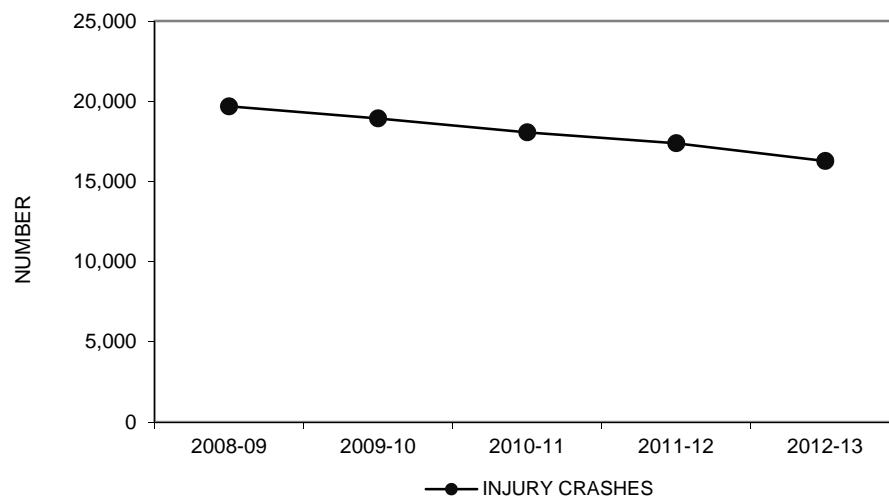
Safety on our roads

CHART 6: CHARGES FOR EXCEEDING PRESCRIBED CONCENTRATION OF ALCOHOL



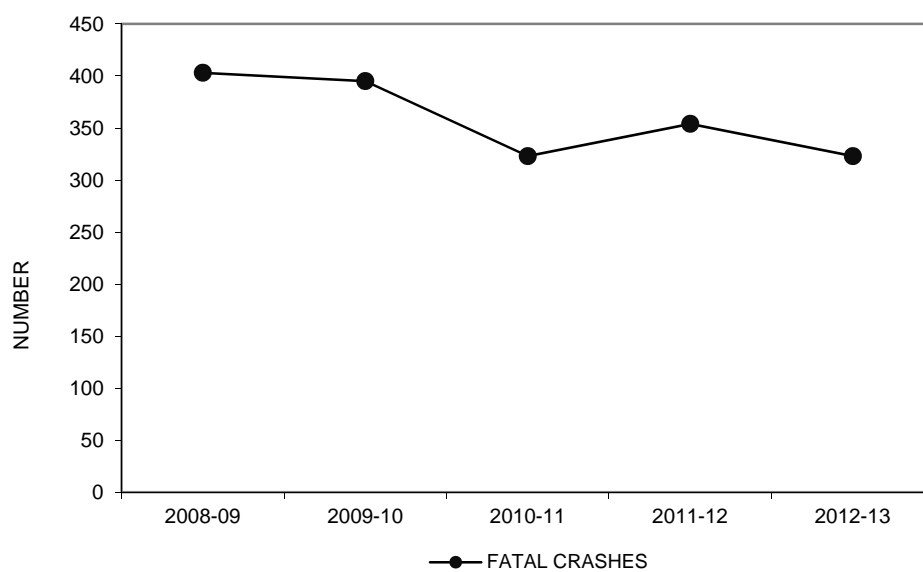
Source: NSW Police Force Traffic & Highway Patrol Command

CHART 7: INJURY CRASHES



Source: NSW Police Force Traffic & Highway Patrol Command

CHART 8: FATAL CRASHES



Source: NSW Police Force Traffic & Highway Patrol Command

TABLE 4: INJURY CRASHES, FATAL CRASHES AND CHARGES FOR EXCEEDING PRESCRIBED CONCENTRATION OF ALCOHOL

INCIDENT CATEGORY	2008-09	2009-10	2010-11	2011-12	2012-13
Exceed prescribed concentration of alcohol	27,281	25,270	24,093	20,401	20,258
Injury crashes	19,681	18,928	18,057	17,382	16,271
Fatal crashes	403	395	323	354	323

Source: NSW Police Force Traffic & Highway Patrol Command

Note: Revisions to previously published statistics reflect updated investigations.

HOW WE PERFORMED (continued)

CHART 9: CONCERN ABOUT SPEEDING CARS OR DANGEROUS AND NOISY DRIVING IN LOCAL NEIGHBOURHOODS, NSW

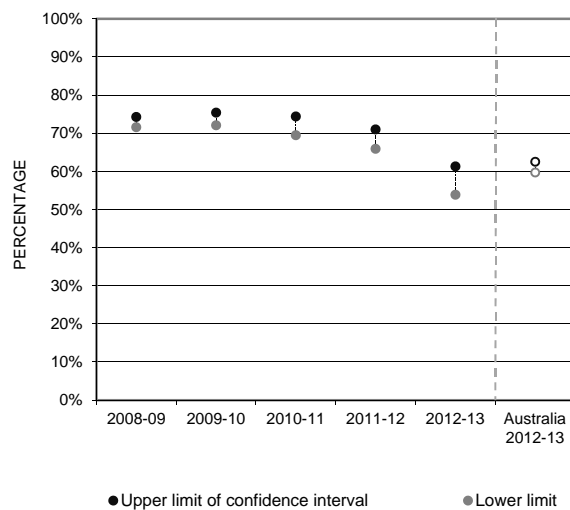


CHART 10: CONCERN ABOUT GRAFFITI OR OTHER VANDALISM IN LOCAL NEIGHBOURHOODS, NSW

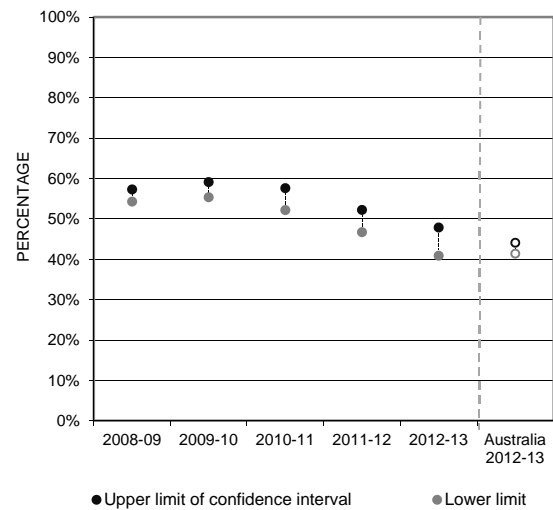


CHART 11: CONCERN ABOUT LOUITS OR GANGS IN LOCAL NEIGHBOURHOODS, NSW

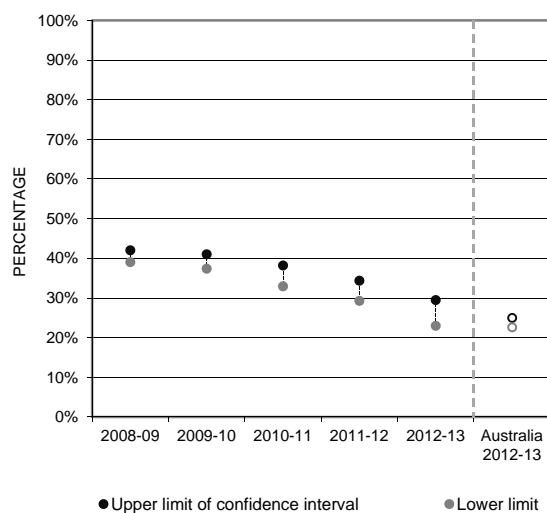
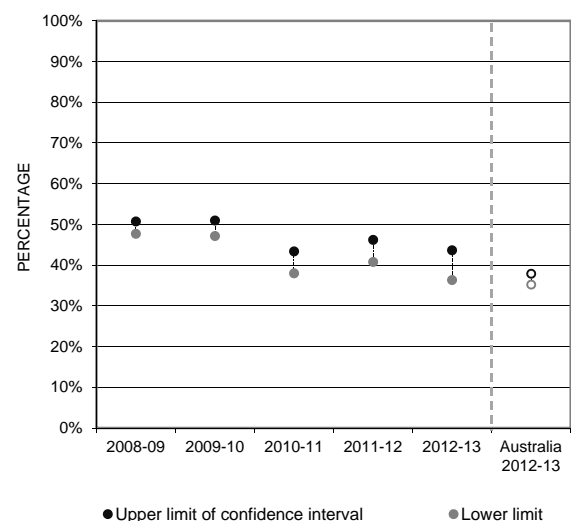


CHART 12: CONCERN ABOUT DRUNKEN OR DISORDERLY BEHAVIOUR IN LOCAL NEIGHBOURHOODS, NSW



Source: National Survey of Community Satisfaction with Policing (NSCSP) 2012-13

TABLE 5: CONCERN ABOUT CRIME AND ANTISOCIAL BEHAVIOUR IN LOCAL NEIGHBOURHOODS, NSW

	NSW										AUSTRALIA 2012-13	
	2008-09		2009-10		2010-11		2011-12		2012-13			
NSCSP Survey	Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %	
Speeding cars or dangerous drivers	71.6%	74.3%	72.1%	75.4%	69.5%	74.4%	65.9%	71.0%	53.9%	61.3%	59.7%	62.5%
Louts or gangs	39.1%	42.0%	37.4%	41.1%	33.0%	38.2%	29.3%	34.4%	23.0%	29.5%	22.6%	25.0%
Graffiti or other vandalism	54.3%	57.3%	55.4%	59.1%	52.2%	57.6%	46.7%	52.2%	40.9%	47.9%	41.4%	44.1%
Drunken or disorderly behaviour	47.7%	50.7%	47.2%	51.0%	38.0%	43.4%	40.8%	46.2%	36.4%	43.7%	35.2%	37.9%

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2012-13

Note: The percentage shown is the sum of respondents who consider the issue to be a 'major problem' and 'somewhat of a problem'. Any survey estimate is subject to sample error – the smaller the sample, the larger the sample error. Rather than report point estimates, results are presented as a range (the 95% confidence interval). This means there are 19 chances in 20 that the true value lies within the range. Perceptions are influenced by many factors, not necessarily related to the actual level of crime and social disorder (e.g. media reporting and past personal experiences).

Response times

The community expects police to be available and capable of responding to calls for assistance within a reasonable time.

TABLE 6: URGENT RESPONSE CALLS^a

	2008-09	2009-10	2010-11	2011-12 ^b	2012-13
Number of urgent response calls	125,446	120,082	113,749	119,254	120,783
Percentage attended to within target time	78.0%	74.0%	80.0%	78.0%	78.1%

Source: NSW Police Force EDW/CAD

a. Calls where there is an imminent threat to life or property. These can include calls to Triple Zero (000), calls to police stations or radio calls from police in the field.

b. The target for police response is to arrive at 80% of urgent duty jobs within 12 minutes, which is considered to be a realistic target given the size of the state of New South Wales. The target for 2009-10 and earlier years was 10 minutes. Response times are influenced by a range of factors including the number of calls being responded to at that time, the time of day, traffic and weather conditions, and the distance to travel.

HOW WE PERFORMED (continued)

We're focused on achieving safer public transport and public spaces. Targeted police presence on public transport is intended to improve the behaviour of public transport users and lead to safer use of public transport.

CHART 13: FEELING SAFE ON PUBLIC TRANSPORT ALONE AFTER DARK, NSW

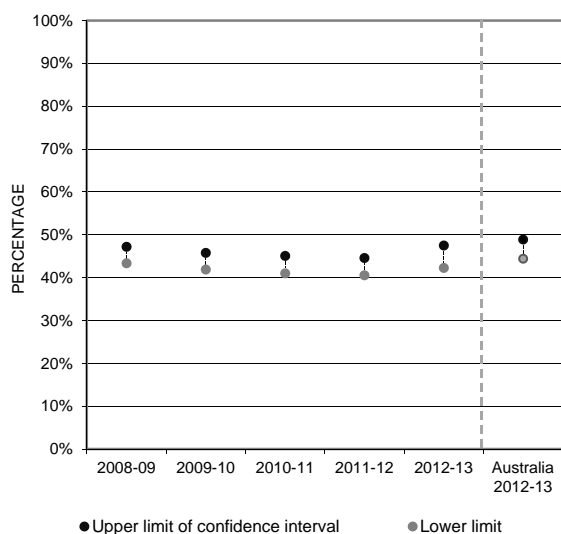
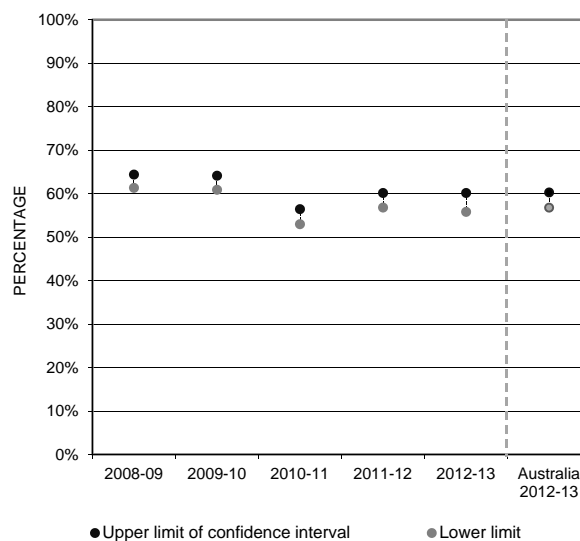


CHART 14: FEELING SAFE WALKING/JOGGING ALONE AFTER DARK, NSW



Source: National Survey of Community Satisfaction with Policing (NSCSP) 2012-13

TABLE 7: FEELINGS OF SAFETY, NSW

	NSW										AUSTRALIA 2012-13	
	2008-09		2009-10		2010-11		2011-12		2012-13			
NSCSP Survey	Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %	
On public transport at night	43.4%	47.2%	41.9%	45.8%	41.0%	45.1%	40.5%	44.6%	42.3%	47.5%	44.4%	48.9%
Jogging/walking at night	61.3%	64.4%	60.9%	64.1%	53.0%	56.4%	56.8%	60.1%	55.8%	60.1%	56.8%	60.3%

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2012-13

Note: The percentage shown is the sum of respondents who reported feeling 'very safe' and 'safe'. Any survey estimate is subject to sample error – the smaller the sample, the larger the sample error. Rather than report point estimates, results are presented as a range (the 95% confidence interval). This means that there are 19 chances in 20 that the true value lies within the range.

COMMUNITY AND PARTNERS

We're focused on increasing community confidence in police. Customer service initiatives and prompt, professional responses to crime and safety issues are catering to community expectations.

CHART 15: SATISFACTION WITH MOST RECENT CONTACT WITH POLICE, NSW

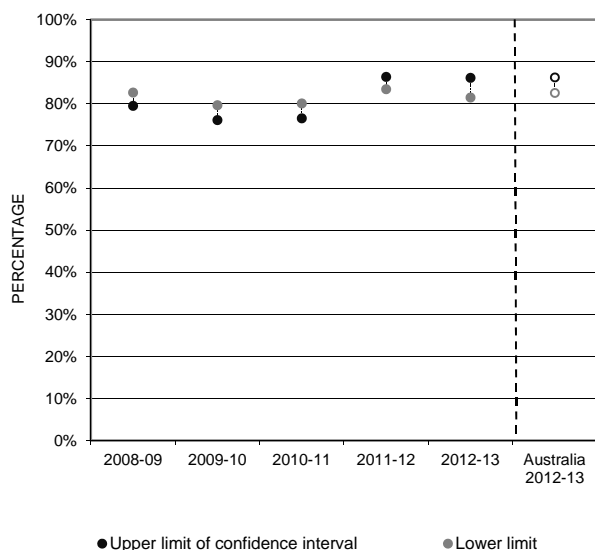
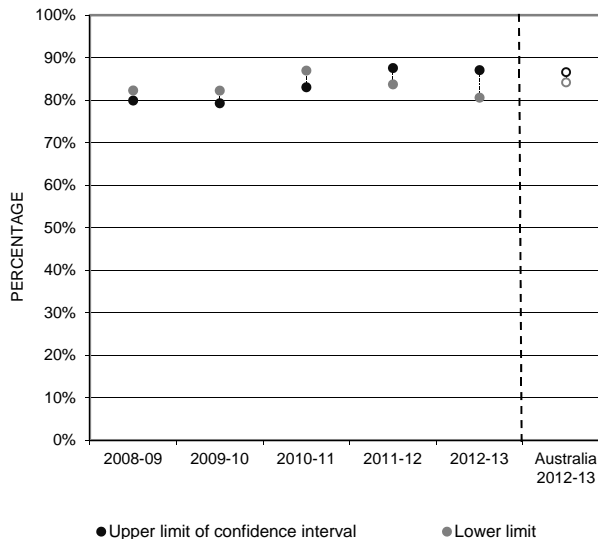


CHART 16: COMMUNITY CONFIDENCE IN POLICE, NSW



Source: National Survey of Community Satisfaction with Policing (NSCSP) 2012-13

TABLE 8: COMMUNITY CONFIDENCE IN POLICE

	NSW										AUSTRALIA 2012-13	
	2008-09		2009-10		2010-11		2011-12		2012-13			
NSCSP Survey	Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit % I get	
Satisfaction with most recent contact with police	79.5%	82.7%	76.1%	79.7%	76.6%	80.1%	83.5%	86.4%	81.5%	86.2%	82.6%	86.3%
Have confidence in police	79.9%	82.3%	79.3%	82.3%	83.0%	87.0%	83.7%	87.6%	80.6%	87.1%	84.2%	86.6%

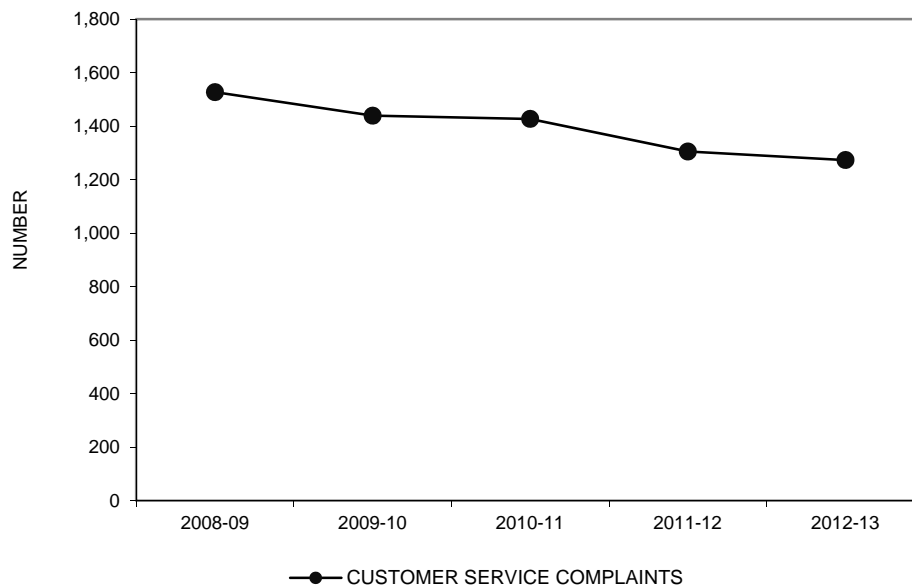
Source: National Survey of Community Satisfaction with Policing (NSCSP) 2012-13

Note: The percentage shown is the sum of very satisfied/strongly agree and satisfied/agree. Any survey estimate is subject to sample error – the smaller the sample, the larger the sample error. Rather than report point estimates, results are presented as a range (the 95% confidence interval). This means that there are 19 chances in 20 that the true value lies within the range.

HOW WE PERFORMED (continued)

Complaint trends

CHART 17: NSW POLICE FORCE CUSTOMER SERVICE COMPLAINTS^a



Source: NSW Police Force, Professional Standards Command

TABLE 9: NSW POLICE FORCE CUSTOMER SERVICE COMPLAINTS^a

	2008-09	2009-10	2010-11 ^b	2011-12	2012-13
Customer service complaints	1,527	1,439	1,427	1,305	1,273

Source: NSW Police Force, Professional Standards Command

a. A complaint may contain more than one issue. For further information about issues raised in complaints see Appendix 9 on page 96.

b. In November 2009 the NSW Police Force introduced its Customer Service Charter. The Charter excluded persons under arrest and criminal suspects from the definition of customer. At this time a change was also made to what constituted a customer service related complaint. 2010-11 was the first full year in which the new definitions of customer and customer service related complaint applied.

PEOPLE

We're focused on enhancing the capabilities of our staff and providing a safe and supportive work environment.

Police number and distribution

TABLE 10: POLICE NUMBERS, NSW

NUMBERS AS AT 30 JUNE THAT YEAR	2009	2010	2011	2012	2013
Actual	15,720	15,633	15,943	15,976	16,371
Allocated positions	15,306	15,556	15,806	15,956	16,176

Source: NSW Police Force, Human Resources

Note: The number of allocated positions is the approved total number of police officer positions. The actual number of police officers at any time may be higher or lower than the number of allocated positions since recruitment is planned to replace the expected number of officers lost through attrition (due to resignation, retirement, discharge or other reasons).

Police officer turnover was 3.5% for 2012-13, down from 6% for 2011-12. The latest available national average turnover for police positions was 6.5% (*Police Agencies HR Benchmarking Report 2011-12*).

The total number of police officers over the maximum allowed accrued hours of annual leave was 2,872 (17.5% of all NSW Police Force police officers), down from 4,090 in 2011-12 (25.6%).^a

The average number of hours lost per employee (sworn and administrative) due to unplanned absences (that is sick leave and workplace injury leave) was 105 hours in 2012-13, down from 145 hours in 2011-12.

The average number of sick leave hours per employee was 53 hours during 2012-13, down from 54 hours in 2011-12.

The number of hours lost per employee through workplace injury was 52 hours during 2012-13, down from 91 hours in 2011-12.

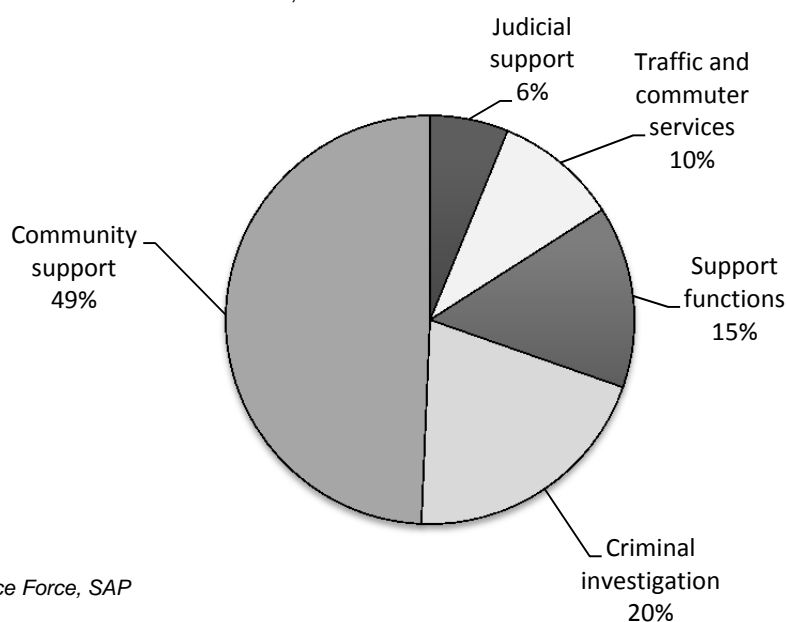
^a From this reporting year, officers with excess annual leave and additional annual leave (that is, leave accrued for working Sunday and public holiday shifts) are included. In previous reporting years, only officers with excess annual leave were included.

HOW WE PERFORMED (continued)

SYSTEMS

We're focused on improving organisational capability to deliver our services. LACs are the primary focus of service delivery by the NSW Police Force. Staff deployment at LACs is focused on community support.

CHART 18: REGION STAFF DEPLOYMENT, 2011-12



Source: NSW Police Force, SAP

TABLE 11: REGION RESOURCE DEPLOYMENT BY ACTIVITY GROUPS

SERVICE GROUPS	PROPORTION OF ROSTERED HOURS
Community support ^a	49.3%
Criminal investigation ^b	20.3%
Traffic and commuter services ^c	9.8%
Judicial support ^d	6.2%
Support functions ^e	14.4%
Total	100.0%

Source: NSW Police Force, SAP

a Community support includes supplying an effective, timely and flexible 24 hour response to incidents, emergencies and public events

b Criminal investigation includes crime detection, investigation, forensic services and dealing with alleged offenders

c Traffic and commuter services includes patrolling roads, highways and public transport corridors, investigating major vehicle crashes, detecting traffic and transport offences, and supervising peak traffic flows

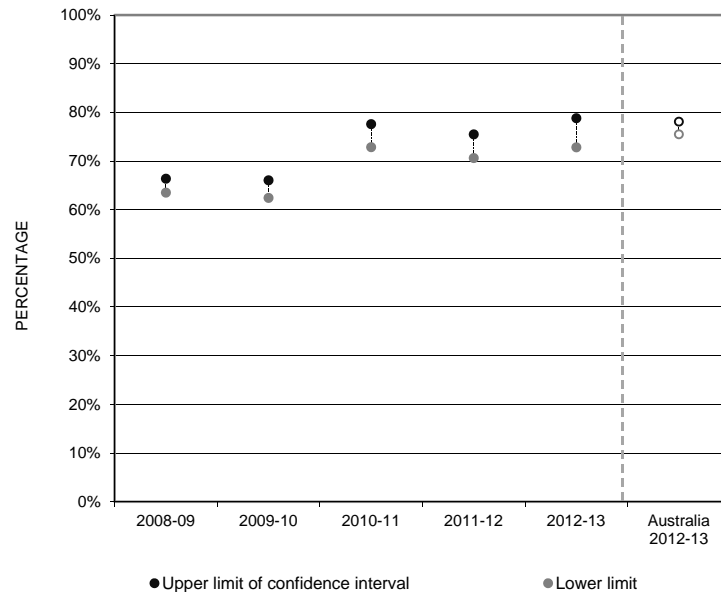
d Judicial support includes judicial and custodial services, prosecuting offenders, presenting evidence at court, transport and custody for people under police supervision, and support to victims and witnesses

e Support functions include administrative functions such as education and training, finance, human resources, information technology, etc. The service groups represent the NSW Police Force budget programs. A full description of these groups and their linkage to results is given in note 6 to the Financial Report on page 60.

LEADERSHIP

We aim to provide our people with the skills and direction to do an effective job.

CHART 19: SATISFACTION WITH SERVICES PROVIDED BY POLICE, NSW



Source: National Survey of Community Satisfaction with Policing (NSCSP) 2012-13

TABLE 12: SATISFACTION WITH SERVICES PROVIDED BY POLICE, NSW

	NSW										AUSTRALIA 2012-13	
	2008-09		2009-10		2010-11		2011-12		2012-13			
NSCSP Survey	Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %	
Satisfaction with service provided by police	63.5%	66.4%	62.4%	66.1%	72.8%	77.6%	70.6%	75.5%	72.8%	78.8%	75.5%	78.1%

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2012-13

Note: The percentage shown is the sum of very satisfied and satisfied. Any survey estimate is subject to sample error – the smaller the sample, the larger the sample error. Rather than report point estimates, results are presented as a range (the 95% confidence interval). This means that there are 19 chances in 20 that the true value lies within the range.

Financial Summary

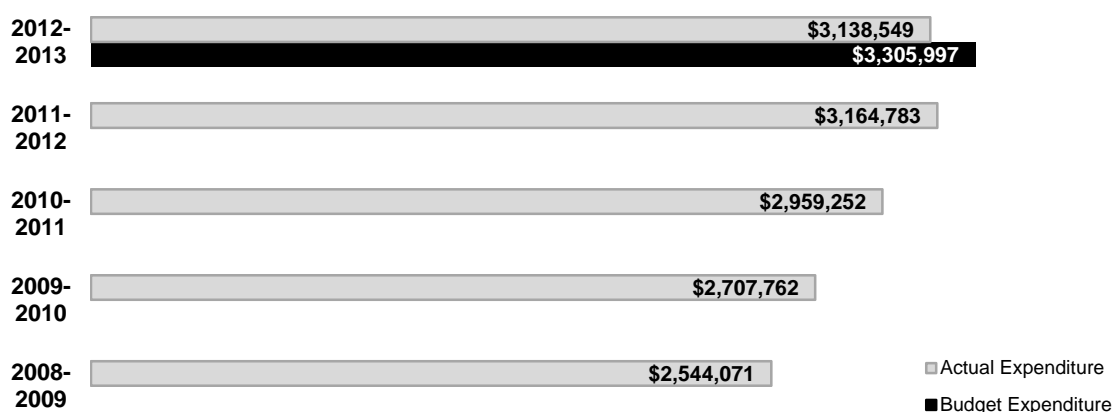
MAJOR EXPENSES

Total expenses including losses were \$3,138.5 million. About 80% of this amount represented employee-related expenses (\$2,515.2 million), with \$1,719.5 million spent on salaries, wages and recreation leave entitlements. Employee-related expenses decreased 2% from 2011-12. Maintenance of property, plant and equipment totalled \$46.8 million.

CONTRIBUTIONS AND REVENUE

Total contributions and revenue were \$3,269.5 million, about 4% lower than 2011-12. This contribution consists of recurrent grants; capital grants, Crown acceptance of certain employee-related costs such as superannuation, long service leave expenses, and other revenue. Capital grants were \$137.3 million. Revenue from the sale of goods and services was \$33.0 million, about 12% lower than 2011-12.

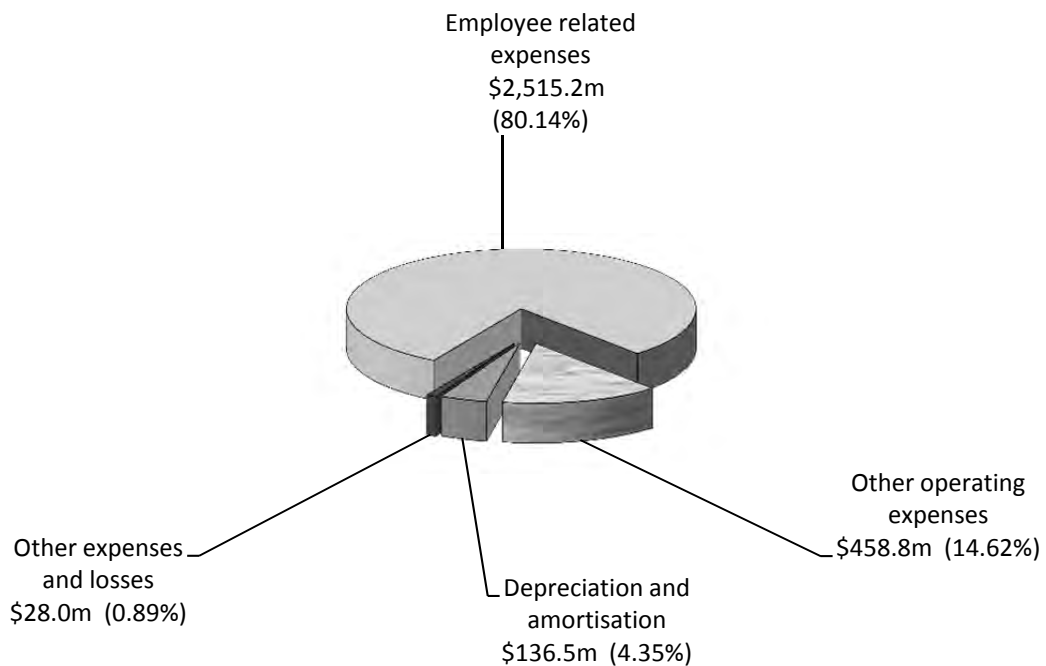
ACTUAL AND BUDGET EXPENDITURE (\$'000)



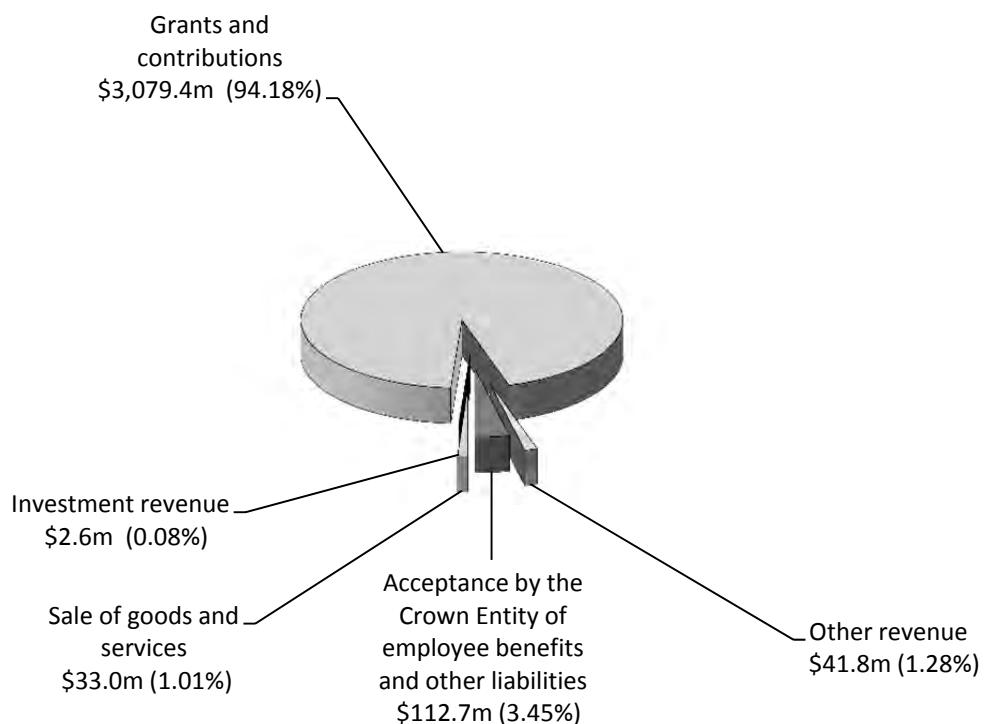
FISCAL IMPACT OF THE OPERATING ENVIRONMENT

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.

TOTAL EXPENSES AND LOSSES \$3,138.5 MILLION



TOTAL CONTRIBUTIONS AND REVENUE \$3,269.5 MILLION



FINANCIAL REPORT CONTENTS

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INDEPENDENT AUDITOR'S REPORT

NSW Police Force

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the NSW Police Force (the Force), which comprise the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity, statement of cash flows, and service group statements for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion the financial statements:

- give a true and fair view of the financial position of the Force as at 30 June 2013 and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for the preparation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Commissioner determines is necessary to enable the preparation of the financial statements that give a true and fair view and that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Force's preparation of the financial statements that give a true and fair view 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 control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner, as well as evaluating the overall presentation of the financial statements.

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

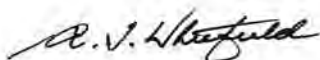
My opinion does *not* provide assurance:

- about the future viability of the Force
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information that may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- 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 roles by the possibility of losing clients or income.



A T Whitfield
Deputy Auditor-General


19 September 2013
SYDNEY

START OF AUDITED FINANCIAL STATEMENTS

NSW POLICE FORCE FINANCIAL STATEMENTS For the Year Ended 30 June 2013

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 NSW General Government Sector Entities*, the applicable clauses of the *Public Finance and Audit Regulation 2010*, applicable Australian Accounting Standards, other mandatory professional reporting requirements and Treasurer's Directions and Treasury Circulars;
- (b) the statements exhibit a true and fair view of the financial position and transactions of the 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: 17th September 2013



A Hughes
Director, Finance and Business Services
Dated: 17th September 2013

NSW POLICE FORCE

Statement of comprehensive income for the year ended 30 June 2013

	Notes	Actual 2013 \$' 000	Budget 2013 \$' 000	Actual 2012 \$' 000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	2,515,220	2,678,761	2,571,541
Other operating expenses	2(b)	458,808	453,594	444,352
Depreciation and amortisation	2(c)	136,497	153,961	125,611
Grants and subsidies	2(d)	9,335	9,216	8,981
Finance costs	2(e)	11,533	10,701	10,601
Other expenses	2(f)	2,324	2,594	2,218
Total Expenses excluding losses		3,133,717	3,308,827	3,163,304
Revenue				
Sale of goods and services	3(a)	32,990	32,545	36,903
Investment revenue	3(b)	2,641	2,707	2,434
Grants and contributions	3(c)	3,079,404	3,066,963	3,125,199
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	112,740	176,305	205,976
Other revenue	3(e)	41,804	19,241	27,453
Total Revenue		3,269,579	3,297,761	3,397,965
Gain / (loss) on disposal	4	(3,826)	2,840	3,663
Other gains / (losses)	5	(1,006)	(10)	(1,479)
Net result	20	131,030	(8,236)	236,845
Other comprehensive income				
<i>Items that will not be reclassified to net result</i>				
Net increase/(decrease) in property, plant and equipment revaluation surplus		32,338	-	16,948
Net increase/(decrease) in assets held for sale revaluation surplus		(704)	-	-
Net change in the revaluation surplus arising from a change in restoration liability		1,792	-	(956)
Total other comprehensive income		33,426	-	15,992
TOTAL COMPREHENSIVE INCOME		164,456	(8,236)	252,837

The accompanying notes form part of these financial statements.

NSW POLICE FORCE

Statement of financial position as at 30 June 2013

	Notes	Actual 2013 \$' 000	Budget 2013 \$' 000	Actual 2012 \$' 000
ASSETS				
Current Assets				
Cash and cash equivalents	7	98,628	65,293	116,092
Receivables	8	87,550	57,088	87,894
Non-current assets held for sale	11	-	5,845	1,791
Total Current Assets		186,178	128,226	205,777
Non-Current Assets				
Receivables	8	37,700	-	11,700
Property, Plant and Equipment				
- Land and Buildings	9	1,261,144	1,204,769	1,216,857
- Plant and Equipment	9	294,668	263,578	311,144
Total Property, Plant and Equipment		1,555,812	1,468,347	1,528,001
Intangible assets	10	119,322	117,553	107,679
Total Non-Current Assets		1,712,834	1,585,900	1,647,380
Total Assets		1,899,012	1,714,126	1,853,157
LIABILITIES				
Current Liabilities				
Payables	13	83,752	105,449	120,936
Borrowings	14	7,811	6,600	6,600
Provisions	15	386,488	448,620	451,958
Other	16	157	151	500
Total Current Liabilities		478,208	560,820	579,994
Non-Current Liabilities				
Borrowings	14	155,046	163,780	162,055
Provisions	15	75,014	53,007	85,144
Other	16	354	12,750	30
Total Non-Current Liabilities		230,414	229,537	247,229
Total Liabilities		708,622	790,357	827,223
Net Assets		1,190,390	923,769	1,025,934
EQUITY				
Reserves		471,775	476,439	439,839
Accumulated funds		718,615	447,330	585,485
Amounts recognised in equity relating to assets held for sale	11	-	-	610
Total Equity		1,190,390	923,769	1,025,934

The accompanying notes form part of these financial statements.

NSW POLICE FORCE

Statement of changes in equity for the year ended 30 June 2013

Notes	Accumulated Funds \$' 000	Asset Revaluation Surplus \$' 000	Asset Held for Sale Revaluation Surplus \$' 000	Total \$' 000
Balance as at 1 July 2012	585,485	439,839	610	1,025,934
Changes in accounting policy	-	-	-	-
Correction of errors	-	-	-	-
Restated total equity at 1 July 2012	585,485	439,839	610	1,025,934
Net result for the year	131,030	-	-	131,030
Other comprehensive income:				
Net increase / (decrease) in property, plant and equipment	-	31,634	-	31,634
Change in restoration liability	-	1,792	-	1,792
Other:				
Transfer within reserve	-	704	(704)	-
Asset revaluation surplus balance transferred to accumulated funds on disposal of asset	2,100	(2,194)	94	-
Total other comprehensive income	2,100	31,936	(610)	33,426
Total comprehensive income for the year	133,130	31,936	(610)	164,456
Transactions with owners in their capacity as owners	-	-	-	-
Balance as at 30 June 2013	718,615	471,775	-	1,190,390
Balance as at 1 July 2011	293,350	468,536	11,211	773,097
Changes in accounting policy	-	-	-	-
Correction of errors	-	-	-	-
Restated total equity at 1 July 2011	293,350	468,536	11,211	773,097
Net result for the year	236,845	-	-	236,845
Other comprehensive income:				
Net increase / (decrease) in property, plant and equipment	-	16,948	-	16,948
Change in restoration liability	-	(956)	-	(956)
Other:				
Transfer within reserve	-	-	-	-
Asset revaluation surplus balance transferred to accumulated funds on disposal of asset	55,290	(44,689)	(10,601)	-
Total other comprehensive income	55,290	(28,697)	(10,601)	15,992
Total comprehensive income for the year	292,135	(28,697)	(10,601)	252,837
Transactions with owners in their capacity as owners	-	-	-	-
Balance as at 30 June 2012	585,485	439,839	610	1,025,934

NSW POLICE FORCE

Statement of cash flows for the year ended 30 June 2013

	Notes	Actual 2013 \$' 000	Budget 2013 \$' 000	Actual 2012 \$' 000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee Related		(2,425,671)	(2,440,789)	(2,297,937)
Grants and subsidies		(9,335)	(9,216)	(8,981)
Finance Costs		(10,790)	(10,701)	(11,196)
Other		(612,123)	(566,908)	(737,354)
Total Payments		(3,057,919)	(3,027,614)	(3,055,468)
Receipts				
Sale of goods and services		32,515	32,545	47,018
Interest received		2,703	2,707	2,267
Grants and contributions		3,079,214	3,066,589	3,125,061
Repayment of Grant		-	-	(1,276)
Other		72,085	75,798	114,478
Total Receipts		3,186,517	3,177,639	3,287,548
NET CASH FLOWS FROM OPERATING ACTIVITIES	20	128,598	150,025	232,080
CASH FLOW FROM INVESTING ACTIVITIES				
Proceed from sale of Land and Building and Plant and Equipment	4	2,396	4,761	5,240
Purchases of Land and Building and Plant and Equipment		(115,413)	(127,137)	(121,059)
Purchase of Intangibles		(27,247)	(24,896)	(17,200)
NET CASH FLOW FROM INVESTING ACTIVITIES		(140,264)	(147,272)	(133,019)
CASH FLOW FROM FINANCING ACTIVITIES				
Repayment of borrowings and advances		(6,665)	(3,856)	(5,581)
Proceeds from borrowings and advances		867	-	-
NET CASH FLOW FROM FINANCING ACTIVITIES		(5,798)	(3,856)	(5,581)
NET INCREASE/(DECREASE) IN CASH		(17,464)	(1,103)	93,480
Opening cash and cash equivalents		116,092	66,396	22,612
CLOSING CASH AND CASH EQUIVALENTS	7	98,628	65,293	116,092

The accompanying notes form part of these financial statements.

Service group statements for the year ended 30 June 2013

EXPENSES & INCOME	Service Group 39.1 ¹		Service Group 39.2 ¹		Service Group 39.3 ¹		Service Group 39.4 ¹		Not Attributable ²		Total	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses excluding losses												
Operating expenses												
▪ Employee related	1,330,175	1,330,072	747,847	752,148	261,175	285,424	176,023	203,897	-	-	2,515,220	2,571,544
▪ Other operating expenses	243,116	230,656	136,684	130,434	46,836	47,902	32,172	35,360	-	-	458,808	444,352
Depreciation and amortisation	72,615	65,305	40,828	36,930	13,445	13,365	9,609	10,011	-	-	136,497	125,611
Grants and subsidies	4,965	4,669	2,794	2,640	919	956	657	716	-	-	9,335	8,981
Finance costs	6,136	5,511	3,449	3,117	1,136	1,128	812	845	-	-	11,533	10,601
Other expenses	1,236	1,153	695	652	229	236	164	177	-	-	2,324	2,218
Total expenses excluding losses	1,658,243	1,637,366	932,297	925,921	323,740	349,011	219,437	251,006	-	-	3,133,717	3,163,304
Revenue												
Sale of goods and services	17,551	19,187	9,867	10,849	3,250	3,926	2,322	2,941	-	-	32,990	36,903
Investment revenue	1,406	1,265	789	716	260	259	186	194	-	-	2,641	2,434
Grants and contributions	6,152	3,687	3,457	2,084	18,920	14,682	814	565	3,050,061	3,104,181	3,079,404	3,125,199
Acceptance by the Crown Entity of employee benefits and other liabilities	59,977	107,087	33,721	60,557	11,105	21,916	7,937	16,416	-	-	112,740	205,976
Other revenue	22,239	14,276	12,504	8,069	4,118	2,920	2,943	2,188	-	-	41,804	27,453
Total Revenue	107,325	145,502	60,338	82,275	37,653	43,703	14,202	22,304	3,050,061	3,104,181	3,269,579	3,397,965
Gain / (loss) on disposal	(2,036)	1,904	(1,144)	1,077	(377)	390	(269)	292	-	-	(3,826)	3,663
Other gains / (losses)	(535)	(769)	(301)	(435)	(99)	(157)	(71)	(118)	-	-	(1,006)	(1,479)
Net result	(1,553,489)	(1,490,729)	(873,404)	(843,004)	(286,563)	(305,075)	(205,575)	(228,528)	3,050,061	3,104,181	131,030	236,845
Other Comprehensive Income												
Increase / (decrease) in revaluation surplus	-	-	-	-	-	-	-	-	32,338	16,948	32,338	16,948
Increase / (decrease) in assets held for sale revaluation surplus	-	-	-	-	-	-	-	-	(704)	-	(704)	-
Net change in the asset revaluation surplus arising from a change in restoration liability	-	-	-	-	-	-	-	-	1,792	(956)	1,792	(956)
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	33,426	15,992	33,426	15,992
TOTAL COMPREHENSIVE INCOME	(1,553,489)	(1,490,729)	(873,404)	(843,004)	(286,563)	(305,075)	(205,575)	(228,528)	3,083,487	3,120,173	164,456	252,837

1. The names and purposes of each service group are summarised in Note 6.

2. Grant received from the Department of Attorney General & Justice (DAG&J) is made on an entity basis and not to individual service groups. Consequently, grant from DAG&J is included in the 'Not Attributable' column. Revaluation surplus is also unlikely to be attributable to individual service groups.

NSW POLICE FORCE

Service group statements (continued)

ASSETS & LIABILITIES	Service Group 39.1 ¹		Service Group 39.2 ¹		Service Group 39.3 ¹		Service Group 39.4 ¹		Not Attributable		Total	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets												
Cash and cash equivalents	-	-	-	-	-	-	-	-	98,628	116,092	98,628	116,092
Receivables	48,301	48,924	21,899	23,959	13,249	8,546	4,101	6,465	-	-	87,550	87,894
Non-current assets held for sale	-	1,084	-	439	-	151	-	117	-	-	-	1,791
Total current assets	48,301	50,008	21,899	24,398	13,249	8,697	4,101	6,582	98,628	116,092	186,178	205,777
Non-current Assets												
Receivables	20,057	6,083	11,276	3,439	3,712	1,245	2,655	933	-	-	37,700	11,700
Property, plant and equipment	903,993	924,680	409,834	374,231	165,244	128,920	76,741	100,170	-	-	1,555,812	1,528,001
Intangibles	69,331	65,163	31,432	26,372	12,673	9,085	5,886	7,059	-	-	119,322	107,679
Total non-current assets	993,381	995,926	452,542	404,042	181,629	139,250	85,282	108,162	-	-	1,712,834	1,647,380
Total Assets	1,041,682	1,045,934	474,441	428,440	194,878	147,947	89,383	114,744	98,628	116,092	1,899,012	1,853,157
Current liabilities												
Payables	44,557	62,881	25,049	35,550	8,247	12,865	5,899	9,640	-	-	83,752	120,936
Borrowings	3,827	3,230	3,852	3,247	77	70	55	53	-	-	7,811	6,600
Provisions	205,613	234,994	115,594	132,856	38,058	48,080	27,223	36,028	-	-	386,488	451,958
Other	83	259	47	148	16	53	11	40	-	-	157	500
Total current liabilities	254,080	301,364	144,542	171,801	46,398	61,068	33,188	45,761	-	-	478,208	579,994
Non-current liabilities												
Borrowings	75,958	79,309	76,469	79,730	1,527	1,724	1,092	1,292	-	-	155,046	162,055
Provisions	39,907	44,270	22,436	25,028	7,387	9,058	5,284	6,788	-	-	75,014	85,144
Other	188	16	106	9	35	3	25	2	-	-	354	30
Total Non-current liabilities	116,053	123,595	99,011	104,767	8,949	10,785	6,401	8,082	-	-	230,414	247,229
Total Liabilities	370,133	424,959	243,553	276,568	55,347	71,853	39,589	53,843	-	-	708,622	827,223
NET ASSETS	671,549	620,975	230,888	151,872	139,531	76,094	49,794	60,901	98,628	116,092	1,190,390	1,025,934

1. The names and purposes of each service group are summarised in Note 6.

Service group statements (continued)

ADMINISTERED EXPENSES & INCOME	Service Group 39.1 ¹		Service Group 39.2 ¹		Service Group 39.3 ¹		Service Group 39.4 ¹		Not Attributable		Total	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Expenses												
Administered Income	-	-	-	-	-	-	-	-	-	-	-	-
Transfer receipts												
Consolidated Fund												
▪ Taxes, fees and fines	-	-	-	-	-	-	-	-	16,941	13,830	16,941	13,830
▪ Other	-	-	-	-	-	-	-	-	7	5	7	5
Total Administered Income	-	-	-	-	-	-	-	-	16,948	13,835	16,948	13,835
Administered Income less Expenses	-	-	-	-	-	-	-	-	16,948	13,835	16,948	13,835

1. The names and purposes of each service group are summarised in Note 6.

Administered assets and liabilities are disclosed in Note 24.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) *Reporting Entity*

The NSW Police Force is a NSW government entity. 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.

These financial statements for the year ended 30 June 2013 have been authorised for issue by the Commissioner on 17th September 2013.

(b) *Basis of Preparation*

The NSW Police Force's financial statements are general purpose financial statements which have 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 NSW General Government Sector Entities 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 statements 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 statements as follows:

- Fixed assets depreciation Note 1 (i) (v)
- Employee Benefits and other provisions Note 1 (j) (iv)
- Non renewal benefit Note 1 (j) (iv) (d)
- Death and disability Note 1 (j) (iv) (e)
- Service group statements allocation methodology Note 1 (n)

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 to deploy the resources for the achievement of the NSW Police Force's own objectives.

Transactions and balances relating to the administered activities are not recognised as the NSW Police Force's income, assets and liabilities, but are disclosed in the accompanying notes as "Administered Income", "Administered Assets" and "Administered Liabilities"; refer Note 23 and Note 24.

The accrual basis of accounting and applicable accounting standards has been adopted.

(e) *Borrowing Costs*

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit general government sector agencies.

(f) *Insurance*

The insurance activities of the NSW Police Force are conducted through NSW Treasury Managed Fund Scheme of self-insurance for Government entities. The expense (premium) is determined by the Fund Manager and is based on past claims experience.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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

Income, expenses and assets are recognised net of the amount of GST, except that:

- the amount of GST incurred by the 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 statement of cash flows 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.

(h) *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) *Grants and Contributions*

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

The under expenditure on the protected items which are grant funded by the principal department of the cluster, the Department of Attorney General and Justice, are recognised as liabilities rather than as income, as the authority to spend the money lapses and the unspent amount must be repaid to the principal department.

The liability is disclosed in Note 16 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 the NSW Police Force transfers the significant risks and rewards of ownership of the assets.

(iii) *Rendering of Services*

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

(iv) *Investment Revenue*

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

(i) *Assets*

(i) *Acquisitions of Assets*

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the 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 initially recognised as assets and revenues at their fair value at acquisition date (see also assets transferred as a result of an equity transfer – Note 1 (l)).

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

(ii) *Capitalisation Thresholds*

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**(i) Assets (continued)****(iii) Revaluation of Property, Plant and Equipment**

The NSW Police Force's property portfolio consists of land, police residences, police stations and other operational buildings. 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) (as amended by NSWTC 12/05 and NSWTC 10/07). 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(i)(x).

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 has been revalued with market value as the basis for revaluation.

Land and buildings are revalued over a three-year cycle. The NSW Police Force undertakes 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 2013 and was based on an independent assessment. The 2013 revaluation is the first in the new three year cycle. In 2013, the land and building assets in the Northern and Central Metropolitan regions were revalued. To ensure that the land and building assets not included in the 2013 revaluation are held at fair value at 30 June 2013, 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.

Heritage buildings are valued at a premium rate taking into consideration the highest and best use of the property.

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 are separately restated. Otherwise, any balances of accumulated depreciation at the revaluation date in respect 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 revaluation surplus, 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 revaluation surplus for the same class of assets, they are debited directly to the revaluation surplus.

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 revaluation surplus for that asset is transferred to accumulated funds.

(iv) 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.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(v) **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 the 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. If the asset cannot be separately identified, even though it is an integral part or component of a larger asset, then it is considered to be a whole of an asset and is depreciated /amortised over the useful life.

Current depreciation/amortisation rates are as follows:

Category	Asset Category Name	Rate
A	Aircraft	15%
B	Buildings & improvements	useful life varies 3 to 59 years
C	Computers – not PC's	25%
C 1	Computers – PC's	20%
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

(vi) **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.

(vii) **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.

(viii) **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.

(ix) **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, at the commencement of the lease term, the asset is recognised at its fair value or, if lower, the present value of the minimum lease payments, at the inception of the lease. 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 statement of comprehensive income in the periods in which they are incurred.

(x) **Investment Properties**

The NSW Police Force receives rental income from accommodation provided to police officers, and other agencies. These properties were originally acquired for the 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 the financial statements for the year ended 30 June 2013

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(xi) *Intangible Assets*

The 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.

Intangible assets are tested for impairment where an indicator of impairment exists. However, as a not-for-profit entity with no cash generating units, the NSW Police Force is effectively exempted from impairment testing (refer to Note 1(i) (xiii)).

(xii) *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 recognised in the net result for the year 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.

(xiii) *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 net result for the year.

When an available for sale financial asset is impaired, the amount of the cumulative loss is removed from equity and recognised in the net result for the year, 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 net result for the year.

Any reversals of impairment losses are reversed through the net result for the year where there is objective evidence.

(xiv) *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 the NSW Police Force transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where the NSW Police Force has not transferred substantially all the risks and rewards, if the NSW Police Force has not retained control.

Where the 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 the 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.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(xv) *Non-Current Assets Held for Sale*

The 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.

(xvi) *Trust Funds*

The NSW Police Force receives monies in a trustee capacity as set out in Note 22. As the NSW Police Force performs only a custodial role with these monies, and because the monies cannot be used for the achievement of the NSW Police Force's own objectives, these funds are not recognised in the financial statements.

(xvii) *Other Assets*

Other assets are recognised on a cost basis.

(j) *Liabilities*

(i) *Payables*

These amounts represent liabilities for goods and services provided to the 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.

(ii) *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 rate method. Gains or losses are recognised in the net result for the year on de-recognition.

The finance lease liability is determined in accordance with AASB 117 *Leases*.

(iii) *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.

The NSW Police Force did not provide any financial guarantee contracts in the years to 30 June 2013 and 30 June 2012.

(iv) *Employee Benefits and Other Provisions*

(a) *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 after the end of the period in which the employees render the service 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 2.5% 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.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(iv) *Employee Benefits and Other Provisions (continued)*

(b) *Long Service Leave and Superannuation*

The liabilities for long service leave and defined benefit superannuation of the NSW Police Force are assumed by the Crown Entity. The 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 12/06) 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 employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(c) *Other Provisions*

Other provisions exist when: the 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 3.6%, which is the 10 year government bond rate at 20 June 2013, which reflects the current market assessments of the time value of money and the risks specific to the liability.

(d) *Non-Renewal Benefit*

Commissioned Police officers employed under fixed term appointment contracts 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 the NSW Police Force.

The liability for non-renewal benefits is recognised from the beginning of the first fixed term appointment of each officer and is measured on the accumulated salary earnings of each officer at reporting date. An actuarial assessment of this liability is performed every three years.

The Non-Renewal Benefit liability is measured at present value in accordance with AASB 119 *Employee Benefits*. A shorthand method, based on the actuarial report obtained as at 30 June 2012, was applied to calculate the current liability. This calculation is based on the application of a discount factor of 0.85 to total non-renewal benefit liability.

The next actuarial assessment of this liability is due no later than 30 June 2015.

The liability is disclosed in Note 15 as part of 'Current / Non-Current Liabilities – Provisions'.

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

The valuation of NSW Police Force's self-insured liabilities under the NSW Police Death and Disability Award Insurance scheme as at 30 June 2013 is based on data as at 30 June 2013.

The NSW Police Force Blue Ribbon Super Scheme facilitates Death and Total and Permanent Incapacity benefits (TPD), and Partial and Permanent Disability benefits (PPD) to eligible police officers of the NSW Police Force from 23 June 2005 until its replacement by the Police Amendment (Death and Disability) Bill 2011 (2011 Bill) which was approved by Parliament in November 2011.

Under the 2011 Bill, the new death and TPD benefits were effective from 20 January 2012 while the new Income Protection (IP) benefits were effective for any claim that did not meet the transitional arrangements to be eligible for 2005 PPD benefits on 30 November 2011.

These arrangements are provided to a police officer in the event that he or she suffered 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 these Awards.

The NSW Police Force's self-insured liability for PPD benefits (2005 Award) and income protection (IP) benefits are deemed "termination benefits" under AASB 119 *Employee Benefits*. The liability is measured in accordance with AASB 119 and is consistent with AASB 137.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**(e) The NSW Police Force Blue Ribbon Super Scheme (continued)**

The quantum of the liability is determined based on an independent actuarial assessment to approximate the potential liability of PPD and IP. This assessment takes into account the recovery of payments made under a PPD claim when the affected officer submits a TPD claim in finalisation of compensation for an injury.

The value of outstanding PPD claim recoveries as compared to the NSW Police Force's self-insured liabilities will determine whether a net asset or liability is to be recognised in the annual financial statements. As at 30 June 2013 a net asset is recognised.

The liability has been discounted at an assumed government bond rate of 2.7% with a term of 2.5 years. The largest component of the liabilities is the 2011 Award income protection benefits and these have a maximum payment period of five years. The discount rate basis is different to that used in 30 June 2012 in order to reflect the changing profile of the liabilities.

The liability is disclosed in Note 15 as part of 'Current / Non-Current Liabilities – Provisions'.

(v) 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.

(k) Equity and Reserves**(i) Revaluation surplus**

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the agency's policy on the revaluation of property, plant and equipment as discussed in Note 1(l).

(ii) Accumulated Funds

The category accumulated funds includes all current and prior period retained funds.

(iii) Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards (e.g. asset revaluation reserve and foreign currency translation reserve).

(l) Equity Transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of service groups / functions and parts thereof between NSW public sector agencies and 'equity appropriations' (refer Note 1(k)) are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with AASB 1004 *Contributions* and Australian Accounting Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit entities and for-profit government departments are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the agency recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the agency does not recognise that asset.

(m) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the *Public Finance and Audit Act 1983* where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(n) Service Group Statements Allocation Methodology

The statement of comprehensive income line items within the Service Group Statements are allocated across the NSW Police Force service groups where deemed appropriate. The methodology is primarily based on the information from the rostering system, which is attributed to activities, which in turn are attributed to service groups. The major cost driver is labour hours for operational policing centres, which represents the fact that labour costs are the major cost of the NSW Police Force. Other Specialist policing centres are more easily aligned to service delivery and are allocated according to function from cost centre reports. Non policing corporate services functions are allocated on the basis determined by the policing cost centres.

Where specific line items can be allocated to a specific service group, this has been done. Government contributions and Equity cannot be reliably allocated across service groups and are shown as "not attributed".

The rostering system and the associated activity based costing system is the most reliable information available, given that labour hours is the primary cost driver and systems providing other cost driver information are limited. The statement of financial position line items have been generally allocated as follows: Property, Plant and Equipment has been grouped by organisational unit and allocated across service groups applying different percentages to that used in the Statement of comprehensive income. The financial lease for Police Headquarters has been based on floor space and spread across service groups accordingly. Other assets and liabilities have generally been allocated similarly to the line items in the statement of comprehensive income, except where specific material items can be specifically identified to a specific service group. Cash and cash equivalents cannot be reliably allocated across service groups and are shown as "not attributed".

(o) 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.

(i) To be consistent with current year reporting of the independent actuarial assessment of the 2005 Award PPD recoveries and the 2011 Bill IP claims liability on a gross basis, NSW Police Force has reclassified the 2011-2012 reported net liability amount to a gross basis.

	Notes	Reclassified 2012 \$' 000	Audited Financial Statements 2012 \$' 000	Overall movement
ASSETS				
Current Assets - Other Debtors	8	56,196	6,396	49,800
Non-Current Assets - Other Debtors	8	11,700	-	11,700
Total Assets		67,896	6,396	61,500
LIABILITIES				
Current Liabilities - Death and disability self-insurance scheme	15	80,400	30,600	49,800
Non-Current Liabilities - Death and disability self-insurance scheme	15	41,800	30,100	11,700
Total Liabilities		122,200	60,700	61,500
NET ASSETS		(54,304)	(54,304)	-

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

1.SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(a) *Comparative Information (continued)*

(ii) In accordance with the definition for contractors in the Financial Reporting Code for NSW General Government Sector entities, other contractors previously included in the employee related expenses has been reclassified to other operating expenses.

	Notes	Reclassified 2012 \$' 000	Audited Financial Statements 2012 \$' 000	Overall movement
Expenses excluding losses:				
- Employee related	2a	-	2,886	
- Other operating expenses	2b	2,886	-	
		<u>2,886</u>	<u>2,886</u>	<u>-</u>

Following the above reclassifications, relevant notes to and forming part of the financial statements for the year ended 30 June 2012 have been amended as appropriate.

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NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(p) New Australian Accounting Standards and Interpretations issued but not effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Accounting Standards and Interpretations have not been applied and are not yet effective:

- AASB 9 and AASB 2010-7 regarding financial instruments
- AASB 10 Consolidated Financial Statements
- AASB 11 Joint Arrangements
- AASB 12 Disclosure of Interests in Other Entities
- AASB 13 and AASB 2011-8 regarding fair value measurement
- AASB 119 AASB 2011-10 and AASB 2011-11 regarding employee benefits
- AASB 127 Separate Financial Statements
- AASB 128 Investments in Associates and Joint Ventures
- AASB 1053 and AASB 2010-2 regarding differential reporting
- AASB 2010-8 regarding deferred tax
- AASB 2010-10 regarding removal of fixed dates for first time adopters
- AASB 2011-2 regarding Trans-Tasman Convergence – RDR
- AASB 2011-3 regarding orderly adoption of changes to the ABS GFS Manual
- AASB 2011-4 removing individual KMP disclosure requirements
- AASB 2011-6 regarding RDR and relief from consolidation
- AASB 2011-7 regarding consolidation and joint arrangements
- AASB 2011-8 amendments to Australian Accounting Standards arising from AASB 13 Fair Value Measurement
- AASB 2011-9 regarding presentation of items of other comprehensive income
- AASB 2011-10 amendments to Australian Accounting Standards arising from AASB 119 Employee Benefits
- AASB 2011-11 amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements
- AASB 2011-12 regarding Interpretation 20
- AASB 2011-13 regarding AASB 1049 and GAAP/GFS harmonisation
- AASB 2012-1 amendment to Australian Accounting Standards – Fair Value Measurement – Reduced Disclosure Requirements
- AASB 2012-2 amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities (AASB 7 & AASB 132)
- AASB 2012-3 amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities (AASB 132)
- AASB 2012-4 amendments to Australian Accounting Standards – Government Loans
- AASB 2012-5 amendments to Australian Accounting Standards arising from Annual Improvements 2009–2011 Cycle under section 334 of the Corporations Act 2001.

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 statements.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013 \$' 000	2012 \$' 000
2. EXPENSES EXCLUDING LOSSES		
(a) Employee related expenses		
Salaries and wages (including recreation leave)	1,716,100	1,691,313
Superannuation - defined benefit plans*	167,449	153,877
Superannuation - defined contribution plans	118,260	110,815
Long service leave	41,538	129,604
Workers' compensation insurance	357,682	368,792
Death and disability self-insurance scheme	360	(3,062)
Payroll tax and fringe benefit tax	113,611	119,010
Other	220	1,192
	2,515,220	2,571,541

Employee related expenses excluded from the above are as follows:

(i) Capitalised as intangible assets - \$0.471 million at 30 June 2013 (\$0.447 million in 2011-12).

(ii) Capitalised as property, plant and equipment - \$0.698 million at 30 June 2013 (\$0.234 million in 2011-12).

* Included in the 'Superannuation - defined benefit plans' is contribution for the Death and Total and Permanent Disability Cover of \$99.928 million (\$81.453 million in 2011-12).

(b) Other operating expenses		
Auditor's remuneration - audit of the financial statements	350	336
Operating lease rental expense - minimum lease payments	64,565	62,681
Insurance	61,669	55,381
Maintenance *	46,821	47,901
Other building expenses	29,180	27,283
Subsistence and transport	21,083	22,498
Motor vehicle, launches and aircraft	47,793	45,640
Fees for services rendered	82,220	77,402
Computer licensing and other	21,961	22,470
Gas and electricity	17,964	14,452
Postal and telephone	23,593	22,967
Stationery, printing and stores	9,209	10,504
Consultants	10	26
Contractors	7,182	7,326
Operation Supplies	9,665	10,742
Police Uniform Supplies	6,063	9,989
Other	9,480	6,754
	458,808	444,352

*Reconciliation - Total maintenance

Maintenance expense - contracted labour and other (non employee related), as above	46,821	47,901
Employee related maintenance expenses included in Note 2(a)	8,785	8,061
Total maintenance expenses included in Note 2(a) + 2(b)	55,606	55,962

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013 \$' 000	2012 \$' 000
(c) Depreciation and amortisation expense		
Depreciation		
Buildings	47,289	40,575
Plant and equipment	73,604	69,105
	<u>120,893</u>	<u>109,680</u>
Amortisation		
Intangible assets - software	15,604	15,931
	<u>15,604</u>	<u>15,931</u>
	<u>136,497</u>	<u>125,611</u>
 (d) Grants and subsidies		
Police and Community Youth Clubs contribution	9,335	8,981
	<u>9,335</u>	<u>8,981</u>
 (e) Finance cost		
Finance lease interest charges	10,773	11,196
Borrowing interest expenses	17	-
Unwinding of discount rate	743	(595)
	<u>11,533</u>	<u>10,601</u>
 (f) Other expenses		
Witnesses' expenses	2,324	2,218
	<u>2,324</u>	<u>2,218</u>

3. REVENUE

(a) Sale of goods and services		
Rents and leases - other	3,322	4,384
NSW Police Force College operations	1,943	2,522
Officers on loan	6,472	6,491
Insurance reports	2,611	2,543
Sports/Entertainment Events - Supervision	8,443	8,550
National Criminal History Records Check	4,724	4,661
Refund of escort expenses	2,464	2,803
Minor sales of goods and services	3,011	4,949
	<u>32,990</u>	<u>36,903</u>
 (b) Investment revenue		
Interest - NSW Treasury (Financial assets not at fair value through profit or loss)	2,641	2,434
	<u>2,641</u>	<u>2,434</u>

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013 \$' 000	2012 \$' 000
(c) Grants and contributions		
State Grants and Contributions		
Recurrent grants from Department of Attorney General & Justice	2,912,771	2,968,530
Capital grants from Department of Attorney General & Justice	137,290	135,651
Roads and Maritime Services (RMS) - Road Trauma Program*	17,782	13,928
NSW Police Force and Fire & Rescue NSW - Helicopter Maintenance	583	461
NSW Health Department - Alcohol & Drug Programs	600	725
NSW Office of Environment - Sustainability Improvements of Police Stations	-	811
NSW Department of Aboriginal Affairs - Safe Families Program	396	-
NSW Centre for Road Safety - Solo Cycle Response Team	400	1,600
NSW Centre for Road Safety - High Visibility Markings	928	-
Domestic Violence Intervention Program - various NSW Government agencies	1,019	523
NSW Department of Attorney General & Justice - Youth On Track	105	-
NSW Centre for Road Safety - various capital programs	2,499	663
Miscellaneous	420	375
	3,074,793	3,123,267
Commonwealth Grants and Contributions		
Crimtrac	1,205	1,380
Operation Polaris	2,900	-
Counter Terrorism (Drill Style program)	160	160
Miscellaneous	346	392
	4,611	1,932
	3,079,404	3,125,199
 Conditional grants and contributions recognised as revenue in the current year, not fully spent with expected expenditure to occur in:		
2013-14	2,215	
Beyond 2013-14	-	
	2,215	
 Unconditional grants and contributions recognised as revenue in the current year, not fully spent with expected expenditure to occur in:		
2013-14	5,876	
Beyond 2013-14	-	
	5,876	
 Grants and contributions recognised as revenue in previous years, that were expended in the current year:		
Prior to 2005-06	-	
2005-06	37	
2006-07	6	
2007-08	16	
2008-09	15	
2009-10	743	
2010-11	1,062	
2011-12	3,598	
	5,477	

* RMS and NSW Police Force have put in place an Enhancement Enforcement Program to augment traffic enforcement services where RMS 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 the financial statements for the year ended 30 June 2013

	2013 \$' 000	2012 \$' 000
(d) 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	67,521	72,425
Long service leave	41,538	129,604
Payroll tax	3,681	3,947
	112,740	205,976
(e) Other revenue		
Employee contributions to Death and Disability Scheme	21,381	19,675
Insurance recoveries 2005 Award- Partial and Permanent Disablement	12,948	-
Recognition of pre-existing but previously unrecorded assets	1,646	1,229
Refund from insurance	639	937
Legal service fees	-	66
Reversal of provision of restoration costs	3,628	3,052
Recovery of RMS Expenditure	156	915
Other	1,406	1,579
	41,804	27,453

4. GAIN / (LOSS) ON DISPOSAL

Gain / (loss) on disposal of land and buildings		
Proceeds from disposal	1,403	612
Written down value of assets disposed	(3,788)	(1,136)
Net gain / (loss) on disposal of land and buildings	(2,385)	(524)
Gain / (loss) on disposal of plant and equipment		
Proceeds from disposal	70	564
Written down value of assets disposed	(1,484)	(1,188)
Net gain / (loss) on disposal of plant and equipment	(1,414)	(624)
Gain / (loss) on exchange of "New Facilities" i.e. land and buildings		
Fair value of "New Facilities"	-	50,583
Written down value of "Zetland land"	-	(45,782)
Net gain / (loss) on "New Facilities"	-	4,801
Gain / (loss) on disposal of assets held for sale		
Proceeds from disposal	923	4,064
Written down value of assets disposed	(950)	(4,054)
Net gain / (loss) on disposal of assets held for sale	(27)	10
Total gain / (loss) on disposal	(3,826)	3,663

5. OTHER GAINS / (LOSSES)

Impairment of receivables	(1,006)	(1,479)
	(1,006)	(1,479)

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

6. SERVICE GROUPS OF NSW POLICE FORCE

Service Group 39.1 - Community Support

Service Description: This service group covers the provision of effective, timely and flexible 24 hour response to incidents, emergencies and public events. It also includes reduction of incentives and opportunities to commit crime, the provision of a highly visible police presence, and liaison/partnerships with the community and Government organisations concerned with maintaining peace, order and public safety.

Service Group 39.2 - Criminal Investigation

Service Description: This service group covers the detection and investigation of crime, provision of forensic services and provides for the arrest of or other action in respect of offenders. It also includes specialist activities to target organised criminal activities and criminal groups, maintenance of forensic databases and criminal records, and liaison with other law enforcement agencies.

Service Group 39.3 - Traffic and Commuter Services

Service Description: This service group covers the patrol of roads, highways and public transport corridors, the investigation of major vehicle crashes, the detection of traffic and transport offences (particularly those involving alcohol or drugs and speed), and the supervision of peak traffic flows. It also includes liaison/partnerships with community and Government bodies concerned with road safety, traffic management and public transport.

Service Group 39.4 - Judicial Support

Service Description: This service group covers judicial and custodial services, the prosecution of offenders, the presentation of evidence at court, including coronial enquiries, the provision of police transport and custody for people under police supervision, and the provision of a high level of support to victims and witnesses.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013 \$' 000	2012 \$' 000
7. CURRENT ASSETS - CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	<u>98,628</u>	<u>116,092</u>
For purposes of the statement of cash flows, 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 statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:		
Cash and cash equivalents (per statement of financial position)	<u>98,628</u>	<u>116,092</u>
Closing cash and cash equivalents (per statement of cash flows)	<u>98,628</u>	<u>116,092</u>

NSW Police Force had the following banking facilities as at 30 June 2013:

- Bank guarantee authority of \$0.5 million (\$0.5 million in 2011-12). 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 2013.
- MasterCard facility of \$5.5 million (\$5.5 million in 2011-12), 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 2013 was \$1.64 million (\$2.67 million in 2011-12).
- Letter of credit facility of \$2 million (\$2 million in 2011-12). Total amount of letter of credit facility unused as at 30 June 2013 was \$2 million (\$2 million in 2011-12).
- Offset accounts facility of \$0.05 million (\$0.05 million in 2011-12). 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 2013 was \$0.04 million (\$0.04 million in 2011-12).

Refer Note 25 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013 \$' 000	2012 \$' 000
8. CURRENT / NON-CURRENT ASSETS - RECEIVABLES		
Receivables - Current		
Sale of goods and services	13,246	12,610
Less: Allowance for impairment	(247)	(152)
	<u>12,999</u>	<u>12,458</u>
Other Debtors	32,972	56,196
Less: Allowance for impairment	(4,361)	(3,807)
	<u>28,611</u>	<u>52,389</u>
GST receivable	27,932	11,544
Prepayments	18,008	11,503
Total Receivables -Current	<u><u>87,550</u></u>	<u><u>87,894</u></u>
Receivables - Non-Current		
Other Debtors	<u>37,700</u>	<u>11,700</u>
Total Receivables - Non-Current	<u><u>37,700</u></u>	<u><u>11,700</u></u>
Movement in the allowance for impairment – Trade debtors		
Balance at 1 July	152	262
Amounts written off during the year	(75)	(33)
Amounts recovered during the year	(23)	(127)
Increase / (decrease) in allowance recognised in profit or loss	193	50
Balance at 30 June	<u><u>247</u></u>	<u><u>152</u></u>
Movement in the allowance for impairment – Other debtors		
Balance at 1 July	3,807	2,642
Amounts written off during the year	(48)	(265)
Amounts recovered during the year	(2,633)	(769)
Increase / (decrease) in allowance recognised in profit or loss	3,235	2,199
Balance at 30 June	<u><u>4,361</u></u>	<u><u>3,807</u></u>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 25.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

9. NON-CURRENT ASSETS -

PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings \$' 000	Plant and Equipment \$' 000	Total \$' 000
At 1 July 2012 - fair value			
Gross carrying amount	1,968,410	741,226	2,709,636
Accumulated depreciation and impairment	(751,553)	(430,082)	(1,181,635)
Net Carrying Amount	1,216,857	311,144	1,528,001
At 30 June 2013 - fair value			
Gross carrying amount	2,045,809	764,120	2,809,929
Accumulated depreciation and impairment	(784,665)	(469,452)	(1,254,117)
Net Carrying Amount	1,261,144	294,668	1,555,812

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
Year ended 30 June 2013				
Net Carrying amount at start of year	1,108,642	311,144	108,215	1,528,001
Additions	64,582	56,919	-	121,501
Assets held for sale - written back	841	-	-	841
Disposals	(3,788)	(1,484)	-	(5,272)
Net revaluation increment less revaluation decrements	29,941	1,693	-	31,634
Depreciation expense	(37,810)	(73,604)	(9,479)	(120,893)
Net carrying amount at end of year*	1,162,408	294,668	98,736	1,555,812

* Included in the net carrying amount are work in progress of \$76.444 million and \$23.045 million for land and buildings, and plant and equipment respectively.

	Land and Buildings \$' 000	Plant and Equipment \$' 000	Total \$' 000
At 1 July 2011 - fair value			
Gross carrying amount	1,913,220	700,101	2,613,321
Accumulated depreciation and impairment	(725,474)	(395,256)	(1,120,730)
Net Carrying Amount	1,187,746	304,845	1,492,591
At 30 June 2012 - fair value			
Gross carrying amount	1,968,410	741,226	2,709,636
Accumulated depreciation and impairment	(751,553)	(430,082)	(1,181,635)
Net Carrying Amount	1,216,857	311,144	1,528,001

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

9. NON-CURRENT ASSETS -

PROPERTY, PLANT AND EQUIPMENT (continued)

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
Year ended 30 June 2012				
Net Carrying amount at start of year	1,070,052	304,845	117,694	1,492,591
Additions	103,354	72,894	-	176,248
Disposals	(46,918)	(1,188)	-	(48,106)
Net revaluation increment less revaluation decrements	13,250	3,698	-	16,948
Depreciation expense	(31,096)	(69,105)	(9,479)	(109,680)
Net carrying amount at end of year*	1,108,642	311,144	108,215	1,528,001

* Included in the net carrying amount are work in progress of \$87.144 million and \$40.797 million for land and buildings, and plant and equipment respectively.

10. INTANGIBLE ASSETS

	Software \$' 000
At 1 July 2012	
Cost (gross carrying amount)	240,801
Accumulated amortisation and impairment	(133,122)
Net Carrying Amount	107,679
At 30 June 2013	
Cost (gross carrying amount)	267,999
Accumulated amortisation and impairment	(148,677)
Net Carrying Amount	119,322
	Software \$' 000
Year ended 30 June 2013	
Net carrying amount at start of year	107,679
Additions (from internal development)	25,697
Additions (purchases)	1,550
Amortisation (recognised in "depreciation and amortisation")	(15,604)
Net carrying amount at end of year*	119,322

* Included in the net carrying amount is work in progress of \$38.245 million.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

10. INTANGIBLE ASSETS (continued)

	Software \$' 000
At 1 July 2011	
Cost (gross carrying amount)	223,881
Accumulated amortisation and impairment	(117,471)
Net Carrying Amount	<u>106,410</u>
At 30 June 2012	
Cost (gross carrying amount)	240,801
Accumulated amortisation and impairment	(133,122)
Net Carrying Amount	<u>107,679</u>
	Software \$' 000
Year ended 30 June 2012	
Net carrying amount at start of year	106,410
Additions (from internal development)	16,064
Additions (purchases)	1,136
Amortisation (recognised in "depreciation and amortisation")	(15,931)
Net carrying amount at end of year*	<u>107,679</u>

* Included in the net carrying amount is work in progress of \$14.573 million.

11. NON-CURRENT ASSETS HELD FOR SALE

	2013 \$' 000	2012 \$' 000
Assets held for sale		
Land and buildings	-	1,791
	<u>-</u>	<u>1,791</u>
Amounts recognised in equity relating to assets held for sale		
Property, plant and equipment asset revaluation increments/decrements	-	610
	<u>-</u>	<u>610</u>

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013 \$' 000	2012 \$' 000
12. RESTRICTED ASSETS		
Included in the current assets are the following restricted assets:		
Death and Disabilities Scheme Monies	4,547	2,987
	<u>4,547</u>	<u>2,987</u>

The monies for the death and disability scheme are received from NSW Treasury and through police officers' employee contributions. These funds are applied exclusively in the use of death and disability related payments only.

The NSW Treasury currently underwrites the unfunded liabilities arising from the NSW Police's death and disability scheme. Supplementation to the recurrent budget is sought and approved by NSW Treasury to meet unfunded costs of the scheme.

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NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013 \$' 000	2012 \$' 000
13. CURRENT LIABILITIES - PAYABLES		
Accrued salaries, wages and on-costs	42,220	57,660
Payroll Tax	7,330	11,637
Fringe Benefits Tax	1,341	1,303
Pay As You Go Tax withheld	36	207
Employee deductions withheld	735	798
Superannuation Guarantee Charge Payable	1	-
Creditors	9,846	14,696
Unearned revenue	-	35
Motor vehicle costs	3,760	6,631
Petrol Interface	1,678	1,742
Forensic Services Group	1,741	1,414
Education Services	716	1,682
Business Technology Services	258	213
State Crime Command	834	510
Auditor's remuneration - audit of the financial statements	218	223
Specialist Operations	436	763
Copyright fees for NSW Government print copying	491	-
Property related costs	5,065	12,444
Aircraft maintenance	780	586
Miscellaneous sponsorship	161	764
GST accruals	1,645	2,055
Various sundry accruals	4,460	5,573
	83,752	120,936

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 25.

14. CURRENT / NON-CURRENT LIABILITIES - BORROWINGS

Treasury Advances Repayable		
Current	133	-
Non-current	669	-
	802	-

The advance from NSW Treasury under the Sustainable Government Investment Program, is to fund environmental efficiency upgrade projects at Sydney Police Centre. The advance will be repaid in half-yearly instalments of principal and interest over a period of six years at the TCorp bond rate.

Finance lease (see Note 17 (c))		
Current	7,678	6,600
Non-current	154,377	162,055
	162,055	168,655

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings are disclosed in Note 25.

Total Current Borrowings	7,811	6,600
Total Non-Current Borrowings	155,046	162,055
Total Borrowings	162,857	168,655

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013 \$' 000	2012 \$' 000
15. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS		
Employee benefits and related on costs - Current		
Recreation leave *	205,793	210,812
Recreation leave on long service leave	30,781	30,681
Non-renewal benefit*	57,602	50,941
Leave loading	1,766	1,744
Workers' compensation on long service leave	5,433	5,420
Superannuation on long service leave	14,669	14,635
Other Oncost on Leave - Superannuation	9,937	9,588
Payroll tax on recreation leave liability	11,216	11,489
Payroll tax on long service leave	32,087	32,010
Payroll tax on other leave provisions	3,236	2,871
Death and disability self-insurance scheme	11,800	80,400
	384,320	450,591
Employee benefits and related on costs - Non-Current		
Recreation leave on long service leave	1,620	1,615
Non-renewal benefit	20,238	20,808
Workers' compensation on long service leave	286	285
Superannuation on long service leave	772	770
Payroll tax on long service leave	1,689	1,685
Payroll tax on other leave provisions	1,103	1,134
Death and disability self-insurance scheme	34,400	41,800
	60,108	68,097
Subtotal Employee benefits and related on costs	444,428	518,688
Other Provisions – Current		
Restoration costs	2,168	1,367
	2,168	1,367
Other Provisions – Non-Current		
Restoration costs	14,906	17,047
	14,906	17,047
Subtotal Other Provisions	17,074	18,414
Total Current Provisions	386,488	451,958
Total Non-Current Provisions	75,014	85,144
Total Provisions	461,502	537,102
Aggregate employee benefits and related on-costs		
Provisions – Current	384,320	450,591
Provisions – Non-Current	60,108	68,097
Accrued salaries, wages and on-costs (refer Note 13)	42,220	57,660
	486,648	576,348

* Employee benefits expected to be settled more than 12 months after the reporting dates are as follows:

(i) Recreation leave totals \$2.638 million (\$32.722 million in 2011-12)

(ii) Non-renewal benefit totals \$52.138 million (\$43.124 million in 2011-12)

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

15. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS (continued)**Movements in provisions (other than employee benefits)**

Movements in the restoration provision during the financial year, are set out below:

	2013	2012
	\$' 000	\$' 000
Restoration Costs		
Carrying amount at the beginning of financial year	18,414	17,916
Additional provisions recognised	(181)	4,480
Amounts used	(66)	(335)
Unused amounts reversed	(1,836)	(3,052)
Unwinding / change in the discount rate	743	(595)
Carrying amount at the end of financial year	<u>17,074</u>	<u>18,414</u>

16. CURRENT / NON-CURRENT LIABILITIES - OTHER**Other Liabilities - Current**

Lease incentives	100	73
Other	57	427
	<u>157</u>	<u>500</u>

Other Liabilities – Non-Current

Lease incentives	354	30
	<u>354</u>	<u>30</u>

Total Liabilities – Other

	<u>511</u>	<u>530</u>
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Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 25.

2013	2012
\$' 000	\$' 000

17. COMMITMENTS FOR EXPENDITURE**(a) Capital Commitments**

Aggregate capital expenditure contracted for at balance date and not provided for:

Not later than one year	102,374	116,683
Later than one year and not later than 5 years	109,109	179,066
Later than five years	-	-
Total (including GST)	<u>211,483</u>	<u>295,749</u>

Input tax credits of \$19.226 million (\$26.886 million in 2011-12), expected to be recoverable from the Australian Taxation Office, are included above.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

2013	2012
\$' 000	\$' 000

17. COMMITMENTS FOR EXPENDITURE (continued)**(b) Operating Lease Commitments**

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year	68,508	62,295
Later than one year and not later than 5 years	135,786	124,003
Later than five years	73,614	81,059
Total (including GST)	<u>277,908</u>	<u>267,357</u>

Input tax credits of \$24.263 million (\$24.223 million in 2011-12), 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. Lease terms for operating leases vary as mentioned below and generally, require a monthly payment in advance for both rent and outgoings.

Building leases vary between 1 - 13 years, and are generally subject to either CPI, fixed or market rental review at regular intervals.

Radio site leases vary from 1 - 20 years, and are generally subject to either CPI and or an escalation from 3% to 6% annually.

Motor vehicle fleet leases are 3 years, and are subject to a fixed interest rate during the lease term.

NSW Police Force does not have contingent leases, nor does it incur any rental expense arising from sub-leases.

2013	2012
\$' 000	\$' 000

(c) Finance Lease Commitments

Minimum lease payment commitments in relation to finance leases

Not later than one year	17,907	17,301
Later than one year and not later than 5 years	78,118	75,476
Later than five years	132,910	153,459
Minimum lease payments	<u>228,935</u>	<u>246,236</u>
Less: future finance charges	<u>66,880</u>	<u>77,581</u>
Present value of minimum lease payments	<u>162,055</u>	<u>168,655</u>

The present value of finance lease commitments is as follows:

Not later than one year	7,678	6,600
Later than one year and not later than 5 years	43,478	38,141
Later than five years	110,899	123,914
	<u>162,055</u>	<u>168,655</u>

Classified as:

Current (Note 14)	7,678	6,600
Non-current (Note 14)	154,377	162,055
	<u>162,055</u>	<u>168,655</u>

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

17. COMMITMENTS FOR EXPENDITURE (continued)

(c) Finance Lease Commitments (continued)

The NSW Police Force entered into a finance lease for the 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.

2013	2012
\$' 000	\$' 000

18. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

(a) Contingent Liabilities

Contingent liabilities comprise civil matter claims that have been made against the 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. The vast majority of settlements, if the claimant is successful, will be met by NSW Treasury Managed Fund.

<u>67,640</u>	<u>75,277</u>
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(b) Contingent Assets

The NSW Police Force entered into a lease for the 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. The 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.

<u>6,000</u>	<u>6,000</u>
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NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

19. BUDGET REVIEW

Net result

The actual net result was higher than budget by \$139 million.

This result was mainly due to the following factors:

- An overall reduction in death and disability expenditure of \$93 million;
- A reduction in expenses due to the impact of year-end actuarial triennial review and net present value adjustments to long service leave, superannuation and non renewable benefits of \$33 million;
- A decrease in employee benefits accepted by the Crown Entity \$29 million;
- A reduction in expense due to a lower workers' compensation hindsight adjustment \$39 million;
- Lower than budgeted depreciation charges reflecting capital activities \$17 million;
- Revenues from increased officer contributions to insurance funds and insurance recoveries \$22 million;
- An offsetting reduction in revenues for the Crown Entity expenses listed above \$62 million; and
- A net increase in other wages and salary costs, including variations in authorised police strength \$29 million.

Assets and liabilities

Total current assets increased by \$58 million compared to budget, mainly due to increases in cash and cash equivalents of \$33 million, permanent and partial disability self insurance gross recoveries of \$24 million respectively, and offset by a decrease in other assets of a net \$2 million.

Non-current assets increased by \$127 million over budget mainly due to the following factors:

- Land and buildings increased by \$33 million compared to budget due to a net increase in real estate values and additional expenditure of \$23 million;
- Plant and equipment increased by \$31 million due to an increase in expenditure; and
- increase in non-current 2005 Award permanent and partial disability self insurance gross recoveries of \$38 million, not in the original budget.

Total liabilities decreased by \$82 million compared to budget, mainly due to the reductions in the permanent and partial disability self insurance provision of \$113 million and other payables of \$27 million, offset by increase in other employee related provisions of \$57 million.

Cash flows

Net cash flows from operating activities decreased by \$21 million compared to the budget.

This is mainly due to the following:

- Minor variations in a number of grant funding items, contributing \$5 million more than budget;
- Other revenues for the year returned \$4 million less than budget;
- RMS and Commonwealth grants received in excess of budget \$8 million;
- Increased GST expense cash flow compared to budget assumptions \$50 million; and
- Favourable variations in cash flows for employee related costs \$15 million.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013	2012
	\$' 000	\$' 000
20. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT		
Net cash from operating activities	128,598	232,080
Depreciation and amortisation	(136,497)	(125,611)
Increase / (decrease) in receivables	25,656	47,833
Decrease / (increase) in creditors	37,184	(36,549)
Decrease / (increase) in provisions	75,600	108,489
Decrease / (increase) in other liabilities	19	1,379
Increase / (decrease) in Capital Works expenditure accruals	2,757	(148)
Net gain / (loss) on sale of plant and equipment	(3,826)	(1,138)
Net gain / (loss) on exchange of properties	-	4,801
Non-cash revenue – net	1,539	5,709
Net result	<u>131,030</u>	<u>236,845</u>

21. NON-CASH FINANCING AND INVESTING ACTIVITIES

Liabilities and expenses assumed by the Crown Entity:		
Superannuation	(67,521)	(72,425)
Long service leave	(41,538)	(129,604)
Payroll tax on superannuation	(3,681)	(3,947)
Donated assets	-	956
	<u>(112,740)</u>	<u>(205,020)</u>

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

	2013	2012
	\$' 000	\$' 000

22. TRUST FUNDS

The 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 the 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	16,860	13,526
Add: Receipts	14,314	15,412
Less: Expenditure	(14,564)	(12,078)
Cash balance at 30 June	16,610	16,860

23. ADMINISTERED ASSETS AND LIABILITIES

Administered Assets¹

Receivables	587	492
Total Administered Assets	587	492

Administered Liabilities²

Unearned income due not later than one year	8,963	8,893
Unearned income due later than one year	13,438	12,548
Total Administered Liabilities	22,401	21,441

Note

1. The administered assets comprise of accrued income from RMS for month of June 2013.
2. The administered liabilities comprise multi-years firearms and security industry licence payments in advance for a maximum period of upto 5 years. The fees collected are amortised based on the term of the licence.

24. ADMINISTERED INCOME

Firearms licensing	8,367	7,575
Security industry licensing	7,228	5,108
Fines and forfeitures	1,016	980
Receipts under Crimes Act	330	167
Other	7	5
Total	16,948	13,835

The administered income is not reported in the annual financial statements for NSW Police Force.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

25. FINANCIAL INSTRUMENTS

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. The NSW Police Force does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes. Further quantitative and qualitative disclosures are included throughout this financial statement.

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 Risk Management and Audit Committee.

(a) Financial Instrument Categories

	Note	Category	Carrying Amount 2013 \$' 000	Carrying Amount 2012 \$' 000
Financial Assets				
Cash and cash equivalent	7	N/A	98,628	116,092
Receivables ¹	8	Loans and receivables measured at amortised costs	17,208	15,047
Financial Liabilities				
Payables ²	13	Financial liabilities measured at amortised costs	75,044	107,754
Borrowings	14	Financial liabilities measured at amortised costs	162,857	168,655
Other liabilities	16	Financial liabilities measured at amortised costs	511	530

Notes:

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(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.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System, and the United Group Limited 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. This evidence includes past experience, and current and expected changes in economic conditions, and the nature and category of the debts. No interest is earned on these debtors. Sales are made on 30 day terms.

The 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 (\$16.090 million in 2012-13 and \$13.381 million in 2011-12) and debts totalling (\$1.119 million in 2012-13 and \$1.664 million in 2011-12) that are past due but not considered impaired in accordance with the NSW Police Force's policy together represent 79% of the total debtors.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

Trade Debtors	Total ^{1,2}	Past due but not impaired ^{1,2}	Considered impaired ^{1,2}
	\$' 000	\$' 000	\$' 000
2013			
< 3 months overdue	1,461	1,461	-
3 months – 6 months overdue	845	845	-
> 6 months overdue	930	683	247
2012			
< 3 months overdue	1,156	1,156	-
3 months – 6 months overdue	503	503	-
> 6 months overdue	475	323	152
Other Debtors	Total^{1,2}	Past due but not impaired^{1,2}	Considered impaired^{1,2}
	\$' 000	\$' 000	\$' 000
2013			
< 3 months overdue	943	943	-
3 months – 6 months overdue	483	483	-
> 6 months overdue	1,064	(3,297)	4,361
2012			
< 3 months overdue	410	410	-
3 months – 6 months overdue	(2)	(2)	-
> 6 months overdue	3,082	(725)	3,807

Notes:

1. Each column in the table reports 'gross receivables'.
2. The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the "total" will not reconcile to the receivables total recognised in the statement of financial position.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

(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 the 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 in the recurrent grants from the principal department of the cluster, the Department of Attorney General and Justice. Credit card facilities are also in operation within the 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.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 10.95% (2012- 12.37%).

The table below summarises the maturity profile of the NSW Police Force's financial liabilities, together with the interest rate exposure.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

(c) Liquidity Risk (continued)

	Weighted Average Effective Rate	Nominal Amount ² \$' 000	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate \$' 000	Variable Interest Rate \$' 000	Non- Interest Bearing \$' 000	< 1 Year \$' 000	1 - 5 Years \$' 000	> 5 Years \$' 000
2013								
<i>Payables</i> ¹	-	75,044	-	-	75,044	75,044	-	-
<i>Borrowings:</i>								
Finance Lease	6.61%	228,935	228,935	-	-	17,907	78,118	132,910
Treasury Advances Repayable	4.08%	802	802	-	-	133	669	-
<i>Other:</i>								
Lease Incentives	-	454	-	-	454	100	354	-
Other	-	57	-	-	57	57	-	-
		305,292	229,737	-	75,555	93,241	79,141	132,910
2012								
<i>Payables</i> ¹	-	107,754	-	-	107,754	107,754	-	-
<i>Borrowings:</i>								
Finance Lease	6.61%	246,236	246,236	-	-	17,301	75,476	153,459
<i>Other:</i>								
Lease Incentives	-	103	-	-	103	73	30	-
Other	-	427	-	-	427	427	-	-
		354,520	246,236	-	108,284	125,555	75,506	153,459

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 statement of financial position.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

(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, the NSW Police Force's exposure to market risk is considered minimal.

Foreign exchange rate risk

The 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, the NSW Police Force has minimal exposure to market risk or foreign currency risk and does not enter into commodity contracts.

The NSW Police Force had no foreign currency contracts outstanding at year end.

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 the 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 statement of financial position date. The analysis is performed on the same basis for 2011-12. 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. The financial instruments held by the 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.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

(d) Market Risk (continued)

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
2013					
<i>Financial assets:</i>					
Cash and cash equivalents	98,628	(986)	(986)	986	986
Receivables	17,208	(172)	(172)	172	172
<i>Financial liabilities:</i>					
Payables	75,044	(750)	(750)	750	750
Borrowings	162,857	(1,629)	(1,629)	1,629	1,629
Other liabilities	511	(5)	(5)	5	5
2012					
<i>Financial assets:</i>					
Cash and cash equivalents	116,092	(1,161)	(1,161)	1,161	1,161
Receivables	15,047	(150)	(150)	150	150
<i>Financial liabilities:</i>					
Payables	107,754	(1,078)	(1,078)	1,078	1,078
Borrowings	168,655	(1,687)	(1,687)	1,687	1,687
Other liabilities	530	(5)	(5)	5	5

Other price risk

Exposure to other price risk primarily arises through the investment in the TCorp Hour Glass Investment facilities. The 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 compared to carrying amount

Financial instruments of the NSW Police Force are generally recognised at cost or amortised cost in the statement of financial position, which approximates to fair value because of the short term nature of many of these financial instruments.

NSW POLICE FORCE

Notes to the financial statements for the year ended 30 June 2013

(f) ***Fair value recognised in the statement of financial position***

The entity uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

- Level 1 - Derived from quoted prices in active markets for identical assets / liabilities.
- Level 2 - Derived from inputs other than quoted prices that are observable directly or indirectly.
- Level 3 - Derived from valuation techniques that include inputs for the asset / liability not based on observable market data (unobservable inputs).

	Level 1	Level 2	Level 3	2013
	\$'000	\$'000	\$'000	Total \$'000
<i>Financial assets at fair value:</i>				
Cash and cash equivalents	-	98,628	-	98,628
Receivables	-	17,208	-	17,208
<hr/>				
	Level 1	Level 2	Level 3	2012
	\$'000	\$'000	\$'000	Total \$'000
<i>Financial assets at fair value:</i>				
Cash and cash equivalents	-	116,092	-	116,092
Receivables	-	15,047	-	15,047

The table above includes only financial assets, as no financial liabilities were measured at fair value in the statement of financial position.

There were no transfers between level 1 and 2 during the period ended 30 June 2013.

26. EVENTS AFTER THE REPORTING PERIOD

At the date of signing, there were no events subsequent to the reporting period which would have a material effect on the NSW Police Force's financial statements.

END OF AUDITED FINANCIAL STATEMENTS

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APPENDIX 1: NSW Police Force Staff

Summary of total strength details as at 30 June 2013

Employee	2008-09	2009-10	2010-11	2011-12	2012-13
Police officers*	15,720	15,633	15,943	15,977	16,371
Administrative officers	3,770	3,700	3,687	3,700	3,721
Ministerial officers	190	183	202	202	194
TOTAL	19,680	19,516	19,832	19,879	20,286

* Includes officers on secondment to other public sector agencies.

Strength details (police officers) as at 30 June 2013

Rank	Internal police		External seconded external funded		External seconded internal funded		Total	
	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13
Executive officers*	21	19	0	0	0	0	21	19
Commissioned officers [#]	870	871	1	2	2	1	873	874
Snr Sgt & Sgt	2,916	3,006	9	8	3	1	2,928	3,015
Snr Cst, Cst & Prb Cst	12,143	12,448	6	8	6	7	12,155	12,463
TOTAL	15,950	16,344	16	18	11	9	15,977	16,371

* 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* (PSES) officers

PSES*	No of officers June 2009		No of officers June 2010		No of officers June 2011		No of officers June 2012		No of officers June 2013	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Above 6	3	1	3	1	3	1	3	1	3	1
Level 6	0	0	0	0	0	0	0	0	0	0
Level 5	13	4	17	4	15	3	18	2	17	2
Level 4	4	2	3	1	2	1	2	1	1	1
Level 3	0	0	0	0	0	2	0	2	0	2
Level 2	0	2	0	1	0	0	0	0	0	0
Level 1	0	0	0	0	0	0	0	0	0	0
TOTAL	20	9	23	7	20	7	23	6	21	6

* Refer to Appendix 13 on page 104 for the name of, position held by and level and remuneration package of each executive officer of or above level 5 holding office at the end of the reporting year.

Police separations 2012-13

Rank	Retire		Death		Resign		Medically unfit**		Appointment annulment		Dismissed S80(3) ^{tt}		Removed S181D ^t		Contract terminated		Transfer		Total	
	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13
Executive officers*	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2
Commissioned officers#	6	4	0	1	1	0	55	39	0	0	0	0	0	0	0	0	1	0	63	44
Senior sergeant and sergeant	11	9	2	3	6	10	174	76	0	0	0	0	0	0	0	0	1	4	194	102
Constables (all)	7	15	6	5	184	180	481	201	0	0	10	6	4	4	0	0	3	6	695	417
TOTAL	24	29	8	9	191	190	710	317	0	0	10	6	4	4	0	0	5	10	952	565

* 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.

^{tt} Dismissal orders are served on constables appointed on probation. Dismissal orders made under section 80(3) 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.

^t Removal orders are served on the confirmed police officers. Removal orders made under section 181D 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 section 181D is the date the Commissioner signs that order. However for entitlement calculations the date of service of the order is used.

Administrative and ministerial officer separations 2012-13

Category	Retire		Death		Resign		Medically unfit**		Appointment annulment		Contract terminated		Dismissed		Temporary		Transfer		Secondment		Secondment to other govt body		Voluntary redundancy		Total	
	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13
Clerical	29	24	3	6	87	102	1	14	6	4	1	0	0	0	9	12	20	20	2	0	0	0	9	1	167	183
Professional	6	5	1	2	12	11	1	0	1	0	0	0	0	0	2	6	8	5	1	0	0	0	5	2	37	31
Other	3	5	1	1	32	38	3	4	1	1	0	0	0	1	6	3	4	4	0	0	0	0	4	0	54	57
Ministerial	3	4	0	0	8	5	0	0	2	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	14	11
TOTAL	41	38	5	9	139	156	5	18	10	5	1	0	0	1	17	21	33	31	3	0	0	0	18	3	272	282

There were a number of movements in wages, salaries and allowances this reporting year, *The Crown Employees (Police Officers-2009) Award* was varied to provide all police with increases to salaries and allowances of 3.2% from 1 July 2012.

The *Crown Employees (NSW Police Administrative Officers & Temporary Employees) Award 2009* was varied to provide a salary increase of 2.5% to the majority of administrative officers from 1 July 2012. Other groups such as medical officers, nurses and special constables were provided with similar increases in pay following variations to their industrial awards.

In response to the commencement of employer obligations under the Commonwealth Paid Parental Leave Scheme, an information guide was developed to assist commanders, managers and employees. During the reporting period the guide has been updated to incorporate Dad & Partner Pay.

APPENDIX 2: Equal Employment Opportunity (EEO)

TRENDS IN EEO TARGET GROUPS

Percentage of total staff^{1, 2}

EEO target group	Benchmark or target	2011	2012	2013
Women	50%	34.3%	34.5%	34.5%
Aboriginal people & Torres Strait Islanders	2.6%	2.4%	2.5%	2.7%
People whose first language was not English	19.0%	7.3%	7.5%	8.3%
People with a disability	N/A	0.9%	1.0%	1.1%
People with a disability requiring work-related adjustment	1.5%	0.3%	0.3%	0.3%

Distribution index³

EEO target group	Benchmark or target	2011	2012	2013
Women	100	94	94	94
Aboriginal people & Torres Strait Islanders	100	96	95	92
People whose first language was not English	100	87	89	93
People with a disability	100	114	111	103
People with a disability requiring work related adjustment	100	114	110	104

Source: NSW Department of Premier & Cabinet, Public Sector Workforce Profile 2013

1. Staff numbers are as at 30 June 2013.

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.

APPENDIX 2: Equal Employment Opportunity (continued)

The NSW Police Force continues its commitment to the implementation of a range of workplace diversity strategies (**including Equal Employment Opportunities**).

The **Workforce Equity & Diversity Strategic Plan 2012-2016** represents the organisation's strong commitment to a fair, safe and diverse workplaces. It is supported by workforce strategies that acknowledge and reasonably accommodate differences in background, perspective and family responsibilities of its employees. A number of initiatives have been progressed during the reporting period. They include:

- review of workplace diversity training, promotion of career opportunities through the Horizon Program which focuses on superintendent, senior officer and above
- review and implementation of human resource policies and procedures relating to working from home, family and community service (FACS) leave and personal carer's leave, and parental leave.

During the reporting period the organisation has also continued to implement and progress strategies under the **Women in Policing Strategic Plan**. This has included:

- conducting the Women's Leadership Program
- conducting My Mentor Program
- proactive engagement with workplaces with less than 10% women
- review and consolidation of existing information relating to flexible work arrangements as part of the broader Flexible Work Practices Project
- participation in the Diversity Leadership Skills Training Program under the Melbourne Business School Gender Equality Project.

The NSW Police Force continues to support the **Ready, Willing & Able** (RWA) disability employment program through the promotion of the RWA Information Guide.

The **Community Language Allowance Scheme** continues to be promoted to employees who speak a language other than English. During the reporting period the number of employees receiving the Community Language Allowance has increased from 128 employees to 140 employees, covering 26 languages.

APPENDIX 3: Disability Plans

Our commitment to people with disabilities

The NSW Police Force continues to host the Disability Advisory Council (DAC), which is chaired by Assistant Commissioner Denis Clifford, the NSW Police Force Corporate Sponsor for Vulnerable Communities. The DAC is made up of 10 members with expertise in disability issues, and meets four times per year. This year, the DAC has considered a wide range of issues affecting victims, witnesses and defendants with a disability, and has also established an Issues Log to track progress.

The NSW Police Force is also represented on a range of interagency committees working on issues for people with a disability in the criminal justice system.

APPENDIX 4: Multicultural Policies

NSW Police Force Multicultural Policies & Services Forward Plan 2011-2014

The plan titled *NSW Police Force Police Priorities for Working in a Culturally, Linguistically & Religiously Diverse Society and Multicultural Policies & Services Forward Plan 2011 - 2014* complies with the *NSW Principles of Multiculturalism* as required by the *Community Relations Commission and Principles of Multiculturalism Act 2000*.

The Plan takes into account the diversity of the community in which the NSW Police Force operates with a particular focus on how this diversity impacts its core business. The plan contains six broad priority areas that are linked to and support operational policing priorities. Each of these priorities outlines our commitments, responsibilities and performance indicators for achieving NSW Police Force objectives for working with culturally, linguistically and religiously diverse backgrounds. The six priority areas are:

1. **Targeted programs to reduce and prevent crime:** Increase the capacity and confidence of communities from diverse linguistic, cultural and religious backgrounds to work with police to report crime and contribute to reducing the rates of crime and violence in the broader community.
2. **Working with victims, witnesses, offenders and communities from diverse cultural, linguistic and religious backgrounds:** Barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them.
3. **Community consultation and participation:** Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory boards, significant committees and consultations.
4. **Staff capacity building and support:** The capacity of the agency is enhanced by the employment and training of people with linguistic and cultural expertise.
5. **Operational planning and capacity:** Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency.
6. **Leadership and accountability:** Chief executive officers and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and the wider community.

Frontline commands with a significant population of diverse communities and specialist commands have local Multicultural Policies & Services Programs (MPSP) with specific strategies under each priority area. Local multicultural community liaison officers (MCLOs) support police and help build strong community relations. They also provide assistance with victim support, information and crime prevention projects in partnership with local community agencies and other specialist liaison officers.

Major gains have been achieved in areas such as:

- establishing and maintaining community and agency partnerships at local, regional and corporate levels
- increased enrolment and graduation of recruits from culturally and linguistically diverse backgrounds following a targeted recruitment campaign
- the development of the Bias Crimes Portfolio, aimed at raising awareness among police and communities about bias-motivated incidents and crimes
- the Multicultural Community Liaison Officer Program, which celebrated its 25th anniversary. A two-day conference spanning the past, present and future of the program recognised the positive contributions of the program and confirmed the agency's commitment
- increased focus on the safety of international students in line with federal and state government directions. Internal research, active participation on state committees and increased local liaison with international student and education service providers led to the development of appropriate strategies.

APPENDIX 4: Multicultural Policies (continued)

The following key multicultural strategies are proposed in the coming year:

Priority 1: Targeted programs to reduce and prevent crime

While there is a strong emphasis on programs targeting young people, newly arrived refugees and migrants, the NSW Police Force will reach out to other groups at risk of victimisation, including older people, those with disabilities and asylum seekers in community detention or on bridging visas.

Priority 2: Working with victims, witnesses, offenders and communities

The roll out of the Language Services Policy will enable consistent and efficient service delivery across the organisation. We will also explore the development of a multilingual communications strategy to support a range of resources and modes of communication.

Priority 3: Community consultation and participation

The revised Commissioner's Police Multicultural Advisory Council will be a significant point of reference and help identify emerging priorities. We will also review our community engagement guidelines to provide greater information on levels of engagement and how these efforts are measured.

Priority 4: Staff capacity building and support

We will continue with targeted recruitment from diverse cultural and linguistic backgrounds, and improve monitoring and support of these recruits and staff who receive the Community Language Allowance.

Priority 5: Operational planning and capacity

Local MPSP plans will be supported through targeted workshops and focus group discussions as well as exploring collaborations across business units to reduce costs and effort. Particular attention will be paid to specialist commands to ensure they are able to meet the MPSP objectives.

Priority 6: Leadership and accountability

We will explore the benefits of establishing an agency MPSP planning and monitoring committee to ensure the Principles of Multiculturalism are integrated into all business planning processes.

Our commitment to use independent professional interpreters

For investigative and court purposes we use independent accredited interpreters when communicating with people who are not able to speak or understand English, or who have a speech or hearing impairment.

An agreement between the Community Relations Commission for a Multicultural NSW and the Department of Attorney General & Justice allows police to book interpreters for victims of domestic and family violence, and for all offenders on behalf of local courts for first court appearances and mentions.

APPENDIX 5: Government Information & Public Access

The NSW Police Force Information Access & Subpoena Unit administers and fulfils the NSW Police Force's obligations under the *Government Information (Public Access) Act 2009* (GIPA). The GIPA Act replaced the *Freedom of Information Act 1989* on 1 July 2010.

The total number of valid GIPA Act applications processed this reporting year was 5,523.

Table A: Number of applications^a by type of *APPLICANT* and outcome^b

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether info is held	Application withdrawn
Media	22	11	22	11	4	0	0	1
Members of Parliament	2	3	0	0	0	2	0	0
Private sector business ^c	4	13	6	0	0	0	0	0
Members of the public (via legal representative) ^c	538	1,595	397	4	1	11	1	44
Members of the public (other) ^c	19	38	19	0	0	0	0	0
Not for profit org or community group ^c	129	947	153	0	0	6	0	13

Table B: Number of applications^a by type of *APPLICATIONS* and outcome^b

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether info is held	Application withdrawn
Personal information applications ^c	998	2,754	729	4	1	12	1	55
Access applications (other than personal info applications)	11	9	21	6	0	10	0	3
Access applications that are partly personal info applications and partly other	1	13	2	0	0	0	0	0

a. Due to constraints with the existing database, not all valid applications have been coded to source or type of application. A database enhancement is in progress.

b. More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such application.

c. A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant.

APPENDIX 5: Government Information & Public Access (continued)

Table C: Invalid applications^a

Reason for Invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	403
Application is excluded information of the agency (section 43 of the Act)	2
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	405
Invalid application that subsequently became valid applications	2

Table E: Other public interest considerations against disclosure: Matters listed in table to section 14 of Act^a

	Number of occasions when application successful ^b
Responsible and effective government	285
Law enforcement and security	348
Individual rights, judicial processes and natural justice	2,929
Business interests of agency and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	15
Exempt documents under interstate Free of Information legislation	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters as listed in Schedule 1 to Act^a

	Number of times consideration used ^{bc}
Overriding secrecy laws	24
Cabinet information	1
Executive council information	0
Contempt	0
Legal professional privilege	4
Excluded information	125
Documents affecting law enforcement and public safety	3
Transport safety	1
Adoption	0
Care and protection of children	3
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

a. Due to constraints with the existing database, not all valid applications have been coded to source or type of application. A database enhancement is in progress.

b. A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant.

c. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

Table F: Timeliness^{ab}

	Number of applications
Decided within statutory timeframe (20 days plus any extensions)	3,533
Decided within 35 days (by agreement with applicant)	111
Not decided within time (deemed refusal)	1,424
TOTAL	5,068

Table G: Number of applications^{ab} reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	TOTAL
Internal review	269	27	293
Review by Information Commissioner ^c	2	2	4
Internal review following recommendation under 93 of the Act	4	1	5
Review by Administrative Decisions Tribunal	1	6	7
TOTAL	276	36	309

Table H: Applications^{ab} for review under Part 5 of the Act (by type of applicant)

	Number of applications
Applications by access applicants ^d	298
Applications for persons to whom information the subject of access application relates (see section 54 of the Act)	0

a. Due to constraints with the existing database, not all valid applications have been coded to source or type of application. A database enhancement is in progress.

b. Includes applications for review received in 2012-13.

c. The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

d. Not all matters under review this reporting year have been finalised.

APPENDIX 6: Injuries & Workers Compensation Claims

The NSW Police Force has received one improvement notice in the year 2012/2013. The requirements of this notice have been addressed. The WorkCover Authority of NSW commenced one prosecution against the NSW Police Force on 7 September 2012 and is ongoing.

Claim frequency rate by mechanism of injury

	2008-09	2009-10	2010-11	2011-12	2012-13	Difference 11-12 and 12-13
Being hit by moving objects	3.42	2.97	3.44	3.37	3.59	0.22
Biological factors	0.59	0.91	1.22	0.92	1.15	0.23
Body stressing	5.47	5.47	4.98	4.60	3.66	-0.94
Chemicals and other substances	0.26	0.32	0.25	0.27	0.33	0.06
Falls, trips and slips of a person	2.56	2.04	2.60	2.58	1.96	-0.62
Heat, electricity and other environmental factors	0.05	0.07	0.09	0.07	0.08	0.01
Hitting objects with a part of the body	0.71	0.62	1.09	1.22	1.02	-0.19
Mental stress	3.59	4.12	4.86	3.15	2.16	-0.99
Sound and pressure	0.06	0.07	0.07	0.10	0.05	-0.05
Vehicle incidents and other	3.28	3.43	2.62	1.47	1.16	-0.31
TOTAL	20.00	20.02	21.22	17.74	15.16	-2.58

Source: Treasury Managed Fund Data Warehouse current at 31 July 2013

Note: Claims include all claims reported to the NSW Police Force insurer by sworn and non-sworn employees covered by the Workers Compensation Act 1987. Claims are reported per 100 full time equivalent employees (FTE). These FTE figures were obtained from the December 2012 wage declaration. Claim numbers are subject to minor revision in subsequent years as details of individual claims are updated. The mechanism of injury categories are based on the Types of Occurrence Classification System Version 3.1.

APPENDIX 7: Staff Drug & Alcohol Testing

Drug and alcohol testing supports a safe workplace

The NSW Police Force recognises the safety and integrity risks posed by the use of illegal drugs and alcohol by staff. An extensive drug and alcohol testing program is in place to identify and deter illegal drug use and inappropriate alcohol use.

Testing includes:

- random drug and alcohol testing of sworn officers
- random drug and alcohol testing of students of policing
- targeted drug, steroid and alcohol testing of sworn officers / students of policing
- mandatory testing for drugs and alcohol in circumstances required by legislation.

Program results	2011-12		2012-13	
	Type	Positive	Type	Positive
DRUG				
Random – sworn officers	4,811	3	4,532	1
Random – students	128	0	95	0
Targeted	26	5	18	3
SUBTOTAL	4,965	8	4,645	4
ALCOHOL				
Random – sworn officers	13,411	8	10,055	6
Random – students	2,265	6	1,095	3
Targeted	9	1	9	4
SUBTOTAL	15,685	15	11,159	13
OTHER				
Targeted steroid	6	1	8	2
Mandatory testing	102	0	95	0
SUBTOTAL	108	1	103	2
TOTAL TESTS	20,758	24	15,907	19

Note: Revisions to previously published data reflect delays between taking samples and receiving results. Figures published here will be similarly revised. It should be noted that in addition to the four positive drug tests in the 2012/13 year to date, three officers tendered their resignation rather than undergo the drug test.

APPENDIX 8: Privacy & Personal Information

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

The NSW Police Force collects, holds, uses and discloses personal and health information about individuals on a daily basis. The Computerised Operational Policing System (COPS) is an extensive database used to capture, access and analyse crime information and intelligence. 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 and Personal Information Protection (PPIP) Act 1998* and the *Health Records and Information Privacy (HRIP) Act 2002* provide members of the community with legally enforceable rights and safeguards about how government agencies, including the NSW Police Force, must deal with their personal and health information. These Acts also provide police with a number of exemptions when exchanging personal information with other agencies or third parties for law enforcement or community protection purposes. We 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*.

To guide NSW Police Force employees in the management of personal and health information of individuals, we have created a *Privacy Code of Practice* and a *Privacy Management Plan*. These documents assist us in managing our responsibilities under the PIPP Act.

De-identified information from COPS records is provided to the NSW Bureau of Crime Statistics & Research, Australian Bureau of Statistics and other agencies for crime statistics compilation.

This reporting year four applications for amendment of personal information were received by our Employment Law Unit under the provisions of section 15 of the PPIP Act. Nine applications for internal review were received under the provisions of Part 5 (section 53) of the PIPP Act. Of these reviews, five applicants sought further review by the Administrative Decisions Tribunal pursuant to section 55 of the PIPP Act.

APPENDIX 9: Complaints against Police

We strive to improve our services as a result of complaints and consumer suggestions.

There was a 5.7% decrease in the number of complaints against police officers received this reporting year. There was also a 0.4% decrease in the number of issues identified within these complaints during this time.

The NSW Police Force remains committed to resolving complaints quickly and efficiently. To support this we have streamlined our complaints system and introduced informal processes to help resolve minor matters quickly. This reporting year more than 86% of complaints against police officers were successfully resolved without needing a formal investigation. We continue to focus on the release of complaint information in accordance with procedural fairness and government policy and our management systems continue to focus on remedial approaches to managing the conduct of police officers.

The survey relating to Complainant Satisfaction has been deferred in 2013 while consultation occurs with the NSW Ombudsman in relation to improving its design and efficacy.

For further information about the extent and main features of the complaints we have received refer to the table: Issues raised in complaints received (on page 97).

Issues raised in complaints received

Category	2008-09	2009-10	2010-11	2011-12	2012-13	Difference 11-12 and 12-13
Academic misconduct (category introduced in 2010-11)	n/a	n/a	53	59	25	-57.6%
Arrest	124	136	158	129	135	4.7%
Corruption/misuse of office	407	332	408	361	376	4.2%
Custody	160	135	159	165	148	-10.3%
Customer service related (category introduced in 2010-11)*	n/a	n/a	1,632	1,550	1,533	-1.1%
DNA evidence and sampling	0	2	2	3	2	-33.3%
Drugs (other than searches or evidence matters)	123	83	106	116	98	-15.5%
Evidence	170	185	179	172	162	-5.8%
Failure to observe service standards	32	62	69	47	56	19.1%
False complaint	12	11	5	5	8	60.0%
Harassment and discrimination	370	344	375	329	418	27.1%
Investigations	813	965	1,117	1,094	1,150	5.1%
Local management issues*	2,973	2,731	1,740	1,804	1,688	-6.4%
Misconduct	194	224	218	169	184	8.9%
Misuse of information and information systems	463	406	392	360	383	6.4%
Other criminal act or omission (not specified elsewhere)	318	292	337	324	301	-7.1%
Property and exhibits	233	201	211	240	236	-1.7%
Prosecution	243	282	331	329	281	-14.6%
Searching	123	117	122	132	119	-9.8%
Service delivery*	1,373	1,515	840	871	968	11.1%
Theft/misappropriation	50	71	51	39	31	-20.5%
Traffic offences	123	112	112	153	88	-42.5%
Unreasonable use of force (including assault)	662	570	567	539	533	-1.1%
Untruthfulness/lying/dishonesty	193	230	173	164	209	27.4%
Use of organisational resources	110	91	108	78	59	-24.4%
TOTAL	9,269	9,097	9,465	9,232	9,191	-0.4%

* The data listed under Service Delivery and Local Management Issues prior to 2010-11 is not comparable to that published in previous years' Annual Reports, due to the introduction of the Customer Service Related category.

In 2012-13 there were 4,928 complaints made against police officers. These contained 9,191 separate issues or allegations, 19% of which were sustained. These statistics are based on data extracted from c@ts.i at 30 June 2013 and include complaints from both staff and members of the community. Previously published figures are revised as new complaints are received and entered onto the system.

APPENDIX 10: Requests for Assistance

In this reporting period the NSW Police Force answered 90% of Triple Zero (000) calls within 10 seconds with an average answer time of eight seconds. Calls to the Police Assistance Line (131 444) were answered in an average of 40 seconds per call. The number of contacts we received is outlined in the chart below.

	2008-09	2009-10	2010-11	2011-12	2012-13
Triple Zero (000)	865,306	830,710	797,415	791,687	772,710
Police Assistance Line (131 444)	519,485	497,401	499,514	563,561	601,502
Hold-up alarms	10,729	6,905	4,004	3,257	2,518
Alarms (for alarm companies)	26,028	2,455	1,493	1,252	1,037
Crime Stoppers (1800 333 000)	48,510	46,412	53,328	60,149	64,679
Customer Assistance Unit (1800 622 571)	25,216	23,929	23,770	28,619	24,220
Police Switchboard (9281 0000)	146,732	128,379	111,254	97,120	90,213
Missing Persons Unit after hours (1800 025 091)	281	297	280	258	207
Injury Management Hotline (1800 996 336)	669	436	289	253	212
Child Wellbeing Unit	N/A	19,271	34,522	33,109	33,241
TOTAL	1,642,956	1,556,195	1,525,869	1,579,265	1,590,539

Source: PoliceLink telephony systems

Note: These figures do not include phone calls and face to face visits made to police stations and in the field. Decreases in calls from alarm monitoring companies are a result of changes to procedures between the NSW Police Force and alarm companies, including a direct access service freeing up Triple Zero (000).

APPENDIX 11: Significant Judicial Decisions

Beckett v New South Wales [2013] High Court of Australia 17

Reversed the established law in Australia that a person subject to a *nolle prosequi* (plaintiff declares they wish to discontinue the action) in criminal proceedings must then prove their innocence before they were entitled to receive damages for malicious prosecution. No such proof is now necessary.

Clavel v Savage [2013] NSW Supreme Court 775

(The State of New South Wales was the third of three defendants) – confirmed the existence of the tort of intentional infliction of harm in Australia – also confirmed that dismissal under section 10 of the *Criminal (Sentencing Procedure) Act 1999* is not “favourable termination” for the purposes of a claim for damages for malicious prosecution (previously no decisions in NSW on this point). *Note: This decision is under appeal by the plaintiffs.*

Beck v State of NSW [2012] NSW Supreme Court 1483

His Honour found that the plaintiff urinating on a public street in Sydney CBD was not offensive behaviour as the plaintiff had not been actually observed in the act (notwithstanding the fact that he had admitted to the conduct). *Note: This decision is under appeal by the State of New South Wales.*

Jacobs v R [2013] NSW Supreme Court 633

This decision is authority for the proposition that legal professional privilege will attach to a “legal advice” which is prepared by a non-legally qualified person (for example a police prosecutor or paralegal) when that advice is prepared at the direction of and in consultation with a supervising solicitor who subsequently endorses the advice as their own.

Michael McDiarmid v Commissioner of Police, Industrial Relations Commission

Section 173 reviewable action regarding inappropriate off duty Facebook comments by a sergeant to a probationary constable (following similar pattern of conduct). Commissioner successfully upheld an order for a reduction in rank (albeit limited to six months). This matter has significant implications for off duty conduct, use of social media / Facebook, pattern of conduct disciplinary issues, and appropriate behaviour between senior and junior officers.

Commissioner of Police v Eaton [2013] High Court of Australia 2

The NSW Police Force successfully appealed the NSW Court of Appeal Decision regarding the dismissal of probationary constables. The Commissioner of Police may dismiss any such probationary police officer from the NSW Police Force at any time and without giving any reason without any recourse to the Industrial Relations Commission.

AEZ v Commissioner of Police, NSW Police Force [2013] – Administrative Decisions Tribunal 90

Information held on COPS was not subject to amendment or deletion under *Privacy and Personal Information Protection Act (NSW)*.

Robinson v Commissioner of Police, NSW Police Force [2013] Federal Court of Australia Full Court 64

Disability discrimination – Decision upholding Robinson v the NSW Police Force [2011] Federal Court of Australia 1081 dismissing an appeal against an earlier decision that the NSW Police Force was not providing a service to a person when performing particular public duties (investigating crime).

APPENDIX 12: Legislative Changes

On 6 July 2012 the *Firearms Act 1996* was amended to authorise police officers to seize licences and permits that are suspended, revoked or otherwise cease to be in force. Before the amendments, police only had the power to seize a person's firearms.

On 20 July 2012 the *Evidence (Audio and Audio Visual Links) Act 1998* was amended to allow accused detainees to appear in first appearance bail proceedings via an audio or audio visual link during the Local Court Annual Conference. During the conference the majority of local court complexes were closed to enable magistrates to attend.

On 17 August 2012 the *Oaths Regulation 2011* was amended to require police to produce only their identification card when swearing a statutory declaration or affidavit before an authorised officer. This amendment is most relevant for police applying for warrants.

On 24 August 2012 the *District Court Rules 1973* were amended to require an application for a ‘Judge alone’ trial in the Supreme Court or District Court to be in writing in the approved form.

On 1 September 2012 the *Children and Young Persons (Care and Protection) Regulation 2000* was repealed and remade (with minor amendment) as the *Children and Young Persons (Care and Protection) Regulation 2012*. The repeal was part of the automatic staged repeal process under the *Subordinate Legislation Act 1989*.

On 1 September 2012 the *Criminal Assets Recovery Regulation 2006* was repealed and remade (with minor amendment) as the *Criminal Assets Recovery Regulation 2012*. The repeal was part of the automatic staged repeal process under the *Subordinate Legislation Act 1989*.

APPENDIX 12: Legislative Changes (continued)

On 1 September 2012 the *Law Enforcement (Controlled Operations) Regulation 2007* was repealed and remade (with minor amendment) as the *Law Enforcement (Controlled Operations) Regulation 2012*. The repeal was part of the automatic staged repeal process under the *Subordinate Legislation Act 1989*.

On 1 September 2012 the *Prevention of Cruelty to Animals Regulation 2006* was repealed and remade (with minor amendment) as the *Prevention of Cruelty to Animals Regulation 2012*. The repeal was part of the automatic staged repeal process under the *Subordinate Legislation Act 1989*.

On 1 September 2012 the *Rural Lands Protection Regulation 2010* was amended to permit the riding of camels on public roads and travelling stock reserves. The amendments also extended the regulation of transport of stock under Part 10A of the *Rural Lands Protection Act 1998* and applied to various animals.

On 4 September 2012 the *Drug and Alcohol Treatment Regulation 2012* commenced, creating the legislative framework for a statewide regime of involuntary detention in treatment centres for people with severe substance dependence.

On 13 September 2012 the *Crimes Act 1900* was amended to create a number of new indictable offences relating to gambling. The offences include engaging in conduct that corrupts a betting outcome; facilitating conduct that corrupts a betting outcome, encouraging a person to conceal conduct that corrupts a betting outcome; using corrupt conduct information for a betting purpose; and using inside information for a betting purpose.

On 21 September 2012 the *Road Transport (Safety and Traffic Management) Regulation 1999* was amended to enable authorised officers to remove vehicles that are parked illegally on freeways if they are causing (or are likely to cause) danger to the public or undue traffic congestion.

On 24 September 2012 the *Crimes Act 1900* was amended to create a new offence of kidnapping with intent to commit an indictable offence. The maximum penalty for the new offence is imprisonment for 14 years. The amendments also abolished the common law rule that a person cannot be found guilty of an offence involving failing to disclose a crime committed by the person's husband or wife or de facto partner. Further, amendments were made so that a 16 or 17 year child is taken to be under the special care of the de facto partner of their parent, guardian or foster parent for the purposes of the offence of having sexual intercourse with a child under special care.

On 24 September 2012 the *Criminal Procedure Act 1986* was amended to extend the meaning of sensitive evidence to include certain audio recordings.

On 24 September 2012 the *Crimes (Domestic and Personal Violence) Act 2007* was amended to enable a guardian under the *Guardianship Act 1987* to make an application for an apprehended violence order on behalf of that person.

On 24 September 2012 the *Crimes (Serious Sex Offenders) Act 2006* was amended to provide that the offence of kidnapping with intent to commit an indictable offence is a serious sex offence. Accordingly, a person who is sentenced to imprisonment for this offence may be subject to extended supervision orders and continuing detention orders.

On 24 September 2012 the *Young Offenders Act 1997* was amended to authorise the disclosure of information relating to warnings, cautions and conferences under that Act to the Bureau of Crime Statistics & Research.

On 24 September 2012 the *Young Offenders Regulation 2010* was amended to provide that the disclosure of information relating to warnings, cautions and conferences under the *Young Offenders Act 1997* is only permitted if the information will be used for research and statistical purposes and will not, if published, identify the child.

On 24 September 2012 the *Sporting Venues (Offenders Banning Orders) Act 2005* was repealed.

On 1 October 2012 the *Sydney Olympic Park Authority Regulation 2007* was repealed and remade (with minor amendment) as the *Sydney Olympic Park Authority Regulation 2012*.

On 5 October 2012 the *Police Regulation 2008* was amended to provide that the Commissioner of Police is not under a duty to make available certain documents if those documents would be privileged from production in legal proceedings on the grounds of legal professional privilege.

On 5 October 2012 the *Police Regulation 2008* was amended to enable samples of urine provided by targeted officers to be initially screened for the possible presence of prohibited drugs. Before the amendments only samples obtained from random sampling could be subject to initial screening.

On 12 October 2012 the *Passenger Transport Regulation 2007* was amended to provide for a 12 month trial of a taxi fare pre-payment scheme for specified taxi zones in Kings Cross. The amendments also created various penalty notice offences relating to the trial.

On 26 October 2012 the *Law Enforcement and National Security (Assumed Identities) Regulation 2010* was amended to declare various laws from the Commonwealth, Queensland, South Australia, Victoria, Tasmania and the Australian Capital Territory as laws that correspond to the *Law Enforcement and National Security (Assumed Identities) Act 2010*.

On 29 October 2012 the *Crimes (Interstate Transfer of Community-based Sentences) Act 2004*, *Parole Orders (Transfer) Act 1983* and the *Prisoners (Interstate Transfer) Act 1982* were amended to enable police to arrest (under warrant issued by the Commissioner of Corrective Services) certain interstate offenders, convey them to the place specified in the warrant and deliver them to interstate law enforcement officers.

On 29 October 2012 the *Law Enforcement (Powers and Responsibilities) Act 2002* was amended to authorise police officers to use dogs for general drug detection (without a warrant) on the streets and other public places within the Kings Cross precinct.

On 29 October 2012 the *Law Enforcement (Powers and Responsibilities) Regulation 2005* was amended to authorise police officers to use dogs for general drug detection (without a warrant) on all suburban train lines operated by CityRail.

On 29 October 2012 the *Tattoo Parlours Act 2012* was amended to confer on police increased entry and search powers, prohibit unlicensed tattooists from performing body art tattooing procedures on licensed premises and to impose additional licence conditions.

On 1 November 2012 the *Road Rules 2008* were amended to further address the use of mobile phones by drivers and to further clarify various driving offences including those related to roundabouts.

On 1 November 2012 the *Security Industry Act 1997* was amended to extend the investigatory powers of enforcement officers (including police and certain unsworn members of the NSW Police Force).

On 1 November 2012 the *Security Industry Regulation 2007* was amended to change licence requirements, reporting obligations and signage conditions. The amendments also exempted certain classes of people from being subject to the provisions of the *Security Industry Act 1997*.

On 20 November 2012 the *Bail Act 1978* was amended to authorise the courts to impose enforcement conditions on a grant of bail. An enforcement condition is a bail condition requiring the accused to comply with certain directions issued by police for the purpose of monitoring or enforcing compliance with an underlying bail condition.

On 1 December 2012 the *Liquor Act 2007* was amended to change the list of licensed premises that are subject to special licence conditions.

On 7 December 2012 the *Liquor Regulation 2008* was amended to prescribe additional licence conditions in respect of licensed premises in the Kings Cross precinct.

On 7 December 2012 the *Passenger Transport Act 1990* was amended to include provisions relating to railway ticketing and conduct. The amendments also extended the definition of "authorised officer" under that Act to include police, enabling them to issue penalty notices under that Act.

On 7 December 2012 the *Passenger Transport Regulation 2007* was amended to extend the provisions dealing with ticketing to include train travel.

On 10 December 2012 the *Children (Community Service Orders) Act 1987* was amended to require a court making a community service order under that Act (in relation to an offence under the *Graffiti Control Act 2008*) to impose a condition requiring that the graffiti be removed.

APPENDIX 12: Legislative Changes (continued)

On 10 December 2012 the *Crimes (Sentencing Procedure) Act 1999* was amended to require a court making a community service order under that Act (in relation to an offence under the *Graffiti Control 2008*) to impose a condition requiring that the graffiti be removed.

On 1 January 2013 the *Classification (Publications, Films and Computer Games) Enforcement Act 1995* was amended to provide for the enforcement of provisions relating to R18+ classified computer games. The amendments created various offences relating to the advertisement, sale and demonstration of such games.

On 1 January 2013 the *Director of Public Prosecutions Act 1986* and the *Director of Public Prosecutions Regulation 2010* were amended, changing the duty to disclose sensitive information to the Director of Public Prosecutions. The amendments imposed increased disclosure requirements and introduced a new form for making such disclosures.

On 7 January 2013 the *Smoke-free Environment Act 2000* was amended to extend the prohibition on smoking in enclosed public places to certain outdoor public places including near children's play equipment, swimming pool complexes, public transport stops/stations, pedestrian access points and commercial outdoor dining areas.

On 18 January 2013 the *Liquor Regulation 2008* was amended to extend trading hours for hotels and clubs on certain Sundays during the Tamworth Country Music Festival and various sporting events.

On 31 January 2013 the *Tattoo Parlours Regulation 2013* commenced prescribing additional requirements for applicants for licences under the *Tattoo Parlours Act 2012*, imposing further conditions on licence holders, extending the grounds on which applications can be refused, creating certain offences in connection with the misuse of licences and to prescribe certain offences as being penalty notice offences.

On 8 February 2013 the *Passenger Transport Regulation 2007* was amended to rewrite certain conduct offences for public passenger vehicles to extend them to include trains.

On 15 February 2013 the *Rail Safety (Offences) Regulation 2008* was repealed.

On 28 February 2013 the *Crimes (Appeal and Review) Act 2001* was amended to enable the Supreme Court to determine an appeal made by a prosecutor against an order for costs in the Local Court by setting aside the costs order and making such other order as the court thinks fit or by dismissing the appeal.

On 1 March 2013 the *Firearms Regulation 2006* was amended to provide for a new type of permit called an ammunition permit and to provide the circumstances in which the Commissioner of Police may issue such permits. The amendments also exempt club armourers from certain requirements under the *Firearms Act 1996*.

On 4 March 2013 the *Firearms Act 1996* and the *Firearms Regulation 2006* were amended to require licensed firearms dealers to keep records of purchases and sales of ammunition.

On 19 March 2013 the *Crimes (Serious Sex Offenders) Act 2006* was amended and renamed the *Crimes (High-risk Offenders) Act 2006* to provide for the continued supervision and detention of certain high-risk violent offenders as well as serious sex offenders. The amendments also extended the operation of the Act to apply to certain offences committed by juveniles in appropriate cases.

On 25 March 2013 the *Crimes (Sentencing Procedure) Act 1999* and the *Criminal Appeal Act 1912* were amended to enable a court when sentencing a person for murder (who was under the age of 16 at the time of the offence and who is still a juvenile at the time of sentence) to impose a sentence of imprisonment on a provisional basis.

On 28 March 2013 the *Criminal Records Regulation 2013* was amended to enable the Commissioner of Police to disclose records of spent convictions to the Australian Commission for Law Enforcement Integrity.

On 3 April 2013 the *Crimes (Criminal Organisations Control) Act 2012* was amended so that the Supreme Court (rather than an eligible judge) can make a declaration that an organisation is a criminal organisation under the Act. The amendments are modelled on Queensland provisions that have withstood a challenge to the High Court.

On 3 April 2013 the *Law Enforcement (Controlled Operations) Act 1997* was amended to provide for a secondary law enforcement officer to exercise the functions of a principal law enforcement officer in authorised controlled operations whenever the principal law enforcement officer is unavailable.

On 3 April 2013 the *Surveillance Devices Act 2007* was amended to permit the use of listening devices by authorised controlled operations that include civilian participants.

On 8 April 2013 the *Firearms Act 1996* was amended to prevent the sale of ammunition by a licensed firearms dealer to a shooter unless the purchaser is the registered owner of, or has a permit to acquire, a firearm that takes the ammunition.

On 13 May 2013 the *Criminal Procedure Act 1986* was amended to make a person found guilty of offences in summary proceedings before the local court automatically liable to pay a court costs levy. The levy is equal to the current filing fee (\$83). Before the amendments, a local court magistrate could exercise discretion in relation to making such orders.

On 17 May 2013 the *Privacy and Personal Information Protection Regulation 2005* was amended to exempt local councils from certain provisions of the *Privacy and Personal Protection Act 1998*. The amendments enable the NSW Police Force to receive real time CCTV footage from council cameras installed in public places.

On 24 May 2013 the *Intoxicated Persons (Sobering Up Centres Trial) Act 2013* commenced establishing the legislative framework for a trial of a scheme that provides for the detention and care of intoxicated people.

On 31 May 2013 the *Liquor Act 2007* was amended to change the list of licensed premises that are subject to special licence conditions.

On 31 May 2013 the *Liquor Regulation 2008* was amended to allow hotels and clubs to trade until midnight on certain Sundays when certain special events will be held (including the National Rugby League Grand Final).

On 15 June 2013 the *Child Protection (Offenders Registration) Act 2000* was amended to extend the reporting requirements under that Act to volunteering arrangements.

On 15 June 2013 the *Child Protection (Working with Children) Regulation 2013* commenced prescribing various matters (including specifying work as child-related work, manner of notifications and certain exemptions) under the *Child Protection (Working with Children) Act 2012*.

On 21 June 2013 the *Law Enforcement (Controlled Operations) Act 1997* was amended to prescribe the *Criminal Investigation (Covert Powers) Act 2012* of Western Australia as a corresponding law.

On 21 June 2013 the *Law Enforcement and National Security (Assumed Identities) General Regulation 2010* was amended to declare the *Criminal Investigation (Covert Powers) Act 2012* of Western Australia as a corresponding law.

On 21 June 2013 the *Evidence (Audio and Audio Visual Links) Act 1998* was amended to allow accused detainees to appear in first-appearance bail proceedings via an audio or audio visual link during the Christmas/New Year period in each year and the Local Court Annual Conference. During these times the majority of local court complexes are closed.

On 21 June 2013 the *Local Court Act 2007* was amended to provide for the appointment of a legally qualified and admitted police prosecutor as a member of the Local Court Rule Committee when the committee is exercising functions in respect of matters relating to the court's criminal jurisdiction.

On 21 June 2013 the *Young Offenders Act 1997* was amended to enable the NSW Police Force to disclose records of, or relating to, warnings, cautions and conferences under the *Young Offenders Act 1997* to the Department of Attorney General & Justice for the purposes of the department's *Youth on Track* scheme.

APPENDIX 13: Senior Executive Service

The following performance reports have been prepared with regard to the officers' agreed performance criteria. There have been no performance incentives offered or paid to any senior executive officers this reporting year.

ANDREW PHILLIP SCIPIONE APM

POSITION	Commissioner of Police
SES LEVEL	8 (1 September 2007 – present)
TOTAL REMUNERATION PACKAGE	\$476,177 per annum (as at 30 June 2013)

Andrew Scipione APM joined the NSW Police Force in 1980 and was appointed Commissioner in September 2007. He holds a Masters Degree in Management (Macquarie University), a Graduate Diploma in Police Management (Macquarie University) and a Graduate Certificate in Security Management (Edith Cowan University). He is a Fellow of the Australian Institute of Management, a Member of the Australian Institute of Company Directors and a Graduate of the FBI National Executive Institute. In April 2013 Commissioner Scipione was awarded an Honorary Doctor of Letters from Macquarie University and he is an Adjunct Professor at the University of Western Sydney's School of Social Sciences & Psychology. The following is a statement of performance for Commissioner Scipione.

Key achievements

1. Continued to lead strategies focusing on delivery of a safe and secure New South Wales through ongoing reductions in crime, improved strategic management of resources and a targeted response to firearms and organised crime.
2. Continued to lead efforts to curb alcohol-related offending by delivering public safety messages and a high-visibility policing presence.
3. Oversaw counter terrorism and disaster planning, and strategic reforms to enhance cross jurisdictional capability.
4. Continued to work with other emergency services agencies to drive a state-based coordination of emergency management including the response to extreme weather events (flood and bushfires).
5. Oversaw a strategic review of intelligence focused on the development of a future direction for the NSW Police Force's intelligence capability.
6. Continued improvements and reforms in the areas of leadership development, deployment, injury prevention and injury management, including the implementation of a Safety Management System across the NSW Police Force.
7. Continued to engage with agencies within and outside government to ensure there was productive early intervention with people at risk of committing or becoming victims of crime and ongoing improvements in victim care through the NSW Police Force Customer Service Program.
8. Managed expenditure responsibly and in keeping with budget and government expectations.

Signed: The Hon Michael Gallacher MLC, Minister for Police & Emergency Services

CATHERINE JUDITH BURN APM

POSITION	Deputy Commissioner, Specialist Operations
SES LEVEL	7 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$356,614 per annum (as at 30 June 2013)

Catherine Burn APM joined the NSW Police Force in 1984 and commenced as Deputy Commissioner Corporate Services in July 2010. She was appointed to the position of Deputy Commissioner Specialist Operations in October 2012. Her qualifications include a Bachelor of Arts degree, an Honours Degree in Psychology, a Masters of Management and the Department of Premier & Cabinet Executive Development Program (2004). Deputy Commissioner Burn was named Telstra Australian Business Woman of the Year in November 2011. The following is a statement of performance for Deputy Commissioner Burn.

Key achievements

1. As Deputy Commissioner Corporate Services, continued with the reform of injury management within the NSW Police Force through the Workforce Improvement Program as well as reform of the NSW Police Force property portfolio.
2. As Deputy Commissioner Specialist Operations, led the establishment of Operation Apollo, a coordinated State Crime Command and local area command approach to targeting firearms and organised crime using centralised and shared intelligence to identify trouble spots and known or suspected criminals.
3. Provided leadership to the Information & Communication Technology Enabled Crime Committee, focused on enhancing NSW Police Force responsiveness to cybercrime and achieving innovation in criminal investigation.
4. Led a strategic review of the intelligence function across NSW Police Force commands, culminating in a COMPASS thematic assessment to optimise and determine the future direction of the NSW Police Force's intelligence capability.
5. As the Corporate Sponsor for Customer Service, oversaw continued improvements to victim care, enhanced community confidence in the NSW Police Force, and responsiveness to feedback received through the Mystery Shopper and Community Awareness of Policing Programs.

Signed: A P Scipione APM, Commissioner of Police

DAVID WILLIAM HUDSON APM

POSITION	Deputy Commissioner, Corporate Services
SES LEVEL	7 (1 March 2013 – present)
TOTAL REMUNERATION PACKAGE	\$356,614 per annum (as at 30 June 2013)

David Hudson APM joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Corporate Services in February 2013. Prior to this he acted as Deputy Commissioner Specialist Operations from December 2011 to October 2012 and Deputy Commissioner Corporate Services from October 2012 to February 2013. He holds a Masters of Public Policy & Administration and a Graduate Certificate in Criminology. Deputy Commissioner Hudson is a graduate of the FBI National Academy Program. In 2007 he studied at the Scottish Police College and visited a number of agencies in the United Kingdom with a focus on exploring strategies relating to the investigation of serious and organised crime. The following is a statement of performance for Deputy Commissioner Hudson.

Key achievements

1. Managed the NSW Police Force budget and capital program within government requirements, and negotiated the settlement of the Stage 2 wage claim of the *Crown Employee (Police Officers – 2009) Award*.
2. Oversaw the process of environmental scanning and consultation to develop the *NSW Police Force Corporate Plan 2012-2016*.

APPENDIX 13: Senior Executive Service (continued)

3. Managed the development and implementation of a range of workforce improvement programs to ensure injured police are provided with the support and opportunity to return to employment.
4. Implemented the Safety Management System, an integrated policy framework that places the health and safety of all workers as an organisational priority in accordance with the *Work Health & Safety Act 2011*.
5. Introduced a range of major information and communication technology projects including custody enhancements, police initiated AVO applications and iLEARN2, a fully integrated web-based training and development system.

Signed: A P Scipione APM, Commissioner of Police

NAGUIB (NICK) KALDAS APM

POSITION	Deputy Commissioner, Field Operations
SES LEVEL	7 (1 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$356,614 per annum (as at 30 June 2013)

Nick Kaldas APM joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Specialist Operations in March 2008. In August 2011 he was appointed to the position of Deputy Commissioner Field Operations. In 2004 he was seconded to the Federal Government and deployed to Iraq as Deputy Chief Police Adviser to the Iraqi Government to help rebuild the Iraqi National Police. In 2009-2010, he took up the role of Chief of Investigations in the Special Tribunal for Lebanon which was established by the United Nations Security Council to investigate the assassination of the former Lebanese Prime Minister, Rafiq Hariri, and a number of related assassinations and attempted assassinations. Deputy Commissioner Kaldas was a negotiator for more than 10 years, achieving national counter terrorist level, and completed the FBI Hostage Negotiator's Course in Quantico, Virginia, USA. He holds a Master's Degree in Public Policy & Administration (Charles Sturt University) and is a graduate and former visiting Fellow of the Management of Serious Crime Program (AFP). The following is a statement of performance for Deputy Commissioner Kaldas.

Key achievements

1. Oversaw strategic and effective service delivery across all Field Operations commands, achieving reductions in crime in a range of categories this reporting year, including motor vehicle thefts, assaults on licensed premises, break and enter from non-dwellings and robberies without firearms, steal from person and malicious damage to property.
2. Provided leadership to Strike Force Zambezi, a major policing initiative in south west Sydney targeting hydroponic indoor cannabis cultivation, which led to the execution of more than 190 search warrants, resulting in the seizure of more than 21,000 cannabis plants, large quantities of other drugs, cash and firearms.
3. As the State Emergency Operations Controller, provided leadership to the response to bushfires and floods experienced during extreme weather events in parts of regional NSW in January 2013.
4. As the Corporate Spokesperson for Cultural Diversity managed high-level engagement with community leaders from a range of diverse communities following public order disturbances in the central business district of Sydney in September 2012.
5. Additionally, as the Corporate Spokesperson for Cultural Diversity, oversaw the creation of the Commissioner's Police Multicultural Advisory Council, comprising community and government agency representatives who offer the Commissioner high-level advice and support on issues around diversity that impact on operational policing.

Signed: A P Scipione APM, Commissioner of Police

PETER BARRIE APM

POSITION	Commander, Operational Communications & Information Command
SES LEVEL	5 (1 December 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Barrie.

Key achievements

1. Successfully delivered a major technology refresh of the police radio network consoles and core to provide a platform for the future and allow proactive monitoring of the network to reduce outages and provide better and more reliable service for police in the field.
2. Achieved an upgrade of the Shared Imagery Management System to address the significant growth in digital images available to police to aid in investigations.
3. Successfully migrated the Radio Communications Maintenance Program to governance under the Managing Successful Programs (MSP) and Prince2 (a process-based approach for project management), achieving radio black spot reductions, increased access to digital communications and ongoing enhancements to improve reliability of the radio network.
4. As the NSW Police Force representative on a number of national committees, including Chair of the Law Enforcement & Security Radio Spectrum Committee, strongly advocated for law enforcement agencies to have access to vital radio spectrum to meet future public safety requirements.
5. Conducted a review to identify an appropriate workforce allocation model for Specialist Operations and Corporate Services.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

ALAN JOHN CLARKE APM

POSITION	Commander, Major Events & Incidents Group
SES LEVEL	5 (21 October 2009 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Clarke.

Key achievements

1. Managed the diverse operations of the Major Events & Incidents Group.
2. Worked closely with the NSW Department of Premier & Cabinet, Department of Prime Minister & Cabinet and the Office of the Treasury to oversee planning for all major events including preparations for G20 meetings to be held in Sydney during December 2013 and February 2014.
3. Performed the role of Deputy State Emergency Operations Controller during major emergencies affecting New South Wales and contributed to emergency management policy development as a member of the State Emergency Management Committee and State Rescue Board.
4. As chair of the NSW Police Force Taser Executive Committee ensured a high-level of governance of Taser use by police officers and managed the response to the NSW Ombudsman's investigation into the use of Tasers by NSW police.
5. Supported local, regional and statewide crime operations through Operation Vikings, including Operation Unite (targeting alcohol abuse and antisocial behaviour) and Operation Avert (targeting offenders through warrants and forensic evidence).

SIGNED: N Kaldas APM, Deputy Commissioner Field Operations

APPENDIX 13: Senior Executive Service (continued)

DENIS JOHN CLIFFORD APM

POSITION	Commander, North West Metropolitan Region
SES LEVEL	5 (1 January 2006 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Clifford.

Key achievements

1. Provided effective crime, people and financial management within the North West Metropolitan Region.
2. Contributed to the governance of the Operational Policing Program (OPP) as a member of the project board, senior business representative on the OPP Board of Governance and Chair of the Senior User Group.
3. Chaired the Northern and Western Sydney Region Emergency Management Committee, the District Rescue Committees and the Police Disability Advisory Council, and contributed to the prioritisation of major capital projects for the NSW Police Force as a member of the Investment Advisory Committee.
4. Provided strategic leadership and management for the Corporate Spokesperson portfolios of Bushfires, Elder Abuse, *Sporting Venues (Offenders Banning Orders) Act 2005* and Vulnerable Communities.
5. Contributed to governance of IT projects as a member of the Information & Communication Technology Board.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

MICHAEL JOHN CORBOY APM

POSITION	Commander, Education & Training Command
SES LEVEL	5 (3 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Corboy.

Key achievements

1. Implemented iLEARN (Innovation, Learning, Education, Administration, Resources Network) which has revolutionised online learning for the NSW Police Force by transforming how sworn and unsworn staff access learning and development activities both within the classroom and through web-based courses.
2. Introduced the Applied Leadership Training Program, created to address the strategies within the Workforce Improvement Plan, with a focus on high-quality leadership and managerial responsibilities.
3. Consolidated the Quality Assurance Framework to ensure continuous improvement of educational practices and processes.
4. Continued promotion and representation as the chair of the ANZPAA (Australia New Zealand Policing Advisory Agency) Australasian Professionalisation Forum, Training & Education Working Group, and as deputy chair of the Australian Institute of Police Management Board of Studies.
5. Delivered senior police leadership development opportunities within the Police Leadership Centre through the provision of formal education and training programs focused on contemporary research of management and leadership practices.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

PETER EDWARD DEIN APM

POSITION	Commander, Counter Terrorism & Special Tactics Command
SES LEVEL	5 (3 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Dein.

Key achievements

1. Provided effective management to the Counter Terrorism & Special Tactics Command while promoting the 'anti-complacency' and 'remaining vigilant' messages in the counter terrorism environment.
2. Continued operational efforts in partnership with the Australian Federal Police, Australian Security Intelligence Organisation, NSW Crime Commission, and other national and international agencies.
3. Maintained strong community links through the Community Contact, Business Liaison and Protection Programs Units to ensure community engagement and security for crowded places, critical infrastructure, major hazard facilities and national icons.
4. Enhanced counter terrorism capabilities through international collaboration and as a representative on a number of committees and working groups under national counter terrorism arrangements.
5. Oversaw the continued support of frontline police through armoury services, the resolution of high-risk incidents, rescue and bomb response and the deployment of canine assets.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

MICHAEL JOHN FULLER APM

POSITION	Commander, Professional Standards Command
SES LEVEL	5 (1 December 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner Fuller was appointed to the position of Commander, Professional Standards Command on 14 April 2013. Prior to that, he held the position of Commander, Southern Region. The following is a statement of performance for Assistant Commissioner Fuller.

Key achievements

1. As Commander, Southern Region, provided strategic oversight of crime, people and financial management for the Region, and delivered proactive operations to target high-risk crime categories, repeat offenders and large scale events.
2. Advanced the *Caring for our People and our Communities* strategy, which significantly reduced sick leave and workplace injury in Southern Region.
3. As the Corporate Spokesperson for Uniform Standards, implemented the *NSW Police Force Dress Policy* and maintained the uniform standards campaign *Wear it with Pride*.
4. Commander, Professional Standards Command, continued to focus on and improve performance in people management and human resources within the Command.
5. Continued to develop and promote products and services that help strengthen the professional conduct standards of the NSW Police Force.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

APPENDIX 13: Senior Executive Service (continued)

PETER GALLAGHER APM

POSITION	Director, Special Projects
SES LEVEL	5 (3 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Gallagher.

Key achievements

1. Commenced implementation of local area command restructures
2. Delivered the trial Leadership & Injury Management Training and Senior Officer's Program, and finalised best practice guidelines in the engagement and deployment of sick and injured officers who are returning to the workplace.
3. Oversaw the development of a Duty Officer Allocation & Duty Model to ensure local communities in rural and remote locations have an identified contact with their LAC's Senior Management Team.
4. Led research into the use of all command vehicles across the state with a view to improving their proactive use. This resulted in new minimum requirements for each vehicle.
5. Commenced trials to examine the efficiency of diverting office telephones to a police vehicle, providing for more direct contact with local police.

Signed: A P Scipione APM, Commissioner of Police

JOHN DOUGLAS HARTLEY APM

POSITION	Commander, Traffic & Highway Patrol Command
SES LEVEL	5 (31 October 2012 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Hartley.

Key achievements

1. Led the development and implementation of the newly created Traffic & Highway Patrol Command.
2. Oversaw the creation of the Motor Cycle Response Team to address traffic congestion and improve the effective free flow of traffic within the Sydney central business district.
3. As the Corporate Spokesperson for Road Safety & Traffic Policing issues, represented the NSW Police Force on the Australian Road Policing Forum, Ministerial (Roads) Advisory Council, Tow Truck Advisory Council, and was reappointed in the role of Federal Road Safety Ambassador.
4. Initiated improvement projects for all highway patrol vehicles and the replacement of ageing technology with the next generation devices.
5. Led statewide operations targeting road safety, including Operation Safe Arrival, Operation Drink Drive, Operation Safe Return, Operation Tortoise and coordinated operations with Roads & Maritime Services and other police jurisdictions targeting heavy vehicle compliance.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

CLAIR SHARON HODGE

POSITION	General Counsel
SES LEVEL	5 (11 April 2011 – present)
TOTAL REMUNERATION PACKAGE	\$288,922 per annum (as at 30 June 2013)

The following is a statement of performance for Ms Hodge.

Key achievements

1. Provided effective leadership to lawyers within the Office of the General Counsel to ensure timely and accurate legal advice on civil matters to all levels of the organisation.
2. Led the delivery of an education program to all staff, with the aim of improving knowledge and skills on privacy issues. This program was also provided to the Privacy Commissioner as a case study.
3. Provided assistance and resources to SiCorp in its establishment of a whole-of-government law firm panel.
4. Chaired a significant Lessons Learnt Working Group.
5. Assisted the Department of Attorney General & Justice by chairing a working group to review the requirements for standardised reporting of legal expenditure across government.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

AIDAN GERARD HUGHES

POSITION	Director, Finance & Business Services
SES LEVEL	5 (1 February 2012 – present)
TOTAL REMUNERATION PACKAGE	\$312,133 per annum (as at 30 June 2013)

The following is a statement of performance for Mr Hughes.

Key achievements

1. Provided effective management of the portfolio of services delivered by Finance & Business Services including finance, fleet services, commercial services, capital management, property and strategic procurement.
2. As Chief Financial Officer, provided support and advice to the Commissioner's Executive Team with regard to strategic financial and service-delivery related issues.
3. Managed the production of the 2013-14 budget and supporting Four Year Capital Strategy, targeting the delivery of NSW Police Force operational objectives in the face of growing fiscal challenges for the organisation within the NSW State Budget.
4. Led the development of a revised property governance and management model for the NSW Police Force property portfolio. This included the design, negotiation and execution of significant contracts for the delivery of new property services and contract management arrangements from 1 July 2013.
5. Represented the interests of the NSW Police Force in national forums and Justice Cluster corporate and shared services reform initiatives.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

APPENDIX 13: Senior Executive Service (continued)

MARK OSWELL JENKINS APM

POSITION	Commander, State Crime Command
SES LEVEL	5 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner Jenkins was appointed to the position of Commander, State Crime Command on 17 March 2013. Prior to that, he held the position of Commander, Human Resources. The following is a statement of performance for Assistant Commissioner Jenkins.

Key achievements

1. As Commander Human Resources Command, delivered improvements in operational police strength, supported the review of commands, and managed a review into the processes of support, health and wellbeing.
2. Implemented new systems to support changes to Death & Disability Scheme and a proactive approach to injury management.
3. As Commander of State Crime Command, provided strategic leadership, specialist advice and oversight of the management and investigation of serious and organised crime.
4. Led the implementation of significant reforms to the security industry legislation, the implementation of the Government Licensing System, and the development of the tattoo parlour regulatory scheme.
5. Led specialist support of Operation Apollo and Operation Unification targeting other gun related incidents, and strengthened partnerships with other law enforcement agencies through Operation Polaris, a joint agency initiative targeting serious and organised criminal activity at cargo terminals.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

JEFFREY ALLEN LOY APM

POSITION	Commander, Northern Region
SES LEVEL	5 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner Loy commenced in the position of Commander, Northern Region on 23 June 2013. Prior to this, he held the position of Commander, Forensic Services Group. The following is a statement of performance for Assistant Commissioner Loy.

Key achievements

1. Delivered a more effective and sustainable model of forensic analytical services to the NSW Government through the realignment of scientific resources and associated technology from NSW Police Force to NSW Health.
2. Delivered financial and efficiency savings across the command through ongoing structural reform and revised business practices.
3. Improved service delivery to criminal investigators, the community and the justice system through improved evidence recovery processes and timely access to exhibit analysis and management information.
4. Led the successful implementation of interagency electronic information exchange for court attendance notices and apprehended violence orders.
5. Achieved the elimination of backlogs in fingerprints and ballistics and improved firearms identification and tracking capability (internationally).

Signed: N Kaldas APM, Deputy Commissioner Field Operations

KENNETH CHRISTOPHER MCKAY APM

POSITION	Commander, Special Services Group
SES LEVEL	5 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner McKay has been on leave since 15 August 2012. Superintendent Mark Noakes has been acting in the position of Commander, Special Services Group since 25 February 2013.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

GEOFFREY ALLAN MCKECHNIE APM

POSITION	Commander, Western Region
SES LEVEL	5 (2 May 2012 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner McKechnie.

Key achievements

1. Led the ongoing enhancement of cross command collaboration within Western Region, including the establishment of formal pathways for intelligence sharing between LACs.
2. Played a key role in the review of the Transfer & Tenure Policy advising entitlements for transferred officers and those in remote and special remote locations.
3. As Corporate Spokesperson for Rural Crime Issues, raised the profile and awareness of rural crime issues. Drove the Rural Crime Working Party and Rural Crime Advisory Committee and initiated targeted operations dealing with rural crime in Western Region.
4. As Corporate Spokesperson for Cross-Border Issues, represented the NSW Police force at Tri-State and Bi-State Cross Border meetings, which established formal and informal agreements in key cross-border locations (QLD, VIC and SA).
5. As the Corporate Spokesperson for Aboriginal Issues, led the planning and development of the Aboriginal Strategic Direction (ASD) for NSW Police Force 2012-2017 and ongoing chairmanship of the ASD steering committee.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

APPENDIX 13: Senior Executive Service (continued)

CARMINE (FRANK) MENNILLI APM

POSITION	Commander, South West Metropolitan Region
SES LEVEL	5 (3 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Mennilli.

Key achievements

1. Continued to provide effective crime, people and financial management in the South West Metropolitan Region.
2. Oversaw a number of operations within the region aimed at reducing crime and fear of crime, including Operation Spartan which provided a high-visibility policing response to public-place shooting incidents.
3. Oversaw Operation Zambesi, an urban hydroponic cannabis house eradication program. Operation Zambesi's ongoing program has resulted in the seizure of street drugs worth more than \$64 million to date.
4. As the Corporate Spokesperson for Custody & Corrections, progressed a number of projects addressing Audio Visual Link technology (AVL) and conducted a statewide review of the transport arrangements for prisoners.
5. Facilitated the introduction of the *NSW Bail Act 2013*, providing police with clear powers to impose different types of bail and a simplified test for making bail decisions.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

MAX MITCHELL APM

POSITION	Commander, Police Transport Command
SES LEVEL	5 (7 June 2012 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Mitchell.

Key achievements

1. Provided strong leadership in managing staff and finances while developing the NSW Police Transport Command and strategies to impact on crime in partnership with government and external agencies.
2. Continued a collaborative approach with government and external stakeholders in developing enhanced use of processes, systems and technology to improve communications and timeliness in reporting of crime.
3. Optimised the deployment of policing resources, led by and facilitated through the implementation of a Joint Intelligence Fusion model between the NSW Police Force and Transport for NSW.
4. Established strategies and initiatives to support vulnerable groups, improve customer experience and increase patronage on the NSW public transport system.
5. Built the capacity and capability of transport emergency management, counter terrorism arrangements and preparedness in collaboration with government and external agencies.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

MARK JOHN MURDOCH APM

POSITION	Commander, Central Metropolitan Region
SES LEVEL	5 (29 August 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Murdoch.

Key achievements

1. Continued to achieve sustained reductions across all major crime categories and provide strong and effective management of the region's human and financial resources.
2. Successfully delivered a number of major public events and multi-agency operations focused on reducing the community's perception of violence, crime and fear by targeting alcohol-related harm and antisocial behaviour.
3. Led the implementation of the Kings Cross Plan of Management and the establishment, on a trial basis, of an authorised Sobering Up Centre.
4. Continued to promote the Central Metropolitan Region as a corporate leader of innovative service delivery and staff development strategies including the Mobile Technology Strategy, technology advocacy, and targeted leadership training.
5. As Corporate Spokesperson for Domestic & Family Violence, led the delivery of Police Issued Apprehended Domestic Violence Orders, the Risk Assessment Management Project, and strategies to provide for the sharing of information between agencies and non-government service providers.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

MARK RAYMOND NOAKES

POSITION	Commander, Special Services Group
SES LEVEL	5 (25 February 2013 – present)
TOTAL REMUNERATION PACKAGE	\$237,031 per annum (as at 30 June 2013)

Superintendent Noakes has been acting as Commander, Special Services Group since 25 February 2013. The following is a statement of performance for acting Assistant Commissioner Noakes.

Key achievements

1. Led a continued focus on strategic partnerships with state, national and international agencies to enhance specialist operational capabilities.
2. Continued the expansion of technical equipment across the state to provide criminal investigators with timely access to specialist capabilities.
3. Enhanced the awareness and provision of electronic evidence gathering capabilities across the state in support of criminal investigations.
4. Oversaw the commissioning of three new fast response vessels to provide an enhanced water police response to marine related crime.
5. Contributed and oversaw the expansion of the Aviation Support Branch (Polair) Community Engagement Program in support of local area commands.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

APPENDIX 13: Senior Executive Service (continued)

CHRISTOPHER JAMES ROBSON

POSITION	Chief Information Officer, Business & Technology Services
SES LEVEL	5 (31 January 2012 – present)
TOTAL REMUNERATION PACKAGE	\$292,433 per annum (as at 30 June 2013)

The following is a statement of performance for Mr Robson.

Key achievements

1. Ensured provision of support for more than 200 systems, improving end user satisfaction with IT support services. Commenced implementation of the Information Security Management System aligned to NSW Government Policy and ISO standards.
2. Resolved outstanding software asset management issues with a number of key suppliers.
3. Completed first phase of Joined-up-Justice program to improve the efficiency of data exchange between police and the courts. Apprehended violence order applications have now been successfully automated in a reliable end-to-end process.
4. Implemented key infrastructure and software upgrades necessary to assure the continued reliable operation and availability of NSW Police Force systems. Upgraded the core SAP system to the latest supported levels and refined WebCOPS to enable full adoption.
5. Supported the evaluation and deployment of tablet and smart phone technology in multiple initiatives such as Project EyeWatch. Developed framework for new custody system within the COPS modernisation activities of the Operational Policing Program to support Sobering Up Centres which began operations in early July 2013.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

WAYNE GEORGE STARLING

POSITION	Commander, Southern Region
SES LEVEL	5 (1 June 2013 – present)
TOTAL REMUNERATION PACKAGE	\$237,031 per annum (as at 30 June 2013)

Superintendent Wayne Starling has been acting in the position of Commander Southern Region since 1 June 2013. The following is a statement of performance for Acting Assistant Commissioner Starling.

Key achievements

1. Continued to provide effective leadership within Southern Region through the strategic management of people, crime and finance and a strong commitment to the Command's Strategic Priorities Program.
2. Continued the delivery of a strong, coordinated response to natural emergencies throughout the region including the Kiama / South Coast tornado incidents and bushfire activity around the Shoalhaven, Harden and Cooma areas. In concert with partner agencies this resulted in the development of best practice emergency management to control broad-ranging asbestos contamination incidents.
3. As Chair of the Uniform Standards Committee, continued the corporate implementation of the *NSW Police Force Dress Policy* and significant advances in uniform design, trial and functionality.
4. Implemented the Health & Safety Duty Officer program in cooperation with Workforce Safety Command, to ensure successful implementation of the Safety Management System within Southern Region. This program has been successfully replicated across all regions to ensure compliance with the Everyone Home Safely vision of the NSW Police Force.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

CARLENE ANNE YORK APM

POSITION	Commander, Human Resources
SES LEVEL	5 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner York was appointed to the position of Commander, Human Resources on 31 March 2013. Prior to that appointment, she held the position of Commander, Northern Region. The following is a statement of performance for Assistant Commissioner York.

Key achievements

1. Effectively managed Northern Region's crime, public safety, community partnerships and personnel while providing sound financial management and delivering significant improvements in the management of overtime through better rostering and deployment.
2. Led the development of a placement strategy and provided strategic human resource support for the Local Area Command Amalgamation Project.
3. Led the final stages in the negotiation and implementation of the Tranche 2 of the *Crown Employees (Police Officer-2013) Award*.
4. Provided the Commissioner's Executive Team with strategic advice and support in relation to contemporary human resource and workforce management issues. This included the successful management of the continued development of the Horizon Program and legislative amendments to police promotion process.
5. Provided strategic leadership and support for the Women in Policing strategy.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

APPENDIX 14: Research & Development

Table 1 Completed projects

NSW Police Force involvement completed	Other agencies involved	Funding and status
Evaluation of simulated leadership training exercises using the HYDRA suite of programs	Charles Sturt University	PhD project. In kind support. No police funding
Identifying and removing barriers to gender equity	University of Melbourne, Australia & New Zealand Banking Group, Corrs Chambers Westgarth, Santos Limited, Westpac Group	Police contribution \$35,200
Intelligence and counter-intelligence interviewing: A comparative analysis of practices and procedures in Australia, Indonesia, Malaysia and Singapore	Charles Sturt University, Federal Bureau of Investigation, University of Texas	Federal Bureau of Investigation. In kind support. No police funding
Investigative thinking styles	Queensland University of Technology	PhD project. In kind support. No police funding
Police attitudes towards people with a mental illness and the impact of training	University of New South Wales	PhD project. In kind support. No police funding
Space, policy and professional practice: An analysis of child wellbeing policies in the professional practice areas of education, health and policing	Charles Sturt University	PhD project. In kind support. No police funding
The use of alternative metals for the development of finger marks in the vacuum metal deposition chamber	University of Technology Sydney	Honours project. In kind support. No police funding
The use of titanium dioxide suspension with a blood agent and sulfosalicylic acid for the development of latent and blood marks	University of Technology Sydney	Honours project. In kind support. No police funding
Examining the effects of the NSW Police Force Community Engagement Model	University of Western Sydney	Police contribution \$22,000
The path to radicalisation	University of Western Sydney	Attorney-General's Department Counter Terrorism Sub-committee. In kind support. No police funding
Reducing violence in groups - Phase 1: School Anti-bullying Program	University of Western Sydney	Attorney-General's Department Counter Terrorism Sub-committee. In kind support. No police funding
The effective detective	Griffith University and Charles Sturt University	No police funding
High-Functioning Autism Spectrum Disorder and Police	Sydney University	Honours project. No police funding
An investigation into the current Australian processes and legislation in relation to sexual assault	Sydney University	Honours project. No police funding
What are the operational policing challenges and opportunities for NSW police of social networking on the internet.	Australia and New Zealand School of Government	Executive Masters project. No police funding
Blood pressure and fatigue links to shift work in police officers	University of Technology Sydney	Honours project. No police funding
Motor vehicle pursuit-related fatalities in Australia, 2000-11	Australian Institute of Criminology	No police funding

Table 2 Current projects

Current projects	Other agencies involved	Funding and status
An examination of Muslim religious practices in the workplace and their implications for management	Macquarie University	PhD project. In kind support. No police funding
Forensic platform technologies for drug testing	Flinders University, Australian Federal Police, South Australia Police, Forensic Science South Australia, National Institute of Forensic Science	Australian Research Council and partner agencies. In kind support. No police funding
Homicide Investigation Manual	Charles Sturt University	In kind support. No police funding.
Looking beyond the trees: police educators' conceptions of and approaches to growing and developing as teachers	Charles Sturt University	PhD project. In kind support. No police funding
Mental health frequent presenters to police: Who are they and what can we do	University of New South Wales	PhD project. In kind support. No police funding
Police leadership in the 21st century: Redesigning roles and practices	Charles Sturt University, Australian National University, Western Australia Police, University of Otago, Police Association of NSW	Australian Research Council linkage project. Police contribution \$50,000 per annum over three years
Resilience in the NSW Police Force	Australian National University	Police contribution \$100,000 per annum over three years
The partial defence of provocation	Deakin University	No police funding
Impact of arrest on rates of crime and recidivism	Griffith University and NSW Bureau of Crime Statistics & Research	In kind support plus contribution of \$5,000
Women's career progression	Macquarie University	PhD project. In kind support. No police funding
Quantification of physical demands on NSW Police Force officers	NSW Police Force Workplace Health and Safety Unit	Police contribution \$46,200
The impact of incarceration on children's care: A strategic framework for good care planning	Monash University, Department of Human Services, Vic, Department of Human Services Victoria Child Safety Commissioner, Department of Justice, Victoria, Prison Fellowship Australia Victoria, SHINE for Kids Cooperative Ltd, VACRO Victorian Association for the Care and Rehabilitation of Offenders	Australian Research Council and partner agencies. No police funding
A discourse-based understanding of the social construction of ethical leadership in the NSW Police Force	University of Sydney	PhD project. No police funding
Reporting victimisation to LGBTI (lesbian, gay, bisexual, transgender, intersex) police liaison services: a mixed methods study across two Australian states.	Griffith University, University of Sydney	Criminology Research Council. No police funding
Learning to do inter-agency domestic violence work: a practice-based approach	University of Technology Sydney	PhD project. No police funding
Evaluation of Your Choice early intervention project	ARTD Consultants	Police contribution \$130,000
International longitudinal study of police officers in the first five years of employment	Charles Sturt University, Ontario Police College, Victoria Police, China Criminal Police University, Shenyang	No police funding

APPENDIX 14: Research & Development (continued)

Current projects	Other agencies involved	Funding and status
Measuring police integrity with ethical scenarios	Griffith University, Michigan State University, John Jay College of Criminal Justice, City University of New York	No police funding
Interviewing Techniques to Secure Cooperation by High-Value Detainees	Charles Sturt University, Federal Bureau of Investigation, University of Texas at El Paso	Federal Bureau of Investigation. In kind support. No police funding
Exploring links between violent extremism and gang violence	Australian Institute of Criminology	Commonwealth Department of Attorney General & Justice. No police funding
The function of intelligence in policing major sports events within NSW Australia	Charles Sturt University	Masters project. No police funding
Gender choices in specialist policing roles	Charles Sturt University	No police funding
The inter and intra tester reliability of the functional movement screen in the police physical trainer population	Bond University	Police funding of \$1,000 for all 5 fitness projects
The use of the progressive shuttle run assessment as a predictor of physical resilience in police recruits	Bond University	Police funding of \$1,000 for all 5 fitness projects
The use of the 30-15 IFT as a predictor of physical resilience in police recruits	Bond University	Police funding of \$1,000 for all 5 fitness projects
The use of ability based training as determined by the 30-15 assessment in the physical training of police recruits	Bond University	Police funding of \$1,000 for all 5 fitness projects
The importance of grip strength in a police recruit population	Bond University	Police funding of \$1,000 for all 5 fitness projects

APPENDIX 15: Environmental Reporting

We're reducing our impact on the environment

This reporting year 53 tonnes of paper and cardboard waste was captured at NSW Police Force Headquarters (PHQ) in Parramatta for recycling. This is the equivalent of 148 cubic metres of landfill.

Energy efficiency measures continue at PHQ include the reduction of the operating hours of air conditioning and installing energy efficient LED light fittings where possible.

A grant was received from the Office of Environment & Heritage for a sustainable 'retrofit' at 18 sites in the Hunter and Illawarra Regions. The program focused on energy efficient light and water fittings. Works were carried out and completed at all 18 sites during the 2012-13 reporting year.

As a further initiative, following an Office of Environment & Heritage loan, the following energy efficiency improvements at the Sydney Police Centre have been undertaken:

- upgraded all office lighting to LED tubes
- installed movement detectors in toilets and intermittently used rooms
- upgraded the car park lighting to LED tubes
- replaced the domestic hot water system with a solar system
- installed a sub metering system
- installed carbon monoxide sensor controls for the car park fans
- fitted water flow restriction devices on taps and showers.

As a longer term initiative, the NSW Police Force is also improving energy efficiency through design improvements for new police stations by introducing features such as:

- multiple small air conditioning units that are isolated to provide more efficient coverage at 24 hour locations
- solar or solar boosted hot water service
- recycled roof water for toilet flushing and washing of cars
- standard Water Efficiency Labelling & Standards Scheme (WELS) water efficient fittings
- movement detectors rather than standard light switches used wherever possible to reduce electricity wastage
- thermal treated glazing, supplemented by window awnings, are used to reduce heat loads in buildings and therefore reduce the demand on air conditioning.

Green vehicle management

In keeping with the government's commitment to providing improved public services and efficient resource management, we have implemented policies and management initiatives that are contributing to the overall green vehicle strategy. These include:

- increasing the number of LPG vehicles in our fleet. We specifically source more efficient models that use direct injection or liquid injection technology engines using ethanol fuels and increasing the number of vehicles that are ethanol compatible
- evaluating emerging energy saving technologies
- evaluating vehicle energy efficiency and green rating prior to inclusion in the NSW Police Force fleet
- where possible, replacing six cylinder vehicles with more economical four cylinder options without compromising operational capability
- undertaking fleet reviews with each command to ensure their vehicles are fit for purpose, sustainable and efficient.

APPENDIX 16: Overseas Travel

Operational travel 2012-13

Name	Purpose	Country
One officer	Investigative inquiries	Canada, United States
Two officers	Extradition	Italy
Two officers	Extradition	Republic of Ireland
One officer	Investigative inquiries	Singapore, Hong Kong, Macau
Two officers	Extradition	United Kingdom
Two officers	Extradition	United Kingdom
One officer	Investigative inquiries	Canada
Two officers	Investigative inquiries	United States
Two officers	Investigative inquiries	New Zealand
Two officers	Extradition	United Kingdom
Two officers	Investigative inquiries	Brazil
Two officers	Extradition	New Zealand
One officer	Investigative inquiries	United States
One officer	Investigative inquiries	United Kingdom
One officer	Investigative inquiries	Canada
One officer	Investigative inquiries	Solomon Islands
Two officers	Investigative inquiries	Germany
Two officers	Extradition	United Kingdom
One officer	Investigative inquiries	United States
Two officers	Investigative inquiries	The Netherlands
One officer	Police duties	India

Non-operational travel 2012-13

Name	Purpose	Country
Sergeant Craig Lamb	Agency visit	United States
Sergeant Stephen Cooper	Conference, Agency visit	United States
Senior Sergeant Colin Richards	Conference, Agency visit	United States
Detective Senior Constable Jason Dickinson	Conference	New Zealand
Senior Constable Scott Chester	Conference	New Zealand
Detective Superintendent Scott Cook	Conference	Taiwan
Special Constables Graeme Gleeson, Andrew Wilson and Tim Calman	Flight Training	United Kingdom
Detective Senior Constables Matthew Napper and Matthew Taylor	Conference	United States

Name	Purpose	Country
Detective Inspector Fran Poole	Conference	The Netherlands
Inspector Joel Murchie and Sergeant Matthew Ireland	Conference	United States
Ms Catherine Fleay	Training	New Zealand
Ms Fiona Jackson	Conference	The Netherlands
Detective Senior Sergeant Cliff Harris	Conference, Agency visit	France, Germany
Detective Sergeant Bruce Groenewegen	Training	United States
Detective Senior Constable Jarrod Noble	Scholarship	United States, United Kingdom
Detective Inspectors David Gawel and Caroline O'Hare and Inspector Brenton Charlton	Conference	Israel
Sergeant Ross MacRaid, Dr Robert Fearn, Detective Senior Constable Adam Nissen and Mr Michael Cheng	Training	The Netherlands
Detective Inspector Wayne Walpole	Conference	United States
Inspector Darren Mobbs	Conference	United States
Chief Inspector Joshua Maxwell	Conference	United States
Detective Supt Nick Bingham	Training	Indonesia
Detective Inspector Ian Rotsey	Conference	Estonia
Detective Sergeant Bruce Groenewegen	Conference	The Netherlands
Detective Superintendent Peter McErlain	Conference, Agency visit	United States, Mexico and Panama
Assistant Commissioner John Hartley	Conference	New Zealand
Constable Anton Park	Conference	Republic of Korea
Detective Superintendents Greig Newbery and Murray Chapman	Conference, Agency visit	United States
Superintendent Mark Noakes	Conference	Malaysia
Chief Superintendent Stephen Cullen and Sergeant Matthew Chalmers	Conference	New Zealand
Superintendent Mark Hiron and Senior Sergeant Peter Davis	Conference	New Zealand
Chief Superintendent Julie Middlemiss	Trade delegation	India
Superintendent Bruce Lyons and Leading Senior Constable Mohit Kumar	Trade delegation	India
Superintendent John Stapleton	Conference	United States
Superintendent David Driver	Training	Solomon Islands
Detective Inspector Bruce van der Graaf	Training	Hong Kong
Superintendent Mark Holahan	Training	Solomon Islands
Sergeants Duncan Abernathy and Sean McDowell	Training	New Zealand
Dr Tony Raymond and Mr Daniel Coughlin	Conference	New Zealand
Detective Superintendent Scott Whyte and Detective Sergeant Darryal Abeyasekara	Law Enforcement Torch Run	Republic of Korea
Leading Senior Constables Lateisha Lomas and Wade Jacob	Training	United Kingdom

APPENDIX 16: Overseas Travel (continued)

Name	Purpose	Country
Mr Colin Richards	Training	United States
Superintendent Mark Jones	Staff visit	Solomon Islands
Assistant Commissioner Mick Corboy	Training	Cambodia
Dr Tony Raymond	Conference	Singapore
Detective Sergeant Cameron Forsyth	Conference	New Zealand
Detective Inspector Caroline O'Hare	Conference	Singapore
Detective Chief Superintendent Peter Cotter, Sergeant Karen Peasley, Senior Constable Terrance Hanson and Constable Steve Bushnell	Training	United States
Assistant Commissioner Jeff Loy	Conference	France, United Kingdom
Detective Inspector Michael Cook	Conference	New Zealand
Detective Superintendent Peter McErlain	Conference	Vietnam
Detective Inspector Mark Porter	Conference	Vietnam
Reverend Stephen Neuhaus	Conference	New Zealand
Deputy Commissioner David Hudson	Training	Thailand
Detective Senior Constables Russell Ng and Luke Gibbons	Training	Hong Kong
Detective Inspector Jason Smith	Conference	New Zealand
Assistant Commissioner Peter Dein	Conference	United States
Commissioner Andrew Scipione	Conference	The Netherlands
Inspector Gordon Dojcinovic	Agency visit	United Kingdom, Italy
Sergent Andrew Nelmes	Training	New Zealand
Deputy Commissioner Catherine Burn and Assistant Commissioner Peter Dein	Meeting	New Zealand
Ms Judy Saba	Conference	New Zealand
Superintendent Robert Redfern	Research	United Kingdom

APPENDIX 17: Property Disposals

In 2012-13 the NSW Police Force sold four properties for a total of \$2.326 million nett.

Site	Proceeds \$ million
85 Georgetown Road, Waratah	\$ 0.922
9 Morshed Street, Ashmont, Wagga Wagga	\$ 0.225
Unit 1, 79 Gould Street, Bondi	\$ 0.627
Unit 2, 79 Gould Street, Bondi	\$ 0.552

There were no properties disposed of which had a value of more than \$5.0 million.

In accordance with court orders, the sites of former Malabar Police Station and Hamilton Police Station were transferred to the La Perouse and the Awabakal Local Aboriginal Land Councils respectively, with a combined value of \$2.483 million.

There was no family or business association between any of the buyers and the person responsible for approving disposal.

All properties disposed of were no longer suitable or were surplus to NSW Police Force requirements. All proceeds were retained by NSW Police Force and used for re-investment in new buildings.

All properties disposed of in 2012-13 were sold in accordance with government policy. Documents relating to property disposal may be accessed under the *Government Information (Public Access) Act 2009*.

APPENDIX 18: Annual Report Production Costs

The 2012-13 NSW Police Force Annual Report was produced by the Public Affairs Branch. The total production cost was \$1,500 (exclusive of GST). The Annual Report is available on the NSW Police Force website www.police.nsw.gov.au.

APPENDIX 19: Consultants

(a) Engagements costing \$50,000 or greater: Nil

(b) Engagements costing less than \$50,000:

The consultants were engaged to assist with the following services:

- Information Technology - OPP Firewall Simplification Proposal. The cost was \$9,600.

APPENDIX 20: Creditors Payments & Credit Cards

Payment of accounts

1(a) Accounts due or paid within each quarter

Accounts due or paid within each quarter				
Measure	September 2012	December 2012	March 2013	June 2013
All suppliers				
Number of accounts due for payment	83,031	101,547	76,958	95,904
Number of accounts paid on time	74,784	90,660	65,790	83,749
Actual percentage of accounts paid on time (based on number of accounts)	90%	89%	86%	87%
Dollar amount of accounts due for payment \$'000's	\$152,895	\$150,265	\$128,199	\$231,790
Dollar amount of accounts paid on time \$'000's	\$123,316	\$106,820	\$89,327	\$192,087
Actual percentage of accounts paid on time (based on \$)	81%	71%	70%	83%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (\$) actual	-	-	-	-

1(b) Creditors aged analysis as at 30 June 2013

Quarter	Current \$'000	Between 30 and 60 days overdue \$'000	Between 60 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers				
September	11,897	866	294	629
December	11,567	337	334	1,548
March	16,037	238	268	2,708
June	491	212	229	76
Small Business Suppliers				
September	66	-	-	-
December	26	-	-	-
March	42	-	-	-
June	14	-	-	-

The above information is extracted from the Aged Accounts Payable Analysis as at September and December, 2012 and March and June, 2013. It includes data provided by NSW Police Force's external property service provider.

Penalty interest paid during the year: Nil

2 Commentary

The new payment of accounts policy on the small business supplier payment of accounts performance disclosures became fully operational from 1 January 2012.

2(a) Problems affecting prompt processing of payments during the year:

- Delays were experienced in the finalisation of accounts payable preparation by business units prior to work flowing back to Shared Services for payment. This was as a result of the announcements in relation to the realignment of local area commands.
- SAP upgrade resulted in downtime of the system which impacted the payment performance.

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.
- Greater use of Purchase Card system in NSW Police Force. Purchase card transactions are excluded from this information.
- Discussions with major suppliers in 2013/14 to further automate the accounts payable process will result in further improvements in payment performances
- The implementation of the automated scanning system for accounts payable processing has resulted in an improved payment performance for NSW Police Force in comparison to 2011/12.

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 is 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 the NSW Police Force for the period 2012-13 was satisfactory and has been in accordance with the Premier's Memoranda and Treasurer's Directions.

APPENDIX 21: Matters Arising from 2012-2013 Audit

Property Management

Last year the Audit Office of NSW recommended that the State Property Authority and the private sector property management service provider continue to work together to resolve current property management issues and support the implementation of a new property management model. The 2012 NSW Ombudsman's report highlighted the NSW Police Force's failure to properly manage hazardous materials. This was largely due to the outsourced contractual model used to manage police properties and recommended the need for a new model.

A new model has since been implemented and Brookfield Johnson Controls Pty Ltd was appointed as the new service provider and awarded a five-year contract. GHD Pty Ltd was appointed as the new contract manager and awarded a three-year contract. Both contracts commenced from 1 July 2013.

As the service provider and contract manager are only recently appointed, the Audit Office of NSW could not monitor the effectiveness of the new arrangements and assess if the new model satisfies improvements to the NSW Police Force's property arrangements. The Audit Office of NSW will monitor the new arrangements during the 2013-2014 audit.

Response

During the 2012-13 reporting year the NSW Police Force moved to establish new property management and governance arrangements from 1 July 2013, to coincide with the natural expiry of the then existing property services contract on 30 June 2013. The new arrangements address all issues raised by both the NSW Ombudsman and the Audit Office of NSW.

APPENDIX 22: Insurance Activities

Workers Compensation

The workers compensation insurance policy covers workplace related injuries for all unsworn staff and all sworn officers recruited after 1st April 1988. For 2012-13, the workers compensation premium decreased by 30%. This was due to a decrease in claims experience.

Public Liability

The public liability insurance policy covers all claims resulting from police activities for which the NSW Police Force is legally liable. For 2012-13, the premium increased by 12%. The premium increase was due to an increase in claim numbers and costs for small claims.

Motor vehicle

The motor vehicle insurance policy covers damage to any vehicle used by NSW Police Force for authorised police operations and activities. For 2012-13, the motor vehicle premium increased by 11%. The premium increase was due to an increase in fleet size and 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 2012-13, the premium increased by 16%. The premium increase was due to an increase in declared asset values and claims costs.

Miscellaneous

The miscellaneous insurance policy covers personal accident for volunteers, air travel and personal effects. The 2012-13 premium increased by 27% which was due to an increase in claims experience.

APPENDIX 23: Internal Audit

The NSW Police Force Risk Management & Audit Committee consists of an independent chair, an independent member and an executive member appointed by the Commissioner of Police.

The committee provides independent assurance to the Commissioner by overseeing and monitoring the NSW Police Force's governance, risk management, compliance and control frameworks, and its external accountability requirements. The committee reviews all internal and external audit reports and provides advice to the Commissioner on significant issues identified in the audit reports. The committee also monitors management's implementation of audit recommendations.

The committee ensures all internal audit functions are consistent with the relevant standard, Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing and any additional practice requirements set by the Internal Audit & Risk Management Policy.

NSW Police Force Internal Audit & Risk Management Statement for the 2012-13 Reporting year

I, Andrew Scipione, Commissioner of Police, am of the opinion that the NSW Police Force has an internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit & Risk Management Policy.

I, Andrew Scipione, Commissioner of Police, am of the opinion that the Risk Management & Audit Committee for NSW Police Force is constituted and operates in accordance with the independence and governance requirements of *Treasury Circular NSW TC 09/08*. The chair and members of the Risk Management & Audit Committee are:

- Independent Chair, Ms Carol Holley for a term of four years from 2010
- Independent Member, Mr Arthur Butler for a term of four years from 2010
- Non-independent Member, Deputy Commissioner Catherine Burn Corporate Services from 2010 to September 2012.
- Non-independent Member, Deputy Commissioner David Hudson Corporate Services for a term of four years from November 2012.



A P Scipione APM
Commissioner of Police

Internal audits and reviews

Our Internal Audit & Review Unit provides an independent, objective assurance and advisory service to improve the organisation's operations. The Unit reviews the administrative, financial, information and human resource management functions that support the delivery of core policing services.

The Unit completed three audits and five consultancies for 2012-13 including:

- continuing Education & Training framework for operational frontline police
- a review of the NSW Police Property Group
- ongoing advice during the SAP Upgrade Project as a member of the Project Management Team and the Project Board
- advice to Performance Improvement & Planning Command in the conduct of the *Law Enforcement and National Security (Assumed Identities) Act 2010* audit.

APPENDIX 23: Internal Audit (continued)

- advice to Operational Programs Command about Youth Program and to Performance Improvement & Planning Command about Workforce Improvement Program Evaluation Plan, as to methods for defining program logic and evaluating programs.
- ongoing expenditure cycle continuous controls and transaction monitoring
- advice on financial requirements to the project team for the implementation of the Government Licensing System within the Security Licensing & Enforcement Directorate
- advice to the project team on security controls for the creation of electronic personnel files.

In addition, the Institute of Internal Auditors Australia completed a quality assessment of the Unit with respect to its efficiency and effectiveness, opportunities for improvement and conformity to the International Standards for the Professional Practice of Internal Auditing.

The recommendations from these audits and consultations have resulted in improved compliance with legislation and our own guidelines, better accountability and improved internal controls to assist in the achievement of corporate objectives.

External audits and reviews

During the year the Audit Office of NSW issued performance audit reports relating to government agencies. One of which included the operations of the NSW Police Force.

Managing drugs and other high-profile goods

The audit examined how well the NSW Police Force effectively and efficiently managed the storage and disposal of drug exhibits and other high-profile goods once they are recorded in police systems and stored in secure police facilities. The audit did not examine the collection or safe keeping of such goods before that point.

The report identified that the NSW Police Force has improved the effectiveness and efficiency of the management of drug exhibits and other high-profile goods it holds with the introduction of its Electronic Exhibits, Forensic Information & Miscellaneous Property System (EFIMS) in 2011. Nonetheless the report noted that there is still room for improvements in the transport and disposal of drug exhibits and other high-profile goods, which are being addressed by the NSW Police Force.

APPENDIX 24: Asset Purchase & 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 25: Major Works in Progress

PROJECT	DUE FOR COMPLETION	COST TO 30/06/13 \$'000
Building		
Bowral Police Station	2017	637
Coffs Harbour Police Station	2016	3,259
Deniliquin Police Station	2017	1,272
Lake Illawarra Local Area Command	2014	18,141
Lake Macquarie Local Area Command	2016	987
Liverpool Police Station	2016	6,162
Manly Police Station	2015	6,388
Moree Police Station	2014	16,441
Parkes Police Station	2014	13,335
Riverstone Police Station	2015	1,787
Tweed Heads Police Station	2017	1,690
Walgett Police Station	2015	1,674
Digital CCTV in Police Station Charge Areas	2014	23,131
Hazardous Materials Management Program	2017	27,102
Police Transport Command Fit-out & Equipment	2014	5,556
Prisoner Handling Upgrades at 14 Locations	2014	16,908
Information and communication technology		
Disaster Recovery for Legacy Systems	2016	384
iLEARN Facilities Management Phase 2	2014	1,489
Joined Up Justice	2014	2,998
OPP Technical Migration	2014	660
SIMS Storage Extension	2014	1,685
TRIM Records Management Upgrade Stage 2	2014	691
Fleet Management System	2014	574
Forensic Services Imaging	2014	598
Global Savings Project	2014	1,876
Government Licence System	2014	1,294
Livescan Hardware Refurbishment	2014	2,145
Mobile Data Terminal Replacement	2015	3,520
Enterprise Resource Planning Upgrade	2014	2,967
Upgrade of Core Operating Police System Phase 2	2014	50,158
Upgrade of Information Technology Equipment Phase 2	2014	36,769

PROJECT	DUE FOR COMPLETION	COST TO 30/06/13 \$'000
Plant and equipment		
Surveillance Equipment Replacement	2016	417
Class 4 Marine Vessels	2014	2,286
Prisoner Transport Vehicles	2014	488

This appendix lists major capital works in progress managed by the NSW Police Force and the actual cost of those works from project inception to 30 June 2013. Completion dates are estimates as published in the 2013-14 Budget Paper No.4 and may be subject to change.

APPENDIX 26: Marine Compliance Taskforce

The Marine Compliance Taskforce was formed in April 2013 to ensure more effective use of multi-agency assets and resources.

Member agencies include the NSW Police Force, Department of Primary Industries, Roads & Maritime Services, Office of Environment & Heritage, and the State Emergency Service (observer).

Since its formation the taskforce has begun scoping an integrated agency co-location trial at Botany Bay, commenced preparing a two-year strategic plan for better use of assets, developed a consultation program to engage staff and unions, launched a webpage, and established a sub-committee to consider appropriate vessel types and procurement opportunities.

More information about the Marine Compliance Taskforce information is available on www.transport.nsw.gov.au by searching for "Marine Compliance Taskforce".

APPENDIX 27: Public Interest Disclosures

We recognise the importance of corruption prevention and resistance.

The *Public Interest Disclosures Act 1994* sets in place a system to encourage public officials to report serious wrongdoing.

Under the NSW Police Force *Public Interest Disclosures Policy & Guidelines*, the *Code of Conduct & Ethics* and the *Corruption Resistance Plan* all staff, irrespective of their position, are expected to contribute to corruption resistance.

These plans however, do not exist in isolation. They rely on all staff managing corruption and misconduct risks through their own professional and ethical conduct, and on the effective application of the Command Management Framework, good supervisory practices and compliance with relevant corporate policies and procedures.

- The number of officers who made public interest disclosures this reporting year: 21
- The number of public interest disclosures received in total: 33
- The number of public interest disclosures received relating to:
 - (i) corrupt conduct 26
 - (ii) maladministration 7
 - (iii) serious and substantial waste of public money 0
 - (iv) government information contraventions 0
 - (v) the number of public interest disclosures finalised 14

APPENDIX 28: Honours & Awards

Commissioner's Valour Award (VA)

Awarded to sworn police for acts of exceptional bravery while on duty.

Det Insp Bryson Anderson (awarded posthumously)	Cst Justin James Knight
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Commissioner's Commendation – Courage

Awarded to officers for action in the line of duty where outstanding courage is required.

L/Snr Cst Kelly Thomas	Det Snr Cst Nathan Deery	L/Snr Cst Mark Hilton Hevers
Snr Cst Brian Ware	Sgt Geoffrey Thornton	Snr Cst Samuel Stevens
Snr Cst Robert Parkin	Snr Cst Scott Curtis	Snr Cst Stanley Sitoou
Snr Cst Simon Ross	Snr Cst Troy Christian Simmons	Cst Simon Meehan
Det Sgt Ashley Stokes	Snr Cst Caroline Tomek	L/Snr Cst Paul Doherty

Commissioner's Commendation – Service

Awarded to officers to recognise outstanding service.

Mr Steven Lowy	Det Sgt Michael Handley	AC Mark Murdoch APM
Sgt Samantha Barlow	Supt Greg Rolph APM	

Commissioner's Commendation – Community Service

Awarded to officers for outstanding service to the community.

Supt Mark Walton	Ms Joanna Gray	Snr Cst Murray Alcock
Insp Gavin Wood	Insp Glenn McDougall	

APPENDIX 28: Honours & Awards (continued)

Commissioner's Unit Citation

Awarded to officers who come together for a common purpose and perform outstanding service which may involve bravery or other acts of merit.

AC Frank Mennilli APM	Snr Cst Benjamin Robinson	Cst Michael Porteous
Supt Stuart Smith APM	Snr Cst Sally Ann Rodgers	Cst Adam Thompson
Insp Michael Rochester	Snr Cst Christopher Wills	Sgt Gregory Frail
Insp Gus Viera	Snr Cst Kristy Sheldrick	Sgt Troy Handley
Det Sgt Andrew Panigyrakis	Snr Cst James Dunphy	L/Snr Cst Jay Maleckas
Det Sgt Cameron Henshaw	Snr Cst Andrew Devlin	Cst Stephen Lewis
Sgt Anthony Skinner	Snr Cst Michael Nolan	Cst Robert Johnin
Sgt John Purcell	Snr Cst Christopher Hill	Cst Kirsten Grech
Snr Cst Eli Naylor	Cst Abraham Baidengan	Prb Cst David Willis
Snr Cst Bane Zekanovic	Cst Ashley Ray	Prb Cst Matthew Krauce
Snr Cst Wade Goddard	Cst Timothy Reynolds	Sgt Ronnie John Tarlington
Snr Cst John Perugini	Cst Arthur Lim	Cst Jessica Kate Senior
Snr Cst Chloe Smith	Cst Brendan Sirol	Cst Shaun Hambly
Cst Kiera Piggott	Cst Ashur Oshana	Cst Philip Paul Bogaerts
Cst Gagandeep Singh	Cst Ashley Young	Insp Christopher Smith
Cst Joshua Paroci	Cst Iosefo Fale	Insp Anthony Compton
Cst Jacob van der Hout	Cst James D'Morais	Sgt Paul Navin
Cst Maurice Preston	Cst Stephen Waddington	Sgt Peter Balatincz
Cst David Pang	Cst Kevin Law	Sgt Stuart Trevallion
Snr Cst Sofia Higgins	Cst Sarah Robinson	Sgt Bryan Jackson
Cst Joshua Boland	Cst Trent Kelly	Sgt Andrew Garner
Cst Lina Bastoncino	Snr Cst Nicholas Walters	L/Snr Cst Kristian Ghost
Cst Brett McGlynn	Snr Cst Paul Roper	L/Snr Cst Simon Burke
Sgt Gary Broadhurst	Snr Cst David Wells	L/Snr Cst Adam Mundy
Sgt Anthony Beckett	Snr Cst Christopher Tegart	Snr Cst Ashley May
Sgt Warren Metcalfe	Sgt Mark Hawthorne	Snr Cst Scott Robertson
Sgt Robert Harper	L/Snr Cst Carmen Bagust	Snr Cst Todd Seydler
Sgt Simon Telfer	Snr Cst Murray Britton	Mr Eric Barrow
Snr Cst Vladimir Kutle	Snr Cst Cameron Goodchild	

Commissioner's Certificate of Merit

Awarded to officers for exceptional performance of duty.

Supt Philip Flogel APM	Ms Victoria Toole	Ch Insp Colin Green
Insp Leith Gardiner Kennedy	Insp Glenn McDougall	Cst Jacob Gow
Snr Cst Lisa Hoggard	Insp Peter Hansen	Mr Dylan Enyon
Dr Jean Edwards	Insp Joshua Trevillion	Mr Travis Lamb
Cst Todd Kirk	Sgt Richard Martin	Mr Asher Licciardi
Prb Cst Usman Assad	Sgt Anthony Bear	Sgt Geoffrey Alan Norris
Sgt Robert Toynton	Det Sgt Samantha Richards	Chief Insp Dean Olsen
L/Snr Cst Michael Masters	Ms Prudence O'Reilly	L/Snr Cst Timothy Wilson
Cst Paul Morrison	Det Snr Cst Andrew Fraser	Cst Scott Bruce
Prb Cst Cameron Turner	Snr Cst Andrew Pearce	Cst Christopher Neill
Cst Paul Drozdowski	Cst Jared Kendall	Sgt Chad George
Mr Conrad Sampson	Cst James Morgan	Snr Cst Mark Davies

NSW Police Diligent & Ethical Service Medal

Awarded to officers for 10 years of diligent and ethical service. A numbered clasp is awarded for each additional five years of diligent and ethical service. Forty-three retrospective medals were awarded to former police officers.

AUSTRALIAN HONOURS & AWARDS

Bravery Medal (BM)

Retired Sgt Stephen de Lorenzo	Snr Cst Shane Pedler
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Commendation for Brave Conduct

Snr Cst Stephen William Case	L/Snr Cst Sean Potocki	Snr Cst Dennis Rutland
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Group Bravery Citation

Snr Cst Shane Pedler

APPENDIX 28: Honours & Awards (continued)

Australian Police Medal (APM)

Awarded for distinguished service by a member of an Australian police force.

Det Sgt John Robertson	Supt Darren Spooner	Det Ch Insp Daniel Sharkey
Insp Edward Bosch	Supt John Stapleton	Supt David Gregory Simmons
Insp Guy Guiana	Supt Luke Freudenstein	Ch Supt Anthony Trichter
Insp Stephen Henkel	Supt Mark Alan Hiron	Supt Mark Steven Walton
Sgt Kevin Daley	Det Snr Sgt Roslyn Keys	Det Supt Scott Whyte
Det Sgt Peter Lunney	Snr Cst Imants Ramma	

Public Service Medal (PSM)

Awarded for outstanding service by employees of the Australian Government and state, territory and local government.

Ms Dawn Gloria King	Ms Nicole Anne Rose
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Medal of the Order Of Australia (OAM) in the General Division

Awarded for service worthy of particular recognition.

Snr Cst Ken Anderson APM	Retired Sgt Brian Friend	Retired Snr Cst Paul Dixon APM
Retired Snr Sgt Don Eyb APM		

National Police Service Medal

720 medals were awarded to sworn officers for 15 years of diligent and ethical service.

National Medal

Awarded to sworn officers for 15 years of diligent and ethical service. A numbered clasp is awarded for each additional 10 years of diligent and ethical service.

National police long service awards are currently on hold pending the introduction of an automated system to allow more efficient processing of these awards. The following awards were issued to eligible serving officers on their death.

2 medals awarded	3 x 1 st Clasp awarded	1 x 2 nd Clasp awarded
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ROYAL LIFE SAVING NSW – NSW POLICE AWARD

Awarded for outstanding attempt at saving human life.

Sgt Glenn Price	L/Snr Cst Shane Eastham	Snr Cst Timothy McTaggart
Sgt Grant Hughes	Snr Cst Mark Cutugno	Cst Adam John Kendall
Cst Ben Leckey	Cst Andrew Drylie	Ch Insp Colin Green
Snr Cst Craig Battley	Cst Barry Turnbull	Snr Cst Joshua Critchley
Snr Cst Paul Smith	Snr Sgt Scott Ortlipp	Snr Cst Nicole Parker
Sgt Robert Minns	Snr Cst Peter Bell	Cst Kylie Morris
Snr Cst Matthew Berry	Snr Cst Samuel Stefanac	Cst William Broadbridge
Prb Cst Lyndsay Bradbury	Sgt Lance Stebbing	Prb Cst Dylan Lunn
Det Sgt Paul Roberts	Snr Cst Jamie Farrar	Prb Cst James Oram
Snr Cst Daniel Bishop	Det Cst Daniel John Lovell	Cst Dale Gordon Holmes

181D Section of the <i>Police Act 1990</i> under which a police officer is removed from the NSW Police Force	CET Commissioner's Executive Team	IAU Information Access Unit
ABS Australian Bureau of Statistics	COMPASS Command Performance Accountability System	ICAC Independent Commission Against Corruption
ACLOs Aboriginal community liaison officers	COPS Computerised Operational Policing System	ICT Information & Communication Technology
ADT Administrative Decisions Tribunal	CSU Charles Sturt University	IED Improvised explosive device
ADVOs Apprehended Domestic Violence Orders	Cth Commonwealth	iLEARN Innovation, Learning, Education, Administration, Resources Network
AFP Australian Federal Police	D&FV Domestic and family violence	IPROWD Indigenous Policing Recruitment Out West Delivery
AGD Attorney-General's Department	DAC Disability Advisory Council	IRC Industrial Relations Commission
AIC Australian Institute of Criminology	DAGJ Department of Attorney General & Justice	ISO International Standards Organisation
AIPM Australian Institute of Police Management	DAL Division of Analytical Laboratories	ISSN International Standard Serial Number
ALEC Alcohol & Licensing Enforcement Command	DET Department of Education & Training	IT Information technology
AM Member of the Order of Australia	DNA Deoxyribonucleic acid, or a set of genetic blueprints	JIRTs Joint Investigation Response Teams
ANPR Automated number plate recognition	DV Domestic violence	LACs local area commands
ANSTO Australian Nuclear Science & Technology Organisation	DVI Disaster Victim Identification	LEPRA <i>Law Enforcement (Powers & Responsibilities) Act 2002</i>
ANZPAA Australia New Zealand Policing Advisory Agency	eAVO Electronic apprehended violence orders	LGAs Local government areas
APM Australian Police Medal	EEFRP Electronic Evidence First Responders Program	MAC Marine Area Command
ASD Aboriginal Strategic Direction	EEO Equal employment opportunity	MCLOs Multicultural community liaison officers
ASGS Australian Statistical Geography Standard	EFIMS Electronic Exhibits, Forensic Information & Miscellaneous Property System	MDMA methylenedioxymethamphetamine, a synthetic illicit drug commonly known as ecstasy
ATM Automated teller machine	FBI Federal Bureau of Investigation	MDTs Mobile data terminals
BM Australian Bravery Medal	FOI Freedom of information	Methylamphetamine a synthetic illicit drug commonly known as crystal meth
BOCSAR NSW Bureau of Crime Statistics & Research	FSG Forensic Services Group	MHIT Mental Health Intervention Team
BTS Business & Technology Services	FTE Full time equivalent employees	MobileCAD Mobile Computer Aided Dispatch
c@ts.i Complaints Management System	G20 Meeting of the Group of 20 finance ministers and central bank governors from 20 of the world's largest economies	MPSP Multicultural Policies & Services Programs
CAD Computer Aided Dispatch	GIPA <i>Government Information (Public Access) Act 2009</i>	MSP Managing Successful Programs
CALD Culturally and linguistically diverse	GST Goods and Services Tax	NIFS National Institute of Forensic Science
CAPP Community Awareness of Policing Program	HR Human resources and human resource management system	NSCSP National Survey of Community Satisfaction with Policing
CART Child Abuse Response Team	HRIP Act <i>Health Records and Information Privacy Act 2002</i>	NSW 2021 The State Plan
CCTV Closed circuit television	HVP High-visibility policing	
	HWP Highway patrol	

OMCG Outlaw motorcycle gang

OPP Operational Policing Program

PAL Police Assistance Line

PASAC Police Aboriginal Strategic Advisory Council

PCA Prescribed concentration of alcohol

PHQ Police Force Headquarters

PMAC Police Multicultural Advisory Council

PORS Public Order & Riot Squad

PPD partial and permanent disability

PIIP Act *Privacy and Personal Information Protection Act 1998*

PSES Police Senior Executive Service

PSM Public Service Medal

PTC Police Transport Command

RES Region Enforcement Squad

RMS Roads & Maritime Services

RTA Roads and Traffic Authority

SA1 Statistical Area Level 1 is the smallest geographic area

SAP NSW Police Force's electronic finance

SECON State Emergency Operations Controller

SOPs Standard operating procedures

SSG Special Services Group

SWSI South Western Sydney Institute

TAFE Technical and further education

TASER Electronic control devices

TMF Treasury Managed Fund

TPD Total and permanent disablement

UWS University of Western Sydney

VIP Volunteers in Policing

VKG Police radio

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POLICE, FIRE, AMBULANCE

Triple Zero (000)

In an emergency

Use Triple Zero (000) only for emergencies or life threatening situations.

POLICE ASSISTANCE LINE 131 444

For non-emergencies and general enquiries

If you are a victim of a crime, other than life threatening or time critical emergency situations, contact the Police Assistance Line (PAL).

CRIME STOPPERS 1800 333 000

www.nsw.crimestoppers.com.au

Report crime information anonymously

If you have information about people who are wanted by police; unsolved crimes or a crime being planned; suspicious or unusual activity, contact Crime Stoppers on 1800 333 000 or at www.nsw.crimestoppers.com.au. You don't have to give your name and the information will be passed immediately to relevant investigators.

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

Telephone: Triple Zero (000) – 24 hours (Telstra ask for police)

Police Assistance Line: 131444 – 24 hours

Customer Assistance Unit: 1800 622 571 – 24 hours (free call)

Crime Stoppers: 1800 333 000 – 24 hours (free call)

www.nsw.crimestoppers.com.au

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 10, 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

143 Brisbane Street
DUBBO NSW 2830
(02) 6883 1704 – Business hours

Police are listed under 'Police NSW' in the White Pages – Business and Government

WE WELCOME YOUR FEEDBACK ON OUR PERFORMANCE

The NSW Police Force welcomes constructive feedback on the performance of our officers and staff so that we can improve the service we provide to you.