



NSW Police Force



ANNUAL REPORT 2010-11

Serving the State of New South Wales

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 7,272,200 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 hotspots, 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.



LETTER OF SUBMISSION TO THE MINISTER

31 October 2011

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 2011 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 formulae for financial statements, approved by the Treasurer.

Following the report's tabling in Parliament, it will be available for public access on the NSW Police Force website www.police.nsw.gov.au.

Yours sincerely,

A P Scipione APM
Commissioner of Police

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Cultural approval for all Aboriginal content and photographs has been provided by the NSW Police Force Aboriginal Strategy & Special Projects Team.

COMMISSIONER'S FOREWORD

Crime fell in three categories this year. It remained stable in 14 others. And, in keeping with the previous year, it did not rise in any category. Pleasing as these results are, they are still more encouraging viewed from a wider angle. Eleven categories of offence have fallen over the past five years and property crimes are at levels not experienced since the early 1990s.

While police and our law enforcement partners do not intend to rest on our collective laurels, it is timely that we pause and reflect on what has been achieved and how.

Traditional police work has played and continues to play a part, with targeted patrols and quality investigations ensuring serious repeat offenders are removed from circulation. But just as influential in curbing crime have been developments in investigative technology, strategic regulatory reform, and improved crime prevention education. And for these police can only claim part of the credit. The community in general – and police in particular – have benefited from a growing willingness to see crime and safety as everyone's concern. Partnerships forged across government, across business and welfare organisations, and across borders are driving reforms that are making crimes harder and less rewarding to commit.

The importance of the community support police enjoy cannot be overstated. It is a source of encouragement and, on occasions, vindication. More than that it provides police with the networks and resources to respond as crime evolves and new vulnerabilities replace old.

Of course, when and where crime does occur, police will always be required. This year saw the number of police officers reach 15,943, the largest in our history. It also saw, tragically, the death on duty of one of our most highly regarded, Detective Constable Bill Crews VA, an enormously popular young man who gave his life in the service of others.

The community support and goodwill that flowed from this tragic event were genuinely overwhelming and, for me and my fellow officers, a source of strength when it was most needed.

Strength and support were also commodities much in demand in those communities affected by natural disasters during 2011. The NSW Police Force was there to assist in the Queensland floods and in the aftermath of the Christchurch earthquake, whether mounting rescue and recovery operations or safeguarding damaged homes and infrastructure. We were also busy closer to home working tirelessly with our State Emergency Services colleagues to evacuate flooded townships in Northern and Western New South Wales.

The customer service initiatives that the NSW Police Force introduced in recent years were built upon during 2010/11. There has been a renewed focus on police engaging with their communities as a means of obtaining better insight into people's understanding and expectations of their local police. And the Community Awareness of Policing Program, into its second year, has continued to promote an improved appreciation of police work among community leaders.



New technology and more police are on the horizon. They will be needed if we are to sustain our offensive against crime and respond to the new challenges that will surely come our way. Whatever these are, I am confident that with continued community support the NSW Police Force will rise to meet them.

A P Scipione APM
Commissioner of Police

SUMMARY YEAR IN REVIEW



Highlights from the year 2010-11: some of our biggest achievements and challenges

The NSW Police Force responded to a number of requests for help this reporting year following devastating floods and earthquakes interstate and overseas.

Emergency management planning is critical in minimising the effects of an emergency on the community. The NSW Police Force is responsible for coordinating all multi-agency emergency responses, and ensuring support for designated combat agencies such as the NSW Rural Fire Service, NSW State Emergency Service and Fire & Rescue NSW. A State Emergency Operations Controller (SEOCON) and Deputy SEOCON are appointed by the Governor and both must be members of the NSW Police Senior Executive.

Widespread flooding was experienced across New South Wales affecting various areas within Southern, Northern and Western Regions. Police assisted with local evacuations and staffed **Emergency Operations Centres**.

We sent 150 police to assist the Queensland Police Service during widespread flooding in January 2011. **Operation Safeguard** was the largest interstate deployment since the Black Saturday bushfires in Victoria in 2009. Three district emergency management officers also worked in devastated areas to provide advice to local disaster management groups.

In February 2011, we deployed 122 officers to New Zealand following earthquakes in Christchurch. Under **Operation Monroe**, both general duties police and forensic specialists from New South Wales were sent to support our colleagues in New Zealand.

Following the **Japan earthquake and tsunami** in March 2011, the NSW Urban Search & Rescue Team was deployed for 11 days to assist local rescue authorities.

A senior NSW police officer accompanied the team of 76 as the police liaison officer, working in the devastated areas of Minamisanriku and Shizugawa.

The Major Events & Incidents Group (MEIG) coordinated the deployment of NSW police officers to Queensland, New Zealand and Japan. MEIG worked with the Department of Defence and major airlines to get our officers into these emergency management areas to assist our interstate and international colleagues and their communities.

Alcohol misuse remains one of our most significant challenges. **Operation Unite**, a two-day, trans-Tasman blitz against alcohol related crime and violence, is an ongoing strategy linking simultaneous police operations across Australia and New Zealand.

Three operations were conducted this reporting year in New South Wales, the latest ending with the lowest number of arrests in the operation's two-year history. 563 people were arrested across the state in May 2011, down from 723 in December 2010, 737 in September 2010 and 640 arrests in December 2009.

Operation Unite demonstrates the united determination of all police in Australia and New Zealand to curb alcohol misuse, crime, violence and antisocial behaviour and promote community safety.

The **Public Order & Riot Squad (PORS)** has been involved in most major policing operations within the metropolitan area this reporting year. These include New Year's Eve and Australia Day celebrations, the Sydney Gay & Lesbian Mardi Gras, Oprah Winfrey's visit and Operation Unite. PORS was also deployed to the Bathurst 1000 Races which attracts more than 440,000 visitors each year; Moree and Boggabilla to assist with flood evacuations; and several other country locations requiring assistance in public order management.

PORS has been directly involved in large scale searches for missing people and for murder victims, and supported the Australian Federal Police at the Villawood Detention Centre disturbances over Easter.

Operation Vikings coordinates funding used to support high visibility policing operations across the state. More than \$4.7 million was allocated to support frontline and specialist commands this financial year, which helped to fund more than 50,000 additional shifts. Included in this funding were large scale operations at the Bathurst 1000, the Tamworth Country Music Festival, the Deniliquin Ute Muster and the state's alpine region during the snow season.

In 2011 Traffic Services Branch formed the **Traffic Services Strike Force** to target all aspects of road safety within New South Wales. This included a focus on illegal street racing and hoon activity. The Strike Force's resources can be deployed as required to any local area command across the state at any time.

We increased the number of random drug tests conducted across the state. During 117 separate operations this reporting year, we conducted 35,686 random drug tests with 545 positive results (one in 65 of the drivers tested).

We also coordinated 14 statewide traffic enforcement operations focused on the critical road safety issues of impaired drivers (alcohol or drug), excessive speed, use of seat belts or helmets, and driver fatigue. During these operations 1,444,371 breath tests were conducted and 3,617 drivers were charged with drink driving (one in 399 of the drivers tested). Police issued 109,613 infringements, including 39,030 for exceeding the speed limit.

We are dedicated to delivering better outcomes for **victims of domestic and family violence**. We reviewed our domestic violence standing operating procedures this year and, with the assistance of a victim of crime, developed a new training resource for police.

We continue to work with other organisations to improve the response to domestic and family violence. In a first for the NSW Police Force, the Orana LAC was awarded the tender to establish the 'Staying Home Leaving Violence' support service in the Dubbo region to reduce homelessness in the community as a result of domestic and family violence.

In 2010 the *Coroners Act 2009* was amended to establish the Domestic Violence Death Review Team. The NSW Police Force is represented on this team to help identify systemic problems which, if resolved, will help prevent domestic homicides.

The **State Crime Command's Homicide Squad** made several significant arrests this reporting year, including the person police believe was responsible for the murder of five members of the Lin family, one of the largest homicides in the state's history.

Six-year-old **Kiesha Weippeart** was reported missing from her home in Mt Druitt on 1 August 2010. After an arduous nine month investigation, her mother and step-father were charged with her murder. The skeletal remains of a female child were located in a shallow grave in bushland at Shalvey. It is alleged the remains are those of Kiesha and that she was killed approximately two and a half weeks before her disappearance was reported.

Tegan Lane disappeared two days after she was born at Auburn Hospital in 1996. A police investigation, a coronial inquest and a further investigation by the Homicide Squad culminated in Keli Lane being charged with her daughter's murder. On 15 April 2011 Ms Lane was convicted at the Supreme Court and sentenced to 18 years imprisonment with a non-parole period of 13 years, five months. Ms Lane has appealed the conviction and sentence imposed by the Supreme Court.

Historical cases also featured this reporting year. The **Unsolved Homicide Team** charged a man in Victoria with the murder of Donna Hicks, who was shot at Minchinbury in Sydney's west in 1995.

Forensic science, innovations in technology and national identification systems combined to help investigators solve the 1998 sexual assault of an 85-year-old woman. A DNA sample taken from a suspect in a household burglary offence linked him to the unsolved sexual assault. The offender has since been sentenced to 12 years imprisonment with a non-parole period of eight years.

SUMMARY YEAR IN REVIEW



Strike Force Domino was the largest organised crime investigation and arrest operation ever conducted in New South Wales. The strike force targeted organised crime and as a result, 33 people were charged with more than 280 offences this reporting year, including serious drug, firearm, property and money laundering.

The strike force, which lasted more than 14 months and attracted worldwide media attention, culminated in 580 police executing 42 simultaneous search warrants and the closure of the largest clandestine laboratory ever discovered in the state. More than \$14 million in assets connected to seven crime syndicates were identified, including property, luxury vehicles, cash and a helicopter.

We use state of the art technology and equipment to assist frontline police.

We have upgraded our forensic ballistics system by installing the most advanced ballistics imaging and identification system in the world. The **IBIS Trax-3D** became fully operational in February 2011 and automatically compares electronic images of firearm evidence such as cartridge cases and bullets in both two and three dimensions. The new system achieved 53 hits in the first three months of its use, linking firearms to shooting crimes previously thought unrelated.

Our **DNA Science NSW Advancement Program** introduced forensic innovations in science and technology. Two mobile laboratories supporting multiple modes of forensic science now provide investigators with fast scientific intelligence at crime scenes. These labs are equipped with self contained specialist communication centres that provide real time connection from the field. The program has also seen the implementation of robotics and associated technologies at the NSW Health Division of Analytical Laboratories.

We commissioned a new twin engine **Eurocopter EC135P2+ helicopter**. It joined the Aviation Support Branch's fleet of four other helicopters and one fixed wing aircraft. The new helicopter, Polair 4, features the latest generation rotor technology, which is significantly quieter than previous models. It allows for increased cruise speed of around 220km/h which will contribute to improved police response times.

Our **Marine Area Command** played a key role in the state's biggest cocaine seizure this reporting year. In mid July 2010, a Colombian catamaran carrying 464kg of pure South American cocaine, the third largest cocaine importation into the state of New South Wales, off-loaded its illicit cargo to a German catamaran destined for the Australian coast. On Friday 8 October, the catamaran made a rendezvous with a New South Wales registered yacht, which allegedly took delivery of the cocaine and set sail towards the New South Wales north coast. Australian law enforcement vessels were deployed, including the NSW Police Force's offshore patrol vessel **Nemesis**. Officers from the Australian Federal Police, NSW Police Force, and Australian Customs arrested members of the yacht's crew.

A month later, **Operation Vibe** combined the resources of the NSW Police Force, Queensland Police Service, Australian Fisheries Management Authority and Australian Customs to target illegal activities within the Australian Exclusive Economic Zone (out to 200 nautical miles at sea). Ten people were charged with a variety of minor drug related offences, 100 random breath tests were conducted, and approximately 30 state marine compliance offences were detected.

Rural crime investigators specifically target crimes against agricultural and pastoral industries. They receive specialist training specific to rural crime, livestock handling and the National Livestock Identification Scheme.

Operation Kingoon was established by Western Region in June 2010 to investigate the theft of Angus cows from a rural property in the Gulgong area. Police recovered 79 head of stolen cattle from a number of properties across central and western New South Wales. In May 2011 the accused pleaded guilty to six counts of cattle theft worth in excess of \$90,000.

The operation was supported by Industry & Investment NSW and other rural stakeholders.

Detection dogs are trained to detect different odours including illicit drugs, firearms and explosives, human remains and cash.

They are extremely valuable for police work, assisting in investigations, emergencies and recovery operations. Their contribution is set to continue with the launch, in 2011, of the **Detection Dog Breeding Program**, which



has already yielded seven Labrador puppies. The program provides the NSW Police Force with a consistent, high quality and cost effective supply of detection dogs.

This reporting year we developed the **2011-15 Corporate Information & Communication Technology (ICT) Strategy**, which provides the roadmap for the implementation of smarter and more efficient policing systems.

The focus of the new strategy is on improved overall data quality for better decision making; improved information exchange with external agencies and the community; better remote access to information for frontline police; and innovative, high quality and cost effective technology to support improvements in policing.

We commenced the modernisation of our Computerised Operational Policing System (COPS), which has served the NSW Police Force well for over 16 years, introducing a new user-friendly interface with important additional features.

Using web-based screens, the **WebCOPS™** interface provides improved navigation, standard word processing functions, integrated multimedia, consolidated views of information, and quick links to common forms and systems, all designed to improve usability. These enhancements are the result of extensive consultation with frontline police over several years.

The WebCOPS™ interface allows the business of policing to go on while further work is done to make COPS more powerful, more flexible, faster, and easier to use.

This reporting year **1,202 students** attested at the NSW Police Academy and commenced work as probationary constables. There were 904 men and 298 women, 21 were Aboriginal or Torres Strait Islanders, and 137 were from a culturally and linguistically diverse (CALD) background; a profile which indicates that our recruitment has been effective in ensuring student groups reflect our state's diversity.

We introduced training in the use of electronic control devices (TASER) as part of the curriculum. TASER training now forms an important component of recruit training for all Associate Degree of Policing Practice students.

The **Community Awareness of Policing Program (CAPP)** has continued to improve understanding among community leaders and opinion leaders, and in turn the public, about what police do and why we do it. Participants responded to mock public order incidents, crime scenes and maritime search and rescue missions. Those who have completed the program this reporting year include former NRL player Hazem El Masri, Channel 10 news reporter Matt Doran, entertainer John Paul Young, former professional world surfing champion Layne Beachley and the executive officer of Deerubbin Local Aboriginal Land Council Kevin Cavanagh. Planning is underway for a Rural CAPP in October 2011.

This reporting year we also launched the **Community Engagements Guidelines**, which require all commands across the state to conduct at least five community engagements each year. Our goal is to encourage police to introduce themselves to members of the community more often and talk about local crime issues and community concerns.

We've also recognised those officers who have made an exceptional commitment to customer service through the annual **Commissioner's Customer Service Excellence Awards**. Seven categories allow the Commissioner and the police executive to recognise individuals, commanders and groups who have displayed excellence in customer service to the community of New South Wales.



SECTION ONE: OUR ORGANISATION



Our Charter

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 had carriage of operations) and the NSW Police Department (which had carriage of policy and administration) were amalgamated.

Today the NSW Police Force has 19,832 employees: 15,943 police officers and 3,889 civilian staff. We operate under the *Police Act 1990* and the *Police Regulation 2008*.

A culture of ethical and lawful behaviour

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

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

COMMISSIONER OF POLICE

ANDREW SCIPIONE APM

OFFICE OF THE COMMISSIONER



FIELD OPERATIONS

DEPUTY COMMISSIONER
DAVE OWENS APM



- Central Metropolitan Region
- North West Metropolitan Region
- South West Metropolitan Region
- Northern Region
- Southern Region
- Western Region
- Major Events & Incidents Group
- Traffic Services

SPECIALIST OPERATIONS

DEPUTY COMMISSIONER
NICK KALDAS APM



- Counter Terrorism & Special Tactics Command
- Special Services Group
- Police Prosecutions Command
- Professional Standards
- State Crime Command
- Forensic Services Group
- Operational Communications & Information Command

CORPORATE SERVICES

DEPUTY COMMISSIONER
CATHERINE BURN APM



- Business & Technology Services
- Education & Training Command
- Financial & Business Services
- Human Resources
- Office of the General Counsel
- Performance Improvement & Planning Command
- Public Affairs Branch
- Shared Services

** Changes in published figures reflect changes to police region boundaries.
Population figures are preliminary estimated resident population by local government area as at 30 June 2010 [source: ABS, Regional Population Growth, Australia (cat. no 3218.0)].
Where local government areas cross NSW Police Force region boundaries, population is allocated to regions based on 2006 Census proportions.*

OUR POLICE REGIONS

1 CENTRAL METROPOLITAN REGION

Area in square kilometres	542.1 sq km
Usual residents*	1,117,784
Number of police officers	2,629
Number of administrative staff	184

2 SOUTH WEST METROPOLITAN REGION

Area in square kilometres	3,645 sq km
Usual residents*	1,376,777
Number of police officers	2,331
Number of administrative staff	180

3 NORTH WEST METROPOLITAN REGION

Area in square kilometres	6,269 sq km
Usual residents*	1,762,372
Number of police officers	2,393
Number of administrative staff	197

4 SOUTHERN REGION

Area in square kilometres	199,700 sq km
Usual residents*	926,168
Number of police officers	1,654
Number of administrative staff	150

5 NORTHERN REGION

Area in square kilometres	70,052 sq km
Usual residents*	1,530,810
Number of police officers	2,217
Number of administrative staff	184

6 WESTERN REGION

Area in square kilometres	520,607 sq km
Usual residents*	518,678
Number of police officers	1,203
Number of administrative staff	141

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.

SECTION TWO: HOW WE OPERATE

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The NSW Police Force operates under the *Police Act 1990* and the *Police Regulation 2008*.

Eighty local area commands (LACs) operate from 426 police stations delivering policing services to communities. Specialist commands complement the general duties operational capability, covering land, sea and air operations.

We serve 7,272,200 people, approximately one third of Australia's total population (Australian Bureau of Statistics as at 31 December 2010).

During 2010-11, the NSW Government funded the NSW Police Force at a net cost of \$2.9 billion (\$2.6 billion in 2009-10).

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 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 State Plan targets
- monitoring and measuring corporate performance against Corporate Plan 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

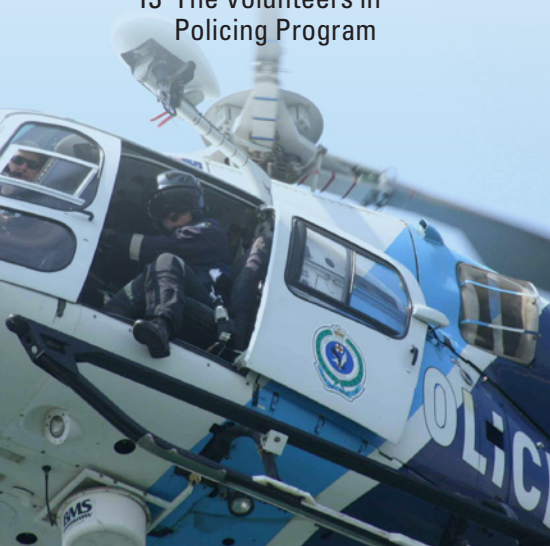
Improved planning enhanced corporate performance

Our *Corporate Plan 2008-12* connects the guiding principles of the *Directions in Australia New Zealand Policing 2008-11* and the priorities of the *NSW State Plan 2006-16* to our command business plans and senior officer performance agreements.

The *Corporate Plan 2008-12* establishes six key performance areas for all of the NSW Police Force's performance plans and reports (crime, public safety, community and partners, people, systems and leadership).

We measure performance through the Command Performance Accountability System (COMPASS)

COMPASS is an accountability forum that contributes to the assessment and improvement of corporate performance, including crime reduction. The primary focus of COMPASS is to assess the performance of command and business units in a series of performance and accountability categories related to crime management, corporate management and organisational support.



The forum contributes to evidence based decision making, explores how best to achieve corporate objectives from alternative strategies, and helps to identify emerging trends that might impact on corporate objectives.

For information about our internal audit and risk management performance, refer to Appendix 11, Internal Audit & Risk Management on page 93 of this report.

We're improving our radio communications

We have been working hard to reduce black spots and improve the quality of police radio communications. We're working on 20 individual, capially funded projects connected to the development and maintenance of the police radio network. This has involved an expenditure of \$11 million this year on equipment replacement, increasing radio capabilities at known black spots, and the commencement of works to convert Cootamundra, Goulburn, Manning Great Lakes, Mid North Coast, Far South Coast, Monaro, Tweed/Byron, and Wagga Wagga LACs to digital radio. These initiatives will contribute to improved officer and public safety.

We're modernising our Computer Aided Dispatch (CAD) system

Computer Aided Dispatch (CAD) is an online system used by police radio (VKG) to prioritise police deployment in the field. It also significantly enhances access to operational information and intelligence.

The Hills LAC has trialled a revised version of CAD with new software and infrastructure that allows supervisors to allocate jobs directly to police crews supported by automatic vehicle location. This system, which improves crew management and the safety of our frontline officers, is being rolled out to the rest of the state.

We are in step with the digital age

Ongoing enhancements have been made to the VIEW Program, which is an easy to use tool that enables frontline police to do more with digital imagery and lessen their reliance on specialist support. The system now provides

support to the Forensic Services Group by allowing uploads and storage of stills and video related to forensic operations, connection to e@gle-i allowing digital products to be accessed within major investigations, and the capacity to capture digital products from the public.

We provide electronic services to improve customer service

The Firearms Registry and the Security Licensing & Enforcement Directorate maintain public registers that enable people to confirm the validity of firearm, security, commercial agent or private inquiry agent licences online.

We send stolen and recovered vehicle and vessel details to the Register of Encumbered Vehicles (REVS), which allows the public to enquire into vehicle/vessel status.

We also send data and provide support to other agencies such as the Australian Crime Commission, Police Integrity Commission, Department of Attorney General & Justice NSW, CrimTrac, NSW Roads & Traffic Authority, NSW Maritime and NSW Fair Trading.

In response to the *Children Legislation Amendment (Wood Inquiry Recommendations) Act 2009*, there has been much greater inter-agency and community collaboration to share information on the safety, welfare and wellbeing of children and young people.

We provide an electronic referral of indictable charges to the Office of the Director of Public Prosecutions. We also exchange information electronically with Corrective Services NSW and the Department of Attorney General & Justice NSW.

We process criminal records and fingerprint inquiries

In 2010-11 we facilitated 456,327 national criminal history record checks, processed 181,904 court outcomes, released 95,510 criminal records for sentencing purposes at court, processed 71,099 charge fingerprints, responded to 39,785 operational police requests, and conducted 12,702 state-based name checks.

We're communicating with the public online

The NSW Police Force website (www.police.nsw.gov.au) is an important and increasingly popular source of information on police news, projects and initiatives. This year we hosted more than two million unique visitors to the website, a 27% increase on last year.

We continue to expand our social media presence to maximise communication; disseminate appeals for information and crime prevention tips; and provide information on police recruitment. We used a Facebook poll to let the public name a new litter of police puppies and used Flickr to seek historic photos for our upcoming 150th anniversary. At the end of the reporting year, we had almost 50,000 fans on Facebook, over 13,000 followers on Twitter and our videos have been viewed one million times on YouTube.

We aim to improve service to our internal customers

In January 2011 we realigned the Corporate Service Command in accordance with the principles outlined in the Department of Premier & Cabinet's report, *Blueprint for corporate and shared services in the NSW Government*.

The objective was to improve service to our internal customers by consolidating business functions in human resources and injury management as well as consolidating strategic governance and management of finance, property services, procurement, fleet and commercial business services.

We improved injury prevention and early intervention in the workplace

Progress has been made in embedding prevention and early intervention in the workplace through continued investment in new safety equipment and improved welfare and support services for our staff with the planned expansion of the Well Check Program. The Fatigue Risk Management Framework was also introduced this reporting year and the Physical Training Instructors Program commenced, which will provide each LAC and specialist unit with a physical training instructor.

HOW WE OPERATE



We have provided extensive training and mentoring to our sergeants and senior officers to improve leadership and conflict management skills in the workplace.

Participation in the Safety Science Program was expanded to duty officers and inspectors responsible for local human resource management. We also introduced annual wellbeing assessments for all of our commanders to support them in their pivotal roles.

Work has begun with a new workers compensation insurer, Employers Mutual Limited, on a proactive approach to communicating with injured officers and their treating doctors to ensure a swift and safe return to work.

Improved working arrangements

Police and administrative staff were provided an increase of 4% to salaries and all allowances from 1 July 2010.

To better accommodate the needs of our staff, we introduced new policies and conditions applying to breastfeeding at work, purchasing leave, Family & Community Service Leave and Personal Carer's Leave. Additionally, a revised Full-Time Leave Without Pay Policy now incorporates career breaks for employees.

We introduced a Sick Leave Management (Non-Work Related) Policy and procedures to improve the management of non-work related sick leave and a new Secondary Employment Policy to reform the approval, review and management of secondary employment.

We achieved some important EEO milestones this year

In consultation with key stakeholders we drafted the *Women in Policing Strategic Plan*, which outlines our corporate commitment to the recruitment and retention of women in policing. We also progressed requirements under the Ready Willing & Able Program to increase employment opportunities for people with a disability. This has involved significant consultation with internal commands with the view to broadening their potential employment pool, as well as a review of procurement processes to increase our involvement with organisations that employ people with a disability. 150 presentations

were also delivered to staff on bullying, harassment, discrimination and respectful workplace behaviours.

How we encourage Indigenous recruitment

At the close of this reporting year, Aboriginal people made up 2.3% of our workforce.

Our aim is 4% Aboriginal participation. We're working to achieve this through providing positive opportunities and experiences for potential recruits, promoting the NSW Police Force as an employer of choice and ensuring a supportive environment, skills training, professional development and career pathways for Aboriginal staff.

In partnership with TAFE NSW, we launched the statewide rollout of the Indigenous Policing Recruitment Our Way Delivery (IPROWD) program, which is a bridging course to assist Aboriginal people in meeting the entry requirements for the Police Academy. Currently 84 Aboriginal people are participating in IPROWD at Casino, Maitland, Mount Druitt, Nowra, Macquarie Fields, Orange and Tamworth.

Eight Aboriginal people have been recruited into targeted administrative positions and a further eight Aboriginal people have been employed in Business Administration Traineeships.

Members of culturally diverse communities are being encouraged to join the Force

Recruiting people from diverse communities increases our organisational capabilities for current and future policing challenges. Language skills and cultural understanding are among the specialised skills officers from culturally diverse backgrounds bring to policing.

A small but targeted advertising campaign has been launched encouraging members of culturally diverse communities to join the NSW Police Force. This campaign featured in community and local press, posters, Facebook and other online media.

The NSW Police Force has a Multicultural Policies & Services Program

Following extensive consultations with staff and the community, the *NSW Police Force Multicultural Policies & Services (MPSP) Forward Plan 2011-14* has been developed. The plan, which is titled the *Police Priorities for Working in a Culturally, Linguistically & Religiously Diverse Society*, complies with the NSW Principles of Multiculturalism as required by the *Community Relations Commission and Principles of Multiculturalism Act 2000*.

Built on the previous plan, the MPSP Forward Plan 2011-14 continues to enhance our capacity to operate effectively in a diverse cultural, linguistic and religious environment; to deliver a culturally responsive policing service to the community; and to strengthen community relations.

Our achievements and ongoing commitments under the MPSP:

- The Commissioner's Advisory Council on Culturally Responsive Policing conducted two community consultations and has met with the Commissioner to convey and discuss issues of concern.
- The Multicultural Community Liaison Officer (MCLO) Program continued to support local police and community relations and provided assistance with victim support, information and crime prevention. An independent review of the program has provided input to ensure its enduring success in today's increasingly diverse policing environment.
- A range of local multicultural programs responding to local issues has been developed by local area commands in collaboration with the community and other government agencies.
- A range of diversity training has been delivered to staff to enhance the capability of police to work with diversity.

Our commitment to use independent professional interpreters

While the Community Language Allowance Scheme aims to facilitate better communication with non-English speaking people, we use accredited interpreters for investigative and court purposes.

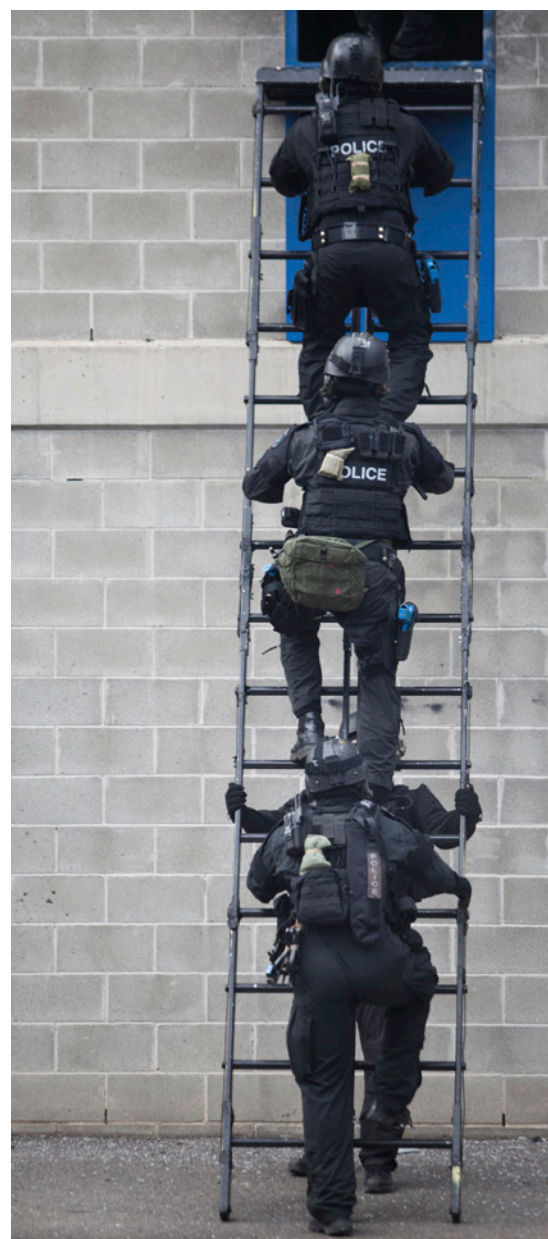
An agreement with the Community Relations Commission also allows police to book interpreters for victims of domestic and family violence, and for all offenders on behalf of local courts for first appearances and mentions.

Our commitment to people with disabilities

We finalised our *Disability Action Plan 2010-2011*, which is publicly available on our website. We also reviewed the NSW Police Force Disability Advisory Council and developed guidelines for police officers when interacting with people accompanied by assistance animals. Over the next 12 months consultation will commence with community members and organisations to expand the Disability Action Plan and address emerging issues for people with a disability.

The Volunteers in Policing Program celebrated its 16th anniversary this year

There are 495 active volunteers in policing (VIPs) who provide important support to their local police. Since 1995, VIPs have contributed 1.7 million hours of assistance. As representatives of the community with local knowledge and contacts, they are an invaluable resource and we thank them for their support.



NSW POLICE FORCE CORPORATE PLAN 2008-12



STRATEGIES WE'RE IMPLEMENTING

CRIME	REDUCED RATES OF CRIME, PARTICULARLY VIOLENT CRIME <ul style="list-style-type: none"> • Coordinate resources dedicated to crime prevention • Target repeat offenders and crime hotspots • Target alcohol and drug related crime • Strengthen our response to domestic and family violence • Combat organised and serious crime • Continue to bring offenders to justice
PUBLIC SAFETY	REDUCED PERCEPTION AND FEAR OF CRIME <ul style="list-style-type: none"> • Increase community engagement with a focus on vulnerable groups • Enable local solutions to local problems REDUCED LEVELS OF ANTISOCIAL BEHAVIOUR <ul style="list-style-type: none"> • Increase and improve coordination of visible authority • Target antisocial behaviour SAFER PUBLIC TRANSPORT AND ROADS <ul style="list-style-type: none"> • Targeted traffic enforcement • Encourage responsible driving and behaviour on public transport
COMMUNITY & PARTNERS	INCREASED COMMUNITY CONFIDENCE IN POLICE <ul style="list-style-type: none"> • Respond to calls within a reasonable time • Provide professional customer service • Collaborate with community and partner agencies • Embed prevention and early intervention • Cooperate and coordinate with other law enforcement jurisdictions • Rigorously administer legislation and regulations
PEOPLE	ENHANCED CAPABILITIES <ul style="list-style-type: none"> • Align flexible rostering to reduce and prevent crime • Deliver professional development of our staff • Foster workforce diversity to reflect our community A SAFE AND SUPPORTIVE WORK ENVIRONMENT <ul style="list-style-type: none"> • Progress a culture of workplace safety • Support our people • Reinforce individual accountability and ethics at all levels
SYSTEMS	IMPROVED ORGANISATIONAL CAPABILITY TO DELIVER OUR SERVICES <ul style="list-style-type: none"> • Streamline procedures and legislation (cutting red tape) • Improve usefulness, reliability, accessibility, integrity and value of our information, communication and technologies • Enhance internal controls • Promote good practice
LEADERSHIP	CLEAR DIRECTION AND SUPPORT <ul style="list-style-type: none"> • Encourage talented, dedicated and innovative staff • Influence people to achieve community, government and corporate priorities • Communicate effectively • Ensure succession planning • Support delegated authority to make day to day decisions

INDICATORS OF SUCCESS

TARGET FOR 2012

<ul style="list-style-type: none"> Fewer personal victims of assault, sexual assault and robbery¹ Fewer household victims of break and enter, and motor vehicle theft¹ Increase local government areas with decreasing/stable crime rates (%)² Reduce alcohol related assaults² Increase legal actions (charges) for serious crime 	<ul style="list-style-type: none"> ≤ 5.1% victimisation ≤ 6.2% victimisation ≥ 94% decrease increase
<ul style="list-style-type: none"> Increase the % of the community who feel safe walking/jogging alone after dark in their neighbourhood (%)³ Reduce the % of the community who perceive louts/gangs to be a problem in their neighbourhood (%)³ Reduce the % of the community who perceive graffiti or other vandalism to be a problem in their neighbourhood (%)³ Reduce the % of the community who perceive speeding cars, dangerous or noisy driving to be a problem in their neighbourhood (%)³ Increase the % of the community who feel safe using public transport alone after dark (%)³ Reduce road trauma⁴ 	<ul style="list-style-type: none"> ≥ national average ≤ national average ≤ national average ≤ national average ≥ national average road fatalities < 0.74 per 100 million vehicle kms travelled
<ul style="list-style-type: none"> Improve time taken to attend urgent calls² Increase the % of the community who were satisfied with the most recent contact with police (%)³ Reduce customer service related complaints Increase the % of the community who state they 'agree' they "have confidence in police" (%)³ Increase legal actions for domestic violence related assaults (%)² 	<ul style="list-style-type: none"> ≤ 12 minutes (80% of calls) ≥ national average decrease ≥ national average ≥ 60%
<ul style="list-style-type: none"> Maintain adequate police officers at LACs (%) Maintain mandatory police training requirements Civilian staff receiving three or more learning/development days per year (%) Reduce police turnover (%) Reduce time taken to fill vacant positions Increase staff satisfaction (staff opinion survey: % agreeing) Reduce number police officers with over 456 accrued annual leave hours (%) Reduce hours lost (sick leave – work and non-work related) 	<ul style="list-style-type: none"> ≥ 80% ≥ 95% ≥ 90% ≤ national average decrease increase < 8% ≤ national average
<ul style="list-style-type: none"> Increase police deployment to crime fighting and prevention across LACs (%) Reduce the number of hours police are rostered for court Less time unavailable due to unscheduled computer system and communications outages (CAD & COPS) Increase in staff who consider core systems are easy to use, reliable (timely and accurate), responsive and can readily access data (staff opinion survey: % agreeing) 	<ul style="list-style-type: none"> ≥ 82% decrease decrease increase
<ul style="list-style-type: none"> Increase in staff who consider they have opportunities to use their skills/knowledge (staff opinion survey: % agreeing) Increase in staff who consider they are achieving priorities (staff opinion survey: % agreeing) Increase the % of the community who are satisfied with services provided by the police (%)³ Commands with a business plan (detailing initiatives and targets) Reduce vacant commander and senior officer positions within commands Financial result is in line with budget 	<ul style="list-style-type: none"> increase increase ≥ national average =100% decrease on budget

Notes:

¹Source – ABS Crime Victimisation Survey

²Source – Results & Services Plan

³Source – National Survey of Community Satisfaction with Policing

⁴Source – NSW State Plan – Improve road safety priority

SECTION THREE: HOW WE PERFORMED

IN THIS SECTION

- 16 Crime
- 19 Public safety
- 22 Community and partners
- 24 People
- 24 Systems
- 25 Leadership

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.

The performance indicators presented in this section are drawn from the *NSW Police Force Corporate Plan 2008-12* (refer to page 14).

CRIME

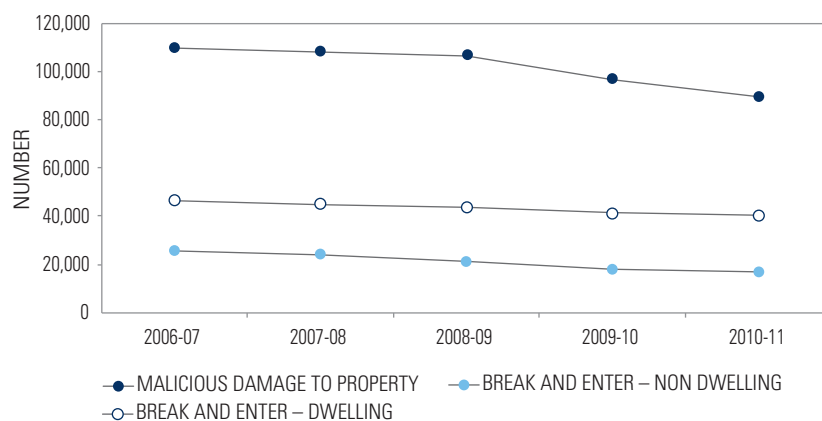
We're focussed on reducing rates of crime, particularly violent crime

Frontline policing and targeting crime hotspots and repeat offenders have contributed to crime levels across 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.

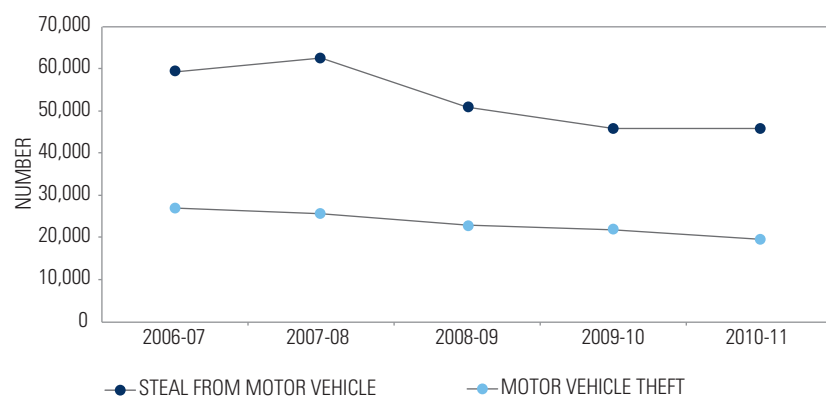
How we performed in 2010-11

CHART 1: BREAK AND ENTER, AND PROPERTY DAMAGE



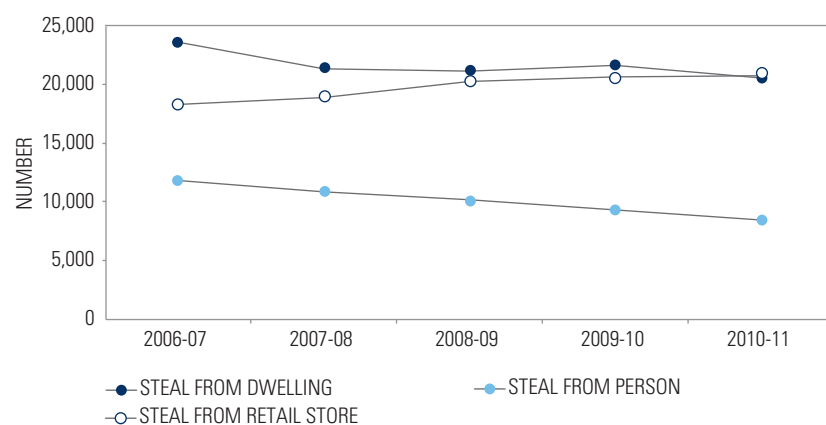
Source: NSW Bureau of Crime Statistics & Research

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

TABLE 1: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PROPERTY

INCIDENT CATEGORY	2006-07	2007-08	2008-09	2009-10	2010-11
Break and enter - dwelling	46,546	44,833	43,778	41,223	40,519
Break and enter - non dwelling	25,721	23,865	20,914	17,748	17,031
Malicious damage to property	109,855	108,019	106,384	96,182	89,636
Steal from motor vehicle	59,236	62,603	50,810	45,908	45,914
Motor vehicle theft	27,045	25,726	22,910	21,789	19,646
Steal from dwelling	23,650	21,331	21,140	21,636	20,601
Steal from person	11,856	10,844	10,129	9,314	8,485
Steal from retail store	18,352	18,896	20,274	20,690	20,798

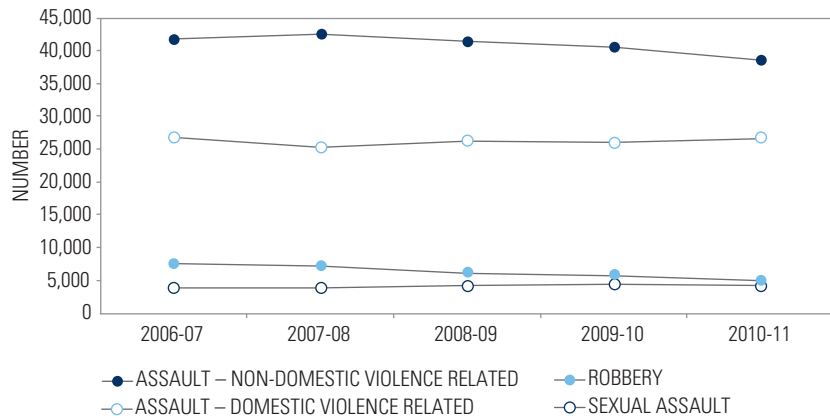
Source: NSW Bureau of Crime Statistics & Research



HOW WE PERFORMED



CHART 4: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PERSONS

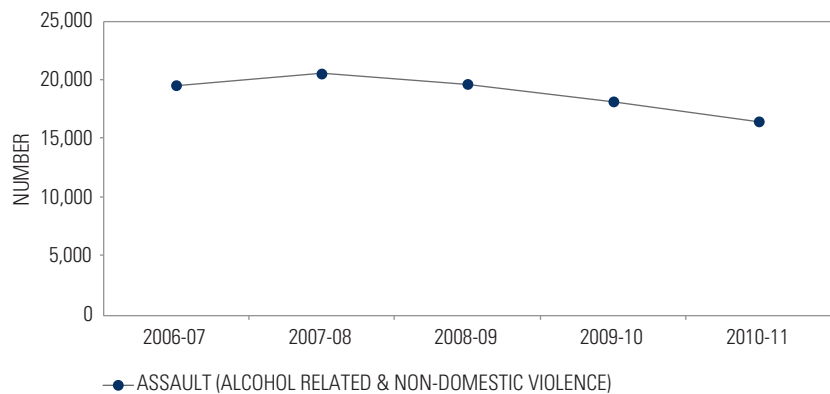


Source: NSW Bureau of Crime Statistics & Research

TABLE 2: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PERSONS

INCIDENT CATEGORY	2006-07	2007-08	2008-09	2009-10	2010-11
Assault - domestic violence related	26,879	25,371	26,257	26,084	26,673
Assault - non-domestic violence related	41,789	42,612	41,449	40,499	38,644
Robbery	7,654	7,135	6,088	5,766	5,052
Sexual assault	3,951	4,095	4,248	4,505	4,228

CHART 5: RECORDED NON-DOMESTIC VIOLENCE ASSAULTS WHERE ALCOHOL WAS A FACTOR, NSW



Source: NSW Police Force's Computerised Operational Policing System

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

INCIDENT CATEGORY	2006-07	2007-08	2008-09	2009-10	2010-11
Assault (alcohol and non-domestic violence)	19,490	20,614	19,572	18,134	16,476

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.

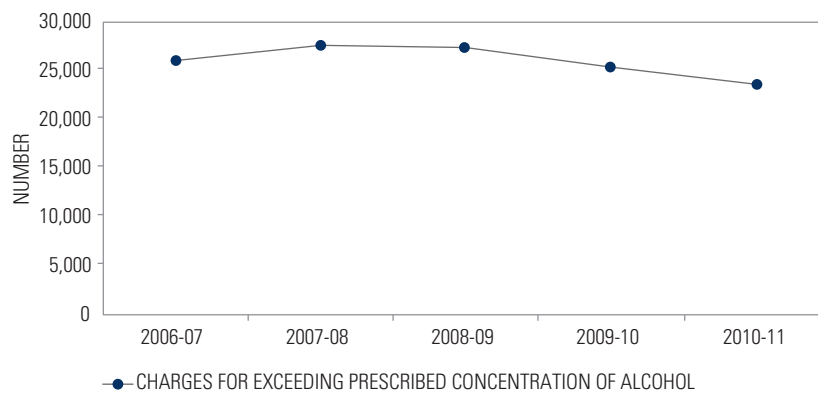
PUBLIC SAFETY

We're focussed 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 hotspots for poor driving, crime and antisocial behaviour.

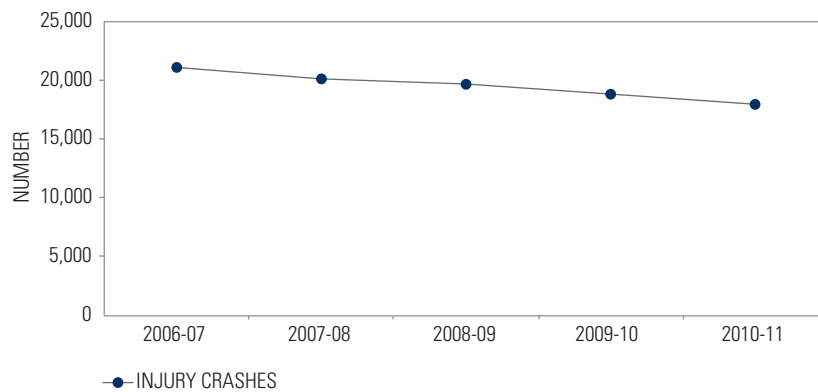
Safety on our roads

CHART 6: CHARGES FOR EXCEEDING PRESCRIBED CONCENTRATION OF ALCOHOL



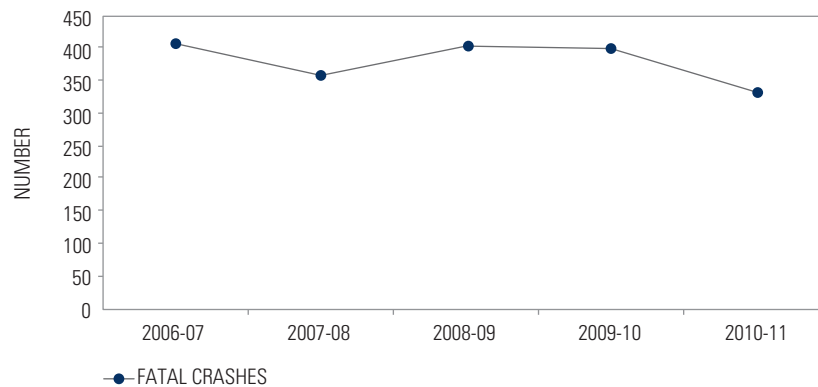
Source: NSW Police Force Traffic Services Branch

CHART 7: INJURY CRASHES



Source: NSW Police Force Traffic Services Branch

CHART 8: FATAL CRASHES



Source: NSW Police Force Traffic Services Branch



HOW WE PERFORMED

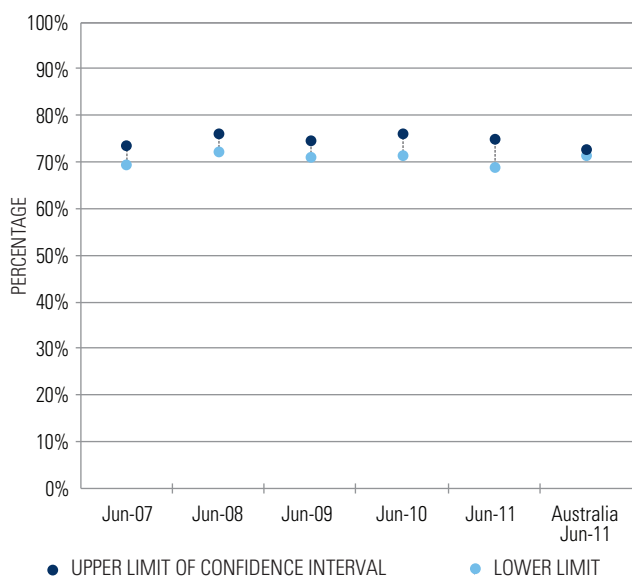
TABLE 4: INJURY CRASHES, FATAL CRASHES AND CHARGES FOR EXCEEDING PRESCRIBED CONCENTRATION OF ALCOHOL

INCIDENT CATEGORY	2006-07	2007-08	2008-09	2009-10	2010-11
Exceed prescribed concentration of alcohol	25,943	27,629	27,281	25,270	23,624
Injury crashes	21,114	20,051	19,672	18,843	17,972
Fatal crashes	408	356	403	397	333

Source: NSW Police Force, Traffic Services Branch

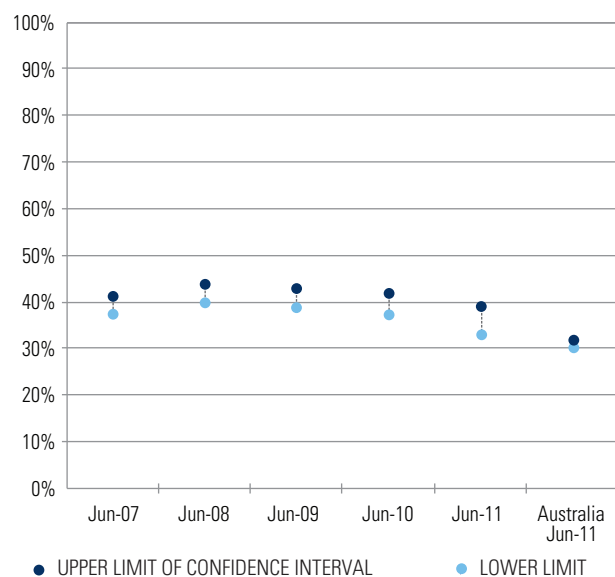
Note: Revisions to previously published statistics reflect updated investigations.

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



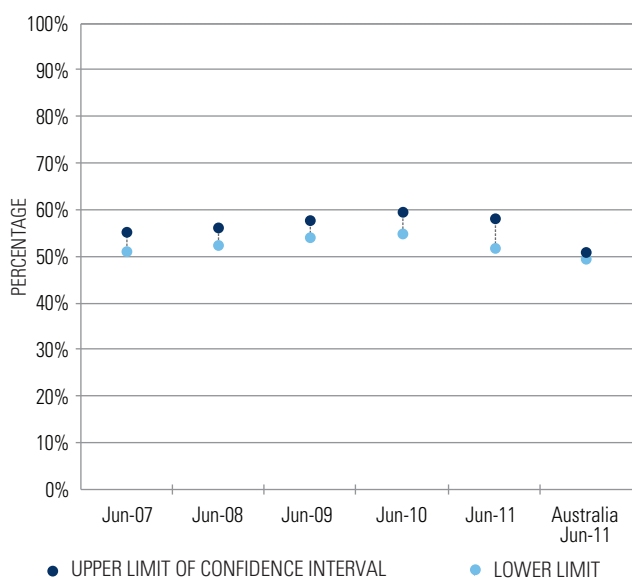
Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

CHART 10: CONCERN ABOUT LOUITS OR GANGS IN LOCAL NEIGHBOURHOODS, NSW



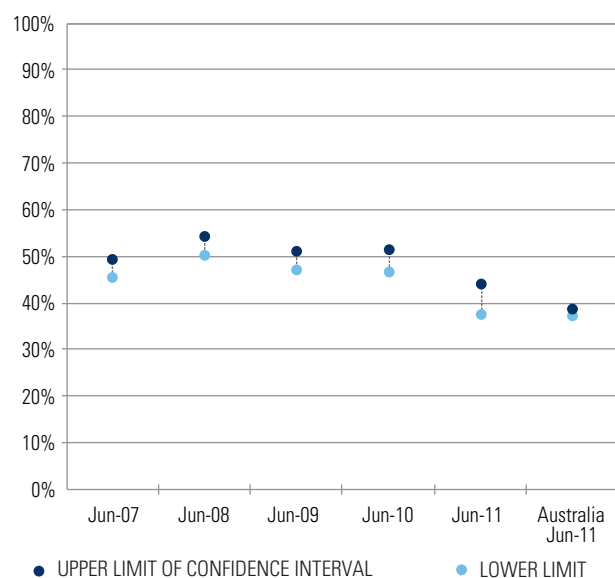
Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

CHART 11: CONCERN ABOUT GRAFFITI OR OTHER VANDALISM IN LOCAL NEIGHBOURHOODS, NSW



Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

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



Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

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

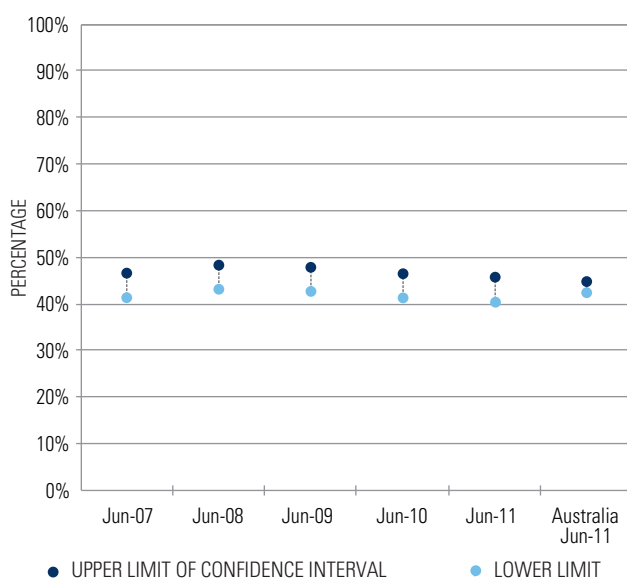
	NSW										AUSTRALIA	
	2006-07		2007-08		2008-09		2009-10		2010-11		2010-11	
NSCSP Survey 2010-11	Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %	
Speeding cars or dangerous driving	70.1%	72.8%	72.8%	75.5%	71.6%	74.3%	72.1%	75.4%	69.5%	74.4%	71.5%	72.8%
Louts or gangs	37.5%	40.4%	40.0%	43.0%	39.1%	42.0%	37.4%	41.1%	33.0%	38.2%	30.1%	31.4%
Graffiti or other vandalism	51.5%	54.5%	52.9%	55.9%	54.3%	57.3%	55.4%	59.1%	52.2%	57.6%	49.5%	50.9%
Drunken or disorderly behaviour	45.9%	48.8%	50.8%	53.8%	47.7%	50.7%	47.2%	51.0%	38.0%	43.4%	37.3%	38.7%

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

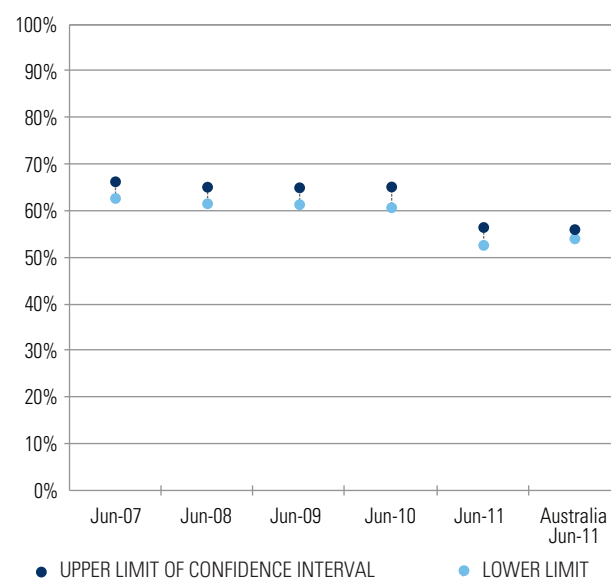
Note: The percentage shown is the sum of respondents who consider the issue to be a 'major problem' and 'somewhat of a problem'. Any survey estimate is subject to sample error – the smaller the sample, the larger the sample error. Rather than report point estimates, results are presented as a range (the 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).

We're focussed 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

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

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

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

TABLE 6: FEELINGS OF SAFETY, NSW

	NSW										AUSTRALIA	
	2006-07		2007-08		2008-09		2009-10		2010-11		2010-11	
NSCSP Survey 2010-11	Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %	
On public transport at night	42.0%	46.0%	43.9%	47.7%	43.4%	47.2%	41.9%	45.8%	41.0%	45.1%	42.5%	44.9%
Jogging/walking at night	63.0%	66.0%	61.8%	65.0%	61.3%	64.4%	60.9%	64.1%	53.0%	56.4%	54.2%	56.1%

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

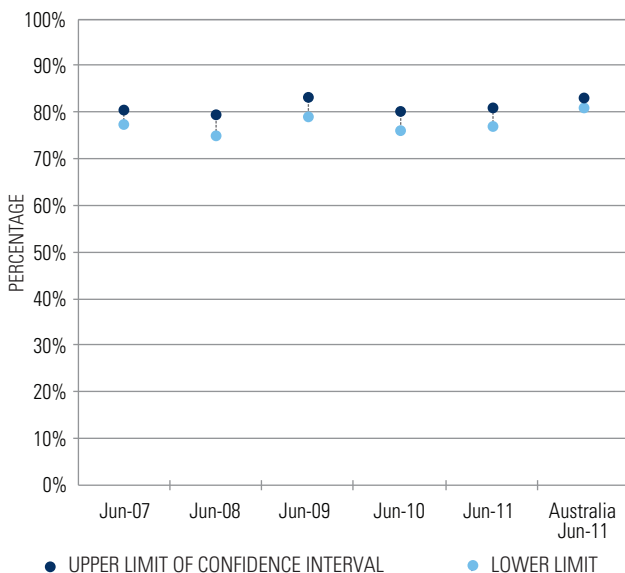
Note: The percentage shown is the sum of respondents who reported feeling 'very safe' and 'safe'. Any survey estimate is subject to sample error – the smaller the sample, the larger the sample error. Rather than report point estimates, results are presented as a range (the 95% confidence interval). This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

COMMUNITY AND PARTNERS

We're focussed on increasing community confidence in police

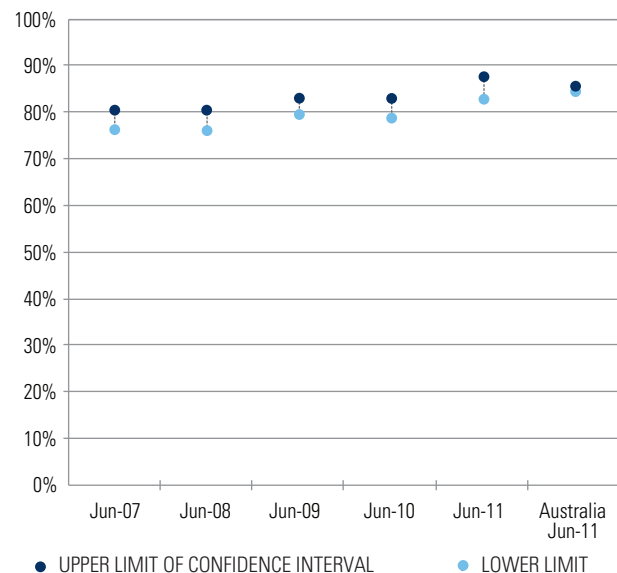
Customer service initiatives and prompt, professional responses to crime and safety issues are catering to community expectations.

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



Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

CHART 16: COMMUNITY CONFIDENCE IN POLICE, NSW



Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

TABLE 7: COMMUNITY CONFIDENCE IN POLICE

	NSW						AUSTRALIA	
	2006-07	2007-08	2008-09	2009-10	2010-11	2010-11	2010-11	
NSCSP Survey 2010-11	Lower - Upper Limit %	Lower - Upper Limit %	Lower - Upper Limit %	Lower - Upper Limit %	Lower - Upper Limit %	Lower - Upper Limit %	Lower - Upper Limit %	
Satisfaction with most recent contact with police	77.2% 79.7%	75.4% 79.1%	79.5% 82.7%	76.1% 79.7%	76.6% 80.1%	81.5% 83.3%		
Have confidence in police	77.5% 80.0%	77.5% 80.0%	79.9% 82.3%	79.3% 82.3%	83.0% 87.0%	84.6% 85.7%		

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

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.



Response times

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

TABLE 8: URGENT RESPONSE CALLS^a

FINANCIAL YEAR	UNIT OF MEASURE	2006-07	2007-08	2008-09	2009-10	2010-11 ^b
Urgent response calls	Number	109,267	110,318	125,411	111,964	113,633
Percentage attended to within target time	%	73.0	74.1	72.8	78.1	79.5

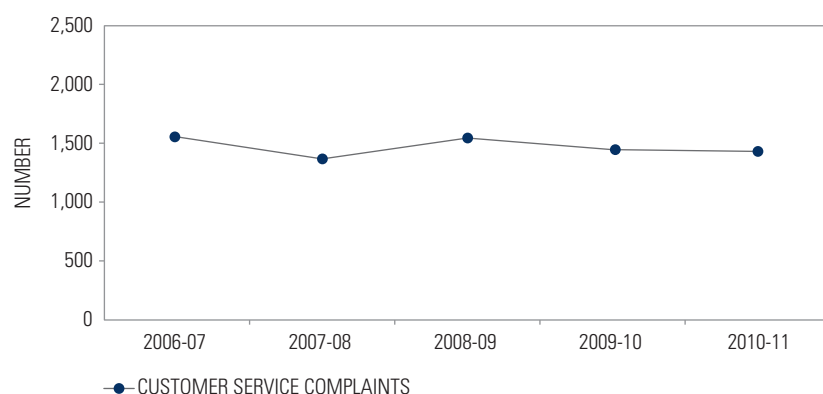
Source: NSW Police Force EDW/CAD

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. The target for 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.

Complaint trends

CHART 17: CUSTOMER SERVICE COMPLAINTS^a



Source: NSW Police Force, Professional Standards Command

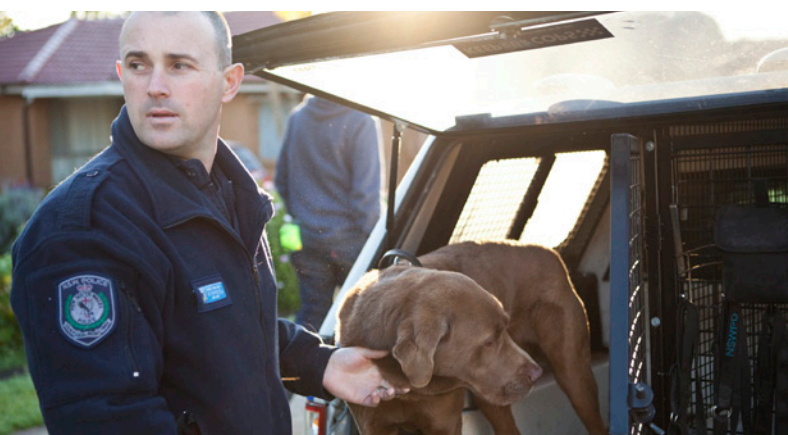
TABLE 9: NSW POLICE FORCE CUSTOMER SERVICE COMPLAINTS^a

	2006-07	2007-08	2008-09	2009-10	2010-11 ^b
Customer service complaints	1,532	1,364	1,527	1,439	1,418

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 6 on page 87.

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.



HOW WE PERFORMED

PEOPLE

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

Police: number and distribution

TABLE 10: POLICE NUMBERS, NSW

NUMBER AS AT 30 JUNE	JUN-07	JUN-08	JUN-09	JUN-10	JUN-11
Actual	15,333	15,324	15,720	15,633	15,943
Allocated positions	15,206	15,206	15,306	15,556	15,806

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 5.6% for July 2010 to June 2011, up from 4.8% on the same period for 2009-10. The latest available national average turnover for police positions was 5.3% (*Police Agencies HR Benchmarking Report 2009-10*).

The total number of police officers over the maximum allowed accrued hours of recreation leave was 3,646 (22.9% of all NSW Police Force police officers).

The average number of hours lost per employee (sworn and administrative) due to unplanned absences was 151 hours in 2010-11 compared with 147 hours in 2009-10.

The average number of sick leave hours per employee was 58 hours during 2010-11, down from 60 hours in 2009-10.

The number of hours lost per employee through workplace injury was 92 hours during 2010-11, compared with 86 hours in 2009-10.

SYSTEMS

We're focussed 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, 2010-11

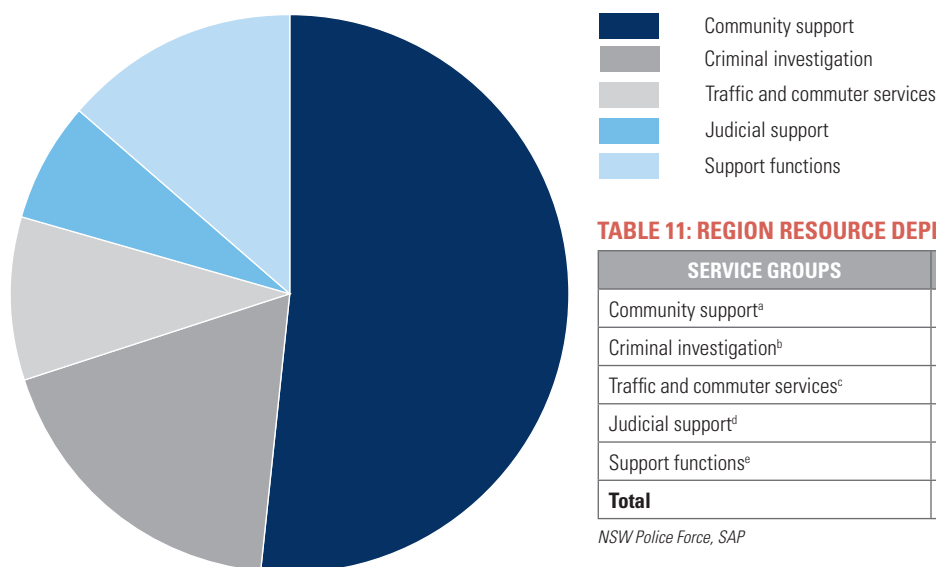


TABLE 11: REGION RESOURCE DEPLOYMENT BY ACTIVITY GROUPS

SERVICE GROUPS	PROPORTION OF ROSTERED HOURS
Community support ^a	51.8%
Criminal investigation ^b	18.4%
Traffic and commuter services ^c	9.4%
Judicial support ^d	6.8%
Support functions ^e	13.6%
Total	100.0%

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 8 to the Financial Report on page 54.

LEADERSHIP

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

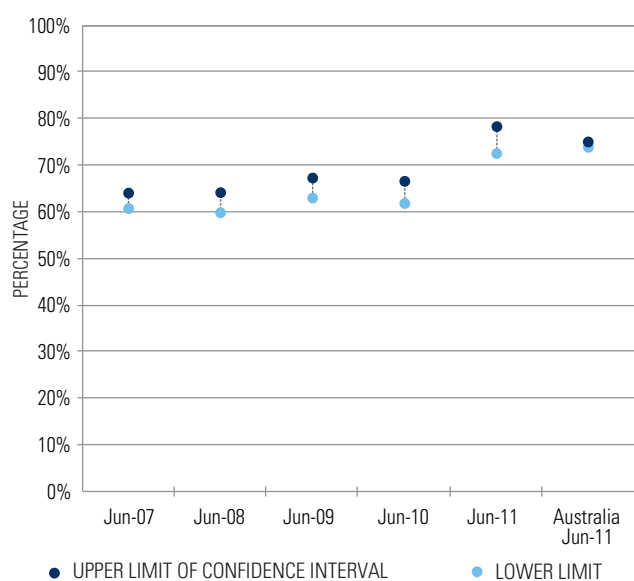
TABLE 12: SATISFACTION WITH POLICE SERVICES, NSW

	NSW										AUSTRALIA	
	2006-07		2007-08		2008-09		2009-10		2010-11		2010-11	
NSCSP Survey 2010-11	Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %		Lower - Upper Limit %	
Satisfaction with service provided by police	61.3%	64.1%	60.8%	63.7%	63.5%	66.4%	62.4%	66.1%	72.8%	77.6%	74.1%	75.4%

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11

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.

CHART 19: SATISFACTION WITH SERVICES PROVIDED BY POLICE, NSW



Source: National Survey of Community Satisfaction with Policing (NSCSP) 2010-11



SECTION FOUR:

FINANCIAL STATEMENTS

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FINANCIAL SUMMARY

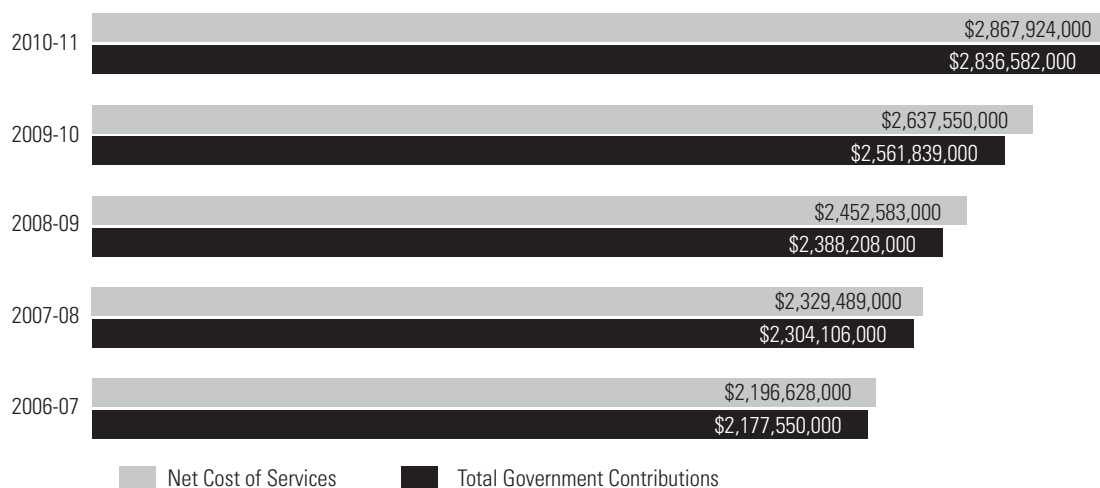
MAJOR EXPENSES

Total expenses including losses were \$2,960.8 million. About 81% of this amount represented employee-related expenses (\$2,396.7 million), with \$1,598.3 million spent on salaries, wages and recreation leave entitlements. Employee-related expenses increased 11% from 2009-10. Maintenance of property, plant and equipment totalled \$28.0 million.

CONTRIBUTIONS AND REVENUE

Total Government contributions were \$2,836.6 million. This contribution consists of a recurrent appropriation; capital appropriation and Crown acceptance of certain employee-related costs such as superannuation and long service leave expenses. Capital appropriation was \$153.7 million. Revenue from the sale of goods and services was \$40.7 million, about 10% higher than 2009-10. Revenue from grants and contributions increased 30% mainly due to the Roads and Traffic Authority (RTA) contribution of \$13.3 million as part of its Road Trauma Program.

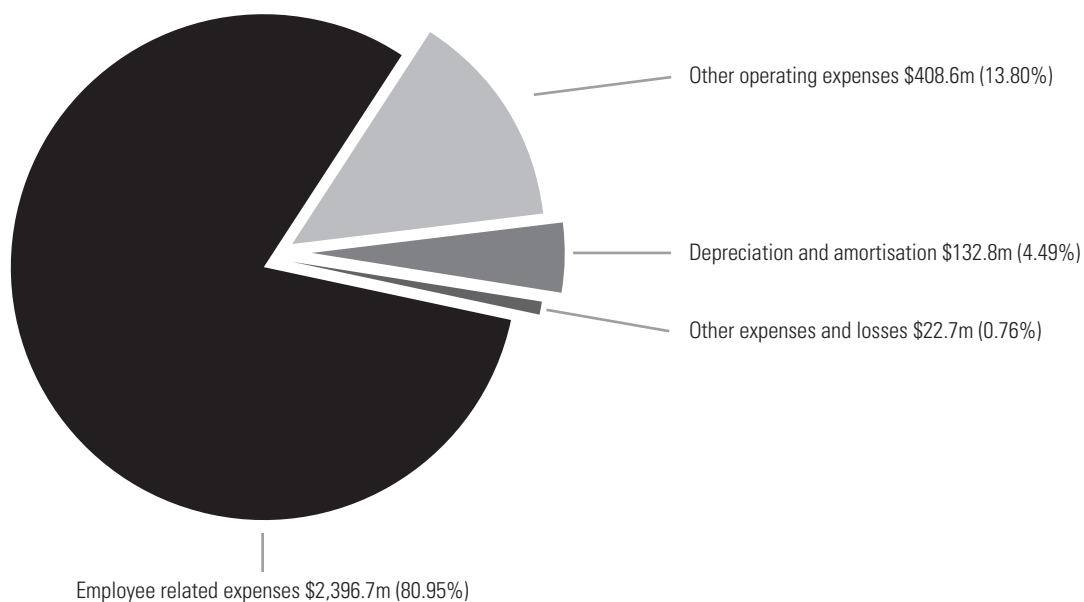
COSTS AND CONTRIBUTIONS



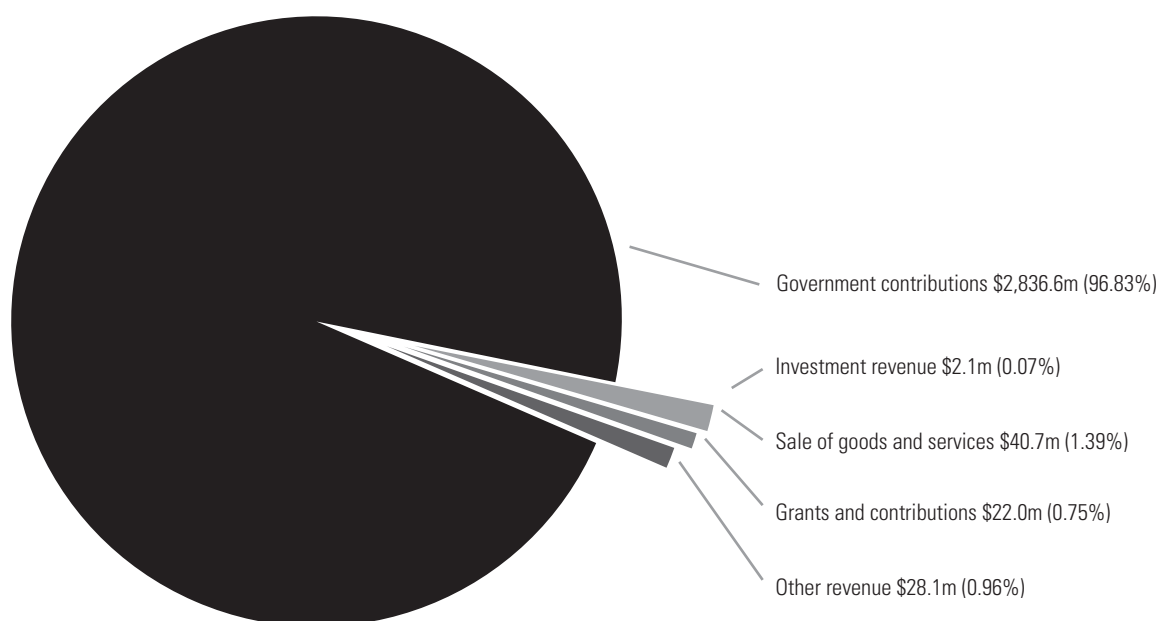
FISCAL IMPACT OF THE OPERATING ENVIRONMENT

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

TOTAL EXPENSES AND LOSSES \$2,960.8 MILLION



TOTAL CONTRIBUTIONS AND REVENUE \$2,929.5 MILLION





GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

NSW Police Force

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of NSW Police Force (the Force), which comprise the statement of financial position as at 30 June 2011, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Auditor's Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2011, and of its financial performance 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 and fair presentation 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 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 and fair presentation of the financial statements 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 security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which 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 other 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 role by the possibility of losing clients or income.



Peter Achterstraat
Auditor-General

4 October 2011
SYDNEY

START OF AUDITED FINANCIAL STATEMENTS



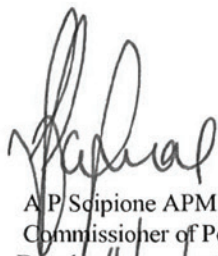
NSW Police Force

NSW POLICE FORCE FINANCIAL STATEMENTS

For the Year Ended 30 June 2011

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 section 45E of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the *Public Finance and Audit Regulation 2010*, applicable Australian Accounting Standards, other mandatory professional reporting requirements and Treasurer's Directions and Treasury Circular's;
- (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: 4/10/11



G Burgoyne
Director, Finance and Business Services

Dated: 04/10/11

FINANCIAL STATEMENTS

NSW POLICE FORCE

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2011

	Notes	Actual 2011 \$' 000	Budget 2011 \$' 000	Actual 2010 \$' 000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	2,396,729	2,152,424	2,156,851
Other operating expenses	2(b)	408,626	401,900	415,656
Depreciation and amortisation	2(c)	132,833	110,480	115,226
Grants and subsidies	2(d)	3,880	3,884	3,795
Finance costs	2(e)	12,647	11,774	12,498
Other expenses	2(f)	2,619	2,658	2,939
Total Expenses excluding losses		2,957,334	2,683,120	2,706,965
Revenue				
Sale of goods and services	3(a)	40,744	33,951	37,197
Investment revenue	3(b)	2,120	1,877	1,069
Grants and contributions	3(c)	22,030	12,425	16,995
Other revenue	3(d)	28,081	18,510	24,927
Total Revenue		92,975	66,763	80,188
Gains/(loss) on disposal	4	(1,647)	3,224	(9,976)
Other gains/(losses)	5	(1,918)	(10)	(797)
Net Cost of Services	23	(2,867,924)	(2,613,143)	(2,637,550)
Government Contributions				
Recurrent appropriation	6	2,534,743	2,338,258	2,269,316
Capital appropriation	6	153,703	148,839	130,352
Acceptance by the Crown Entity of employee benefits and other liabilities	7	148,136	167,032	162,171
Total Government Contributions		2,836,582	2,654,129	2,561,839
SURPLUS/(DEFICIT) FOR THE YEAR		(31,342)	40,986	(75,711)
Other comprehensive income				
Net increase/(decrease) in property, plant and equipment asset revaluation reserve		(35,362)	-	50,258
Net increase/(decrease) in assets held for sale asset revaluation reserve		9,876	-	1,996
Net change in the asset revaluation reserve arising from a change in restoration liability		(786)	-	(788)
Other comprehensive income for the year		(26,272)	-	51,466
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		(57,614)	40,986	(24,245)

The accompanying notes form part of these financial statements.

NSW POLICE FORCE

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2011

	Notes	Actual 2011 \$' 000	Budget 2011 \$' 000	Actual 2010 \$' 000
ASSETS				
Current Assets				
Cash and cash equivalents	9	22,612	20,689	12,723
Receivables	10	51,761	43,197	45,197
Non-current assets held for sale	13	5,846	3,002	3,002
Total Current Assets		80,219	66,888	60,922
Non-Current Assets				
Property, Plant and Equipment				
- Land and Buildings	11	1,187,746	1,231,948	1,197,743
- Plant and Equipment	11	304,845	314,675	309,770
Total Property, Plant and Equipment		1,492,591	1,546,623	1,507,513
Intangible assets	12	106,410	102,642	97,169
Total Non-Current Assets		1,599,001	1,649,265	1,604,682
Total Assets		1,679,220	1,716,153	1,665,604
LIABILITIES				
Current Liabilities				
Payables	15	84,387	109,851	98,637
Borrowings	16	5,581	5,581	4,705
Provisions	17	463,458	414,093	414,489
Other	18	1,806	21,622	21,929
Total Current Liabilities		555,232	551,147	539,760
Non-Current Liabilities				
Borrowings	16	168,655	168,655	174,236
Provisions	17	182,133	120,583	120,612
Other	18	103	1,103	317
Total Non-Current Liabilities		350,891	290,341	295,165
Total Liabilities		906,123	841,488	834,925
Net Assets		773,097	874,665	830,679
EQUITY				
Reserves		468,536	513,531	510,531
Accumulated funds		293,350	359,232	318,246
Amounts recognised in equity relating to assets held for sale	13	11,211	1,902	1,902
Total Equity		773,097	874,665	830,679

The accompanying notes form part of these financial statements.

FINANCIAL STATEMENTS

NSW POLICE FORCE

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2011

	Notes	Accumulated Funds \$' 000	Asset Revaluation Reserve \$' 000	Asset Held for Sale Reserve \$' 000	Total \$' 000
Balance as at 1 July 2010		318,246	510,531	1,902	830,679
Changes in accounting policy		-	-	-	-
Correction of errors		-	-	-	-
Restated total equity at 1 July 2010		318,246	510,531	1,902	830,679
Surplus / (deficit) for the year		(31,342)	-	-	(31,342)
Other comprehensive income:					
Net increase / (decrease) in property, plant and equipment		-	(25,486)	-	(25,486)
Change in restoration liability		-	(786)	-	(786)
Other:					
Transfer within reserve		-	(9,876)	9,876	-
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset		6,414	(5,847)	(567)	-
Total other comprehensive income		6,414	(41,995)	9,309	(26,272)
Total comprehensive income for the year		(24,928)	(41,995)	9,309	(57,614)
Transactions with owners in their capacity as owners					
Increase / (decrease) in net assets from equity transfers	19	32	-	-	32
Balance as at 30 June 2011		293,350	468,536	11,211	773,097
Balance as at 1 July 2009		383,012	471,145	147	854,304
Changes in accounting policy		-	-	-	-
Correction of errors		-	-	-	-
Restated total equity at 1 July 2009		383,012	471,145	147	854,304
Surplus / (deficit) for the year		(75,711)	-	-	(75,711)
Other comprehensive income:					
Net increase / (decrease) in property, plant and equipment		-	52,254	-	52,254
Change in restoration liability		-	(788)	-	(788)
Other:					
Transfer within reserve		-	(1,996)	1,996	-
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset		10,325	(10,084)	(241)	-
Total other comprehensive income		10,325	39,386	1,755	51,466
Total comprehensive income for the year		(65,386)	39,386	1,755	(24,245)
Transactions with owners in their capacity as owners					
Increase / (decrease) in net assets from equity transfers	19	620	-	-	620
Balance as at 30 June 2010		318,246	510,531	1,902	830,679

The accompanying notes form part of these financial statements.

NSW POLICE FORCE

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2011

	Notes	Actual 2011 \$' 000	Budget 2011 \$' 000	Actual 2010 \$' 000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee Related		(1,974,142)	(1,897,602)	(1,815,881)
Grants and subsidies		(3,880)	(3,884)	(3,795)
Finance Costs		(11,622)	(11,774)	(11,774)
Other		(674,295)	(537,276)	(599,154)
Total Payments		(2,663,939)	(2,450,536)	(2,430,604)
Receipts				
Sale of goods and services		37,672	35,951	39,709
Interest received		1,534	1,877	1,029
Other		120,991	87,121	109,639
Total Receipts		160,197	124,949	150,377
Cash Flow from Government				
Recurrent appropriation		2,535,463	2,338,258	2,290,393
Capital appropriation		154,259	148,839	130,352
Cash transfers to the Consolidated Fund		(21,077)	-	(1,074)
Net Cash Flows from Government		2,668,645	2,487,097	2,419,671
NET CASH FLOWS FROM OPERATING ACTIVITIES	23	164,903	161,510	139,444
CASH FLOW FROM INVESTING ACTIVITIES				
Proceed from sale of Land and Building and Plant and Equipment	4	3,750	17,347	7,132
Purchases of Land and Building and Plant and Equipment		(134,584)	(145,595)	(130,486)
Purchase of Intangibles		(19,475)	(20,591)	(15,942)
NET CASH FLOW FROM INVESTING ACTIVITIES		(150,309)	(148,839)	(139,296)
CASH FLOW FROM FINANCING ACTIVITIES				
Repayment of borrowings and advances		(4,705)	(4,705)	(3,873)
NET CASH FLOW FROM FINANCING ACTIVITIES		(4,705)	(4,705)	(3,873)
NET INCREASE/(DECREASE) IN CASH		9,889	7,966	(3,725)
Opening cash and cash equivalents		12,723	12,723	16,448
CLOSING CASH AND CASH EQUIVALENTS	9	22,612	20,689	12,723

The accompanying notes form part of these financial statements.

FINANCIAL STATEMENTS

NSW POLICE FORCE

SERVICE GROUP STATEMENTS FOR THE YEAR ENDED 30 JUNE 2011

Supplementary financial statements

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	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Expenses excluding losses												
Operating expenses	1,251,152	1,131,807	691,399	615,494	287,710	255,623	166,468	153,927	-	-	2,396,729	2,156,851
• Employee related	214,204	218,906	118,372	119,045	47,550	47,933	28,500	29,772	-	-	408,626	415,656
• Other operating expenses	69,717	60,747	38,526	33,035	15,314	13,182	9,276	8,262	-	-	132,833	115,226
Depreciation and amortisation	2,036	2,001	1,125	1,088	447	434	272	272	-	-	3,880	3,795
Grants and subsidies	6,638	6,589	3,668	3,583	1,458	1,430	883	896	-	-	12,647	12,498
Finance costs	1,375	1,549	760	843	302	336	182	211	-	-	2,619	2,939
Other expenses									-	-		
Total expenses excluding losses	1,545,122	1,421,599	853,850	773,088	352,781	318,938	205,581	193,340	-	-	2,957,334	2,706,965
Revenue												
Sale of goods and services	21,385	19,608	11,817	10,663	4,697	4,259	2,845	2,667	-	-	40,744	37,197
Investment revenue	1,113	563	615	307	244	122	148	77	-	-	2,120	1,069
Grants and contributions	4,540	3,185	2,510	1,732	14,376	11,645	604	433	-	-	22,030	16,995
Other revenue	14,738	13,141	8,144	7,147	3,238	2,852	1,961	1,787	-	-	28,081	24,927
Total Revenue	41,776	36,497	23,086	19,849	22,555	18,878	5,558	4,964	-	-	92,975	80,188
Gain / (loss) on disposal	(864)	(5,260)	(478)	(2,860)	(190)	(1,141)	(115)	(715)	-	-	(1,647)	(9,976)
Other gains / (losses)	(1,007)	(420)	(556)	(229)	(221)	(91)	(134)	(57)	-	-	(1,918)	(797)
Net Cost of Services	(1,505,217)	(1,390,782)	(831,798)	(756,328)	(330,637)	(301,292)	(200,272)	(189,148)	-	-	(2,867,924)	(2,637,550)
Government contributions ²									2,836,582	2,561,839		2,561,839
SURPLUS / (DEFICIT) FOR THE YEAR									2,836,582	2,561,839		(75,711)
Other Comprehensive Income												
Net increase / (decrease) in asset revaluation reserve	-	-	-	-	-	-	-	-	(35,362)	50,258	(35,362)	50,258
Net increase / (decrease) in assets held for sale reserve	-	-	-	-	-	-	-	-	9,876	1,996	9,876	1,996
Net change in the asset revaluation reserve arising from a change in restoration liability	-	-	-	-	-	-	-	-	(786)	(788)	(786)	(788)
Total Other Comprehensive Income												
TOTAL COMPREHENSIVE INCOME	(1,505,217)	(1,390,782)	(831,798)	(756,328)	(330,637)	(301,292)	(200,272)	(189,148)	(26,272)	51,466	(26,272)	51,466
									2,810,310	2,613,305	(57,614)	(24,245)

1. The names and purposes of each service group are summarised in Note 8.

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

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	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Current Assets												
Cash and cash equivalents	-	-	-	-	-	-	-	-	22,612	12,723	22,612	12,723
Receivables	30,796	23,709	13,561	13,307	4,753	5,956	2,651	2,225	-	-	51,761	45,197
Non-current assets held for sale	3,508	1,642	1,545	922	491	284	302	154	-	-	5,846	3,002
Total current assets	34,304	25,351	15,106	14,229	5,244	6,240	2,953	2,379	22,612	12,723	80,219	60,922
Non-current Assets												
Property, plant and equipment	895,604	824,697	394,398	462,887	125,483	142,538	77,106	77,391	-	-	1,492,591	1,507,513
Intangibles	63,850	53,158	28,118	29,836	8,946	9,187	5,496	4,988	-	-	106,410	97,169
Total non-current assets	959,454	877,855	422,516	492,723	134,429	151,725	82,602	82,379	-	-	1,599,001	1,604,682
Total Assets	993,758	903,206	437,622	506,952	139,673	157,965	85,555	84,758	22,612	12,723	1,679,220	1,665,604
Current liabilities												
Payables	44,290	51,999	24,475	28,280	9,729	11,285	5,893	7,073	-	-	84,387	98,637
Borrowings	2,729	2,299	2,749	2,318	64	54	39	34	-	-	5,581	4,705
Provisions	243,244	218,518	134,419	118,834	53,431	47,418	32,364	29,719	-	-	463,458	414,489
Other	278	452	154	243	61	96	37	61	1,276	21,077	1,806	21,929
Total current liabilities	290,541	273,268	161,797	149,675	63,285	58,853	38,333	36,887	1,276	21,077	555,232	539,760
Non-current liabilities												
Borrowings	82,473	85,144	83,060	85,850	1,944	1,993	1,178	1,249	-	-	168,655	174,236
Provisions	95,592	63,587	52,825	34,579	20,998	13,798	12,718	8,648	-	-	182,133	120,612
Other	54	167	30	91	12	36	7	23	-	-	103	317
Total Non-current liabilities	178,119	148,898	135,915	120,520	22,954	15,827	13,903	9,920	-	-	350,891	295,165
TOTAL LIABILITIES	468,660	422,166	297,712	270,195	86,239	74,680	52,236	46,807	1,276	21,077	906,123	834,925
NET ASSETS	525,098	481,040	139,910	236,757	53,434	83,285	33,319	37,951	21,336	(8,354)	773,097	830,679

1. The names and purposes of each service group are summarised in Note 8.

FINANCIAL STATEMENTS

NSW POLICE FORCE

SERVICE GROUP STATEMENTS (CONTINUED)

	Service Group 39.1 ¹		Service Group 39.2 ¹		Service Group 39.3 ¹		Service Group 39.4 ¹		Not Attributable		Total	
	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ADMINISTERED EXPENSES & INCOME												
Administered Income												
Consolidated Fund												
• Taxes, fees and fines	-	-	-	-	-	-	-	-	13,283	12,330	13,283	12,330
• Other	-	-	-	-	-	-	-	-	51	27	51	27
Total Administered Income	-	-	-	-	-	-	-	-	13,334	12,357	13,334	12,357
Administered Income less Expenses	-	-	-	-	-	-	-	-	13,334	12,357	13,334	12,357

1. The names and purposes of each service group are summarised in Note 8.

2. Administered assets and liabilities are disclosed in Note 26.

NSW POLICE FORCE

SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES FOR THE YEAR ENDED 30 JUNE 2011

	2011					2010				
	RECURRENT APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000		RECURRENT APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	
ORIGINAL BUDGET APPROPRIATION / EXPENDITURE										
• Appropriation Act	2,338,258	2,337,763	148,839	148,290		2,131,973	2,131,100	136,831	130,331	
• Additional Appropriations	-	-	-	-		-	-	-	-	
• s 21A PF&AA – special appropriation	-	-	-	-		-	-	-	-	
• s 24 PF&AA – transfers of functions between departments	-	(225)	-	-		3,270	3,270	21	21	
• s 26 PF&AA – Commonwealth Specific purpose payments	-	-	-	-		-	-	-	-	
	2,338,258	2,337,538	148,839	148,290		2,135,243	2,134,370	136,852	130,352	
OTHER APPROPRIATIONS /EXPENDITURE										
• Treasurer's Advance	61,105	61,105	5,420	5,413		91,584	71,151	-	-	
• Section 22 – expenditure for certain works and services	-	-	-	-		-	-	-	-	
• Transfers from another agency (s 45 of the Appropriation Act) (s 28 of the Appropriation Act)	136,100	136,100	-	-		63,566	63,795	-	-	
• Approved Changes to Capital Program	-	-	-	-		-	-	(6,500)	-	
	197,205	197,205	5,420	5,413		155,150	134,946	(6,500)	-	
Total Appropriations/Expenditure / Net Claim on Consolidated Fund (Includes transfer payments)	2,535,463	2,534,743	154,259	153,703		2,290,393	2,269,316	130,352	130,352	
Amount drawn down against Appropriation		2,535,463		154,259			2,290,393		130,352	
Liability to Consolidated Fund*		(720)		(556)			(21,077)		-	
The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed). * The "Liability to Consolidated Fund" represents the difference between the "Amount drawn down against appropriation" and the "Total Expenditure / Net Claim on Consolidated Fund".										

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) *Reporting Entity*

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

This financial statement for the year ended 30 June 2011 has been authorised for issue by the Commissioner on 4th October 2011.

(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 Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment, and assets held for sale are measured at fair value. Employee benefits are measured at present value. Other financial 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.

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

(c) *Statement of Compliance*

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

(d) *Administered Activities*

The NSW Police Force administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the 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 26 and Note 27).

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

(e) *Income Recognition*

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

(i) *Parliamentary Appropriations and Contributions*

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

Unspent appropriations 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 Consolidated Fund.

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

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

(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.

(f) Employee Benefits and Other Provisions

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

Liabilities for salaries and wages (including non-monetary benefits), and annual leave that fall due wholly within 12 months 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 4.7% are used to discount long-term annual leave.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

(ii) Long Service Leave and Superannuation

The liabilities for long service leave and defined benefit superannuation of 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 11/06) 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.

(iii) 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 5.23%, which is the 10 year government bond rate at 14 June 2011, which reflects the current market assessments of the time value of money and the risks specific to the liability.

(iv) Non-Renewal Benefit

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

Liabilities for non-renewal benefits are recognised from the beginning of the first fixed term appointment of each officer and are measured on the accumulated salary earnings of the officers at reporting date.

Non-renewal benefit is measured at present value in accordance with AASB 119 Employee Benefits.

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

This is based on the application of a discount factor of 0.75 to total non-renewal benefit liability. The actuarial assessment is done every 3 years. The next actuarial review is due no later than 30 June 2012.

The liability is disclosed in Note 17 as part of 'Current / Non-Current Liabilities – Provisions'.

(v) The NSW Police Force Blue Ribbon Super Scheme

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

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

The NSW Police Force's self insured PPI benefits are deemed "termination benefits" under AASB 119 Employee Benefits. The liability for PPI is measured in accordance with AASB 119.

The liability is determined based on an independent actuarial assessment to approximate the potential liability of PPI. The actuarial assessment has been performed on the basis that all accrued benefits as at 30 June 2011 will be settled within 5 years. The liability has been discounted at an assumed government bond rate of 4.8% for the year ending 30 June 2012, increasing over the next seven years to 5.8% from 2018/19. The liability is disclosed in Note 17 as part of 'Current / Non-Current Liabilities – Provisions'.

With effect from 2006-07, NSW Treasury has underwritten liabilities arising under the terms of the Award up to the existing Government commitment of 3.6% of eligible police officer salaries for the payment of claims approved under the Award.

(g) 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.

(h) Insurance

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

(i) 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.

(j) 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 recognised initially as assets and revenues at their fair value at acquisition date (see also assets transferred as a result of an equity transfer – Note 1(af)).

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

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

(k) 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.

(l) Revaluation of Property, Plant and Equipment

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

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

Fair value of residential property and aircraft is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost. Police Stations and associated administrative areas are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued at the highest and best use basis, subject to any restrictions or enhancements since acquisition. The land component of the property portfolio and police residences 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 2011 and was based on an independent assessment. The 2011 revaluation is the second year of the current cycle. In 2011, the land and building assets in the Western Region were revalued. To ensure that the land and building assets not included in the 2011 revaluation are held at fair value at 30 June 2011, valuation factors were obtained from accredited valuers. There was no material difference between the values recorded and the adjusted values had the valuation factors been applied. All land and building revaluation, and the valuation factors are undertaken by accredited valuers, engaged by the external property management service provider, to ensure consistency.

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

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation 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 asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement for that class of asset, previously recognised as an expense, the increment is recognised immediately as revenue.

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

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

(m) Impairment of Property, Plant and Equipment

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

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

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

Depreciation/amortisation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable/amortised amount, as consumed over its useful life, to 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.

Current depreciation/amortisation rates are as follows:

Category	Asset Category Name	Rate
A	Aircraft	15%
B	Buildings & improvements	useful life varies 3 to 70 years
C	Computers	25%
D	Computer integrated software	10%
E	Furniture & fittings	10%
F	Plant & equipment	10%
G	Marine equipment	5%
H	Transport equipment	15%
I	Office equipment	10%
J	Scientific apparatus	15%
K	Radio communications equipment	15%
M	Firearms and dangerous weapons	10%
N	Musical instruments	10%
P	Livestock	12.5%
Q	Leased buildings	lease term per asset

(o) Major Inspection Costs

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

(p) Restoration Costs

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

(q) Maintenance

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

(r) Leased Assets

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

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

Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred.

(s) 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

(t) 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(m)).

(u) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the surplus / (deficit) 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.

(v) 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 surplus / (deficit) 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 surplus / (deficit) 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 surplus / (deficit) for the year.

Any reversals of impairment losses are reversed through the surplus / (deficit) for the year where there is objective evidence.

(w) 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

(x) 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.

(y) Lease Incentives

Lease incentives payable or receivable under operating leases are recognised initially as assets or liabilities. The incentive is subsequently amortised over the lease term, as a reduction of rental income or rental expenses. The straight-line method is adopted for reduction of rental income and rental expense.

(z) Trust Funds

The NSW Police Force receives monies in a trustee capacity as set out in Note 25. 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.

(aa) Other Assets

Other assets are recognised on a cost basis.

(ab) 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.

(ac) Borrowings

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest rate method. Gains or losses are recognised in the surplus / (deficit) for the year on de-recognition.

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

(ad) 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 2011 and 30 June 2010.

(ae) 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

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

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".

(af) 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(e)(i)) 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.

(ag) Budgeted Amounts

The budgeted amounts are drawn from the budgets, as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s21A, s24 and / or s26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the statement of comprehensive income and the statement of cash flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the statement of financial position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts, i.e. per the audited financial statements (rather than carried forward estimates).

(ah) Equity and Reserves

(i) Asset Revaluation reserve

The asset revaluation reserve 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).

(ai) 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.

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

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

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

	Effective
• AASB 124 and AASB 2009-12 regarding related party transactions	2011/12
• AASB 2009-14 regarding amendments to Interpretation – Prepayments of a Minimum Funding Requirement	2011/12
• AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project	2011/12
• AASB 2010-5 Amendments to Australian Accounting Standards- regarding editorial corrections	2011/12
• AASB 2010-6 Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets	2011/12
• AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)	2013/14
• AASB 1053 Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements under section 334 of the Corporations Act 2001	2013/14

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.

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NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
2. EXPENSES EXCLUDING LOSSES		
(a) Employee related expenses		
Salary and wages (including recreation leave)	1,598,377	1,522,251
Superannuation - defined benefit plans*	105,707	96,210
Superannuation - defined contribution plans	102,480	94,516
Long service leave	68,207	78,563
Workers' compensation insurance	154,033	86,718
Death and disability self-insurance scheme	258,046	166,758
Payroll tax and fringe benefit tax	107,336	107,778
Other	2,543	4,057
	2,396,729	2,156,851

Employee related expenses excluded from the above are as follows:

(i) Capitalised as intangible assets - \$0.466 million at 30 June 2011 (\$0.743 million in 2009-10).

(ii) Capitalised as property, plant and equipment - \$0.657 million at 30 June 2011 (\$0.380 million in 2009-10).

* Included in the 'Superannuation - defined benefit plans' is contribution for the Death and Total and Permanent Disability Cover of \$29.929 million (\$17.113 million in 2009-10).

(b) Other operating expenses		
Auditor's remuneration - audit of the financial statements	325	315
Operating lease rental expense - minimum lease payments	69,988	76,503
Insurance	55,402	50,301
Maintenance	28,056	27,878
Other building expenses	27,056	25,896
Subsistence and transport	20,294	21,770
Motor vehicle, launches and aircraft	41,875	41,013
Fees for services rendered	76,387	76,520
Computer licensing and other	24,718	24,116
Gas and electricity	12,830	12,605
Postal and telephone	22,601	24,580
Stationery, printing and stores	8,749	10,562
Other	20,345	23,597
	408,626	415,656

**Reconciliation - Total maintenance*

Maintenance expense - contracted labour and other (non employee related), as above	28,056	27,878
Employee related maintenance expenses included in Note 2(a)	7,720	6,905
Total maintenance expenses included in Note 2(a) + 2(b)	35,776	34,783

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NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
(c) Depreciation and amortisation expense		
Depreciation		
Buildings	47,302	38,644
Plant and equipment	71,153	62,397
	<u>118,455</u>	<u>101,041</u>
Amortisation		
Intangible assets - software	14,378	14,185
	<u>14,378</u>	<u>14,185</u>
	<u>132,833</u>	<u>115,226</u>
 (d) Grants and subsidies		
Police and Community Youth Clubs contribution	3,880	3,795
	<u>3,880</u>	<u>3,795</u>
 (e) Finance cost		
Finance lease interest charges	11,498	11,774
Other interest	124	-
Unwinding of discount rate	1,025	724
	<u>12,647</u>	<u>12,498</u>
 (f) Other expenses		
Witnesses' expenses	2,619	2,939
	<u>2,619</u>	<u>2,939</u>
 3. REVENUE		
(a) Sale of goods and services		
Rents and leases - other	4,022	3,524
NSW Police Force College operations	1,489	1,508
Officers on loan	11,595	11,283
Insurance reports	2,422	2,369
Sports/Entertainment Events - Supervision	7,992	6,793
National Criminal History Records Check	4,621	4,125
Refund of escort expenses	2,920	1,755
Minor sales of goods and services	5,683	5,840
	<u>40,744</u>	<u>37,197</u>
(b) Investment revenue		
Interest - NSW Treasury	2,006	1,069
Interest - Other	114	-
	<u>2,120</u>	<u>1,069</u>

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
(c) Grants and contributions		
Roads and Traffic Authority (RTA) Road Trauma Program*	13,379	10,454
Alcohol and Drug Related Crime Program	598	256
Management & Policy Program	-	448
Keep Them Safe (KTS) Funding	-	138
Domestic Violence Related Program	655	842
Grants for capital works projects	742	1,158
Crimtrac	667	667
Counter-Terrorism Program	860	788
Operation Polaris	2,810	-
Other	2,319	2,244
	22,030	16,995

Conditional grants and contributions recognised as revenue in the current year, not fully spent with expected expenditure to occur in:

2011-12	1,077
Beyond 2011-12	-
	1,077

Unconditional grants and contributions recognised as revenue in the current year, not fully spent with expected expenditure to occur in:

2011-12	3,724
Beyond 2011-12	-
	3,724

Grants and contributions recognised as revenue in previous years, that were expended in the current year:

Prior to 2005-06	-
2005-06	16
2006-07	7
0007-08	515
2008-09	1,353
2009-10	938
	2,829

- * RTA and NSW Police Force have put in place an Enhancement Enforcement Program (EEP) to augment traffic enforcement services where RTA provide ancillary funds for additional activity through overtime and rostered days for police overtime. NSW Police Force is reimbursed costs incurred through this program.

FINANCIAL STATEMENTS

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
(d) Other revenue		
Employee contributions to Death and Disability Scheme	18,252	16,867
Recognition of pre-existing but previous unrecorded assets	1,790	841
Refund from insurance	388	600
Legal service fees	417	404
Reversal of provision of restoration costs	3,840	4,265
Recovery of Road and Traffic Authority Expenditure	1,390	1,049
Other	2,004	901
	28,081	24,927

4. GAIN / (LOSS) ON DISPOSAL

Gain/(loss) on disposal of land and buildings		
Proceeds from disposal	1,388	6,016
Written down value of assets disposed	(1,744)	(14,933)
Net gain/(loss) on disposal of land and buildings	(356)	(8,917)
Gain/(Loss) on disposal of plant and equipment		
Proceeds from disposal	1,657	623
Written down value of assets disposed	(3,101)	(1,807)
Net gain/(loss) on disposal of plant and equipment	(1,444)	(1,184)
Gain/(Loss) on disposal of assets held for sale		
Proceeds from disposal	705	493
Written down value of assets disposed	(552)	(368)
Net gain/(loss) on disposal of assets held for sale	153	125
Total gain/(loss) on disposal	(1,647)	(9,976)

5. OTHER GAINS/(LOSS)

Impairment of receivables	(1,918)	(797)
	(1,918)	(797)

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
6. APPROPRIATIONS		
Recurrent appropriations		
Total recurrent draw-downs from NSW Treasury (per Summary of compliance)	2,535,463	2,290,393
Less: Liability to Consolidated Fund (per Summary of compliance)	(720)	(21,077)
	<u>2,534,743</u>	<u>2,269,316</u>
Comprising:		
Recurrent appropriations (per Statement of comprehensive income)	2,534,743	2,269,316
	<u>2,534,743</u>	<u>2,269,316</u>
Capital appropriations		
Total capital draw-downs from NSW Treasury (per Summary of compliance)	154,259	130,352
Less: Liability to Consolidated Fund (per Summary of compliance)	(556)	-
	<u>153,703</u>	<u>130,352</u>
Comprising:		
Capital appropriations (per Statement of comprehensive income)	153,703	130,352
	<u>153,703</u>	<u>130,352</u>
7. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES		
The following liabilities and / or expenses have been assumed by the Crown Entity or other government agencies:		
Superannuation - defined benefit plans	77,941	79,097
Long service leave	66,044	78,563
Payroll tax	4,151	4,511
	<u>148,136</u>	<u>162,171</u>

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

8. 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 respond 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.

Linkage to Results: This service group contributes to reduced rates and fear of crime by working towards a range of intermediate results that include:

- community confidence in the ability of police to act is increased
- public space is safe to use
- public order is maintained
- the community is reassured and
- personal and public safety is improved

Service Group 39.2 - Criminal Investigation

Service Description: This service group covers crime detection, investigation, provision of forensic services and arresting or otherwise dealing with 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.

Linkage to Results: This service group contributes to reduced rates and fear of crime and violence by working towards a range of intermediate results that include:

- community has confidence that police bring offenders to justice
- opportunities to commit crime are reduced
- alleged offenders are called to account for actions and
- serious offenders are identified and criminal networks are disrupted

Service Group 39.3 - Traffic and Commuter Services

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

Linkage to Results: This service group contributes to reduced crime and violence, and reduced levels of antisocial behaviour, by working towards a range of intermediate results that include:

- public space is safe to use
- personal and public safety are improved
- road crashes and trauma are minimised and
- behaviour of public transport users is improved

Service Group 39.4 - Judicial Support

Service Description: This service group covers judicial and custodial services, prosecuting offenders, presenting evidence at court, including coronial enquiries, providing police transport and custody for persons under police supervision, and providing a high level of support to victims and witnesses.

Linkage to Results: This service group contributes to reduced rates and fear of crime by working towards a range of intermediate results that include:

- community has confidence that police bring offenders to justice
- legal processes and police procedures are cost effective
- there is improved likelihood of successful prosecution and
- people know police treat people fairly and with respect

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
9. CURRENT ASSETS - CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	<u>22,612</u>	<u>12,723</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>22,612</u>	<u>12,723</u>
Closing cash and cash equivalents (per statement of cash flows)	<u>22,612</u>	<u>12,723</u>

NSW Police Force had the following banking facilities as at 30 June 2011:

- Bank guarantee authority of \$0.5 million (\$0.5 million in 2009-10). 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 2011.
- MasterCard facility of \$3 million (\$3 million in 2009-10), which is the total of the credit limit for all issued credit cards and purchase cards. Total amount of credit unissued as at 30 June 2011 was \$0.90 million (\$1.15 million in 2009-10).
- Letter of credit facility of \$2 million (\$2 million in 2009-10). Total amount of letter of credit facility unused as at 30 June 2011 was \$2 million (\$2 million in 2009-10).
- Offset accounts facility of \$0.05 million (\$0.05 million in 2009-10). 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 2011 was \$0.04 million (\$0.04 million in 2009-10).

Refer Note 28 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

FINANCIAL STATEMENTS

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
10. CURRENT / NON-CURRENT ASSETS - RECEIVABLES		
Receivables - Current		
Trade Debtors	22,765	19,707
Less: Allowance for impairment	(262)	(206)
	22,503	19,501
Other Debtors	5,542	4,233
Less: Allowance for impairment	(2,642)	(840)
	2,900	3,393
GST receivable	11,566	11,428
Prepayments	14,792	10,875
Total Receivables	51,761	45,197
 Movement in the allowance for impairment – Trade debtors		
Balance at 1 July	206	219
Amounts written off during the year	(20)	(67)
Amounts recovered during the year	(38)	(143)
Increase / (decrease) in allowance recognised in profit or loss	114	197
Balance at 30 June	262	206
 Movement in the allowance for impairment – Other debtors		
Balance at 1 July	840	180
Amounts written off during the year	(35)	(71)
Amounts recovered during the year	(96)	(29)
Increase / (decrease) in allowance recognised in profit or loss	1,933	760
Balance at 30 June	2,642	840

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 28.

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

11. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings \$' 000	Plant and Equipment \$' 000	Total \$' 000
At 1 July 2010 - fair value			
Gross carrying amount	1,857,526	661,333	2,518,859
Accumulated depreciation and impairment	(659,783)	(351,563)	(1,011,346)
Net Carrying Amount	1,197,743	309,770	1,507,513
At 30 June 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

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 2011				
Net Carrying amount at start of year	1,070,570	309,770	127,173	1,507,513
Additions	73,711	67,959	-	141,670
Assets held for sale	(3,396)	-	-	(3,396)
Disposals – Written Down Value	(1,744)	(3,101)	-	(4,845)
Net revaluation increment/(decrement) recognised in reserves	(31,266)	5,780	-	(25,486)
Depreciation expense	(37,823)	(71,153)	(9,479)	(118,455)
Transferred to intangible assets	-	(4,410)	-	(4,410)
Net carrying amount at end of year*	1,070,052	304,845	117,694	1,492,591

* Included in the net carrying amount are work in progress of \$95.677 million and \$50.346 million for land and buildings, and plant and equipment respectively.

At 1 July 2009 - fair value			
Gross carrying amount	1,712,333	646,066	2,358,399
Accumulated depreciation and impairment	(570,710)	(343,388)	(914,098)
Net Carrying Amount	1,141,623	302,678	1,444,301
At 30 June 2010 - fair value			
Gross carrying amount	1,857,526	661,333	2,518,859
Accumulated depreciation and impairment	(659,783)	(351,563)	(1,011,346)
Net Carrying Amount	1,197,743	309,770	1,507,513

FINANCIAL STATEMENTS

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

11. 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 2010				
Net Carrying amount at start of year	1,004,971	302,678	136,652	1,444,301
Additions	62,543	75,137	-	137,680
Assets held for sale	(2,052)	-	-	(2,052)
Disposals – Written Down Value	(14,933)	(1,808)	-	(16,741)
Net revaluation increment recognised in reserves	49,206	3,048	-	52,254
Depreciation expense	(29,165)	(62,397)	(9,479)	(101,041)
Transferred to intangible assets	-	(6,888)	-	(6,888)
Net carrying amount at end of year*	1,070,570	309,770	127,173	1,507,513

* Included in the net carrying amount are work in progress of \$94.226 million and \$72.293 million for land and buildings, and plant and equipment respectively.

12. INTANGIBLE ASSETS

	Software \$' 000
At 1 July 2010	
Cost (gross carrying amount)	200,278
Accumulated amortisation and impairment	(103,109)
Net Carrying Amount	97,169
At 30 June 2011	
Cost (gross carrying amount)	223,881
Accumulated amortisation and impairment	(117,471)
Net Carrying Amount	106,410
	Software \$' 000
Year ended 30 June 2011	
Net carrying amount at start of year	97,169
Additions (from internal development)	17,354
Additions (purchases)	1,859
Disposals – Written Down Value	(4)
Amortisation (recognised in “depreciation and amortisation”)	(14,378)
Transferred from plant and equipment	4,410
Net carrying amount at end of year*	106,410

* Included in the net carrying amount is work in progress of \$18.419 million.

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

12. INTANGIBLE ASSETS (Continued)

	Software \$' 000
At 1 July 2009	
Cost (gross carrying amount)	177,594
Accumulated amortisation and impairment	(87,413)
Net Carrying Amount	90,181
At 30 June 2010	
Cost (gross carrying amount)	200,278
Accumulated amortisation and impairment	(103,109)
Net Carrying Amount	97,169
	Software \$' 000
Year ended 30 June 2010	
Net carrying amount at start of year	90,181
Additions (from internal development)	12,457
Additions (purchases)	1,829
Disposals – Written Down Value	-
Amortisation (recognised in “depreciation and amortisation”)	(14,185)
Transferred from plant and equipment	6,887
Net carrying amount at end of year*	97,169

* Included in the net carrying amount is work in progress of \$11.419 million.

	2011 \$' 000	2010 \$' 000
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13. NON-CURRENT ASSETS HELD FOR SALE

Assets held for sale

Land and buildings	5,846	3,002
	5,846	3,002

Non-current assets held for sale are essentially land and buildings which are due for settlement by June 2012. Properties are sold either by an auction, expression of interests or a private treaty following an unsuccessful auction.

Amounts recognised in equity relating to assets held for sale

Property, plant and equipment asset revaluation increments/decrements	11,211	1,902
	11,211	1,902

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
14. RESTRICTED ASSETS		
Included in the current assets are the following restricted assets:		
Death and Disabilities Scheme Monies	868	3,007
	<u>868</u>	<u>3,007</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

	2011 \$' 000	2010 \$' 000
15. CURRENT LIABILITIES - PAYABLES		
Accrued salaries, wages and on-costs	33,676	26,485
Creditors	9,180	6,597
Payroll Tax	9,114	8,554
Fringe Benefits Tax	1,324	1,358
Pay As You Go Tax withheld	159	14,944
Employee deductions withheld	784	786
Income received in advance	703	747
Motor vehicle costs	8,047	4,702
Electronic Billing System (EBS) for telephones	80	105
Petrol Interface	1,602	1,401
Forensic Services Group	3,818	2,741
Education Services	1,289	1,665
Business Technology Services	322	788
State Crime Command	515	579
Audit fees	190	195
Specialist Operations	392	330
Copyright fees for NSW Government print copying	209	320
Property related costs	6,676	4,507
Aircraft maintenance	572	591
Miscellaneous sponsorship	729	926
TMF Hindsight Adjustment	-	16,230
GST accruals	1,764	3,095
Various sundry accruals	3,242	991
	84,387	98,637

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 28

16. CURRENT / NON-CURRENT LIABILITIES - BORROWINGS

Finance lease [see Note 20 (c)]		
Current	5,581	4,705
Non-current	168,655	174,236
	174,236	178,941

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings are disclosed in Note 28.

FINANCIAL STATEMENTS

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
17. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS		
Employee benefits and related on costs - Current		
Recreation leave *	201,987	195,628
Recreation leave on long service leave	21,300	20,828
Non-renewal benefit*	40,707	38,254
Leave loading	1,691	3,629
Workers' compensation on long service leave	3,718	5,445
Superannuation on long service leave	4,183	4,084
Voluntary redundancy	1,216	1,864
Other Oncost on Leave - Superannuation	8,333	-
Payroll tax on recreation leave liability	11,041	11,053
Payroll tax on long service leave	26,711	26,327
Payroll tax on other leave provisions	2,311	2,366
Death and disability self-insurance scheme	137,200	101,800
	460,398	411,278
Employee benefits and related on costs - Non-Current		
Recreation leave on long service leave	1,121	1,096
Non-renewal benefit	16,628	15,625
Workers' compensation on long service leave	196	286
Superannuation on long service leave	220	215
Payroll tax on long service leave	1,406	1,386
Payroll tax on other leave provisions	906	884
Death and disability self-insurance scheme	146,800	88,400
	167,277	107,892
Subtotal Employee benefits and related on costs	627,675	519,170
Other Provisions – Current		
Restoration costs	3,060	3,211
	3,060	3,211
Other Provisions – Non-Current		
Restoration costs	14,856	12,720
	14,856	12,720
Subtotal Other Provisions	17,916	15,931
Total Current Provisions	463,458	414,489
Total Non-Current Provisions	182,133	120,612
Total Provisions	645,591	535,101
Aggregate employee benefits and related on-costs		
Provisions – Current	460,398	411,278
Provisions – Non-Current	167,277	107,892
Accrued salaries, wages and on-costs (refer Note 15)	33,676	26,485
	661,351	545,655

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

- (i) Recreation leave totals \$32.140 million (\$22.641 million in 2009-10)
- (ii) Non-renewal benefit totals \$31.865 million (\$33.839 million in 2009-10)

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

17. 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:

	2011 \$' 000	2010 \$' 000
Restoration Costs		
Carrying amount at the beginning of the year	15,931	14,961
Additional provisions recognised	5,199	4,693
Amounts used	(399)	(181)
Unused amounts reversed	(3,840)	(4,265)
Unwinding / change in the discount rate	1,025	723
Carrying amount at the end of the year	<u>17,916</u>	<u>15,931</u>

2011 \$' 000	2010 \$' 000
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18. CURRENT / NON-CURRENT LIABILITIES - OTHER

Other Liabilities - Current

Liability to Consolidated Fund	1,276	21,077
Lease incentives	214	521
Other	316	331
	<u>1,806</u>	<u>21,929</u>

Other Liabilities – Non-Current

Lease incentives	103	317
	<u>103</u>	<u>317</u>

Total Liabilities – Other

	<u>1,909</u>	<u>22,246</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 28.

FINANCIAL STATEMENTS

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
19. INCREASE / (DECREASE) IN NET ASSETS FROM EQUITY TRANSFERS		
	Ministry for Police and Emergency Services	Ministry for Police
Transfers directly (to) / from:		
Employee related expenses	(262)	-
Receivables	225	-
Employee provisions & other creditors	69	-
Fixed assets	-	766
Cash	-	(146)
Net Equity	32	620

Contribution by or distribution to owners

In NSW, the transfer of the net assets as a result of transfers effected by Public Sector Employment and Management Orders, other transfers of programs /functions or part thereof, equity appropriations and certain other transfers are designated by NSW Treasury as "contributions by owners". These transfers are regarded as contributions by owners, in terms of Interpretation 1038 Contributions by Owners made to Wholly-Owned Public Sector Entities, as the Government has in effect made a policy decision to increase the financial resources of a public sector agency (i.e. the entity's equity). Transfers that are a "restructure of administrative arrangements" with government controlled not for-profit entities and for-profit government departments subject to AASB 1004 must be recognised as "contributions by owners".

A "restructure of administrative arrangements" is defined in AASB 1004 as: "The reallocation or reorganisation of assets, liabilities, activities and responsibilities amongst the entities that the government controls that occurs as a consequence of a rearrangement in the way in which activities and responsibilities are prescribed under legislation or other authority are allocated between the government's controlled entities".

The Ministry for Police and Emergency Services was created in accordance with the Public Sector Employment and Management (Departments) Order 2011 under the *Public Sector Employment and Management Act 2002*. The staff transferred to the NSW Police Force from the Ministry for Police in 2009-2010, were subsequently transferred to the new Ministry for Police and Emergency Services effective 4 April 2011. However, in accordance with Agency Amalgamations Guidance A1/11, the restructure will be adopted from 1 April 2011 for financial and reporting purposes.

Total liabilities transferred relates to employee leave provisions and other creditors. Fixed assets transferred through equity at the net book value were predominantly comprised of computers. Total receivables relates to con fund liability due to NSW Treasury funding arrangements, from MPES.

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

20. COMMITMENTS FOR EXPENDITURE

(a) Capital Commitments

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

Not later than one year	116,214	113,624
Later than one year and not later than 5 years	168,950	179,752
Later than five years	-	-
Total (including GST)	<u>285,164</u>	<u>293,376</u>

Input tax credits of \$25.924 million (\$26.869 million in 2009-10), expected to be recoverable from the Australian Taxation Office, are included above.

Aggregate capital expenditure authorised but not contracted for at balance date:

Not later than one year	48,548	74,391
Later than one year and not later than 5 years	182,107	194,178
Later than five years	-	-
Total (including GST)	<u>230,655</u>	<u>268,569</u>

Input tax credits of \$20.969 million (\$24.415 million in 2009-10), expected to be recoverable from the Australian Taxation Office, are included above.

FINANCIAL STATEMENTS

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

20. COMMITMENTS FOR EXPENDITURE (Continued)

	2011 \$' 000	2010 \$' 000
(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	60,127	58,954
Later than one year and not later than 5 years	115,071	91,138
Later than five years	91,947	86,542
Total (including GST)	<u>267,145</u>	<u>236,634</u>

Input tax credits of \$24.222 million (\$21.435 million in 2009-10), 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 - 5 years; and or up to 34 years, and are generally subject to either CPI, fixed or market rental review at regular intervals.

Radio site leases vary from 1 - 5 years and or 20 years, and are generally subject to either CPI and or an escalation from 3% to 6% annually.

Motor vehicle fleet leases vary from 10 months to 2 years, and are subject to a fixed interest rate during the lease term.

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

	2011 \$' 000	2010 \$' 000
(c) Finance Lease Commitments		
Minimum lease payment commitments in relation to finance leases		
Not later than one year	16,716	16,151
Later than one year and not later than 5 years	72,924	70,458
Later than five years	173,312	192,495
Minimum lease payments	<u>262,952</u>	<u>279,104</u>
Less: future finance charges	88,716	100,163
Present value of minimum lease payments	<u>174,236</u>	<u>178,941</u>
The present value of finance lease commitments is as follows:		
Not later than one year	5,581	4,705
Later than one year and not later than 5 years	33,230	28,710
Later than five years	135,425	145,526
	<u>174,236</u>	<u>178,941</u>
Classified as:		
Current (Note 16)	5,581	4,705
Non-current (Note 16)	168,655	174,236
	<u>174,236</u>	<u>178,941</u>

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

(c) Finance Lease Commitments (Continued)

The NSW Police Force entered into a 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.

(d) Other Expenditure Commitments

There were no material other expenditure commitments at reporting date.

2011	2010
\$' 000	\$' 000

21. 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. If the claimant is successful, the settlements will be met by NSW Treasury Managed Fund.

<u>69,776</u>	<u>75,013</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

22. BUDGET REVIEW

Net cost of services

The actual net cost of services this year was higher than budget by \$255 million.

This result was mainly due to the following factors, namely:

- An actuarially assessed increase of \$59 million in the permanent and partial disability self insurance provision under the Police Death and Disability Scheme.
- The combined effect of increased payments under the Police Death and Disability Scheme of \$91 million, an increase in Police salaries due to above-strength officers of \$10 million, additional costs associated with staff redundancies and displaced officers of \$3 million and hindsight adjustments to past workers compensation premiums of \$22 million, all of which were subject to Treasury supplementation as were the above two factors.
- The impact of efficiency dividends and PSA Award offsets of \$22 million.
- The impact of the provision for annual leave on-cost on defined benefit superannuation schemes of \$10 million.
- Under achievement of profit on expected sale of assets and additional loss on sale of assets totalling \$7 million.
- Overruns in building related expenses by \$10 million, and motor vehicle expenses by \$3 million, and
- An increase in depreciation of \$18 million due to acquisition of assets.

Assets and liabilities

Total current assets increased by \$13 million compared to budget, mainly due to an increase in receivables and an increase in non-current assets held for sale.

Non-current assets decreased by \$50 million over budget mainly due to the following factors:

- Land and buildings decreased by \$44 million compared to budget due to a fall in real estate values.
- Plant and equipment decreased by \$10 million due to reduction in expenditure.
- Intangible assets increased by \$4 million mainly due to additional expenditure.

Total liabilities increased by \$65 million compared to budget, mainly due to the permanent and partial disability self insurance and an increase in other employee related provisions being higher than budget by \$59 million and \$10 million respectively. Other current liabilities decreased by \$20 million due to a liability to consolidated fund and payables decreased by \$25 million over budget.

Cash flows

Recurrent Appropriation increased by \$197 million compared to budget and Capital Appropriation increased by \$5 million compared to budget.

Net cash inflows from operating activities increased by \$3 million compared to budget, mainly due to an increase in the Recurrent Appropriation, and net cash outflows from investing activities increased by \$1 million mainly due to reduction in expenditure in the purchases of land and building and plant.

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
23. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES		
Net cash flows from operating activities	164,903	139,444
Cash flows from Government / Appropriations	(2,668,645)	(2,419,671)
Acceptance by the Crown Entity of employee benefits and other liabilities:		
Superannuation	(77,941)	(79,097)
Long service leave	(66,044)	(78,563)
Payroll tax on superannuation	(4,151)	(4,511)
Depreciation and amortisation	(132,833)	(115,226)
Increase / (decrease) in receivables	6,564	(5,493)
Decrease / (increase) in payables	14,250	(16,321)
Decrease / (increase) in provisions	(110,490)	(54,245)
Decrease / (increase) in other liabilities	20,337	(19,598)
Increase / (decrease) in Capital Works expenditure accruals	394	(366)
Net gain / (loss) on sale of plant and equipment	(1,647)	(9,976)
Movement in liability to Consolidated Fund	(19,801)	20,003
Administrative restructure	(294)	-
Non-cash revenue – net	7,474	6,070
Net cost of services	<u>(2,867,924)</u>	<u>(2,637,550)</u>
24. NON-CASH FINANCING AND INVESTING ACTIVITIES		
Liabilities and expenses assumed by the Crown Entity:		
Superannuation	(77,941)	(79,097)
Long service leave	(66,044)	(78,563)
Payroll tax on superannuation	(4,151)	(4,511)
Assets received by donation	499	658
Net assets and liabilities assumed as a result of restructuring of administrative arrangements	32	620
	<u>(147,605)</u>	<u>(160,893)</u>

FINANCIAL STATEMENTS

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

	2011 \$' 000	2010 \$' 000
25. TRUST FUNDS		
<p>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:</p>		
Crown Trust Fund Account		
Cash balance at 1 July	13,205	14,628
Add: Receipts	13,526	13,310
Less: Payments	(13,205)	(14,733)
Cash balance at 30 June	13,526	13,205
26. ADMINISTERED ASSETS AND LIABILITIES		
Administered Assets¹		
Receivables	479	484
Total Administered Assets	479	484
Administered Liabilities²		
Unearned income due not later than one year	8,091	7,504
Unearned income due later than one year	12,993	12,012
Total Administered Liabilities	21,084	19,516
<p>Note</p> <p>1. The administered assets comprise of accrued income from RTA for month of June.</p> <p>2. The administered liabilities comprise multi-years firearms and security industry licences with a maximum period of 5 years. The fees collected are amortised based on the term of the licence.</p>		
27. ADMINISTERED INCOME		
Firearms licensing	7,136	6,432
Security industry licensing	5,282	4,951
Fines and forfeitures	397	565
Receipts under Crimes Act	468	382
Other	51	27
	13,334	12,357

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

28. FINANCIAL INSTRUMENTS

The NSW Police Force's principal financial instruments are outlined below. These financial instruments arise directly from the NSW Police Force's operations. The NSW Police Force does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The NSW Police Force's main risks arising from financial instruments are outlined below, together with the NSW Police Force's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout this financial 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 Audit Committee on a continuous basis.

(a) *Financial Instrument Categories*

	Note	Category	Carrying Amount 2011 \$' 000	Carrying Amount 2010 \$' 000
Financial Assets				
Cash and cash equivalent	9	N/A	22,612	12,723
Receivables ¹	10	Loans and receivables measured at amortised costs	25,403	22,894
Financial Liabilities				
Payables ²	15	Financial liabilities measured at amortised costs	73,086	73,033
Borrowings	16	Financial liabilities measured at amortised costs	174,236	178,941
Other liabilities	18	Financial liabilities measured at amortised costs	1,909	22,246

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).

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

(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.

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NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

28. FINANCIAL INSTRUMENTS (Continued)

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System, and the United Group Services NSW Police Force Property Bank Account.

Interest is earned on daily bank balances of the NSW Police Force Main Operating Account at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

Receivables – trade and other debtors

All trade and other debtors are recognised as amounts receivable at balance date. Collectibility of these debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The evidence includes past experience, and the nature and category of the debts. No interest is earned on these debtors. Sales are made on 30 day terms.

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 (\$15.271 million in 2010-11 and \$13.681 million in 2009-10) and debts totalling (\$10.132 million in 2010-11 and \$9.214 million in 2009-10) that are past due but not considered impaired in accordance with the NSW Police Force's policy together represent 90% of the total debtors.

Trade Debtors	Total ^{1,2} \$' 000	Past due but not impaired ^{1,2} \$' 000	Considered impaired ^{1,2} \$' 000
2011			
< 3 months overdue	1,946	1,946	-
3 months – 6 months overdue	3,719	3,719	-
> 6 months overdue	4,518	4,256	262
2010			
< 3 months overdue	900	900	-
3 months – 6 months overdue	2,877	2,877	-
> 6 months overdue	4,622	4,416	206
Other Debtors	Total ^{1,2} \$' 000	Past due but not impaired ^{1,2} \$' 000	Considered impaired ^{1,2} \$' 000
2011			
< 3 months overdue	42	42	-
3 months – 6 months overdue	275	275	-
> 6 months overdue	2,535	(107)	2,642
2010			
< 3 months overdue	1	1	-
3 months – 6 months overdue	-	-	-
> 6 months overdue	1,148	308	840

Notes:

- Each column in the table reports 'gross receivables'.
- 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.

FINANCIAL STATEMENTS

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

28. FINANCIAL INSTRUMENTS (Continued)

(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 from the Consolidated Fund Allocation disbursements. 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.

The liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. No such interest has been paid by the NSW Police Force in 2010-11 and 2009-10.

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

	Weighted Average Effective Interest Rate	Interest Rate Exposure				Maturity Dates		
		Nominal Amount ² \$' 000	Fixed Interest Rate \$' 000	Variable Interest Rate \$' 000	Non-Interest Bearing \$' 000	< 1 Year \$' 000	1 - 5 Years \$' 000	> 5 Years \$' 000
2011								
<i>Payables</i> ¹	-	73,086	-	-	73,086	73,086	-	-
<i>Borrowings:</i>								
Finance Lease	6.61%	262,952	262,952	-	-	16,716	72,924	173,312
<i>Other:</i>								
Lease	-	317	-	-	317	214	103	-
Incentives	-	1,592	-	-	1,592	1,592	-	-
Liability to Con. Fund and other	-	337,947	262,952	-	74,995	91,608	73,027	173,312
2010								
<i>Payables</i> ¹	-	73,033	-	-	73,033	73,033	-	-
<i>Borrowings:</i>								
Finance Lease	6.61%	279,104	279,104	-	-	16,151	70,458	192,495
<i>Other:</i>								
Lease	-	838	-	-	838	521	317	-
Incentives	-	21,408	-	-	21,408	21,408	-	-
Liability to Con. Fund and other	-	374,383	279,104	-	95,279	111,113	70,775	192,495

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

28. FINANCIAL INSTRUMENTS (Continued)

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.

(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.

However at 30 June 2010, included in the capital expenditure was the commitment to purchase an aircraft to the value of US dollar \$4.337 million due payable not later than one year. The forward exchange contract denominated in US Dollars was entered on the 30 June 2010, the equivalent in Australian dollar of \$5.273 million.

	Weighted average exchange rate		2011	2010
	2011	2010	Commitment value A\$'000	Commitment value A\$'000
Maturity profiles				
Capital Commitment denominated in US Dollars (USD)				
Not later than 3 months	-	-	-	-
Later than 3 months and not later than 12 months	-	0.8225	-	5,273
Later than 12 months	-	-	-	-
Total hedged US Dollar commitment	-	-	-	5,273

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 2009-10. 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.

FINANCIAL STATEMENTS

NSW POLICE FORCE

NOTES TO THE FINANCIAL STATEMENTS

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
2011					
<i>Financial assets:</i>					
Cash and cash equivalents	22,612	(226)	(226)	226	226
Receivables	25,403	(254)	(254)	254	254
<i>Financial liabilities:</i>					
Payables	73,086	(731)	(731)	731	731
Borrowings	174,236	(1,742)	(1,742)	1,742	1,742
Other liabilities	1,909	(19)	(19)	19	19
2010					
<i>Financial assets:</i>					
Cash and cash equivalents	12,723	(127)	(127)	127	127
Receivables	22,894	(229)	(229)	229	229
<i>Financial liabilities:</i>					
Payables	73,033	(730)	(730)	730	730
Borrowings	178,941	(1,789)	(1,789)	1,789	1,789
Other liabilities	22,246	(222)	(222)	222	222

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.

29. AFTER BALANCE DATE EVENTS

On the 1st June 2011 the NSW Police Force entered into the final stages of a relocation agreement with Landcom. The agreement is an exchange of 'New Facilities' to be provided by Landcom for 'Zetland Land' currently owned and occupied by the NSW Police Force. The relocation is due for completion in September 2011 at which point, control of the Zetland Land will pass to Landcom.

END OF AUDITED FINANCIAL STATEMENTS



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APPENDIX 1 NSW POLICE FORCE STAFF

SUMMARY OF TOTAL STRENGTH DETAILS AS AT 30 JUNE 2011

EMPLOYEE	2006-07	2007-08	2008-09	2009-10	2010-11
Police officers*	15,333	15,324	15,720	15,633	15,943
Administrative officers	3,814	3,837	3,770	3,700	3,687
Ministerial officers	164	158	190	183	202
TOTAL	19,311	19,319	19,680	19,516	19,832

* Includes officers on secondment to other public sector agencies

STRENGTH DETAILS (POLICE OFFICERS) AS AT 30 JUNE 2011

RANK	INTERNAL POLICE		EXTERNAL SECONDED EXTERNAL FUNDED		EXTERNAL SECONDED INTERNAL FUNDED		TOTAL	
	2009-10	2010-11	2009-10	2010-11	2009-10	2010-11	2009-10	2010-11
Executive officers*	18	20	0	0	0	0	18	20
Senior officers [#]	873	858	6	5	3	5	882	868
Snr Sgt & Sgt	2,935	2,902	18	17	2	2	2,955	2,921
Snr Cst & Cst & Prb Cst	11,714	12,101	56	27	8	6	11,778	12,134
TOTAL	15,540	15,881	80	49	13	13	15,633	15,943

* 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 2007		NO OF OFFICERS JUNE 2008		NO OF OFFICERS JUNE 2009		NO OF OFFICERS JUNE 2010		NO OF OFFICERS JUNE 2011	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Above 6	1	1	3	1	3	1	3	1	3	1
Level 6	2	0	1	0	0	0	0	0	0	0
Level 5	12	2	14	3	13	4	17	4	15	3
Level 4	5	3	3	2	4	2	3	1	2	1
Level 3	1	0	1	1	0	0	0	0	0	2
Level 2	0	2	0	2	0	2	0	1	0	0
Level 1	0	0	0	0	0	0	0	0	0	0
TOTAL	21	8	22	9	20	9	23	7	20	7

APPENDIX 1 NSW POLICE FORCE STAFF continued

POLICE SEPARATIONS 2010-11

RANK	RETIRE		DEATH		RESIGN		MEDICALLY UNFIT **		ANNULMENT OF APPOINTMENT		DISENGAGEMENT		DISMISSED		REMOVED - S181D ¹		TERMINATION OF CONTRACT		TRANSFER		VOLUNTARY REDUNDANCY		TOTAL	
	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11
Executive officers *	0	1	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	3
Senior officers #	1	7	0	0	1	3	43	67	0	0	0	0	0	0	0	0	0	0	0	0	0	0	45	77
Senior sergeant and sergeant	7	13	0	3	19	20	122	167	0	0	0	0	1	0	2	0	0	0	4	3	0	0	155	206
Constables (all)	3	7	2	2	194	192	313	385	0	0	0	0	9	9	12	9	0	0	10	6	0	0	543	610
TOTAL	11	28	2	5	214	215	480	621	0	0	0	0	10	9	14	9	0	0	14	9	0	0	745	896

* 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.

¹ Removal orders made under s181D of the *Police Act 1990* can be the subject of review by the Industrial Relations Commission. This may result in a variation in the recording of the method of separation from the NSW Police Force. The date of the removal of an officer under s181D is the date the Commissioner signs that order. However for entitlement calculations the date of service of the order is used.

ADMINISTRATIVE AND MINISTERIAL OFFICER SEPARATIONS 2010-11

CATEGORY	RETIRE		DEATH		RESIGN		MEDICALLY UNFIT		ANNULMENT OF APPTMNT		TERMINATION OF CONTRACT		DISMISSED		TEMPORARY		TRANSFER		SECONDMENT ENDED		SECONDMENT TO OTHER GOVERNMENT BODY		VOLUNTARY REDUNDANCY		TOTAL	
	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11
Clerical	10	10	0	1	96	107	6	9	0	1	1	3	6	2	14	15	13	19	0	1	1	0	34	28	181	196
Professional	4	5	0	0	7	5	2	0	0	0	0	1	0	0	0	1	4	12	1	1	0	0	3	10	21	35
Other	5	1	0	1	41	54	2	2	0	1	3	2	0	1	5	8	3	10	0	0	0	0	23	4	82	84
Ministerial	1	3	1	0	10	8	0	1	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	12	15
TOTAL	20	19	1	2	154	174	10	12	0	2	4	6	6	3	19	27	20	41	1	2	1	0	60	42	296	330

APPENDIX 1 NSW POLICE FORCE STAFF *continued*

Trends in the representation and distribution of EEO target groups

PERCENTAGE OF TOTAL STAFF ^{1,2}

EEO TARGET GROUP	BENCHMARK OR TARGET	2006	2007	2008	2009	2010	2011
Women	50.0%	34.0%	34.0%	34.0%	34.0%	34.0%	34.3%
Aboriginal people & Torres Strait Islanders	2.0%	2.0%	2.1%	2.1%	2.2%	2.3%	2.4%
People whose first language was not English	20.0%	4.0%	5.0%	6.0%	6.0%	6.0%	7.3%
People with a disability	12.0%	2.0%	1.0%	1.0%	1.0%	1.0%	0.9%
People with a disability requiring work-related adjustment	7.0%	0.6%	0.5%	0.5%	0.4%	0.4%	0.3%

DISTRIBUTION INDEX ³

EEO TARGET GROUP	BENCHMARK OR TARGET	2006	2007	2008	2009	2010	2011
Women	100	88	90	91	93	93	94
Aboriginal people & Torres Strait Islanders	100	96	96	97	98	98	96
People whose first language was not English	100	85	84	85	85	87	87
People with a disability	100	112	113	112	112	112	114
People with a disability requiring work related adjustment	100	109	111	111	111	111	114

Source: NSW Department of Premier & Cabinet, Public Sector Workforce Profile 2011

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

APPENDIX 2 GOVERNMENT INFORMATION AND PUBLIC ACCESS

The NSW Police Force Information Access Unit (IAU), previously known as the Freedom of Information 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.

Review of proactive release of government information

We continue to provide information and statistics to members of the public under proactive release (as we did prior to the commencement of the GIPA Act). This information can be accessed through the NSW Police Force website at www.police.nsw.gov.au, free of charge for all members of the public. In supporting the proactive release of government information, this website is regularly assessed for ease of access to the public.

In support of proactive release we also use a range of social media outlets including Facebook, Twitter and YouTube. We continue to review the types of information for release by assessing on a daily basis, requests received through the IAU and through other NSW Police Force channels.

Access to the IAU page is a prominent feature of the website. It may be accessed through a Google search of the words Information Access Unit; through the Services tab on the NSW Police Force website; or by clicking the link on the carousel on the home page.

Published on the IAU page are the NSW Police Force formal and informal application forms, disclosure log and links to the State Parliament website for tabled documents. We also plan to release an updated version of the most frequently asked questions, which is being reviewed.

Members of the public can access the NSW Police Force's policy and procedural documents through the About Us tab on the home page or through the IAU page. An extensive audit is underway into departmental policies and procedures with a view to making these publications, where applicable, available online. Anyone seeking information that has already been released can find it using direct links through the disclosure log.

The NSW Police Force reviews its proactive release of information in July each year and publishes the details in its annual report. This will continue to be major focus each reporting year.

The total number of GIPA applications processed this reporting year was 7,355 (excluding invalid applications).

The total number of GIPA applications where Schedule 1 to the GIPA Act has been applied was 289.

Government information access arrangements

Information about making information access requests can be found on the NSW Police Force website www.police.nsw.gov.au.

Statistical information about access applications

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME^a

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Media	29	20	21	5	0	0	0	4
Members of parliament	8	2	1	2	1	1	0	0
Private sector business ^b	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Members of the public (by legal representative) ^b	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Members of the public (other) ^b	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Private sector business ^b	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

a. 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 decision.

b. The NSW Police Force is only able to identify applications from the media and members of parliament. For details of the nature of applications, refer to Table B.

APPENDIX 2 GOVERNMENT INFORMATION AND PUBLIC ACCESS continued

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME^a

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Personal information applications ^b	143	408	0	191	48	0	2	0
Access applications (other than personal information applications)	200	499	193	110	19	0	0	0
Access applications that are partly personal information applications and partly other	347	2,522	1,212	89	56	0	5	0

a. 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 decision.

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.

TABLE C: INVALID APPLICATIONS

REASON FOR INVALIDITY	NO OF APPLICATIONS
Application does not comply with formal requirements (section 41 of the Act)	1,312
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1,312
Invalid applications that subsequently became valid applications	0

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 TO ACT

	NUMBER OF TIMES CONSIDERATION USED ^a
Overriding secrecy laws	250
Cabinet information	0
Documents affecting law enforcement and public safety	39

a. 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 E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF ACT

	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL ^a
Responsible and effective government	653
Law enforcement and security	2,510
Individual rights, judicial processes and natural justice	5,102
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	43
Exempt documents under interstate Freedom of Information legislation	0

a. 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).

APPENDIX 2 GOVERNMENT INFORMATION AND PUBLIC ACCESS continued

TABLE F: TIMELINESS

	NO OF APPLICATIONS
Decided within the statutory timeframe (20 days plus any extensions)	7,050
Decided after 35 days (by agreement with applicant)	111
Not decided within time (deemed refusal)	194
TOTAL	7,355

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

	DECISION VARIED	DECISION UPHELD	TOTAL
Internal review	22	92	114
Review by Information Commissioner ^{ab}	8	8	51
Internal review following recommendation under section 93 of Act	8	0	8
Review by Administrative Decisions Tribunal ^b	0	0	11
TOTAL	38	100	184

a. 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.

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

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)

	NUMBER OF APPLICATIONS FOR REVIEW
Applications by access applicants	184
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

APPENDIX 3 INJURIES AND WORKERS COMPENSATION CLAIMS

In the last year WorkCover issued the NSW Police Force with four improvement notices, one prohibition notice and eight notices under section 62 of the *Occupational Health & Safety Act 2000* for safety concerns. The requirements of all notices have been addressed.

WorkCover has commenced two prosecution proceedings in the Industrial Relations Commission (IRC) for breaches of section 8 (1) of the *Occupational Health & Safety Act 2000*. Those matters are pending before the IRC and the NSW Police Force is responding to WorkCover on those matters.

SIGNIFICANT INJURIES BY CAUSE OF INJURY FOR SWORN STAFF WHO COMMENCED POST 1988 AND ADMINISTRATIVE STAFF

CAUSE	2006-07	2007-08	2008-09	2009-10	2010-11	DIFFERENCE 09-10 AND 10-11
Body stressing	1.77	1.39	2.57	2.56	1.73	-0.83
Being hit by moving objects	1.21	1.42	1.18	0.99	0.86	-0.13
Falls, trips & slips of a person	1.11	1.08	1.34	0.97	0.92	-0.04
Mental stress	2.23	2.20	2.65	3.25	3.04	-0.21
Other & unspecified mechanisms	0.90	1.07	1.43	1.57	1.00	-0.57
Biological factors	0.05	0.06	0.05	0.06	0.07	0.01
Chemicals & other substances	0.02	0.02	0.05	0.07	0.03	-0.04
Heat, radiation & electricity	0.02	0.01	0.00	0.01	0.01	-0.00
Sound & pressure	0.02	0.00	0.00	0.01	0.01	0.01
Hitting objects with a part of body	0.22	0.13	0.22	0.17	0.21	0.05
TOTAL	7.53	7.39	9.49	9.65	7.90	-1.75

Note: A 'significant injury' is a workplace injury that is likely to result in the worker being incapacitated for more than seven continuous calendar days. The NSW Police Force changed its insurance provider during this reporting year. Previously published figures have been revised to accord with new counting procedures. The data presented is per 100 FTE employees as obtained from the December 2010 wage declaration. These figures will not add down and across due to rounding.

WORKERS' COMPENSATION FOR SWORN STAFF WHO COMMENCED POST 1988 AND ADMINISTRATIVE STAFF

INJURY CLAIM TYPE	2006-07	2007-08	2008-09	2009-10	2010-11	DIFFERENCE	PERCENTAGE
Significant	1,178	1,215	1,574	1,630	1,368	-262	-16%
Non-significant	1,593	1,685	1,718	1,708	1,822	114	7%
TOTAL CLAIMS	2,771	2,900	3,292	3,338	3,190	-148	-4%

Note: A 'significant injury' is a workplace injury that is likely to result in the worker being incapacitated for more than seven continuous calendar days. The NSW Police Force changed its insurance provider during this reporting year. Previously published figures have been revised to accord with new counting procedures. 'Total claims' are all claims that have received a benefit payment over the reporting year. We have reported on those incidents that resulted in injuries reported to our insurer.

APPENDIX 4 STAFF DRUG AND 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 and/or steroid testing of sworn officers/students of policing
- mandatory testing for drugs and alcohol in circumstances required by legislation.

PROGRAM RESULTS

PROGRAM RESULTS	2009-10		2010-11	
	TYPE	POSITIVE	TYPE	POSITIVE
DRUG				
Random - sworn officers	2,309	0	3,132	0
Random - students	140	0	129	0
Targeted	13	1	19	3
SUB-TOTAL	2,462	1	3,280	3
ALCOHOL				
Random - sworn officers	15,598	5	12,883	4
Random - students	3,383	3	2,263	14
Targeted	2	2	4	3
SUB TOTAL	18,983	10	15,150	21
OTHER				
Targeted steroid	3	0	8	6
Mandatory testing	95	0	114	0
SUB TOTAL	98	0	122	6
TOTAL TESTS	21,543	11	18,552	30

APPENDIX 5 *PRIVACY AND PERSONAL INFORMATION PROTECTION ACT 1998*

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 Act 1998 (PIPP)* and the *Health Records and Information Privacy Act 2002 (HRIP)* 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 15 applications for internal review were received by our Privacy & Discrimination Unit under the provisions of Part 5, section 53 of the PIPP Act and two under the provisions of section 21 of the HRIP Act. Of these reviews, 10 applicants sought further review by the Administrative Decisions Tribunal pursuant to section 55 of the PIPP Act.

APPENDIX 6 COMPLAINTS

There was a 4.1% increase in the number of complaints received since last year, largely due to a processing backlog.

Continued streamlining of the complaint management system and further reviews of our practices and policies has led to a significant improvement in complaint investigation timeliness. This reporting year more than 85% of complaints against police officers were successfully resolved with the complainant without needing a formal investigation.

We continue to review how we manage police complaints; have improved the release of complaint information in accordance with procedural fairness and government policy; and our management systems now presume in favour of remedial approaches to managing the conduct of police officers.

In line with the introduction of the Customer Service Charter last reporting year, we have recognised the need to change the way the NSW Police Force records and works through complaints. This reporting year we introduced two new complaint categories: *Academic misconduct* and *Customer service related issues*. Complaints where one or more of the following issues have been recorded are now recorded as Customer service related:

- Customer service not provided
- Fail or delay attendance to incident
- Fail to identify name, station, registration number, etc.
- Fail to provide appropriate victim support
- Fail to provide appropriate support for vulnerable people
- Improper treatment, including failure to provide necessities
- Inadequate customer service
- Incivility/rudeness/verbal abuse
- Inconsiderate timing
- Inconsiderate/insensitive/uncooperative behaviour
- Mistreatment of visitors
- Neglect of duty/duty of care
- Threats/intimidation (not assault/excessive force)
- Unprofessional conduct (customer service)

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 88).

APPENDIX 6 COMPLAINTS *continued*

ISSUES RAISED IN COMPLAINTS RECEIVED

CATEGORY	2006-07	2007-08	2008-09	2009-10	2010-11	%DIFFERENCE BETWEEN 2009- 10 AND 2010-11
Academic misconduct (new category)	n/a	n/a	n/a	n/a	53	n/a
Arrest	133	135	124	136	156	14.7%
Corruption/misuse of office	379	332	406	330	380	15.2%
Custody	161	124	160	151	154	2.0%
Customer service related (new category)	n/a	n/a	n/a	n/a	1,615	n/a
DNA evidence and sampling	1	1	0	2	2	0.0%
Drugs (other than searches or evidence matters)	89	118	122	83	100	20.5%
Evidence	203	143	171	184	174	-5.4%
Failure to observe corporate standards	35	33	32	62	64	3.2%
False complaint	14	2	12	11	5	-54.5%
Harassment and discrimination	332	265	370	344	360	4.7%
Investigations	814	653	813	962	1,104	14.8%
Local management issues	3,175	3,069	2,971	2,682	1,611	-39.9%
Misconduct	198	176	193	223	179	-19.7%
Misuse of information and information systems	425	412	464	406	377	-7.1%
Other criminal act or omission (not specified elsewhere)	225	291	318	292	323	10.6%
Property and exhibits	208	203	233	201	209	4.0%
Prosecution	241	175	243	282	329	16.7%
Searching	101	70	123	117	120	2.6%
Service delivery	1,298	1,044	1,371	1,511	794	-47.5%
Theft/misappropriation	62	68	50	71	51	-28.2%
Traffic offences	88	102	122	112	108	-3.6%
Unreasonable use of force (including assault)	609	582	661	569	551	-3.2%
Untruthfulness/lying/dishonesty	188	199	193	230	147	-36.1%
Use of corporate resources	71	89	110	91	98	7.7%
TOTAL	9,050	8,286	9,262	9,052	9,064	0.1%

Note: Extracted from c@ts.i at 30 June 2011 and include complaints from both staff and members of the community. A complaint may contain a number of issues. In 2010-11 there were 5,516 complaints made against police officers. These contained 9,064 separate issues or allegations, 21.6% of which were sustained.

The data listed under Service delivery and Local management issues are no longer comparable to previous years due to the introduction of the *Customer service related category*.

Previous published figures are revised as new complaints are received and entered onto the system.

APPENDIX 7 ASSUMED IDENTITIES

This reporting year 153 assumed identities were approved, 83 assumed identities cancelled and none were refused

The *Law Enforcement & National Security (Assumed Identities) Act 2010* authorises the approval and use of assumed identities by police officers and other law enforcement agencies in New South Wales for the purpose of official duties.

In accordance with the Act an audit of assumed identities was conducted in relation to the NSW Police Force assumed identities for the 2010 - 2011 reporting year. The general nature of the duties performed using the assumed identities are physical and electronic surveillance, full and part-time undercover duties and witness protection duties. The audit did not reveal any fraudulent or other criminal behaviour.

APPENDIX 8 RESPONSE TIMES

We answer calls within a reasonable time

In this reporting period NSW Police Force answered 93% of Triple Zero (000) calls within 10 seconds with an average answer time of seven seconds. Calls to the Police Assistance Line (131 444) were answered with an average of 29 seconds per call. The number of contacts we received is outlined in the chart below.

CONTACTS	2006-07	2007-08	2008-09	2009-10	2010-11
Triple Zero (000)	674,052	706,202	865,306	830,710	797,415
PAL (131 444)	506,604	518,200	519,458	497,401	499,514
Hold up alarms	19,035	16,789	10,729	6,905	4,004
Alarms (for alarm companies)	63,720	64,020	26,028	2,455	1,493
Crime Stoppers (1800 333 000)	35,967	40,592	48,510	46,412	53,328
Customer Assistance Unit (1800 622 571)	18,620	17,458	25,216	23,929	23,770
Police Switchboard (9281 0000)	181,215	155,088	146,732	128,379	111,254
Missing Persons Unit After Hours (1800 025 091)	205	293	281	297	280
Injury Management Hotline (1800 996 336)	N/A	N/A	669	436	289
Child Wellbeing Unit	N/A	N/A	N/A	19,271	34,522
TOTAL	1,499,418	1,518,642	1,642,929	1,556,195	1,525,869

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 9 LEGISLATIVE CHANGES

The *Anti-Money Laundering and Counter-Terrorism Financing Act 2006* (Cth) was amended on 3 March 2011 to enable certain further information about threshold transaction reports and international funds transfer instructions reports to be admissible as evidence in court or tribunal proceedings.

The *Child Protection (Offenders Registration) Act 2000* was amended on 1 November 2010. The definitions of class 1 offence and class 2 offence in section 3 (1) of the Act were amended to include offences involving child sex tourism and other sex offences.

The *Child Protection (Offenders Registration) Act 2000* was amended on 3 March 2011 to enable the NSW Police Force to disclose information to, and receive information from the Office of the Public Guardian about registrable persons.

The *Child Protection (Offenders Registration) Regulation 2009* was amended on 15 October 2010. The amendments state certain offences to be class 1 offences and certain other offences to be class 2 offences under the *Child Protection (Offenders Registration) Act 2000*.

The *Companion Animals Regulation 2008* was amended on 18 February 2011. The amendments exempt greyhounds from being muzzled in certain circumstances. If a greyhound has successfully completed an approved greyhound re-training program and wears an approved collar when it is in a public place, the greyhound is exempt from the requirement in section 15 of the *Companion Animals Act 1998* to have a muzzle securely fixed on its mouth.

The *Crimes Act 1900* was amended on 17 September 2010 to make further provision with respect to the possession, production and dissemination of child pornography and abuse material.

The *Crimes Act 1900* was amended on 23 June 2011 to provide for mandatory life sentences to be imposed on persons convicted of murdering police officers. A life sentence is a sentence for the term of the person's natural life without release on parole.

On 10 September 2010 the *Crimes Act 1900* was amended to ensure that covert search warrants may continue to be granted until a national covert search warrant scheme is adopted.

The *Crimes (Sentencing Legislation) Amendment (Intensive Correction Orders) Act 2010* commenced on 1 October 2010. The amendments abolished periodic detention orders as being a sentencing option in New South Wales and made provisions for a new sentencing option; intensive correction orders.

The *Crimes (Sentencing Procedure) Act 1999* was amended on 14 March 2011. The amendments relate broadly to factors to be taken into account in relation to sentencing. Secondly, the Act was amended to provide for the aggregation of sentences.

The *Crimes (Serious Sex Offenders) Act 2006* was amended on 7 December 2010. The amendments make it clear that where an offender is serving cumulative sentences (for certain offences) an application may be made for an extended supervision order or a continued detention order, regardless of the sequence in which the cumulative sentences were imposed.

The *Crimes (Serious Sex Offenders) Act 2006* was amended on 7 December 2010. The amendments provide for victims to be notified of applications under the Act and that they be given an opportunity to make a statement. Further, the amendments extend the definition of "serious sex offence" and expand the matters to which the Supreme Court must have regard when determining applications for extended supervision orders and continuing detention orders.

The *Criminal Assets Recovery Act 1990* was amended on 10 September 2010 to provide for unexplained wealth orders as a means of recovery of criminal assets by the NSW Crime Commission.

The *Criminal Case Conferencing Trial Regulation 2008* was amended on 10 December 2010. The amendments extend the operation of the trial scheme to proceedings in respect of an indictable offence for which a court attendance notice was filed on or after 1 May 2008 but before 1 July 2011.

The *Criminal Case Conferencing Trial Regulation 2008* was further amended on 30 June 2011. The amendments further extend the operation of the trial scheme to proceedings in respect of an indictable offence for which a court attendance notice was filed on or after 1 May 2008 but before 1 July 2012.

The *Criminal Code Regulation 2002* (Cth) was amended on 8 April 2011. As a result, 4-methylmethcathinone, benzylpiperazine, ketamine and methcathinone are now controlled drugs and border controlled drugs. Phenylpropanolamine is now a controlled precursor and a border controlled precursor.

The *Criminal Procedure Act 1986* was amended on 1 November 2010. The amendments extended the meaning of "offence involving violence" in section 94 of the Act.

The *Criminal Procedure Regulation 2010* was amended on 3 December 2010. The amendments make a number of changes to the operation of the forum sentencing program.

APPENDIX 9 LEGISLATIVE CHANGES continued

The *Criminal Procedure Regulation 2010* was amended on 30 June 2011. The amendments extend, until 1 July 2012, the operation of the trial scheme which allows prosecutors to give short briefs of evidence to defendants in certain circumstances and not at all in certain other circumstances.

The *Evidence Act 1995* was amended on 14 January 2011. The amendments provide for the recognition in NSW courts of self-incrimination certificates and self-incrimination disclosure certificates given under certain laws of other jurisdictions.

The *Evidence Act 1995* was amended on 21 June 2011 to provide that if a journalist has promised not to reveal an informant's identity, the journalist (and their employer) will not be compelled to disclose the informant's identity in any proceedings in a NSW court, unless the court determines otherwise in accordance with a specified public interest test.

The *Firearms Regulation 2006* was amended on 11 February 2011. The amendments enable people to lawfully possess or use imitation antique firearms (other than antique revolvers) without a permit issued under the *Firearms Act 1996*.

The *Health Services Act 1997* and the *Criminal Procedure Act 1986* were amended on 30 July 2010 to create two new offences relating to ambulance officers. The offences are that of obstructing an ambulance officer and obstructing an ambulance officer by an act of violence.

The *Law Enforcement (Powers and Responsibilities) Act 2002* was amended on 7 June 2011 to enable police to direct an intoxicated person to move on from a public place. Prior to the amendment, such directions could only be given to an intoxicated person who was in a group of three or more intoxicated persons.

The *Law Enforcement and National Security (Assumed Identities) Act 2010* commenced on 29 September 2010. The Act reflects the national approach that has been developed for acquiring and issuing false identity documents for use in cross border criminal investigations and implementing witness protection programs.

On 20 May 2011 the *Police Powers (Controlled Operations) Act 2006* of Tasmania was included in the list of corresponding laws for the purposes of the *Law Enforcement (Controlled Operations) Act 1997*. The amendments mean that the protections provided to NSW police when operating under the NSW Act are extended to controlled operations that are authorised by or under the Tasmanian Act.

On 1 June 2011 the *Liquor Amendment (Special Licence Conditions) Regulation 2011* commenced substituting the list of licensed premises that are subject to special licence conditions under Schedule 4 to the *Liquor Act 2007*.

The *Local Court Rules 2009* were amended on 29 October 2010. The amendments provide for additional methods by which a person may be served with certain documents. The amendments are particularly important in relation to serving an inmate of a correctional centre with an application or court attendance notice.

The *Local Government Act 1993* was amended on 7 December 2010. The definition of "alcohol prohibited area" has been amended so that the power to confiscate and tip out alcohol may be exercised in an area in which the drinking of alcohol is prohibited by a notice under section 632 of the *Local Government Act* regardless of whether that area is situated in the precinct or area to which a precinct or community event liquor accord under the *Liquor Act 2007* applies.

The *Motor Vehicle Repairs Act 1980* was amended on 31 January 2011. The amendments provide for police officers to enter premises and conduct examinations in relation to stolen motor vehicles (including parts and accessories) if they suspect a contravention of Part 2AA of the *Road Transport (Vehicle Registration) Act 1997* or the regulations made under that Part. Many new offences have been provided for in Part 2AA of the Act and Part 6A of the *Road Transport (Vehicle Registration) Regulation 2007*.

The *Police Act 1990* and the *Police Regulation 2008* were amended on 1 November 2010 to make provision for the appointment of police officers from other Australian jurisdictions as recognised law enforcement officers in New South Wales. Previously, such persons would have been appointed as special constables.

The *Police Regulation 2008* was amended on 3 December 2010. The amendments enable initial screening tests to be conducted on samples of urine that have been provided for the purpose of random drug testing of police officers.

The definitions of vehicle under the *Road Transport (General) Act 2005* and the *Road Transport (Safety and Traffic Management) Act 1999* (the Acts) were extended on 3 March 2011. The amendments mean that tracked vehicles (such as bulldozers and tractors) and vehicles on runners inside endless tracks are vehicles for the purposes of the Acts.

On 1 July 2010 the *Road Transport (Vehicle Registration) Act 1997* was amended to, among other things, enable photographs taken by certain approved camera devices to be tendered and used in evidence for certain offences involving unauthorised vehicle use (such as the use of an unregistered or uninsured vehicle).

APPENDIX 9 LEGISLATIVE CHANGES continued

The *Surrogacy Act 2010* commenced on 1 March 2010. The Act created a number of offences that may be dealt with before the local court. The offences prohibit commercial surrogacy arrangements, the advertising of commercial surrogacy arrangements and the disclosure of information relating to surrogacy arrangements.

The *Telecommunications (Interception and Access) Act 1979* (Cth) was amended on 23 March 2011. The amendments enable an authorised officer of the NSW Police Force to authorise the disclosure of telecommunications data when the disclosure is relevant to the location of a person who is the subject of a missing person's report. The amendments also enable the NSW Police Force to apply for a stored communications warrant to access the stored communications of a victim of a serious contravention without that person's consent.

On 9 July 2010 the *Weapons Prohibition Act 1998* and the *Firearms Act 1996* were amended. The amendments include additions to the list of prohibited weapons, new offences relating to the manufacture of prohibited weapons and amended bail presumptions.

APPENDIX 10 SIGNIFICANT JUDICIAL DECISIONS

Wainohou v State of NSW [2011] High Court of Australia 24

On 23 June 2011, the High Court held, by majority, that the *Crimes (Criminal Organisations Control) Act 2009* was invalid.

Under Part 2 of the Act, the Commissioner could apply to an eligible judge for a declaration against a particular organisation. If a declaration was made, the Commissioner could apply under Part 3 of the Act to the Supreme Court to make interim and then final control orders in relation to members of the organisation. Controlled members commit a criminal offence if they associate with one another and are prevented from working in specified occupations.

Section 13 (2) of the Act provided that no reasons need be given for making a declaration. The jurisdiction of the Supreme Court to make control orders was enlivened by the decision of an eligible judge to make a declaration. The majority said that, in those circumstances, the absence of an obligation to give reasons for the declaration after what may have been a contested application was repugnant to, or incompatible with, the institutional integrity of the Supreme Court. Because the validity of other parts of the Act relied on the validity of Part 2, the whole Act was declared invalid.

The High Court rejected other challenges to the Act. The Solicitor General has provided advice on the issues raised by the High Court which is currently being considered by the NSW Attorney General.

Commissioner of Police v Sleiman & AVS Group of Companies Pty Ltd & Ors [2011] NSW Court of Appeal 21

The NSW Court of Appeal delivered its decision in relation to the 'special advocate' issue in security licence matters. The appellants were seeking a ruling to allow them to have a special advocate to represent their interests and to have access to confidential material and closed hearings in the Administrative Decisions Tribunal (ADT) proceedings. The appellants also raised a constitutional challenge: that the confidentiality provisions in the *Security Industry Act 1997* are unconstitutional because the ADT may be prevented from publishing full reasons for their decision, thus are capable of operating so as to prevent the effective exercise of Supreme Court's supervisory jurisdiction. The Attorney General opposed the constitutional pleading. Sackville AJA, with Allsop P and Handley AJA agreeing, has ruled in the Commissioner's favour by finding:

1. The ADT has the power, with the approval of the Commissioner, to appoint an *amicus curiae* or special advocate type person to assist itself in its deliberations but the advocate is not appointed by nor acts in the interests of the applicant.
2. The ADT is entitled to ask the Commissioner to approve disclosure of the criminal intelligence on which he relies, and to "ask the Commissioner to give reasons in confidence for any refusal, to evaluate any such reasons and to bring any doubts or misgivings about the refusal to the Commissioner's attention" [paragraph 202]. The consequences of this finding are not discussed in the judgement, but it at least clarifies that the Commissioner is not obliged to respond to an applicant's request to disclose material.
3. The confidentiality provisions in the *Security Industry Act 1997* are not unconstitutional in that they do not deny the power of the Supreme Court to grant relief in respect of a jurisdictional error by the ADT, ie. the provisions do not amount to a privative clause, and indeed the *Administrative Decisions Tribunal Act 1997* explicitly preserves the jurisdiction of the Supreme Court. The Supreme Court would have access to the full reasons for a decision, even though the appellant would not. Sackville AJA agreed that it would be difficult for an applicant to invoke the jurisdiction of the Supreme Court where they did not have access to full reasons for a decision – or perhaps were not even aware that confidential material was being relied on and therefore remains unaware the published decision is not complete however the difficulty is no greater than those facing an applicant who has been given no reasons at all for an administrative decision. The applicants sought leave to appeal to the High Court but were refused.

APPENDIX 11 INTERNAL AUDIT

During 2009-10 the NSW Police Force Audit & Risk Committee was restructured in accordance with Treasury guidelines. The year ending 30 June 2011 was the first full year of operations under Treasury Circular NSW TC 09/08 Internal Audit & Risk Management Policy. The 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.

Internal Audit & Risk Management Statement for the 2010-11 Financial Year for NSW Police Force

I, Andrew Scipione, Commissioner of Police, am of the opinion that the NSW Police Force has 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, Ms Catherine Burn Deputy Commissioner Corporate Services for a term of four years from 2010.



A P Scipione APM
Commissioner of Police

APPENDIX 11 INTERNAL AUDIT continued

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 six audits and six consultancies for 2010–11 including:

- accounts payable and purchasing
- Information Security Management System – access (logical) control
- overtime
- police rosters
- police to pay towing contracts
- workers compensation claims processing
- providing advice for the Enterprise Risk Management Project framework and processes
- providing advice on the development of the Compliance Program
- providing advice on the Fraud & Corruption Policy and Plan
- providing advice for the NSW Government Licensing System (GLS) Services Agreement
- providing advice on the risks and controls for the Systems & Processes Working Party of the Global Savings Project
- providing advice on the risks and controls for the Accounts Payable Automation Project.

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

External audits and reviews

During the year the Audit Office of NSW issued one performance audit report that related to the NSW Police Force's operations.

- The effectiveness of cautioning for minor cannabis offences

This review assessed whether cautioning diverts minor cannabis offenders from the courts and helps reduce their cannabis use. The review found that over the last 10 years, the NSW Police Force has used cautioning to divert over 39,000 minor cannabis offenders from the courts, saving at least \$20 million in court costs. The review also found that people cautioned for minor cannabis offences are less likely to reoffend than those dealt with by the courts.

APPENDIX 12 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.



NAME	Andrew Phillip Scipione APM
POSITION	Commissioner of Police
SES LEVEL	8 (1 September 2007 – present)
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011	\$453,232 per annum

Andrew Scipione APM joined the NSW Police Force in 1980 and was appointed Commissioner in September 2007. His qualifications include a Masters Degree in Management (Macquarie University) and a Degree in Security Management (Edith Cowan University). He is a graduate of the FBI Academy, Quantico and an adjunct professor with the University of Western Sydney, School of Social Sciences. The following is a statement of performance for Commissioner Scipione.

KEY ACHIEVEMENTS

1. Secured further reductions in the incidence of crime through strategic management of staff and resources.
2. Led community efforts to curb antisocial behaviour and alcohol related harm by delivering public safety messages and a high visibility policing presence.

3. Engaged with agencies within and outside government to ensure there was productive early intervention with people at risk of committing or becoming victims of crime.
4. Ensured clear standards of officer performance and customer service through the application of a range of corporate planning, reporting and accountability mechanisms.
5. Provided oversight of counter terrorism and disaster planning to ensure an effective law enforcement response to emergencies.
6. Continued to develop a cadre of future police leaders through their structured participation in the Police Leadership Centre.
7. Managed expenditure responsibly and in keeping with budget and government expectations.

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



NAME	Catherine Judith Burn APM
POSITION	Deputy Commissioner Corporate Services
SES LEVEL	7 (28 July 2010 - present)
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011	\$339,430 per annum

Catherine Burn APM joined the NSW Police Force in 1984 and commenced as Deputy Commissioner Corporate Services in July 2009. 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). The following is a statement of performance for Deputy Commissioner Burn.

KEY ACHIEVEMENTS

1. Oversaw the realignment of Corporate Services, which included the introduction of Shared Services. This resulted in a greater customer focus with less duplication to ensure 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.
2. Oversaw the delivery of major initiatives aimed at injury prevention and management, which give a suite of options for

improved return to work outcomes for injured police. This included the introduction of load bearing vests, thigh holsters, Fatigue Management Guidelines and supportive management training for supervisors.

3. Oversaw the review of the organisation's Information & Communication Technology (ICT), the development of a governance framework and a business-led technology strategy which is focussed on innovation and mobile technology.
4. As Corporate Spokesperson for Customer Service, managed the continued development of customer service initiatives including the Community Awareness of Policing Program, the expanded use of social media, the Commissioner's Customer Service Excellence Awards, community engagement strategies as well as the Mystery Shopper program. These initiatives have led to increased confidence in the services provided by the NSW Police Force.

Signed: A P Scipione APM, Commissioner of Police



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Naguib (Nick) KALDAS APM

Deputy Commissioner, Specialist Operations

7 (1 March 2008 – present)

\$339,430 per annum

Nick Kaldas APM joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Specialist Operations in March 2008. He was a negotiator for over 10 years, achieving national counter terrorist level, and completed the FBI Hostage Negotiator's Course in Quantico, Virginia in 1996. He holds a Masters Degree in Public Policy & Administration (Charles Sturt University) and is a graduate and former visiting Fellow of the Management of Serious Crime Program (AFP). Deputy Commissioner Kaldas has also successfully completed the Police Executive Leadership Program at the Australian Institute of Police Management, Manly and the Leadership in Counter Terrorism Program conducted by the FBI. The following is a statement of performance for Deputy Commissioner Kaldas.

KEY ACHIEVEMENTS

1. Oversaw the enhancement of specialist command support for operational police across New South Wales and worked collaboratively with other law enforcement agencies in the development of multi-jurisdictional responses to organised crime. In particular, provided strategic direction for the creation of Operation Polaris, a joint waterfront operation targeting serious and organised criminal activity at sea cargo terminals.

2. As the Corporate Spokesperson for Cultural Diversity, continued to foster cultural diversity within NSW Police Force as well as drive the organisation's engagement with the community on cultural and linguistically diverse issues.
3. Continue to embed the new operational model of the Commissioner's Advisory Council on Culturally Responsive Policing, including the oversight of the public consultation and caucus components.
4. Provided strategic oversight of the implementation of the Security Licensing Enforcement Directorate (formerly the Security Industries Registry) which incorporated the ICAC recommendations and government reform agenda associated with the Security Licensing & Enforcement strategies.
5. Continued to contribute to driving counter terrorism strategies and legislation at a national level as the NSW Police Force representative on the National Counter Terrorism Committee and the Cabinet Committee on Counter Terrorism.

Signed: A P Scipione APM, Commissioner of Police



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

David John Owens APM

Deputy Commissioner, Field Operations

7 (1 December 2007 - present)

\$339,430 per annum

Dave Owens APM joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Field Operations in December 2007. His qualifications include a Graduate Certificate in Management (University of Wollongong), a Diploma in Criminology (University of Sydney), a Diploma in Human Resource Management (Sydney TAFE) and a Master of Leadership & Management (Charles Sturt University). Deputy Commissioner Owens has successfully completed the Police Executive Leadership Program at the Australian Institute of Police Management, Manly and has also participated in the National Executive Program conducted by the FBI. The following is a statement of performance for Deputy Commissioner Owens.

KEY ACHIEVEMENTS

1. Provided strategic leadership to the Field Operations Command, which included the six regions (80 LACs), the Major Events & Incident Group and Traffic Services Branch.
2. Provided oversight of crime, people and financial management, state and regional operations and programs in Field Operations, which has seen falling or stable crime rates across all major crime categories.

3. As State Emergency Operations Controller (SEOCON), coordinated New South Wales' whole of government response to various bushfire and flood emergencies in partnership with the NSW State Emergency Service, including planning and oversight of the interstate emergency deployment of NSW police officers to the Queensland floods and international deployments to New Zealand and Japan.
4. Continued to provide strategic direction to police engagement with mental health providers and clients, which achieved national and international recognition for advances in the provision of training in mental health issues for police.
5. Worked closely with other agencies to ensure a successful whole of government approach to alcohol related crime.

Signed: A P Scipione APM, Commissioner of Police



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Peter Barrie

Commander Operational Communications
& Information Command

5 (1 December 2010 – present)

\$262,667 per annum

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

KEY ACHIEVEMENTS

1. Delivered continued improvement to police communications through the Radio Communications Maintenance Program. This included establishing a state of the art communications centre in Lake Illawarra, eliminating seven radio black spots and converting analogue radio networks to digital.
2. Finalised implementation of the VIEW Programme, which delivered enhanced capability to allow central storage of images for major crime investigations through integration with the e@gle.i system.
3. Represented police on a number of national committees, including the

4. Law Enforcement & Security Radio Spectrum Committee. Advocated for law enforcement agencies to have access to radio spectrum to facilitate mobile broadband capability.
4. Delivered enhancements to the computer aided dispatch system, freeing up police radio time for urgent response.
5. Provided enhanced communications in support of major operations, including deployments to New Zealand to assist after the earthquake. This involved the rapid deployment of 300 digital radios that could access the New Zealand radio network in support of the entire Australian policing contingent.

Signed: N Kaldas APM, Deputy Commissioner Specialist Operations



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Gregory Wayne Burgoyne

Director, Finance & Business Services

5 (8 September 2010 – present)

\$291,350 per annum

The following is a statement of performance for Gregory Burgoyne.

KEY ACHIEVEMENTS

1. Provided effective management of Finance & Business Services in line with corporate directions.
2. Led the continued implementation of an effective strategic property review and the construction of new police properties at Lake Illawarra, Kempsey and Granville.
3. Provided strategic oversight in the development of the Fleet Management System to maximise fleet asset utilisation and to deliver a more efficient service.

4. Managed and reviewed the budget through the provision of cost effective management accounting, budget policy and reporting; financial accounting and systems, taxation compliance and statutory reporting.
5. As the Chief Financial Officer, represented the NSW Police Force on the Senior Reference Group and the Vehicle Standards Committee.

Signed: C J Burn APM, Deputy Commissioner Corporate Services



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Paul Anthony Carey APM

Commander, Professional Standards Command

5 (3 March 2008 - present)

\$262,667 per annum

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

KEY ACHIEVEMENTS

1. As the Corporate Spokesperson for Professional Standards, implemented Project Lancaster to improve decision making with a focus on fairness, transparency and responsibility.
2. Continued to develop the implementation of the *Ethical Health Strategy* to ensure ethics is embedded in all facets of policing.

3. Improved focus and performance in people management and human resources within the Professional Standards Command.
4. Continued a personal commitment to driving the achievement of the State Plan within the Professional Standards Command.
5. Continued to develop and promote products and services that help strengthen the professional conduct standards of the NSW Police Force.

Signed: N Kaldas APM, Deputy Commissioner Specialist Operations

APPENDICES



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Alan John Clarke APM

Commander, Major Events & Incidents Group

5 (21 October 2009 - present)

\$262,667 per annum

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

KEY ACHIEVEMENTS

1. Oversaw the integration of the NSW Police Firearms Registry, Operational Programs, Drug & Alcohol Coordination and Alcohol Licensing Enforcement Command into the Major Events & Incidents Group.
2. As Corporate Spokesperson for TASER and Firearms Regulation, oversaw high level governance and audit procedures for both projects.
3. Worked closely with the NSW Department of Premier & Cabinet and other agencies to ensure coordinated delivery of services for major

events, including New Years Eve, the Sydney Gay & Lesbian Mardi Gras, as well as the Bathurst 1000 and Homebush V8 Supercar Races.

4. Led the planning for the interstate emergency deployment of NSW police officers to the Queensland floods, and international deployment responding to the Christchurch earthquake.
5. Worked with police regions to develop local and statewide crime operations under Operation Vikings, achieving over 50,000 proactive shifts.

Signed: D Owens APM, Deputy Commissioner Field Operations



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Denis John Clifford APM

Commander, North West Metropolitan Region

5 (1 January 2006 – present)

\$262,667 per annum

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 Region.
2. As the Corporate Spokesperson for vulnerable communities, continued to chair the Disability Advisory Council and participated in formulating the future direction of the council and a number of policies relating to vulnerable people within our community.
3. Effectively managed and implemented region-wide Operations Countdown and Raider, both addressing property crime and antisocial behaviour. Both operations were instrumental in

securing substantial decreases in the crime categories of break, enter and steal and assault (non domestic violence) while promoting increased police proactivity.

4. As the Senior Responsible Business Owner for COPS modernisation, managed the delivery of enhancements to the COPS system and the statewide rollout of WebCOPS™. Continued as the chair of the COPS Senior User Group prioritising the COPS enhancements.
5. As North West Metropolitan District Emergency Operations Controller oversaw significant incident and emergency responses across the district.

Signed: D Owens APM, Deputy Commissioner Field Operations



NAME Michael John Corboy APM
 POSITION Commander, Education & Training Command
 SES LEVEL 5 (3 March 2008 – present)
 TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011 \$262,667 per annum

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

KEY ACHIEVEMENTS

1. Strengthened the capability of the NSW Police Force to provide a safe and secure New South Wales through quality training, education and development and implemented an accountability framework to ensure command targets are delivered.
2. Successfully delivered Class 311 with 713 students of the Constable Education Program attesting, and oversaw the development of problem based learning into the Constables Education Program.
3. Continued to develop the Police Leadership Centre at Richmond to deliver world class executive leadership programs, and delivered the Civilian Indicator Project to ensure non-sworn staff could adequately track their development.
4. Effectively lead the Probationary Constable Review Panel and ensured appropriate, fair and equitable systems were put in place.
5. As chair of the NSW Police Academic Board, administered in excess of 200 accredited internal programs and five vocationally accredited courses to ensure all staff received world class training.

Signed: C J Burn APM, Deputy Commissioner Corporate Services



NAME Peter Edward Dein APM
 POSITION Commander, Counter Terrorism & Special Tactics Command
 SES LEVEL 5 (3 March 2008 – present)
 TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011 \$262,667 per annum

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

KEY ACHIEVEMENTS

1. Provided effective management of the Counter Terrorism & Special Tactics Command in line with corporate directions, including financial management.
2. Maintained strong community links through the Counter Terrorism Business Liaison Unit, Community Contact Unit and Protection Programs Unit to ensure the provision of counter terrorism services, including security for places of mass gatherings, critical infrastructure and national icons.
3. Continued support in the resolution of high risk incidents, rescue efforts and deployment of a spectrum of dog assets across the state of New South Wales.
4. Continued the counter terrorism investigative efforts in New South Wales with the Australian Federal Police, Crime Commission, ASIO.
5. Enhanced investigative support capability as the NSW Police Force representative on the National Counter Terrorism Committee - Investigative Support Capability Coordination Sub Committee and other committees.

Signed: N Kaldas APM, Deputy Commissioner Specialist Operations



NAME Michael John Fuller APM
 POSITION Commander, Southern Region
 SES LEVEL 5 (1 December 2010 – present)
 TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011 \$262,667 per annum

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

KEY ACHIEVEMENTS

1. Provided effective financial management and control of the Southern Region budget, including the implementation of a number of human resource strategies that have significant financial impact.
2. Implemented the introduction of the Recognised Law Enforcement Officer legislation and associated processes. This incorporated the lead role in cross state boundary liaison and the specifically related education and training issues.
3. Ensured the maintenance of high level incident and emergency response capability across the Southern Region, as the district emergency operations controller for the Illawarra, Monaro, Murray, Riverina and Southern Highlands emergency management districts. A significant focus of the implementation was the clustering of districts emergency management areas.
4. Improved the efficiency, consultation and time management of decision making processes for uniform standards, as the corporate spokesperson for Uniform Standards.
5. Represented the NSW Police Force on the Royal Humane Society Awards board, ensuring the appropriate recognition for the people of New South Wales in respect to acts of bravery.

Signed: D Owens APM, Deputy Commissioner Field Operations

APPENDICES



NAME Peter Gallagher APM
 POSITION Commander, Western Region
 SES LEVEL 5 (1 December 2010 – present)
 TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011 \$262,667 per annum

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

KEY ACHIEVEMENTS

1. Provided effective crime, people and financial management in the Western Region.
2. As Corporate Spokesperson for Aboriginal Issues, continued to focus on a number of projects including the inter-agency responses to *Closing the Gap* and *Keep them Safe*. Continued the Aboriginal Cultural Awareness Training for local police.
3. As the Corporate Spokesperson for Rural Crime, introduced a new governance structure to better coordinate rural crime investigators, their training and the intelligence provided to them.
4. Introduced three new emergency management areas to Western Region and coordinated, with the assistance of the Department of Premier & Cabinet and Emergency Management NSW, the training and development of members of the new District Emergency Management Committees.
5. As the District Emergency Management Officer for Western Region, led a team to assist combat agencies to coordinate responses to major flooding across the Region over a three and a half month period.

Signed: D Owens APM, Deputy Commissioner Field Services



NAME Clair Sharon Hodge
 POSITION General Counsel
 SES LEVEL 5 (11 April 2011 – present)
 TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011 \$275,000 per annum

The following is a statement of performance for Ms Hodge.

KEY ACHIEVEMENTS

1. Provided effective leadership to the lawyers within the Office of the General Counsel to ensure timely and accurate legal advice on civil law matters to all levels of the organisation.
2. Reviewed current practices within the Office of the General Counsel to improve the manner in which lessons were learnt from civil legal matters and were reported back to the organisation to continually improve practices and procedures.
3. Provided strategic oversight to the provision of external legal services by NSW Police Force law firm panel members to ensure quality advice was obtained in the most cost effective manner.
4. Participated in the implementation of recommendations arising from the whole of government review of legal services expenditure, conducted by the Department of Attorney General & Justice NSW.

Signed: C J J Burn APM, Deputy Commissioner Corporate Services



NAME David William Hudson APM
 POSITION Commander, State Crime Command
 SES LEVEL 5 (3 March 2008 – present)
 TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011 \$262,667 per annum

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

KEY ACHIEVEMENTS

1. Provided strategic oversight of the management and investigation of serious and organised crime, in line with the NSW Government State Plan priority to reduce rates of crime and antisocial behaviour.
2. Worked collaboratively with other law enforcement agencies to develop and promote best practice in the investigation of organised crime, including the development of multi-jurisdictional information sharing and cross border investigation protocols, including Operation Polaris, a joint waterfront operation targeting serious and organised criminal activity at New South Wales sea cargo terminals.
3. As Chair of the Detectives' Board, contributed to detectives' recruitment, retention and training.
4. Promoted the professional development of detectives to reflect contemporary law enforcement strategies, through sponsorship of the Expert Referral Team and the Detectives Education Program.
5. Implemented the integration of the Security Licensing Enforcement Directorate (formerly the Security Industries Registry) under the corporate realignment of 2010, incorporating ICAC recommendations and government reform agenda associated with the Security Licensing & Enforcement strategies.

Signed: N Kaldas APM, Deputy Commissioner Specialist Operations



NAME Mark Oswell Jenkins APM
 POSITION Commander, Human Resources
 SES LEVEL 5 (28 July 2010 – present)
 TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011 \$262,667 per annum

Assistant Commissioner Jenkins has been acting in the vacant position of Director, Corporate Human Resources since 6 July 2009. The following is a statement of performance for Assistant Commissioner Jenkins.

KEY ACHIEVEMENTS

1. Realignment of Human Resources Command with the former Safety Command, Workforce Relations & Strategy and Workforce Management into an integrated command focused on providing a support service to all HR customers.
2. Oversaw significant ongoing improvement in the Human Resource policy framework and closer alignment of this framework to the needs of operational police officers.
3. Drove the implementation of incremental improvements to the promotion system within the current legislative framework.
4. Improved reporting, programs, management systems and training in terms of safety systems and planning, equity, supportive leadership program (extended to cover inspectors), Well Check Program (now to include superintendents) and Physical Training Instructors Program (extended across the state).
5. Developed and implemented the *Horizon Program*, a talent management program for our senior staff.

Signed: C J Burn APM, Deputy Commissioner Corporate Services



NAME Jeffrey Allen Loy APM
 POSITION Commander, Forensic Services Group
 SES LEVEL 5 (28 July 2010 – present)
 TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011 \$262,667 per annum

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

KEY ACHIEVEMENTS

1. Oversaw the delivery of forensic service and forensic evidence management to maximise robotics technology and provide a long term sustainable framework for forensic analysis demand.
2. Provided leadership and support for improved business processes across several disciplines, which has resulted in efficiencies including a record number of fingerprint identifications.
3. Worked collaboratively with state, national and international law enforcement, criminal justice and scientific agencies to pursue reform in policy, procedures and use of systems. This collaboration included the Disaster Victim Identification (DVI) Team response to the Christchurch earthquake.
4. Provided ongoing project sponsorship to drive business and technical improvements for information exchange between criminal justice agencies.
5. Implementation of a computerised Exhibits Management System to frontline police.

Signed: N Kaldas APM, Deputy Commissioner Specialist Operations



NAME Kenneth Christopher McKay APM
 POSITION Commander, Special Services Group
 SES LEVEL 5 (28 July 2010 – present)
 TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011 \$262,667 per annum

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

KEY ACHIEVEMENTS

1. Managed and enhanced the technical resources and capabilities of the Special Service Group to deliver a greater level of support to police throughout the state.
2. Managed improvements in the NSW Police Force response to marine related crime and criminals using the marine environment.
3. Managed the delivery of special technical equipment to the field for police to self deploy technology to best serve their investigations and operations.
4. Continued to lead planning discussions for the relocation of Special Service Group branches from Zetland in 2010-11.
5. Led the development of the *Special Service Group Strategic Plan 2010-15*. Strategic themes were developed to increase service delivery and meet future technology, criminal methodology and investigative demands.

Signed: N Kaldas APM, Deputy Commissioner Specialist Operations

APPENDICES



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Carmine (Frank) Mennilli APM

Commander, South West Metropolitan Region

5 (3 March 2008 – present)

\$262,667 per annum

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

KEY ACHIEVEMENTS

1. Provided effective crime, people and financial management in the South West Metropolitan Region.
2. Implemented a region strategic plan with a focus on event and traffic management, alcohol related crime, youth crime and repeat offenders.
3. Oversaw a number of operations within the region aimed at reducing crime and fear of crime. This included Strike Force Amarok targeting repeat offenders and crime hotspot locations;

4. Currently involved with a number of projects as the Corporate Spokesperson for Custody & Corrections. These include Juvenile Remand Working Group and the Audio Video Link technology working party. Completed several corporate projects including a comprehensive review of police bail enforcement practises across the state.

Signed: D Owens APM, Deputy Commissioner Field Operations



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Mark John Murdoch APM

Commander, Central Metropolitan Region

5 (29 August 2010 – present)

\$262,667 per annum

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

KEY ACHIEVEMENTS

1. Provided strong and effective crime, people and financial management of the Central Metropolitan Region.
2. Continued to deliver high impact, proactive policing operations across the region targeting alcohol related crime, antisocial behaviour and repeat offenders.
3. Implemented the Central Metropolitan Region Traffic Plan, which is aimed at not only improving the region's traditional response to road safety, but being innovative in the way we train, develop and deploy our people to better target crime of all types.

4. As the Corporate Spokesperson for Domestic & Family Violence, led the development of strategies to improve the level of protection and support police provide victims and their families by cutting red tape and making it easier and less confronting for victims to engage in the judicial process.
5. As the Corporate Spokesperson for Emergency Management, chaired the State Emergency Management Committee Working Group charged with making recommendations concerning the boundaries of the States Emergency Management Districts and the roles and responsibilities of both local and district emergency management committees.

Signed: D Owens APM, Deputy Commissioner Field Operations



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Julie Mary Roberts

Chief Information Officer, Business & Technology Services

5 (3 October 2006 – present)

\$245,795 per annum

The following is a statement of performance for Ms Roberts.

KEY ACHIEVEMENTS

1. Ensured the provision of support for more than 200 systems. Coordinated improvement to systems and processes, including the protection of systems against external network attacks; continued the modernisation of the COPS system and the completion of testing of WebCOPS™; and enabled systems to comply with legislative changes.
2. Oversaw the progressive replacement of IT equipment to ensure police systems and tools are effective and available 24 hours a day including replacement of the SAP (HR/Finance) infrastructure and upgrading networks including those with external agencies.

3. Oversaw numerous programming enhancements to existing computer systems and the continued deployment of mobile data terminals mounted in police vehicles.
4. Supervised provision of appropriate BTS input, support, infrastructure and implementation services for projects being managed by Operational Communications & Information Command and Forensic Services Group.
5. Drove the implementation of expenditure savings plans that resulted from the NSW whole of government review of Information, Communication & Technology expenditure.

Signed: C J Burn APM, Deputy Commissioner Corporate Services



NAME

POSITION

SES LEVEL

TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2011

Carlene Anne York APM

Commander, Northern Region

5 (28 July 2010 – present)

\$262,667 per annum

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

KEY ACHIEVEMENTS

1. Oversaw the successful business case for and launch of Central Coast ADVICE, an integrated domestic violence victims' support service for the Central Coast.
2. Managed the policing response to several public order incidents including major protests and community events, and emergency management events, including a major flood in the Northern Rivers area.
3. Continued to drive the application of position management principles and injury management processes leading to significantly increased operational capacity as a result of additional positions, reduced sick leave and improved human resource practices.

4. As Corporate Spokesperson for Youth, developed strong partnerships with external agencies including, but not limited to NSW Commission for Children & Young Persons (CCYP) and Department of Education (DET) collaborating in projects including The Middle Years and Proud Schools to improve the policing response to young people.
5. As Corporate Spokesperson for Women in Policing, influenced and participated in activities pertinent to women in policing to foster corporate standing on areas effecting women. These include uniform committee, internal and external awards, involvement with Australia New Zealand Policing Advisory Agency (ANZPAA), and various women in policing events and conferences.

Signed: D Owens APM, Deputy Commissioner Field Operations

APPENDIX 13 RESEARCH AND DEVELOPMENT

TABLE 1 COMPLETED PROJECTS

NSW POLICE FORCE INVOLVEMENT COMPLETED	OTHER AGENCIES INVOLVED	FUNDING AND STATUS
Improving insect based technology for minimum death time estimates in forensic investigations in Australia	University of Wollongong, Victorian Institute of Forensic Medicine, CSIRO Entomology, Australian Federal Police, Victoria Police	Australian Research Council linkage project. NSW Police Force contribution \$20,000, plus in kind support
Mentoring and leadership for women	Nil	NSW Police Force scholarship. Police funding \$5,000
The functional significance of motor laterality in dogs	The University of Sydney, Guide Dogs NSW/ACT	Australian Research Council and partner agencies. Police funding \$15,000 over life of project
Agent based simulation of a multi-queue emergency services call centre to evaluate resource allocation	University of Newcastle	Masters project. In kind support. No police funding
Evaluation of Diploma of Policing Practice mental health curriculum	University of New England and Charles Sturt University	PhD project. In kind support. No police funding
Police and magistrate perceptions of the <i>Young Offenders Act</i>	Charles Sturt University	Charles Sturt University small project grant. In kind support. No police funding
Resilience in operational policing: The influence of organisational factors on police commitment, challenge and control	University of Western Sydney	Masters project. In kind support. No police funding
Use of khat among Horn of Africa communities in Australia	University of Queensland	National Drug Law Enforcement Research Fund. In kind support. No police funding
Policing public opinion	Sydney University Institute of Criminology	In kind support. No police funding
Evaluation of psychological testing in NSW Police Force selection and recruitment	University of NSW	Masters project. In kind support. No police funding
The validation and extension of mRNA multiplex kit of the forensic examination of human body fluids	University of Amsterdam	In kind support. No police funding
Development of a glass refractive index and elemental composition database	University of Technology Sydney	In kind support. No police funding
Comparison of hair mounting media	University of Technology Sydney	In kind support. No police funding
A survey of glass on the headwear and head hair of random man	University of Technology Sydney	In kind support. No police funding
A criminalistic approach to biological evidence: Trace DNA and volume crime offences	University of Technology Sydney, Victoria Police, Australian Federal Police	PhD project. In kind support. No police funding
Effects of biological decontamination on the recovery of critical forensic evidence	University of Technology Sydney, Australian Nuclear Science and Technology Organisation (ANSTO)	PhD project funded by ANSTO. In kind support. No police funding
Development of a validated protocol for environmental sampling of bacterial spores from contaminated crime scenes	Emergency Management Australia	PhD project. In kind support. No police funding
Forensic applications of infrared spectral imaging	University of Technology Sydney	PhD project. In kind support. No police funding
Mental health frequent presenters Phase 1	University of NSW, NSW Ambulance Service, NSW Health	NSW Criminal Justice Agencies and NSW Health. No police contribution this reporting year
The recovery of marks from items contaminated with the body fluids from decomposing cadavers	University of Amsterdam	Masters project. In kind support. No police funding
Plural policing: Policing sporting events, a comparative study of public/private policing interactions at major sporting events	University of NSW	PhD project. In kind support. No police funding
Validation and verification of electronic evidence: Developing a testing regime for digital forensic software reliability	University of South Australia, National Institute of Forensic Science, Australian Federal Police, South Australian Police	Australian Research Council and partner agencies. In kind support. No police funding
Exploring the role of police officers in early childhood settings: Creating a meaningful connection with the community	Macquarie University	In kind support. No police funding

APPENDIX 13 RESEARCH AND DEVELOPMENT continued

TABLE 2 CURRENT PROJECTS

CURRENT PROJECTS	OTHER AGENCIES INVOLVED	FUNDING AND STATUS
The influence of university education on police manager's perceptions of and confidence in their decision making abilities	Charles Sturt University, Edith Cowan University	PhD project. Project on hold. In kind support. No police funding
Serial sex crimes in Australia: A comparative study of profiling patterns	Queensland University of Technology	PhD project. Project on hold. In kind support. No police funding
Homicide Investigation Manual	Charles Sturt University	Charles Sturt University and NSW Police Force. Police contribution \$5,700 this reporting period
People with mental health disorders and cognitive disability in the criminal justice system	Justice Health, Corrective Services NSW, NSW Council for Intellectual Disability, Housing NSW, University of NSW, NSW Juvenile Justice	Australian Research Council and partner agencies. Police contribution \$60,000 over life of project
Perceptions of criminal justice system workers in regard to people with mental health disorders and cognitive disability	University of NSW	PhD project. Linked to previous 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 among NSW Police Force	The Australian National University	Linked to previous project. Police contribution \$100,000 per annum over three years
Portable miniaturised capillary electrophoresis device for rapid forensic DNA profiling	Griffith University, Flinders University, Australian Federal Police, Forensic Science South Australia, South Australia Police	Australian Research Council and partner agencies. In kind support plus \$15,000 over three years
Examining the effects of the NSW Police Force Community Engagement Model	University of Western Sydney	Police contribution \$22,000
Homicide solvability	Bond University	PhD project. In kind support. No police funding
Learning in early career police	University of Wollongong, Charles Sturt University	PhD project. In kind support. No police funding
Police community relations – Macquarie Fields	University of New England, Charles Sturt University	PhD project. In kind support. No police funding
Safety in the heavy vehicle industry: A collaborative response	University of Sydney, National Transport Corporation, Australian Transport Safety Bureau, Queensland Transport, DiagnoseIT Pty Ltd	Australian Research Council and partner agencies. In kind support. No police funding
Biometrics vulnerability assessment project	National Security Science & Technology Branch, Biometrics Institute, University of Canberra	Funded by Department of Prime Minister & Cabinet. In kind support. No police funding
Evaluation of simulated leadership training exercises using the Hydra suite of programs	Charles Sturt University	PhD project. In kind support. No police funding
Policing alcohol and illicit substance misuse among Aboriginal and Torres Strait Islander people in metropolitan environments	Australian Institute of Criminology	National Drug Law Enforcement Research Fund. In kind support. No police funding
Customer service provision at the front line	Charles Sturt University	Funded by Charles Sturt University. 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
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
Making demonstrably reliable forensic voice comparison a practical everyday reality in Australia	University of NSW, Australian Federal Police, National Institute of Forensic Science, Queensland Police	Australian Research Council and partner agencies. 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

APPENDICES

APPENDIX 13 RESEARCH AND DEVELOPMENT continued

TABLE 2 CURRENT PROJECTS CONTINUED

CURRENT PROJECTS	OTHER AGENCIES INVOLVED	FUNDING AND STATUS
The validation of a new formulation of fluoroscein for the development of marks in blood	University of Western Sydney	Honours project. NSW Police Force Aboriginal Grant, plus in kind support
The use of alternative metals for the development of fingermarks in the vacuum metal deposition chamber	University of Technology Sydney	Honours project. In kind support. No police funding
Reducing violence in groups - Phase 1: School Anti-Bullying Program	University of Western Sydney	Attorney-General's Department Countering Terrorism Sub-Committee. In kind support. No police funding
The path to radicalisation	University of Western Sydney	Attorney-General's Department Countering Terrorism Sub-Committee. In kind support. No police funding
The history of policing terrorism in Australia (New South Wales)	Nil	Recurrent budget activity
Investigative thinking styles	Queensland University of Technology	PhD project. In kind support. No police funding
Mental health frequent presenters to police: Who are they and what can we do	University of NSW	PhD project. In kind support. No police funding
Experiences of female officers in the NSW Police Force	University of Sydney Business School	Honours project. In kind support. No police funding
Women in the NSW Police Force 1980-2010: Has 30 years really made a difference?	Charles Sturt University	In kind support. No police funding

APPENDIX 14 OVERSEAS TRAVEL

OPERATIONAL TRAVEL 2010-11

NAME/POSITION	PURPOSE	COUNTRY
Two officers	Investigative inquiries	United States
Two officers	Investigative inquiries	United States
Two officers	Investigative inquiries	United States
One officer	Investigative inquiries	United States
One officer	Investigative inquiries	United States
Two officers	Investigative inquiries	New Zealand
Two officers	Investigative inquiries	New Zealand
One officer	Investigative inquiries	New Zealand
One officer	Investigative inquiries	New Zealand
Two officers	Investigative inquiries	Vietnam
Two officers	Investigative inquiries	Philippines
One officer	Investigative inquiries	Thailand
Two officers	Extradition	New Zealand
Two officers	Extradition	Syria
Two officers	Extradition	Indonesia
Two officers	Extradition	Italy
Two officers	Extradition	India
122 officers	Deployment	New Zealand

APPENDIX 14 OVERSEAS TRAVEL continued

NON-OPERATIONAL TRAVEL 2010-11

NAME/POSITION	PURPOSE	COUNTRY
Dr Bill Allender	Conference	Norway, Germany and United Kingdom
Senior Sergeant Shannon Armstrong	Conference	United States
Detective Inspector Gary Ballard	Special Olympics Torch Run	Greece
Chief Inspector Hamed Baqaie	Conference	New Zealand
Inspector Mark Carrick	Training	India
Assistant Commissioner Alan Clarke	Conference	United States
Assistant Commissioner Denis Clifford	Training	Republic of Korea
Detective Superintendent Peter Cotter	Conference	New Zealand
Senior Sergeant Michael Steggles and Sergeant Andrew Grace	Training	New Zealand
Inspector Jeff Conly and Senior Sergeant John McCulloch	Conference	New Zealand
Ms Taryn Crighton	Training	United Kingdom
Assistant Commissioner Peter Dein	Conference	United States and United Kingdom
Sergeants Milad El-Kazzi and Andrew McKellar	Conference	United States
Ms Lisa Gordon and Mr Timothy Fayle	Conference	United States
Assistant Commissioner Wayne Gordon	Training	United Kingdom
Sergeant Bradley Graham	Training	New Zealand
Detective Sergeant Justin Hallett	Training	Thailand
Detective Sergeant Justin Hallett and Detective Senior Constable Kelly Moorhouse	Training	Belgium, Denmark and Turkey
Detective Superintendent Brett Henderson	Research	United States
Assistant Commissioner Dave Hudson and Detective Superintendent Mick Plotecki	Training	Malaysia
Assistant Commissioner Dave Hudson and Detective Superintendent Mick Plotecki	Training	Philippines
Assistant Commissioner David Hudson, Detective Superintendent John O'Reilly and Chief Superintendent Wayne Benson	Training	United States
Mr Jeffrey Hugel	Conference	New Zealand
Sergeant Matt Ireland	Research	Canada
Deputy Commissioner Nick Kaldas	Training	United States
Detective Sergeant Chris Laird	Research	United States and United Kingdom
Detective Senior Sergeant Andrew Layhe	Training	New Zealand
Detective Sergeant Richard Long	Training	New Zealand
Assistant Commissioner Jeff Loy	Training	United States
Acting Inspector Paul Martinic	Deployment	China
Detective Superintendent Mark Noakes	Conference	Netherlands
Superintendents Peter McLain and Geoff McKechnie	Training	India
Inspector Kirsten McFadden	Agency visit	United Kingdom
Senior Sergeant Ben Millington	Deployment	New Zealand
Detective Superintendent Luke Moore and Detective Inspector Bernhard Janssen	Conference	New Zealand
Senior Sergeant Gerard O'Connor	Conference	United States
Detective Inspector Caroline O'Hare	Conference	Singapore
Superintendent John O'Reilly and Detective Inspector Caroline O'Hare	Conference	Israel and United Kingdom
Deputy Commissioner David Owens	Staff visit	Solomon Islands
Deputy Commissioner Dave Owens and Assistant Commissioner Alan Clarke	Staff visit	New Zealand

APPENDICES

APPENDIX 14 OVERSEAS TRAVEL continued

NAME/POSITION	PURPOSE	COUNTRY
Detective Inspector Russell Oxford	Training	New Zealand
Ms Jennifer Placanica, Ms Lisa Graves, Mr Alex Mitchell and Mr Gregory Pankhurst	Deployment	New Zealand
Detective Inspector Mark Porter	Training	Singapore
Detective Sergeant Grant Prosser	Training	United States
Mr Tony Raymond	Conference	France and Austria
Superintendent Robert Redfern	Training	United Kingdom
Superintendent Robert Redfern	Training	India
Senior Sergeants Colin Richards and Brad Delaney and Special Constable Alastair Maclean	Training	Canada, Germany
Reverend Peter Robinson	Conference	New Zealand
Ms Nicole Rose	Conference	New Zealand
Detective Inspector Ian Rotsey, Sergeant Brad Robinson and Senior Constable Roger Gough	Agency visit	Russia
Commissioner Andrew Scipione	Conference	Netherlands
Commissioner Andrew Scipione and Chief Superintendent Adam Whyte	Staff visit	Lord Howe Island
Commissioner Andrew Scipione and Chief Superintendent Adam Whyte	Staff visit	New Zealand
Superintendent Craig Sheridan	Training	Qatar
Detective Chief Inspector Andrew Slattery and Inspector Mark Hargreaves	Research	United States
Superintendent John Stapleton	Conference	United Arab Emirates
Superintendent John Stapleton	Training	United Kingdom
Detective Inspector James Stewart	Training	South Korea
Special Constables Keith Stewart and Mark McNicol	Training	Germany
Superintendent Mark Sweeney	Conference	United States
Superintendent Mark Sweeney	Conference	France
Senior Sergeant Paul Taylor	Conference	Canada
Mr Kevin Testa	Conference	New Zealand
Sergeant Ed Van Dyk	Conference	New Zealand
Senior Sergeant Kristy Walters	Secondment	France
Leading Senior Constables Matthew Warwick and David Cole	Training	United Kingdom
Detective Senior Constable Martin Webb	Training	United Kingdom
Superintendent Mick Willing	Research	United States
Senior Constables Stephen Wye and Lincoln Kilpatrick	Training	New Zealand
Superintendent Gary Worboys	Training	New Zealand
Detective Sergeant Steven Yapp	Training	New Zealand
Assistant Commissioner Carlene York	Training	Canada
Assistant Commissioner Carlene York, Superintendent Peter Thurtell and Inspector Tracy Chapman	Staff visit	Lord Howe Island
One officer	Training	United Kingdom

APPENDIX 15 CONSULTANTS

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

There was one consultant engaged to review all information and communication technologies for the NSW Police Force.
The cost was \$181,700.

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

The consultants were engaged to assist with the following services:

- Review of the Firearms Registry business processes. The cost was \$38,640.
- Financial and management services. The cost was \$9,200.
- Efficient and effective exchange of information between the courts and police. The cost was \$8,000.

APPENDIX 16 ASSET PURCHASE AND PROTECTION

The purchase of assets is undertaken under delegation from specific asset acquisition allocations and recorded in the Fixed Assets Register. For each asset, a description, serial number, cost and location by cost centre are recorded. Individual administrative units run monthly validation reports to verify the expenditure incurred and the assets purchased.

Asset audit listings at a cost centre level are available for review as required by managers. A physical audit of assets against the Fixed Assets Register is undertaken annually with a certificate provided by each administrative unit to the Chief Financial Officer. These certificates are available to the Auditor General during his audit of the NSW Police Force accounts.

APPENDIX 17 CREDITORS PAYMENTS AND CREDIT CARDS

Payment of accounts

1(A) CREDITORS PAYMENT PERFORMANCE INDICATORS

QUARTER	ACCOUNTS PAID ON TIME TARGET %	ACCOUNTS PAID ON TIME ACTUAL %	ACCOUNTS PAID ON TIME \$'000	TOTAL AMOUNT PAID \$'000
September	99	86	104,418	121,019
December	99	79	101,070	127,836
March	99	90	133,428	148,853
June	99	88	163,217	186,103

Creditors payment performance is based on document date.

1(B) CREDITORS AGED ANALYSIS AS AT 30 JUNE 2011

QUARTER	CURRENT \$'000	BETWEEN 30 AND 60 DAYS OVERDUE \$'000	BETWEEN 60 AND 90 DAYS OVERDUE \$'000	MORE THAN 90 DAYS OVERDUE \$'000
September	13,568	27	30	10
December	16,261	9	(1)	(4)
March	13,652	358	2	(6)
June	6,305	(74)	0	(6)

The above information is extracted from the Aged Accounts Payable Analysis as at September and December, 2010 and March and June, 2011. It includes data provided by NSW Police Force's external property service provider.

Bracketed numbers represent moneys owed to NSW Police Force through refund etc.

Penalty interest paid during the year: Nil

2 COMMENTARY

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

- The requirement of accounts payable preparation by local business units and the physical transfer of this information to the Shared Services (SS) division has contributed to delays in the processing of accounts payable data.

2(b) Initiatives implemented to improve payment performance:

- Vendors are requested to supply bank details for payment by EFT as part of the ongoing initiative to reduce cheque printing and dispatch.
- Consolidation of multiple accounts from vendors where possible to improve payment processes and controls.
- Introduction of Purchase Card system in the NSW Police Force. Purchase Card transactions are excluded from this information.
- Encourage use of system purchase orders to enable vendor invoices to be forwarded directly to SS for a more timely processing.

Credit card certification

The use of approved credit cards for payment of expenses, in accordance with official NSW Police Force business, is subject to Treasurer's Directions 205.08 of the *Public Finance and Audit Act 1983* and specific guidelines issued by the Premier from time to time.

The credit card facility available within NSW Police Force is the Corporate MasterCard. The card was issued to approved persons for official business expenses. Most transactions using the card were for minor maintenance and working expenses, and overseas travel purposes.

The use of credit cards within the NSW Police Force for the period 2010-11 was satisfactory and has been in accordance with the Premier's Memoranda and Treasurer's Directions.

APPENDIX 18 MATTERS ARISING FROM THE 2010-11 AUDIT

The Auditor observed that the NSW Police Force's liability for Partial and Permanent Disability benefits (PPI) increased from \$29.2 million at 30 June 2006 to \$284 million at 30 June 2011. The NSW Police Force will need to monitor its liquidity position closely to ensure it has sufficient funds to meet the increasing costs of the Scheme.

Response

The NSW Police Force, in consultation with NSW Treasury, will continue to monitor the liquidity position of the Scheme to ensure sufficient funds are available to meet Scheme costs. In addition, the NSW Police Force received Treasury supplementation during 2010-11 for the Scheme.

The Auditor observed that the *Crown Employees (Police Officers Death and Disability) Award 2005* (the Award) states that an employee may receive only one benefit; either a "partial and permanent disability benefit" (PPD) or "total and permanent disablement benefit" (TPD). There were a number of employees who received a PPD benefit, but subsequently became eligible and were paid a TPD benefit. These employees were therefore required to return the PPD benefit to the NSW Police Force.

The NSW Police Force has advised that an Award amendment would be implemented whereby the employee will only receive the difference between the PPD and TPD amount. Management have implemented this Award amendment which also requires a further authority to be signed by all parties.

Response

The NSW Police Force has implemented this Award amendment whereby the employee will only receive the difference between the PPD and TPD amount.

The Auditor observed that a significant portion of accounts receivables relates to a single debtor, Allianz until 01 April 2011 (Employers Mutual Limited (EML) managed new claims from 01 January 2011 and took over the outstanding Allianz portfolio claims from 01 April 2011), for worker compensation claims. The majority of amounts owing relate to significant delays in processing workers compensation claims lodged by the NSW Police Force.

The NSW Police Force should conduct a detailed review of its workers compensation claims processing to better understand the causes, and to implement strategies to minimise delays. It's understood that some of the causes may relate to a staff's lack of or limited understanding of the workers compensation requirements. The NSW Police Force needs to ensure the new insurer is meeting its contractual obligation of timely processing of recoupments.

Response

The NSW Police Force has made changes to processes and systems in 2009. The introduction of an online wage recoup in the SAP system, and process streamlining within the administrative staff has occurred. The coordination of the workers compensation functions has now been allocated to the Employee Compensation Claims Unit which is a specialised unit for workers' compensation recoupments.

The Auditor observed that the liability for recreation leave increased compared to prior years. The monetary value of the leave liability at 30 June 2011 was \$198 million, an increase of 5% from last year. The actual entitlements hours have increased by 84,759 and decreased by 22,044 hours respectively for sworn and unsworn officers.

The NSW Police Force is actively managing this issue however there are still a high number of officers who have excessive annual leave balances at 30 June 2011. The NSW Police Force should continue its efforts in managing excessive leave balances and continuously reassess the effectiveness of its existing strategies.

Response

The NSW Police Force will continue its efforts to monitor the leave balances and reduce them to an acceptable level without compromising the service delivery.

APPENDIX 19 INSURANCE ACTIVITIES

Workers Compensation

The workers compensation insurance policy covers work place related injuries for all unsworn staff and all sworn officers recruited after 1 April 1988. For 2010-11, the workers compensation premium increased by 83%. This was due to increase in wages and claim numbers.

Public Liability

The public liability insurance policy covers all claims resulting from police activities for which the NSW Police Force is legally liable. For 2010-11, the premium increased by 12%. The premium increase was due to increases in claim numbers and costs for non-bodily 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 2010-11, the motor vehicle premium increased by 0.5%. 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 2010-11, the premium increased by 0.3%. The premium increase was due to increase in declared asset values.

Miscellaneous

The miscellaneous insurance policy covers personal accident for volunteers, air travel and personal effects. The 2010-11 premium increased by 11% mainly due to an increase in claims costs.

APPENDIX 20 PROPERTY DISPOSALS

In 2010-11 the NSW Police Force sold seven properties for a total of \$2.093 million nett.

SITE	PROCEEDS \$ MILLION
174 Wallace St, Braidwood	0.392
4 Queen St, Boorowa	0.170
41 Sladen St, Henty	0.050
21-23 Plunkett St, Yerong Creek	0.093
4 Sea St, West Kempsey	0.447
9 Devon St, Berkeley	0.428
242 Watkins Rd, Wangi Wangi	0.513

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

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

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

All properties disposed of in 2010-11 were sold in accordance with government policy. Documents relating to property disposal may be accessed under the *Government Information (Public Access) Act 2009*.

APPENDIX 21 MAJOR WORKS IN PROGRESS

PROJECT	DUE FOR COMPLETION	COST TO 30/06/11 \$'000
BUILDINGS		
Bowral Police Station	2015	226
Burwood Police Station	2012	15,624
Coffs Harbour Police Station	2015	251
Deniliquin Police Station	2014	133
Digital CCTV in Police Station Charge Areas	2015	3,491
Glendale Police Station	2014	816
Gosford Police Station	2012	6,000
Hurstville JESC Air Conditioning Upgrade	2012	54
Hurstville JESC Lift Upgrade	2012	347
Lake Illawarra Police Station	2012	18,016
Leichhardt Police Station	2014	2,414
Liverpool Police Station	2014	5,721
Manly Police Station	2014	3,594
Moree Police Station	2013	2,761
Parkes Police Station	2013	978
Parramatta Police Station	2015	1,539
Prisoner Handling Upgrades at 14 Locations	2015	7,655
Raymond Terrace Police Station	2012	11,990
Riverstone Police Station	2014	1,125
Sydney Police Centre Lift Upgrades	2012	201
Tenterfield Police Station	2012	130
Tweed Heads Police Station	2014	848
Walgett Police Station	2013	559
Wyong Police Station	2012	12,024
Zetland Relocation	2012	5,216
INFORMATION AND COMMUNICATION TECHNOLOGY		
Computer Aided Dispatch Phase 2	2012	800
Forensic and Exhibit Information Management System	2012	2,400
Global Savings Project	2012	724
In Car Video Refresh	2012	2,740
Interface with Justicelink Online Judicial System	2012	6,644
Online Injury Management System	2012	321
Police Education Centre	2012	643
Police Rostering System Upgrade	2012	665
Upgrade of Core Operating Policing System	2012	33,617
Upgrade of Information Technology Equipment Phase 2	2014	12,828
SAP Consolidation Rationalisation, Upgrade Planning Study	2012	537
PLANT AND EQUIPMENT		
Fitout of Vehicles for Additional Police Officers	2013	2,858
Mobile Number Plate Recognition System Roll Out	2012	4,683
Rollout of Tasers to First Response Police	2013	5,401

The 'due for completion' dates are based on the estimated completion dates published in 2011-2012 Budget Paper No. 4 and may be subject to change.

APPENDIX 22 ENVIRONMENTAL REPORTING

We're reducing our impact on the environment

This financial year the NSW Police Force Headquarters (PHQ) in Parramatta captured more than 45 tonnes of paper and cardboard waste for recycling, which equates to around 145 cubic metres of landfill. We have a recycling scheme in place and we purchased more than 543 recycled toner cartridges and thousands of reams of recycled paper this year.

Initiatives are in place at PHQ to introduce more energy efficient lighting, reduce the operating hours of air conditioning equipment and reduce underground car park lighting levels. Movement sensors have been introduced in certain areas and a Power Saver program has also been implemented at the Sydney Police Centre.

Green vehicle management

The Cleaner, Greener Fleet Plan aims to reduce emissions in greenhouse gases. We have a higher proportion of four cylinder vehicles in the police fleet, 52% compared with 38% last year. Compared with last year, we increased our use of E10 fuel by 338%.

With over 10,746 vehicle maintenance activities undertaken each year, vendors engaged to provide these services are required to ensure that the disposal of engine waste is done in an environmentally friendly manner.

Almost 2.2 million rounds of training ammunition are recycled each year

Training ammunition consists of brass casings that can be reused up to six times. Around five tonnes of expired brass primers and casings are sorted and recycled each year. In addition, more than 26 tonnes of lead in spent projectiles is recycled.

A virtual weapons system was introduced to the Police Academy in January 2010 as a further tool to enhance the training of students in firearms. The system supplements dry fire and live fire components of student training.

APPENDIX 23 ANNUAL REPORT PRODUCTION COSTS

The 2010-11 NSW Police Force Annual Report was produced by the Public Affairs Branch.

The total production cost was \$8,826 (exclusive of GST). This included design, printing and legal consultation to ensure the NSW Police Force met all legislative reporting requirements.

To reduce production costs in accordance with Premier's Memorandum 98/04, the NSW Police Force produced 40 copies of the NSW Police Force Annual Report 2010-11. Further copies can be produced on request, using internal resources.

The Annual Report is also available on the NSW Police website www.police.nsw.gov.au.



HONOURS & AWARDS

COMMISSIONER'S AWARDS

Commissioner's Valour Award (VA)

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

Det Cst WA Crews (awarded posthumously)

Commissioner's Commendation – Courage

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

Aboriginal Community Liaison Officer SL Kirby

Cst JP Baker

Cst AG Gardiner

Cst PE Parker

Snr Cst BP Jackson

Snr Cst GW Morgan

Sgt IL Findley

Commissioner's Commendation – Community Service

Awarded to officers for outstanding service to the community as a voluntary representative of the NSW Police Force.

Supt PJ O'Brien

Commissioner's Certificate of Merit

Awarded to officers for exceptional performance of duty.

Prb Cst TJ Roberts

Cst J Blanchard

Cst CJ Elliott

Cst CD Macrae

Cst BI Power

Snr Cst JA Cowling

Snr Cst JC Garland

L/Snr Cst PJ Richards

L/Snr Cst MJ Smith

Sgt AJ Geddes

NSW Police Diligent & Ethical Service Medal

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

1,576 Medals and Clasps approved for serving police officers.

106 retrospective NSW Police Diligent & Ethical Service Medals were approved.

NSW Police Diligent & Ethical Service Medallion

Awarded to administrative officers for 10 years of diligent and ethical service.

A numbered lapel badge is awarded for each additional five years of diligent and ethical service.

665 NSW Police Medallions and lapel badges.

Five retrospective NSW Police Diligent & Ethical Service Medallions were approved.

Commissioner's Long Service Award

Awarded to administrative officers for 15 years of diligent service. A further distinguishing lapel badge is awarded for each additional 10 years of diligent service.

489 Commissioner's Long Service Awards.

AUSTRALIAN HONOURS & AWARDS

Commendation for Brave Conduct

Snr Cst SA Ford

Snr Cst AM Maxwell

Sgt GN West

Australian Police Medal (APM)

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

Insp AK Clarke

Ch Supt S Cullen

Det Supt MA Lanyon

Sgt PG Lonergan

Insp N McDonald

Supt SG Smith

Supt DE Swilks

Det Supt D Wallace

OTHER HONOURS & AWARDS TO MEMBERS OF THE FORCE

Royal Humane Society of NSW

Bronze Medal

Awarded for bravery in rescue situations.

Snr Cst DS Dillon

Snr Cst DL Penny

L/Snr Cst DR Moore

Certificate of Merit

Awarded for meritorious actions in rescue situations.

Snr Cst J Cornes

Snr Cst JKP Kain

Det Sgt AM Brazzill

Snr Sgt RK Lawson

Royal Life Saving NSW

NSW Police Award

Awarded for outstanding attempt at saving human life by the application of life saving skills.

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Cst M Corfield

Cst J Higgs

Cst C Miller

Cst N Moore

Cst K Trembath

Cst D Walker

Snr Cst G Baker

Snr Cst P Benfield

Snr Cst K Brooks

Snr Cst AM Cook

Snr Cst M Cowden

Snr Cst J Kef

Snr Cst A Kendall

Snr Cst P McCann

Snr Cst J Mildenhall

Snr Cst D Murray

Snr Cst I Tucker

Snr Cst A Weatherley

Snr Cst M Werren

Snr Cst DJ Wills

D/Snr Cst C Ornatowski

L/Snr Cst K Hector

L/Snr Cst A Sangalang

Sgt D Watson

GLOSSARY

ABS Australian Bureau of Statistics	COPS Computerised Operational Policing System	JIRT Joint Investigation Response Team
ACLOs Aboriginal community liaison officers	CSU Charles Sturt University	JRU JIRT Referral Unit
ADT Administrative Decisions Tribunal	CTH Commonwealth	LAC Local area command
AFP Australian Federal Police	DAL Division of Analytical Laboratories	LEPRA <i>Law Enforcement (Powers & Responsibilities) Act 2002</i>
AGD Attorney-General's Department	DAGJ Department of Attorney General & Justice	LiDAR Light detection and ranging: an optical remote sensing device that measures distance to a target
AIC Australian Institute of Criminology	DET Department of Education & Training	MAC Marine Area Command
AIPM Australian Institute of Police Management	DNA Deoxyribonucleic acid, or a set of genetic blueprints	MCLO Multicultural community liaison officer
ALEC Alcohol & Licensing Enforcement Command	DV Domestic violence	MERIT Magistrates Early Referral into Treatment
AM Member of the Order of Australia	DVI Disaster Victim Identification	MHIT Mental Health Intervention Team
ANPR Automated number plate recognition	EAPS The NSWPF Ethnic Affairs Priorities Statement	MPSP Multicultural Policies & Services Program
ANSTO Australian Nuclear Science & Technology Organisation	EEO Equal employment opportunity	NATA National Association of Testing Authorities
ANZPAA Australia New Zealand Policing Advisory Agency	EOCs Emergency operation centres	NIFS National Institute of Forensic Science
ANZPAA NIFS Australia New Zealand Policing Advisory Agency National Institute of Forensic Science	FBI Federal Bureau of Investigation	NSCSP National Survey of Community Satisfaction with Policing
APM Australian Police Medal	FOI Freedom of information	NSWPF NSW Police Force
ASIO Australian Security Intelligence Organisation	FSG Forensic Services Group	OMCG Outlaw motorcycle gang
ATM Automated teller machine	FTE Full time equivalent	PAL Police Assistance Line
BM Australian Bravery Medal	GIPA <i>Government Information (Public Access) Act 2009</i>	PCA Prescribed concentration of alcohol
BOCSAR Bureau of Crime Statistics & Research	GRN Government Radio Network	PHQ Police Force Headquarters
BTS Business & Technology Services	GST Goods and Services Tax	PIPP Act <i>Privacy & Personal Information Protection Act 1998</i>
c@ts.i Complaints Management System	HR Human resources	PORS Public Order & Riot Squad
CAD Computer Aided Dispatch	HRIP <i>Health Records and Information Privacy Act 2002</i>	PPD partial and permanent disability
CALD Culturally and linguistically diverse	HVP High visibility policing	PSES Police Senior Executive Service
CAPI agent Commercial agent or private inquiry agent	HWP Highway patrol	PSM Public Service Medal
CAPP Community Awareness of Policing Program	IAU Information Access Unit	RES Region Enforcement Squad
CCRP Commissioner's Advisory Council on Culturally Responsive Policing	ICAC Independent Commission Against Corruption	REVS Register of Encumbered Vehicles
CCTV Closed circuit television	ICS Internal Customer Services	RTA Roads and Traffic Authority
CCYP Children & Young Persons	ICT Information & Communication Technology	SAP NSW Police Force's electronic finance and human resource management system
CET Commissioner's Executive Team	IPROWD Indigenous Policing Recruitment Out West Delivery	SCICP Special Commission of Inquiry into Child Protection
COMPASS Command Performance Accountability System	IRC Industrial Relations Commission	SEOCON State Emergency Operations Controller
	ISSN International Standard Serial Number	SOPs Standard operating procedures
	IT Information technology	

SPA State Property Authority

SSG Special Services Group

TASER Electronic control devices

TMF Treasury Managed Fund

TPD Total and permanent disablement

UWS University of Western Sydney

VIEW Video image evidence on the web

VIP Volunteers in Policing

VKG Police radio

RANK ABBREVIATIONS

Asst Com Assistant Commissioner

Ch Chief

Cst Constable

Det Detective

Insp Inspector

L/Snr Cst Leading Senior Constable

Prb Cst Probationary Constable

Sgt Sergeant

Snr Senior

Supt Superintendent

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POLICE, FIRE, AMBULANCE

TRIPLE ZERO (000)

IN AN EMERGENCY

USE TRIPLE ZERO (000) ONLY FOR TIME CRITICAL EMERGENCIES AND 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

REPORT CRIME 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)

Police Switchboard
General enquiries 131 444 – 24 hours

TTY (deaf and hearing impaired)
(02) 9211 3776 – 24 hours

REGION OFFICES

CENTRAL METROPOLITAN

Level 7, Sydney Police Centre
151-241 Goulburn Street
SURRY HILLS NSW 2010
(02) 9265 4920 – Business hours

NORTH WEST METROPOLITAN

Level 9, Ferguson Centre
130 George Street
PARRAMATTA NSW 2150
(02) 9689 7638 – Business hours

SOUTH WEST METROPOLITAN

6 Fetherstone Street
BANKSTOWN NSW 2200
(02) 8700 2499 – Business hours

NORTHERN

Newcastle Police Station
Cnr Church and Watt Streets
NEWCASTLE NSW 2300
(02) 4929 0688 – Business hours

SOUTHERN

Level 3, 84 Crown Street
WOLLONGONG NSW 2500
(02) 4226 7705 – Business hours

WESTERN

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

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