

ANNUAL REPORT 2011-12

# Serving the State of New South Wales



NSW Police Force

CELEBRATING



## 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 7,247,700 people (approximately one third of Australia's total population).

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

We investigate crime, detect and prosecute offenders.

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

We provide response services by land, air and sea.

We patrol roads, waterways and public transport corridors, and investigate major traffic crashes.



NSW Police Force

## LETTER OF SUBMISSION TO THE MINISTER

31 October 2012

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 2012 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](http://www.police.nsw.gov.au).

Yours sincerely,

A P Scipione APM  
Commissioner of Police

## CONTENTS

3	COMMISSIONER'S FOREWORD	14	OUR CORPORATE PLAN 2008-12
4	OUR ORGANISATION	16	HOW WE PERFORMED
5	OUR POLICE REGIONS	26	FINANCIAL STATEMENTS
6	CELEBRATING THE 150 <sup>TH</sup> ANNIVERSARY OF THE NSW POLICE FORCE	78	APPENDICES
		118	HONOURS AND AWARDS
8	FIELD OPERATIONS HIGHLIGHTS	120	GLOSSARY
10	SPECIALIST OPERATIONS HIGHLIGHTS	121	LEGISLATIVE INDEX
12	CORPORATE SERVICES HIGHLIGHTS	122	INDEX

Produced by the NSW Police Force Public Affairs Branch in conjunction with the Office of the Commissioner.  
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Cultural approval for all Aboriginal content and photographs has been provided by the NSW Police Force Aboriginal Coordination Team.



In March 2012 the NSW Police Force achieved an important milestone: 150 years of service to the people of New South Wales; our sesquicentenary.

From the most basic of police forces in 1862, just 800 men patrolling on foot and horseback, we've grown to become one of the largest and most sophisticated policing organisations in the English-speaking world, with close to 20,000 men and women, sworn officers and civilian staff.

This special year has invited us to reflect on our proud history, and honour the bravery and sacrifices of officers both past and present, while continuing to build a strong foundation for the Force's future. As New South Wales and Australia have evolved and grown, so too has the Police Force absorbed and reflected those outside developments. In transportation, science, immigration and so many other areas, we have taken on roles reflecting the changing values and expectations of the society we seek to protect.

However, while policing methods may have changed with the introduction of technologies such as forensic DNA testing, robotics, in-car video and automatic number plate recognition, and so many other advances; the job of policing on the frontline has remained constant. As it was in 1862, risk remains an ever present companion to our police as they undertake to prevent crime, protect property and make us safer.

And sadly, less than 24 hours after the 'Sea of Blue' March through the centre of Sydney to mark the Force's 150th anniversary, I stood with the family of Senior Constable David Rixon VA and fellow officers, struggling to come to terms with his tragic death in the line of duty.

To mark our anniversary, author Patrick Lindsay has written a moving tribute celebrating both the history of the NSW Police Force and the officers who have given their lives in the fight against crime. More information about our 150th Anniversary, the celebratory events held across the State and Patrick's book *True Blue – 150 years of Service and Sacrifice of the NSW Police Force*, can be found on later pages.

Confirmation from the Bureau of Crime Statistics and Research (BOCSAR) that 15 of the 17 major offence categories remain stable or are falling was pleasing. This was included in their crime statistics report for the 24 months to June 2012. During the year we also saw laws passed to restrict the sale of ammunition and strengthen offences relating to firearms and gang crime. Further, consorting laws were modernised, making it easier for police to break up criminal gangs.

At a local level, we continued to work with communities across New South Wales to tackle alcohol related violence and anti-social behaviour, including the introduction of new laws allowing police to move-on intoxicated

and disorderly persons from public places, thereby improving public amenity. The Police Transport Command commenced operation in May and is working closely with industry bodies to improve crime rates and safety on trains, buses and ferries, positively impacting the lives of commuters across metropolitan and regional New South Wales.

We maintained our focus on customer service and continued to look for ways to improve our communication. Project Eyewatch, modernised the former Neighbourhood Watch program, and now allows police and the community to exchange information on a range of issues, including operational outcomes and public safety messages, via an internet based platform.

Throughout 2012 we have celebrated the rich history and proud achievements of policing in New South Wales. I look forward to continuing those proud traditions well into the future.

A P Scipione APM  
Commissioner of Police

# OUR ORGANISATION

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

During 2011-12, the NSW Government Funding contributions to the NSW Police Force were \$3.3 billion.

## Our origins

The Night Watch was formed by Governor Arthur Phillip in 1789 to guard Sydney Town. It was the first civilian police force in Australia.

In 1862 all Watch Teams were combined under the *Police Regulation Act 1862* to form the NSW Police Force. That Act was later replaced by the *Police Regulation Act 1899*.

In June 1987, the NSW Police Force (which was responsible for police operations) and the NSW Police Department (which was responsible for police policy and administration) were amalgamated.

Today the NSW Police Force has 19,879 employees: 15,977 police officers and 3,902 civilian staff.

## Our governance structure

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

- developing and implementing the overall strategic direction of the NSW Police Force
- planning for the future
- achieving NSW 2021 (State Plan) targets
- monitoring and measuring corporate performance against Corporate Plan targets and expectations
- ensuring compliance with external and internal controls and processes
- setting budgets and monitoring financial performance
- reporting to government
- managing organisational reform.

## Members of the Commissioner's Executive Team

**Chair:** Commissioner

### Members:

Deputy Commissioner Field Operations  
Deputy Commissioner Specialist Operations  
Deputy Commissioner Corporate Services

### Associate members:

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

### Ex-officio member:

Director, Public Affairs Branch

## A culture of ethical and lawful behaviour

Our Statement of Values and Code of Conduct & Ethics 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 police officers and computer access audits.



## COMMISSIONER OF POLICE

ANDREW SCIPIONE APM

### OFFICE OF THE COMMISSIONER

## FIELD OPERATIONS



DEPUTY COMMISSIONER  
NICK KALDAS APM

- Central Metropolitan Region
- North West Metropolitan Region
- South West Metropolitan Region
- Northern Region
- Southern Region
- Western Region
- Major Events & Incidents Group
- Traffic & Highway Patrol Command
- Police Transport Command

## SPECIALIST OPERATIONS



DEPUTY COMMISSIONER  
DAVE OWENS APM

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

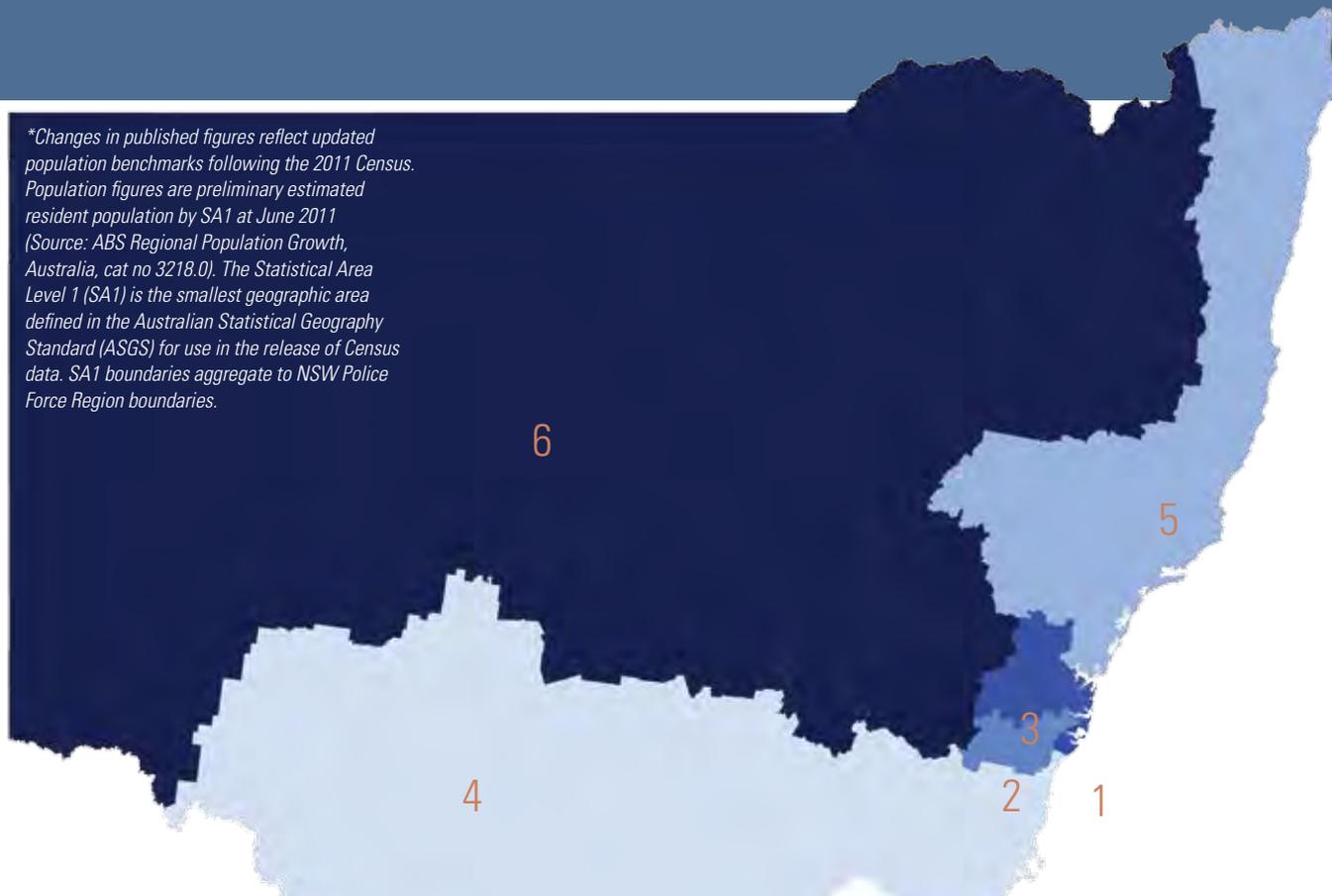
## CORPORATE SERVICES



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 updated population benchmarks following the 2011 Census. Population figures are preliminary estimated resident population by SA1 at June 2011 (Source: ABS Regional Population Growth, Australia, cat no 3218.0). The Statistical Area Level 1 (SA1) is the smallest geographic area defined in the Australian Statistical Geography Standard (ASGS) for use in the release of Census data. SA1 boundaries aggregate to NSW Police Force Region boundaries.*



## OUR POLICE REGIONS

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

### 1 CENTRAL METROPOLITAN REGION

Area in square kilometres	543 sq km
Resident population*	1,127,717
Number of police officers	2,400
Number of administrative staff	190

### 4 SOUTHERN REGION

Area in square kilometres	199,700 sq km
Resident population*	916,483
Number of police officers	1,640
Number of administrative staff	151

### 2 SOUTH WEST METROPOLITAN REGION

Area in square kilometres	3,645 sq km
Resident population*	1,385,990
Number of police officers	2,193
Number of administrative staff	181

### 5 NORTHERN REGION

Area in square kilometres	70,053 sq km
Resident population*	1,509,739
Number of police officers	2,302
Number of administrative staff	186

### 3 NORTH WEST METROPOLITAN REGION

Area in square kilometres	6,269 sq km
Resident population*	1,770,600
Number of police officers	2,261
Number of administrative staff	185

### 6 WESTERN REGION

Area in square kilometres	520,607 sq km
Resident population*	500,939
Number of police officers	1,224
Number of administrative staff	145

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.

# CELEBRATING THE 150<sup>TH</sup> ANNIVERSARY OF THE NSW POLICE FORCE



**On 1 March 1862, the independent police units of the colony were amalgamated into a single organisation, the NSW Police Force. A range of events and activities took place during 2012 to commemorate this important historic event.**

The year was kicked off with a 'Blue Moment' during the New Year's Eve fireworks, with the 150th anniversary logo featured on the pylons of the Sydney Harbour Bridge. This was followed by an invitation to participate in Australia Day Celebrations at Darling Harbour. A police Honour Guard was present to greet Her Excellency, the Governor of NSW, Professor Marie Bashir AC, CVO and the official party as they arrived. The NSW Police Force put on an action-packed performance showcasing the impressive capabilities of the Marine Area Command, Dog Unit and Aviation Support Branch.

On 1 March 2012, 800 serving and retired police marking exactly 150 years of service to the people of New South Wales with a Sea of Blue march from The Rocks to Sydney Town Hall.

The NSW Police Force banner was carried by a flotilla of police vessels across Sydney Harbour to The Rocks. Then, cheered on by crowds of well wishers, the banner was escorted up George Street to the Sydney Town Hall. It was a very proud day for the organisation and for its extended family.

On 1 April, a huge crowd visited the **NSW Police Force Expo** at Darling Harbour, which showcased the diversity of policing roles and skills of our organisation. PoAir was on show outside alongside riot police, dogs and mounted police, while other specialist and frontline commands were represented inside the Pavilion. The Law Enforcement Torch Run brought the Flame of Hope to the Expo's official opening.

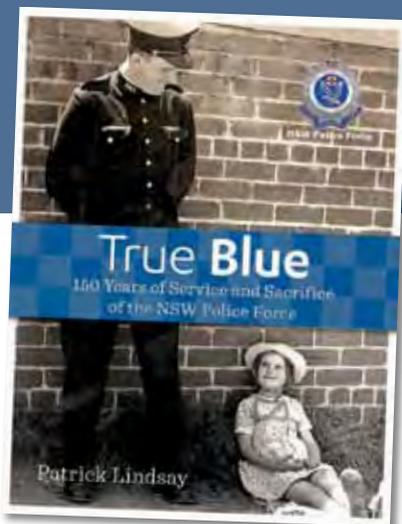
In this milestone year our participation in the annual **Anzac Day Parade** took on an added poignancy. In recognition of the 150th Anniversary of Policing, the Commissioner took part in this year's Anzac Day Parade along with retired Commissioners Ken Moroney, Tony Lauer and Neil Taylor. The Commissioner received special approval from the RSL to march. A larger than usual

contingent of serving and retired police took part in the march and for the first time, the Police Banner and armed escort participated in the march.

The **Justice & Police Museum** also launched a new exhibition to commemorate our milestone. Drawing on rarely seen objects and photographs from the Justice & Police Museum collection, *The Force: 150 Years of NSW Police* brought together the many stories and heroes of our organisation's past. It also revealed some interesting facts about where we came from, how we evolved and what we have become. This impressive legacy will be on permanent display at the NSW Police Academy once it has toured the state.

Key to our celebrations has been engaging people across the state in a shared celebration of the NSW Police Force. Local police hosted regional celebrations throughout the year, which included parades, historic exhibits and community events.





### **True Blue – 150 years of Service and Sacrifice of the NSW Police Force**

Commissioned by the NSW Police Force in honour of the 150th anniversary, Australian author Patrick Lindsay, known for his works such as *The Spirit of Kokoda* and *The Coast Watchers*, has written a new book on our extraordinary history.

*True Blue – 150 years of Service and Sacrifice of the NSW Police Force* explores our remarkable history from its humble beginnings in 1789 with the 12 convicts of the Night Watch, before the NSW Police Force was established, through to today's modern police force of nearly 20,000 staff.

It is a history of larger than life characters and scandalous crimes, of bravery and folly, and of despair and inspiration. Above all, though, it is a history of proud achievement.

This 350 page book is full of historic photographs and archival material. It also includes the name of every staff member, sworn and administrative, employed as at 1 January 2012.

It is a distinguished and colourful history, inextricably entwined with the state whose laws it has upheld.

In celebration of the NSW Police Force's 150th Anniversary year, the Commissioner's Sesquicentenary Citation will be presented to all serving police and administrative officers.



## **THIS CALENDAR YEAR'S CELEBRATIONS OF OUR PROUD MILESTONE**

- 1 January: Blue Moment in the Sydney New Year's Eve fireworks
- 26 January: Police Spectacular at Darling Harbour on Australia Day
- 20 February: Governor's reception in honour of the 150th anniversary
- 1 March: Sea of Blue march from The Rocks to Sydney Town Hall
- 24 March: Commemorative 150th Anniversary medals were awarded at the 2012 Police Games
- 25 March: Eastern Beaches LAC 150th Anniversary celebrations
- 25 March: Memorial ceremony in Deniliquin, in honour of the late Sergeant George Whiteley who was killed in the line of duty in 1931
- March-April: 150th Anniversary featured at the Sydney Royal Easter Show
- 1 April: Police Expo at Darling Harbour
- 17 April: Tuggerah Lakes LAC 150th Anniversary celebrations
- 21 April: Barwon LAC 150th Anniversary celebrations
- 25 April: 150th Anniversary Contingent marched on Anzac Day
- 27 April: Western Region 150th Anniversary celebrations
- 29 April: Hunter Valley LAC 150th Anniversary celebrations
- 1 May: Memorial ceremony by Canobolas LAC in honour of the late Senior Sergeant Andrew Sutherland who was shot by two offenders in 1872
- 1 May: Shoalhaven LAC 150th Anniversary celebrations
- 4 May: State Crime Command 150th Anniversary celebrations
- 4 May: Attestation of Sesquicentenary Class 315
- May–October: 150th Police Exhibition opened at the Justice & Police Museum
- 10-13 May: Mounted Police Unit took centre stage at The Queen's Diamond Jubilee
- 17 May: Mid North Coast & Manning/ Great Lakes 150th Anniversary celebrations
- 25 May: 150th Anniversary featured in lights during Vivid Sydney
- 26 May: Blacktown LAC 150th Anniversary celebrations
- 27 May: Lake Illawarra LAC 150th Anniversary celebrations
- 28 May: 50 year reunion of the Centenary Class 91A
- 2 June: Mt Druitt 150th Anniversary celebrations
- 13 June: PolAir4 and Police Dog Chuck deliver the game ball at the State of Origin Game 2 in Sydney at ANZ Stadium
- 21 July: NSW Police Mounted Unit 150th Anniversary celebrations
- 21 July: Opening of newly renovated Leeton Police Station
- 3 August: Blue Mountains LAC 150th Anniversary celebrations
- 7 August: Marrickville LAC 150th Anniversary celebrations
- 12 August: Commissioner Andrew Scipione fired the starter's pistol at the City to Surf
- 24 August: Attestation of Sesquicentenary Class 316
- 25 August: Hurstville LAC 150th Anniversary celebrations
- 6 September: Inaugural Retired Police Day
- 8 September: Fairfield LAC Community Awareness and Recruitment Day
- 15 September: Wall to Wall Ride for Remembrance
- 16 September: FBI National Academy Associates Conference
- 22 September: NSW Police Legacy Blue Ribbon Ball
- 29 September: National Police Remembrance Day
- 3 October: Newcastle City / Hunter Valley 150th Anniversary celebrations
- 7 October: Parramatta LAC 150th Anniversary celebrations
- 14 October: Sutherland 150th Anniversary celebrations
- 4 November: 150th Police Contingent participate in the Sydney to Gong Ride
- 15 November: The Australian National Maritime Museum hosts Meet the neighbours: Water Rats: Australia's oldest Police Force
- 16 November: Goulburn LAC 150th Anniversary celebrations
- 17 November: Blue & White Charity Ball
- 17 November: Cootamundra LAC 150th Anniversary celebrations
- 14 December: Attestation of Sesquicentenary Class 317

# FIELD OPERATIONS HIGHLIGHTS



**Local police are the backbone of the NSW Police Force. Under the leadership of the Deputy Commissioner, Field Operations, most officers work in local area commands (LACs) as general duties police, detectives and in traffic services. They provide a professional, community based policing service.**

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

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

The latest figures from the NSW Bureau of Crime Statistics & Research show 15 of the state's 17 major crime categories remain stable or are falling, and there has been a significant reduction in assaults that are not domestic violence related which are down by 8.2%.

Intelligence based tasking puts police in the right place at the right time to stop, search and detain; conduct bail compliance checks and business inspections at licensed premises. These actions, together with the submission of information reports, allow us to develop target management plans for high risk offenders and locations.

**Strike Force Durkin** marked the end of a very difficult and lengthy search operation to

arrest Malcolm Naden, who was wanted by police to assist with a murder investigation. His arrest on 22 March 2012 was a tribute to the many officers and different commands of the NSW Police Force who worked in some of the roughest terrain in the mid north coast hinterland. More than 500 officers from the Northern Region, State Crime Command, Tactical Operations Unit, the Dog Unit and other specialist units and regions worked in rotating teams out of the country towns of Nowendoc and Gloucester.

The police operation was supported by an extensive, inter-agency response that included the NSW Rural Fire Service, the Department of Land & Property Information and specialist paramedics from the Ambulance Service of NSW.

**Operation Spartan** was established in January 2012 across the three metropolitan regions in response to a number of shootings. Police focused on south west Sydney, where a majority of the incidents occurred. As at 30 June 2012, 22 people have been charged with the offences of discharge firearm, 15 have been charged with hinder investigation or conceal serious offence, and 49 firearms have been seized.

In support of this operation, on the last weekend in April, police across the state were involved in a highly visible, proactive operation targeting members of outlaw motorcycle gangs (OMCGs), individuals known to be involved in criminal activity and their associates. The operation involved home visits of known gang members, as well as visits to tattoo parlours and other businesses associated with OMCGs. Police laid 908

charges and gathered 1,401 intelligence reports related mainly to the activities of individuals associated with gangs, as well as the seizure and destruction of firearms. The results are an outstanding example of team effort from frontline police.

**Strike Force Zambesi** is an urban cannabis eradication program formed in April 2011. It seized more than \$58 million worth of the illicit drug this reporting year. Officers from the South West Metropolitan Region Enforcement Squad (RES) worked with the Asian Crime Squad to investigate the organised criminal syndicates behind the drug's cultivation. Police executed over 150 search warrants, seized more than 17,900 cannabis plants and arrested 60 people. While Region Enforcement Squad officers concentrated on finding and destroying the hydroponic cannabis crops, Asian Crime Squad detectives took charge of investigating the criminal syndicates responsible. Police have shut down 'hydro houses' across Sydney including Ashfield, Bankstown, Cabramatta, Liverpool, Campbelltown, Fairfield, Green Valley and Rosehill. These houses had been modified and fitted with highly-dangerous and illegal electrical bypasses.

Launched in August 2011, **Project Eyewatch** (also known as 21st Century Neighbourhood Watch) is an internet-based program that allows local police and their communities in all 80 LACs to exchange information using Facebook.

Eyewatch recognises the positive impact social media can have on policing and the value of the timely and effective distribution of information to and from the community.

Using Eyewatch, local police share information about police activity and operational outcomes, along with important public safety messages.

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The new **Police Transport Command (PTC)** took over policing the entire public transport system on 1 May 2012 to increase public safety on and around trains, buses and ferries.

While continuing to work closely with transport industry stakeholders, the PTC initially comprised more than 300 officers previously attached to local Commuter Crime Units. Under a three year plan, their ranks will more than double to 610 officers.

Based in three primary hubs at central Sydney, Parramatta and south western Sydney, the PTC is supported by seven satellite hubs on the Central Coast, Hunter and Illawarra areas to address emerging crime trends.

The PTC works with LACs to provide an increased police presence on all commuter networks and deploys police in significant numbers to target crime hot spots.

In addition, the command's Eyewatch page allows police to talk specifically to commuters about police activities, as well as reinforce key messages concerning criminal and antisocial behaviour on the public transport network.

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The new **Traffic & Highway Patrol Command** was established this reporting year and sees all highway patrol resources throughout the state realigned under a single command structure, while remaining physically located in their existing LACs.

The new command is focused on road safety and traffic policing through intelligence based and better coordinated policing activities, aimed at reducing road trauma and promoting the free flow of traffic.

It also means that larger groups of specialist police are available to swiftly respond to developing issues, without the limitations imposed by command boundaries.

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**Emergency management planning** is crucial in minimising the effects of an emergency. The NSW Police Force is responsible for coordinating all multi-agency emergency responses and providing support

for designated combat agencies such as the NSW Rural Fire Service, NSW State Emergency Service and Fire & Rescue NSW. The State Emergency Operations Controller (SEOC) and Deputy SEOC are appointed by the Governor and are drawn from members of the NSW Police Senior Executive.

Widespread flooding affected nearly 75% of New South Wales between Wednesday 25 January and Friday 23 March 2012. The state was flood affected along a wide corridor from the Queensland border through to Victoria, impacting communities from the far west of the state, the eastern seaboard and Sydney metropolitan area.

The NSW Police Force was involved in all facets of the operation in support of the State Emergency Service. Police assisted with evacuations and the coordination of rescue and welfare arrangements. The Public Information & Inquiry Centre was activated at the Sydney Police Centre to provide support for people in the affected communities and to facilitate access to emergency welfare and support services. Volunteers from the NSW Rural Fire Service and Red Cross took more than 14,000 calls, one of the largest call volumes experienced in the centre's history.

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The NSW Police Mounted Unit had the honour of travelling to England and performing for Her Majesty the Queen at her **Diamond Jubilee Pageant** in May 2012. The prestigious invitation meant riding the Household Cavalry horses with 1,000 other performers and 500 horses in the Queen's private grounds at Windsor Castle.

The Mounted Unit was accompanied by the New Zealand Army Band in the Australasian segment, which included Cook Island, Maori, Aboriginal dancers and a salute by the Mounted Unit to the Queen.

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New South Wales police responded to 112,300 domestic violence (DV) related events this year. Victims, who are mostly women and children, often find the police and judicial response confronting. To better support them, the NSW Police Force has developed a number of initiatives. Among these are the DV Clinics, which helps prepare victims for court. We have introduced the DV Prosecutors Course to enable police prosecutors to support victims through the judicial process.

We have also designed a Case Management System specifically to monitor and support those people deemed at high risk of further victimisation.

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The **Multicultural Policies & Services Plan 2011-2014** and **Forward Plan** continues to guide the NSW Police Force's response to its diverse communities. We developed a number of initiatives to support the plan, including police recruitment campaigns targeted at culturally and linguistically diverse (CaLD) communities, CaLD career days hosted by local area commands, and police and multicultural community forums hosted in regional areas.

We developed proactive engagement strategies for young people from CaLD communities, aimed at reducing antisocial behaviour and fostering positive relationships. We also produced multilingual information for victims of crimes, including domestic and family violence. In addition, we implemented recommendations from an independent review of our Multicultural Community Liaison Officer Program. This saw a move to extend the program to areas where there has been an increase in population diversity.

For more information about our multicultural reporting requirements, refer to Appendix 4, Multicultural policies on page 83.

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The **Mental Health Intervention Team** has continued to enhance the organisation's ability to respond effectively to mental health related incidents within the community with the ongoing rollout of mental health training. To date, 865 frontline police from across the state have participated in the four day program.

This award winning training, developed by the NSW Police Force, has been adopted by a number of police jurisdictions across Australia.

# SPECIALIST OPERATIONS HIGHLIGHTS



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

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

This year a number of significant criminal investigations were conducted across the state. Among the highest profile cases were the **Lin family** and **Kiesha Weippeart** murder investigations; the investigation into a collar bomb threat in Mosman; and the investigation into the **Quakers Hill nursing home fire**.

**Strike Force Tuno**, which started as an investigation into one particularly ruthless murder, evolved into one of the state's largest murder investigations. This decade-long investigation, which saw the establishment of **Strike Force Tuno II**, saw 14 offenders charged with more than 100 major offences including eight murders, four attempted murders and large scale drug manufacturing. All 14 were convicted of all charges laid. Significantly, the relationship between police and their informants was strongly contested at a hard fought murder trial, and the integrity of the police and their relationship with the

informants was shown to be of the highest quality.

**Strike Force Kinnarra** was established to investigate an escalation of violence between outlaw motorcycle gangs that led to nine shootings across Sydney in April 2012. On 27 April, more than 160 police raided 18 properties with alleged links to outlaw motorcycle gangs. While investigations are continuing, 42 arrests have been made so far with 144 charges laid. These arrests include 31 alleged members or associates of outlaw motorcycle gangs, seven of whom were charged with the shootings.

**Strike Force Taipan** seized drugs with a street value of more than \$25 million and arrested a person police believe is the principal of a major international drug distribution network. Working jointly with the NSW Crime Commission, detectives raided several storage units in February 2012 and seized almost 50kg of high grade opium, 48kg of methylamphetamine (ice), 1.5kg of heroin allegedly hidden inside fruit juice containers, and more than \$1.2 million in cash.

The **Special Services Group** conducts covert physical and technical evidence and intelligence gathering in support of major crime and counter-terrorist operations. In a major undertaking between the NSW Police Force and the NSW Government land development agency, Landcom, the Group has moved to a new location in Sydney's west that boasts state-of-the-art facilities. Having many of the group's units located within the same complex for the first time has significantly enhanced services to the field, as many investigations involve more than one specialist team.

The NSW Police Force commissioned its newest helicopter, **PolAir 4**, which became fully operational this reporting year. The twin-engine Eurocopter features significantly quieter rotor technology and an increased cruise speed of around 220km/h, which has improved response times to Wollongong, Central Coast and Newcastle areas. Equipped with state-of-the-art technology for improved safety during low-level operations, with engines so powerful the helicopter can fly on just one, PolAir 4's advanced capabilities greatly assist day to day police operations. The new cockpit provides the crew with a greater field of vision during search and rescue operations.

One of the largest counter terrorism exercises ever held in New South Wales took place at ANZ Stadium at Homebush early this reporting year. **Exercise Black Angus** was a full scale multi-agency exercise designed to test the tactical resolution of a terrorist incident involving 'active shooter scenarios' at a mass gathering. More than 1,100 participants took part as spectators, responders and terrorists.

The NSW Police Force led the exercise, which included officers and resources from Fire & Rescue NSW, the Rural Fire Service, the NSW Ambulance Service and the Australian Defence Force. The exercise was part of a series of counter terrorism activities held regularly in each of the states and territories.

Exercise Black Angus provided a vital opportunity for police and our partner agencies to test our skills in a realistic environment and to help promote the message that we cannot afford to be complacent.

The ability to communicate with frontline police is critical to officer safety and enabling a timely response to calls for help from the public. PoliceCAD is a computer aided dispatch system used by police radio operators since 2007 to allocate jobs to police. This year **MobileCAD** was introduced and increased the safety of first response officers.

MobileCAD enables non-urgent matters to be sent directly to mobile data terminals (MDTs) mounted in police vehicles, reducing the level of radio traffic. If police require urgent assistance, the system enables police radio operators to identify the position of car crews.

MobileCAD allows officers to send electronic messages between police vehicles, police stations and to our Radio Operations Centres (VKG). MobileCAD also makes it possible for police to view a map of their own location and the whereabouts of other police vehicles responding to the same incident.

The Forensic Services Group introduced **Operation Sledgehammer (DNA)** and **Operation Fast Tracking (Fingerprints)** to review all forensic end-to-end processes, which included enhancements to DNA robotics, use of mobile forensic laboratories and other technological advancements, as well as sub sampling of field exhibits by crime scene investigators. This resulted in the elimination of forensic backlogs in DNA and fingerprint analysis with increased identification rates and vastly improved turnaround times while securing substantial savings. This has ensured that dangerous criminals and repeat offenders are identified and apprehended.

**Project Lancaster** has streamlined the management of investigation outcomes to quickly resolve conduct matters that don't warrant dismissal, and returned the focus to the local commander to appropriately manage staff during and beyond the complaints process.

Project Lancaster has also introduced procedural fairness by giving officers the opportunity to respond to a complaint at an earlier stage in the process. This allows the commander to make a more informed decision on what action to take and how to manage the officer's conduct.

A dedicated legal team was established by the Management Action & Workplace Services team at the start of this reporting year to provide advice and legal documents in the management of complaints. This has replaced a system of outsourcing legal advice and has resulted in better, faster advice to the field and a cost saving to the organisation.

The **Dog Unit Regionalisation Program** will see seven dog and handler teams based in commands across regional and rural New South Wales. Launched in December 2011, the program aims to help rural police in reducing crime, apprehending offenders and searching for missing or wanted persons.

The teams will be based at Tweed/Byron, Richmond, Coffs/Clarence, Mid North Coast, Orana, Wagga Wagga and New England Local Area Commands.

The Dog Unit has also adopted internationally recognised best practices such as dual handling. Most locations will be provided with a general purpose dog and detection capability dogs.

General purpose dogs are used for tracking, searching for offenders and missing persons and during public order incidents. Drug detection dogs are used during raids, vehicle searches and at large public events.

The NSW Police Force is already a world leader in harnessing new digital technology to help prevent and solve crime. It is now bringing the criminal prosecution into the digital age.

In what's believed to be a first by any prosecuting authority in Australia, all 280 dedicated in-court police prosecutors will be provided with **Apple iPads** with an electronic law resources application. The application provides instant access to a range of legal content, including research, articles, case studies, journals and other resources.

Previously, the NSW Police Force routinely purchased law resources in hard copy, which needed to be updated every two years. In addition to becoming quickly outdated and expensive, they were heavy and cumbersome. With the introduction of the iPads, new legislation can now be updated within 72 hours of enactment.

In addition the iPad has the benefits of speed, ease of use, note taking and annotation tools, and the ability to quickly locate highly relevant legal resources.

The **Child Abuse Squad** – formerly known as the Joint Investigation Response Squad (JIRS) – was given its new title this year to reflect the nature of its work, as well as to bring the name into line with similar units within Australia and overseas. Almost half of all sexual assault matters reported to police involve a victim under the age of 16. In addition, this squad also investigates serious cases of physical and emotional abuse and child neglect. Based at metropolitan and regional centres throughout New South Wales, detectives attached to the Child Abuse Squad undertake specialised training in interviewing children, and work closely with parents and carers, as well as officers from the Department of Family & Community Services and NSW Health.

The **Fraud Squad** also moved into a new phase this reporting year, with greater emphasis on organised crime, cybercrime and technology-enabled crime. To reflect this, the Squad is now known as the **Fraud & Cybercrime Squad**. While traditional, white collar crimes continue, the incidence of identity crime, technologically advanced credit card fraud, internet and electronic fraud are on the rise. With the rapid growth and affordability of technology, particularly the internet, most cases cross national and international jurisdictions and are increasingly being linked to organised criminal syndicates engaged in other activities such as drug dealing, people smuggling, money laundering and violent crimes.

# CORPORATE SERVICES HIGHLIGHTS



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

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

This year we independently surveyed **victims of crime**. More than 1,000 people completed the survey, with the majority indicating they were satisfied with the assistance they received from police. From their feedback, we identified four key projects to improve our customer service. These include a mandatory 28 day follow up with all victims, changes to our internal Case Management System, trialling SMS and email notifications to victims, and providing updated victim cards to all local area commands. In addition, we accompanied staff from the Department of Attorney General & Justice to meet with members of regional communities to discuss ways to better deliver victim support services.

The Community Awareness of Policing Program (CAPP) continues to build relationships by inviting community leaders to a program where they 'walk in the shoes

of police'. This interactive course includes being exposed to police practices by specialist commands such as the Public Order & Riot Squad, Marine Area Command and Driver Training. This reporting year we hosted three Community Awareness of Policing Programs.

The **Community Engagement Guidelines** were launched last year, which require all commands to conduct at least five community engagements each year. This year a **Customer Service Checklist** was sent to all officers highlighting the expectation of professional service and best practice in dealing with customers.

Each year we host development forums for Customer Service Duty Officers from across the state to discuss strategies to improve the customer service in their respective units. We also recognise those officers who have made an exceptional commitment to customer service through the annual **Commissioner's Customer Service Excellence Awards**.

The NSW Police Force continues to set the standard nationally and internationally with the use of **social media** to engage with the public. By July 2012 we had 132,700 Facebook fans (up 154% from the previous year), 25,451 Twitter followers (up 80%) and 1.8 million YouTube hits (up 64%). We created a mobile compatible version of our website which now accounts for 25% of our total online hits. These platforms allowed us to run integrated social and traditional media strategies to disseminate emergency information during the widespread floods in March 2012 and help communicate with the public on the streets at major events such as New Year's Eve, Australia Day, the Sydney

Festival and the Sydney Gay & Lesbian Mardi Gras.

**D-ring thigh holsters, load bearing vests and improved bullet resistant vests** are preventing injury and improving officer safety.

The rollout of new load bearing vests in 2010 has significantly improved the health and safety of police in the field. The vest is designed to redistribute up to 60% of the weight of police equipment onto the upper body and away from the hip/waist area. This has resulted in a reduction in the number of injuries identified (150 in 2009-10, compared to 106 in 2010-11) and a significant reduction in the severity of those injuries, as measured by the average cost per claim (\$15,712 in 2009-10, compared to \$6,573 in 2010-11).

D-ring thigh holsters are also being introduced to reposition the police firearm away from the hip/waist area. Developed by the NSW Police Force, the thigh holster is designed specifically to reduce and prevent lower back and hip injuries while remaining operationally effective. Purchased at the end of this reporting year, the holsters will be rolled out to police during 2012-13 as officers complete their mandatory training.

The body armour replacement program also commenced this reporting year, providing police with bullet resistant vests that carry a 10 year manufacturer's warranty.

We commenced a program this year to add **25 new mobile command vehicles** to our fleet for the 2012-13 financial year, which will boost the total fleet to more than 70 of these vehicles. These are multi-purpose

vehicles used by local area commands to respond quickly to large incidents and planned community events. They are highly visible and are often deployed to crime hot spots as onsite command posts. Able to be deployed in the field for long periods, they also provide a centralised command facility to help during protracted incidents such as at the scenes of major crime, as well as at organised events and police operations.

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Police in New South Wales have used the Computerised Operational Policing System (COPS) since 1994. Two years of work, hundreds of hours of consultation with key users and thousands of hours of testing have resulted in the start of the COPS Modernisation journey.

**WebCOPS** is the first enhancement to be delivered, providing police users with a modern interface and a number of new features. WebCOPS delivers a new web look and improved navigation tools and introduces the ability to integrate data from other systems such as offender photos.

While the ongoing improvement of WebCOPS is continuing, iPads have now been configured with new security software that provides officers in the field with access to WebCOPS, allowing for example, the Mounted Unit to access current police data from the back of a horse.

The next phase of moving WebCOPS data to a more modern database is well underway and will provide even greater capability to frontline officers.

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**The Command Performance Accountability System (COMPASS)** is a forum that contributes to the assessment and improvement of corporate performance, including crime reduction. The forums are used to assess the performance of individual commanders and directors in a series of categories related to crime management, corporate management and organisational support. In the past they have applied exclusively to region commanders and their direct reports. This reporting year the COMPASS process was expanded to apply to specialist and corporate commands. The contribution of all commands to key corporate objectives is now assessed in an annual cycle of monthly COMPASS forums.

The forums identify emerging risks and trends with organisation-wide consequences. They contribute to evidence based decision making and explore how best to achieve corporate objectives from alternative strategies.

For more information about our internal audit and risk management performance, refer to Appendix 23, Internal Audit & Risk Management on page 114 of this report.

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**Environmental scanning** is a process of screening information from various sources to identify major external trends and developments that might affect the future of policing in New South Wales.

Some of the issues identified this year include rapid developments in digital information management and technology enabled crime, changes in socio-economic factors and their potential influence on crime, as well as levels of youth unemployment and its potential impact on the rates of offending by young people.

While a quarterly environmental scanning report is provided to members of the Commissioner's Executive Team, formal referrals of identified trends are regularly sent to relevant senior commanders. This information is also published internally to allow all staff access for local planning and awareness.

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Since the **Police Amendment (Death and Disability) Act 2011** was introduced, the NSW Police Force has implemented new insurance arrangements, focusing on a range of initiatives aimed at reducing workplace injuries and getting officers back to meaningful work. To achieve this we have introduced the Workforce Improvement Program, which focuses on 12 initiatives designed to improve our injury management processes.

The Human Resource Command Support Team was established and additional injury management advisors have been recruited. We're also working on a job analysis tool that allows better assessment of physical and psychological factors of general duties and high-risk positions to improve the identification of medically appropriate and meaningful duties for officers seeking to return to work.

Initiatives are also designed to improve collaboration with injured officers, their treating doctors and commanders to encourage a safe return to work. Where officers cannot return to pre-injury duties, the NSW Police Force will continue to work with them to identify meaningful jobs that are satisfying and offer career progression, including transition assistance towards a meaningful civilian role.

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A rigorous set of key performance indicators will allow for appropriate monitoring of the new framework and to maintain our commitment to assisting injured officers to return to meaningful duties.

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In 2011, a **Strategic Action Plan** was formulated to strengthen the commercial management practices, fleet selection and operational management within the NSW Police Force. A focus on improving lease management disciplines has resulted in significant cost savings without the need to reduce the number of vehicles. A new fleet management asset system within the Fleet Services unit has been introduced which will provide improved management reporting and further enhancement of the NSW Police Force fleet management capabilities. Stage 2 of the implementation will see system functionality rolled out across the organisation in 2013.

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The NSW Government requires all agencies to become accredited for procurement activity by June 2013. The NSW Police Force has recently gone through the independent accreditation process which has resulted in the Force achieving the highest level of accreditation obtained by any agency. The NSW Police Force is now taking the lead in procurement and other whole of government initiatives within the Justice cluster.



## STRATEGIES WE'RE IMPLEMENTING

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

## INDICATORS OF SUCCESS

## TARGET FOR 2012

<ul style="list-style-type: none"> <li>• Fewer personal victims of assault, sexual assault and robbery<sup>1</sup></li> <li>• Fewer household victims of break and enter, and motor vehicle theft<sup>1</sup></li> <li>• Increase local government areas with decreasing/stable crime rates (%)<sup>2</sup></li> <li>• Reduce alcohol related assaults<sup>2</sup></li> <li>• Increase legal actions (charges) for serious crime</li> </ul>	<ul style="list-style-type: none"> <li>≤ 5.1% victimisation</li> <li>≤ 6.2% victimisation</li> <li>≥ 94%</li> <li>decrease</li> <li>increase</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the % of the community who feel safe walking/jogging alone after dark in their neighbourhood (%)<sup>3</sup></li> <li>• Reduce the % of the community who perceive louts/gangs to be a problem in their neighbourhood (%)<sup>3</sup></li> <li>• Reduce the % of the community who perceive graffiti or other vandalism to be a problem in their neighbourhood (%)<sup>3</sup></li> <li>• Reduce the % of the community who perceive speeding cars, dangerous or noisy driving to be a problem in their neighbourhood (%)<sup>3</sup></li> <li>• Increase the % of the community who feel safe using public transport alone after dark (%)<sup>3</sup></li> <li>• Reduce road trauma<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>≥ national average</li> <li>≤ national average</li> <li>≤ national average</li> <li>≤ national average</li> <li>≥ national average</li> <li>road fatalities &lt; 0.74 per 100 million vehicle kms travelled</li> </ul>
<ul style="list-style-type: none"> <li>• Improve time taken to attend urgent calls<sup>2</sup></li> <li>• Increase the % of the community who were satisfied with the most recent contact with police (%)<sup>3</sup></li> <li>• Reduce customer service related complaints</li> <li>• Increase the % of the community who state they 'agree' they "have confidence in police" (%)<sup>3</sup></li> <li>• Increase legal actions for domestic violence related assaults (%)<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>≤ 12 minutes (80% of calls)</li> <li>≥ national average</li> <li>decrease</li> <li>≥ national average</li> <li>≥ 60%</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain adequate police officers at LACs (%)</li> <li>• Maintain mandatory police training requirements</li> <li>• Civilian staff receiving three or more learning/development days per year (%)</li> <li>• Reduce police turnover (%)</li> <li>• Reduce time taken to fill vacant positions</li> <li>• Increase staff satisfaction (staff opinion survey: % agreeing)</li> <li>• Reduce number police officers with over 456 accrued annual leave hours (%)</li> <li>• Reduce hours lost (sick leave – work and non-work related)</li> </ul>	<ul style="list-style-type: none"> <li>≥ 80%</li> <li>≥ 95%</li> <li>≥ 90%</li> <li>≤ national average</li> <li>decrease</li> <li>increase</li> <li>&lt; 8%</li> <li>≤ national average</li> </ul>
<ul style="list-style-type: none"> <li>• Increase police deployment to crime fighting and prevention across LACs (%)</li> <li>• Reduce the number of hours police are rostered for court</li> <li>• Less time unavailable due to unscheduled computer system and communications outages (CAD &amp; COPS)</li> <li>• Increase in staff who consider core systems are easy to use, reliable (timely and accurate), responsive and can readily access data (staff opinion survey: % agreeing)</li> </ul>	<ul style="list-style-type: none"> <li>≥ 82%</li> <li>decrease</li> <li>decrease</li> <li>increase</li> </ul>
<ul style="list-style-type: none"> <li>• Increase in staff who consider they have opportunities to use their skills/knowledge (staff opinion survey: % agreeing)</li> <li>• Increase in staff who consider they are achieving priorities (staff opinion survey: % agreeing)</li> <li>• Increase the % of the community who are satisfied with services provided by the police (%)<sup>3</sup></li> <li>• Commands with a business plan (detailing initiatives and targets)</li> <li>• Reduce vacant commander and senior officer positions within commands</li> <li>• Financial result is in line with budget</li> </ul>	<ul style="list-style-type: none"> <li>increase</li> <li>increase</li> <li>≥ national average</li> <li>=100%</li> <li>decrease</li> <li>on budget</li> </ul>

**Notes:**

<sup>1</sup>Source – ABS Crime Victimization Survey

<sup>2</sup>Source – Results & Services Plan

<sup>3</sup>Source – National Survey of Community Satisfaction with Policing

<sup>4</sup>Source – NSW 2021 (State Plan) – Improve road safety priority

# HOW WE PERFORMED



The mission of the NSW Police Force, as set out in the *Police Act 1990*, is to work with the community to reduce violence, crime and fear.

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

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 2021 (the State Plan)* to our command business plans and senior officer performance agreements.

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

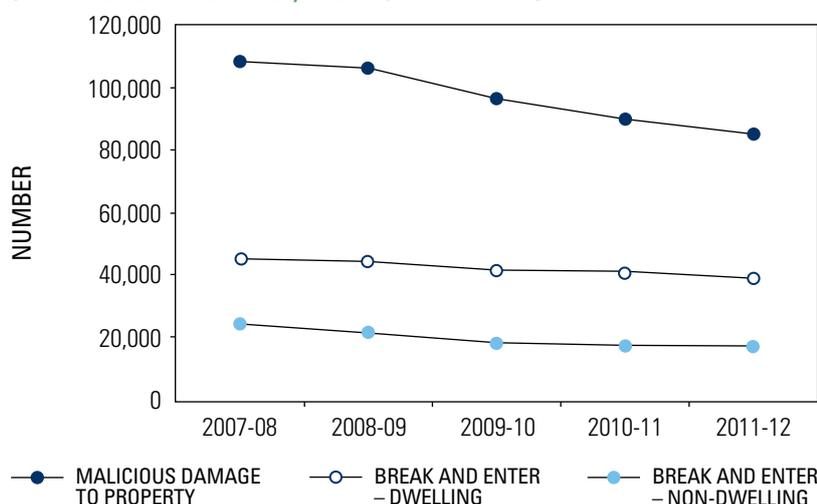
## CRIME

### We're focused on reducing rates of crime, particularly violent crime

Frontline policing and the targeting of crime hot spots and repeat offenders have contributed to crime levels across most key indicators falling or remaining stable.

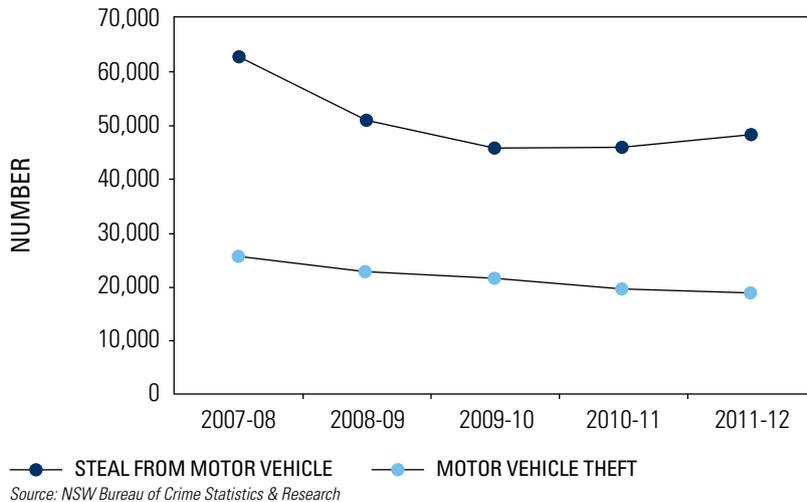
**Note:** Recorded crime statistics represent only those matters reported to police. A change in recorded crime may reflect changes in the propensity to report to police as well as the actual incidence.

**CHART 1: BREAK AND ENTER, AND PROPERTY DAMAGE**

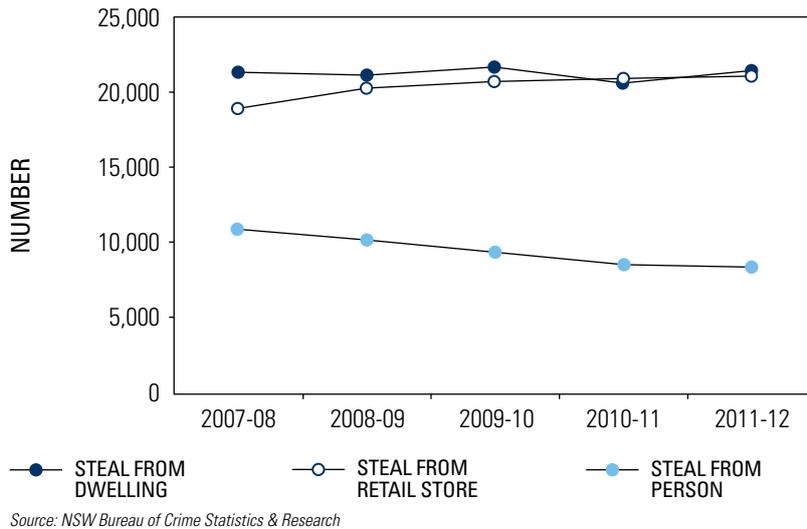


Source: NSW Bureau of Crime Statistics & Research

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



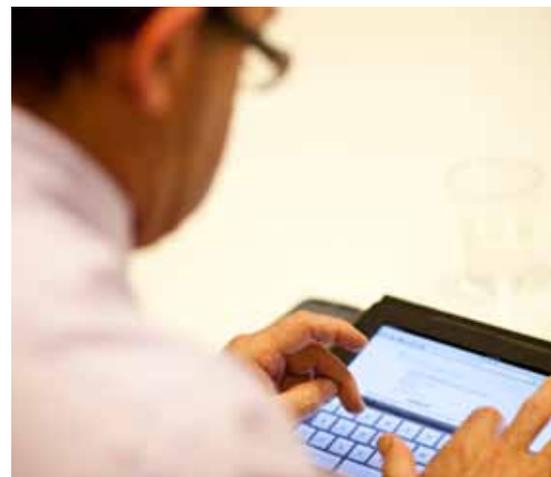
**CHART 3: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PROPERTY INVOLVING OTHER STEALING**



**TABLE 1: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PROPERTY**

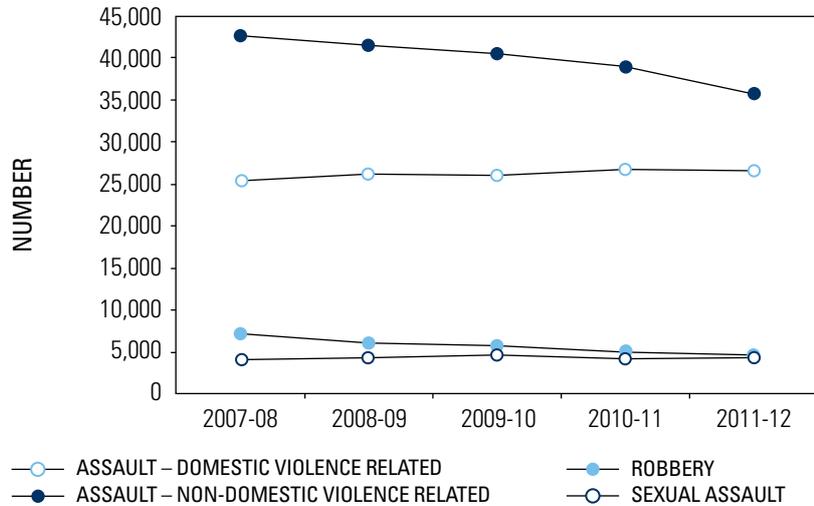
INCIDENT CATEGORY	2007-08	2008-09	2009-10	2010-11	2011-12
Malicious damage to property	108,020	106,387	96,191	89,841	84,851
Break and enter – dwelling	44,839	43,789	41,232	40,562	38,786
Break and enter – non dwelling	23,870	20,918	17,750	17,066	16,747
Steal from motor vehicle	62,600	50,812	45,911	45,944	48,412
Motor vehicle theft	25,728	22,912	21,806	19,666	18,991
Steal from dwelling	21,331	21,140	21,639	20,651	21,406
Steal from retail store	18,900	20,275	20,693	20,911	21,123
Steal from person	10,846	10,130	9,314	8,495	8,290

Source: NSW Bureau of Crime Statistics & Research





**CHART 4: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PERSONS**



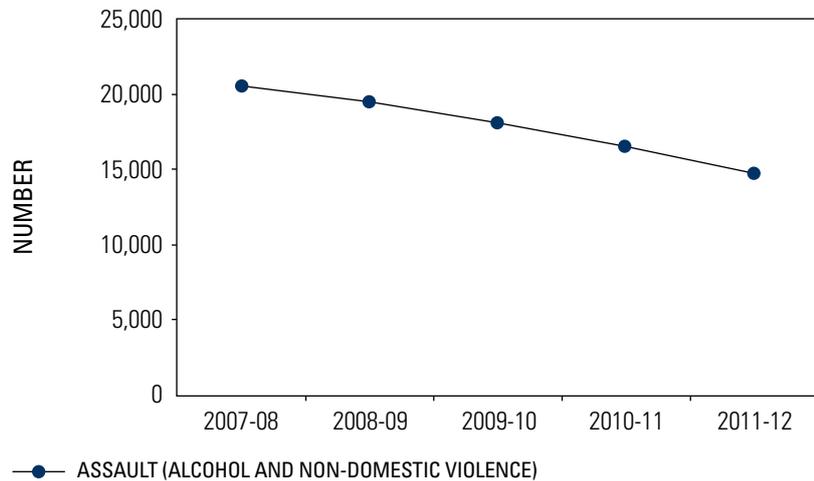
Source: NSW Bureau of Crime Statistics & Research

**TABLE 2: NUMBER OF INCIDENTS RECORDED FOR CRIMES AGAINST PERSONS**

INCIDENT CATEGORY	2007-08	2008-09	2009-10	2010-11	2011-12
Assault – domestic violence related	25,371	26,260	26,084	26,742	26,541
Assault – non-domestic violence related	42,609	41,456	40,511	38,931	35,743
Robbery	7,136	6,091	5,767	5,062	4,703
Sexual assault	4,096	4,276	4,513	4,293	4,587

Source: NSW Bureau of Crime Statistics & Research

**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	2007-08	2008-09	2009-10	2010-11	2011-12
Assault (alcohol and non-domestic violence)	20,530	19,509	18,061	16,482	14,696

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.

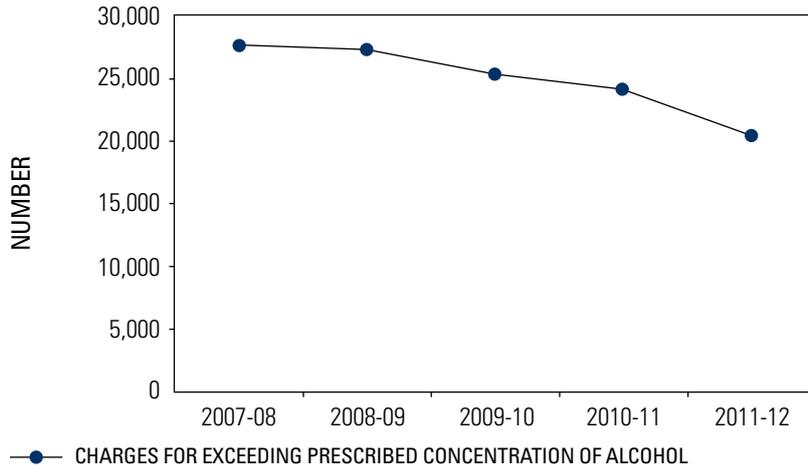
# PUBLIC SAFETY

We're focused on reducing levels of antisocial behaviour and the community's perception and fear of crime

The community expects public spaces to be safe to use. Police patrols are extensive and focus on hot spots for poor driving, crime and antisocial behaviour.

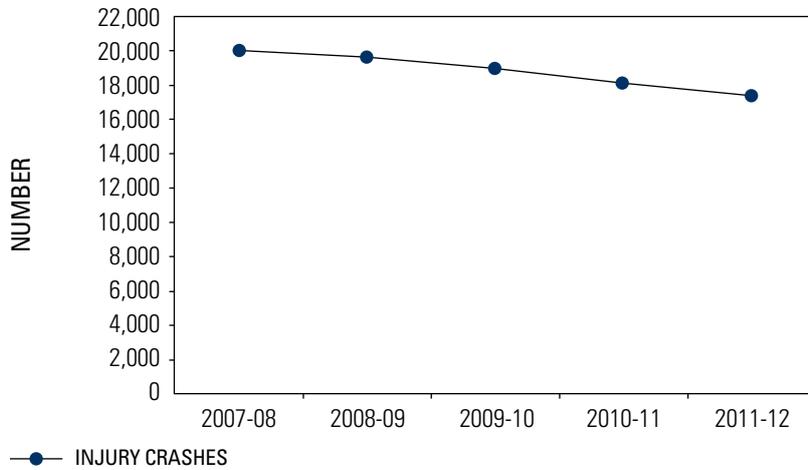
## Safety on our roads

CHART 6: CHARGES FOR EXCEEDING PRESCRIBED CONCENTRATION OF ALCOHOL



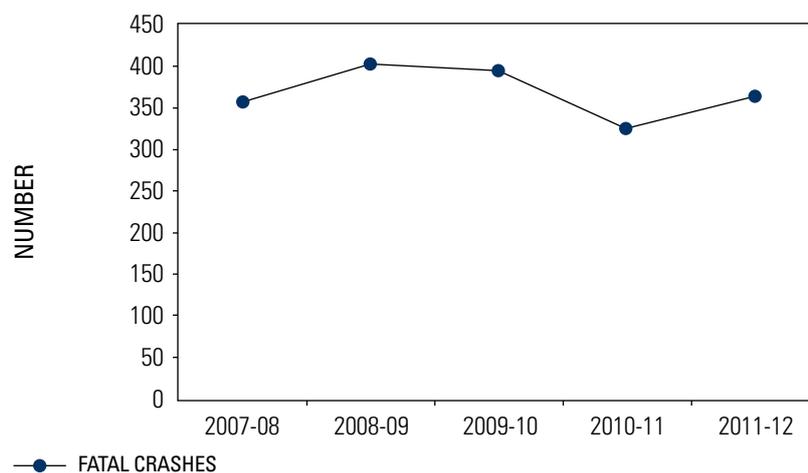
Source: NSW Police Force Traffic & Highway Patrol Command

CHART 7: INJURY CRASHES



Source: NSW Police Force Traffic & Highway Patrol Command

CHART 8: FATAL CRASHES



Source: NSW Police Force Traffic & Highway Patrol Command



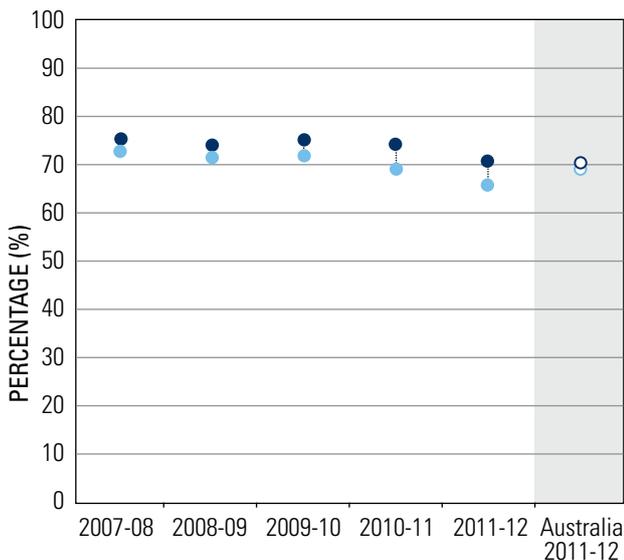
**TABLE 4: INJURY CRASHES, FATAL CRASHES AND CHARGES FOR EXCEEDING PRESCRIBED CONCENTRATION OF ALCOHOL**

INCIDENT CATEGORY	2007-08	2008-09	2009-10	2010-11	2011-12
Exceed prescribed concentration of alcohol	27,629	27,281	25,270	24,093	20,401
Injury crashes	20,080	19,681	18,928	18,057	17,382
Fatal crashes	356	403	395	324	365

Source: NSW Police Force Traffic & Highway Patrol Command

Note: Revisions to previously published statistics reflect updated investigations.

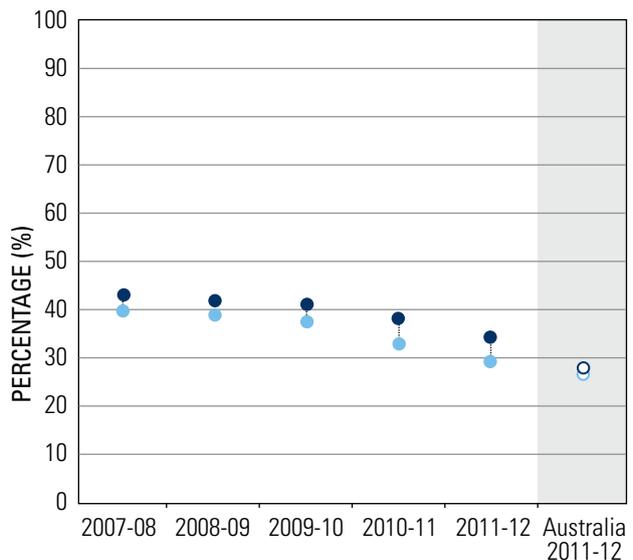
**CHART 9: CONCERN ABOUT SPEEDING CARS OR DANGEROUS AND NOISY DRIVING IN LOCAL NEIGHBOURHOODS, NSW**



● UPPER LIMIT OF CONFIDENCE LEVEL ● LOWER LIMIT

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

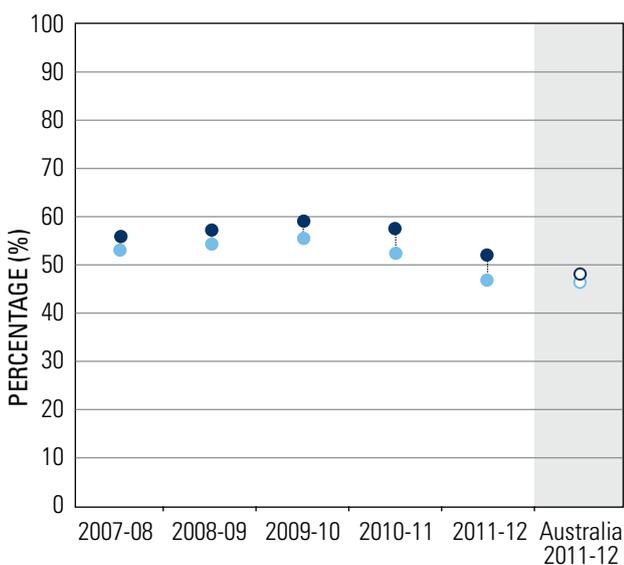
**CHART 10: CONCERN ABOUT LOUDES OR GANGS IN LOCAL NEIGHBOURHOODS, NSW**



● UPPER LIMIT OF CONFIDENCE LEVEL ● LOWER LIMIT

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

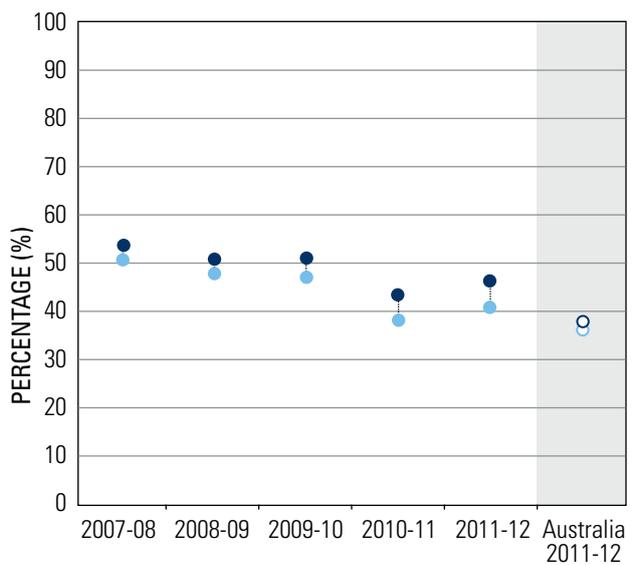
**CHART 11: CONCERN ABOUT GRAFFITI OR OTHER VANDALISM IN LOCAL NEIGHBOURHOODS, NSW**



● UPPER LIMIT OF CONFIDENCE LEVEL ● LOWER LIMIT

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

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



● UPPER LIMIT OF CONFIDENCE LEVEL ● LOWER LIMIT

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

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

	NSW										AUSTRALIA	
	2007-08		2008-09		2009-10		2010-11		2011-12		2011-12	
NSCSP Survey	Lower - Upper Limit %											
Speeding cars or dangerous driving	72.8%	75.5%	71.6%	74.3%	72.1%	75.4%	69.5%	74.4%	65.9%	71.0%	69.3%	70.6%
Louts or gangs	40.0%	43.0%	39.1%	42.0%	37.4%	41.1%	33.0%	38.2%	29.3%	34.4%	26.7%	28.0%
Graffiti or other vandalism	52.9%	55.9%	54.3%	57.3%	55.4%	59.1%	52.2%	57.6%	46.7%	52.2%	46.5%	48.0%
Drunken or disorderly behaviour	50.8%	53.8%	47.7%	50.7%	47.2%	51.0%	38.0%	43.4%	40.8%	46.2%	36.2%	37.6%

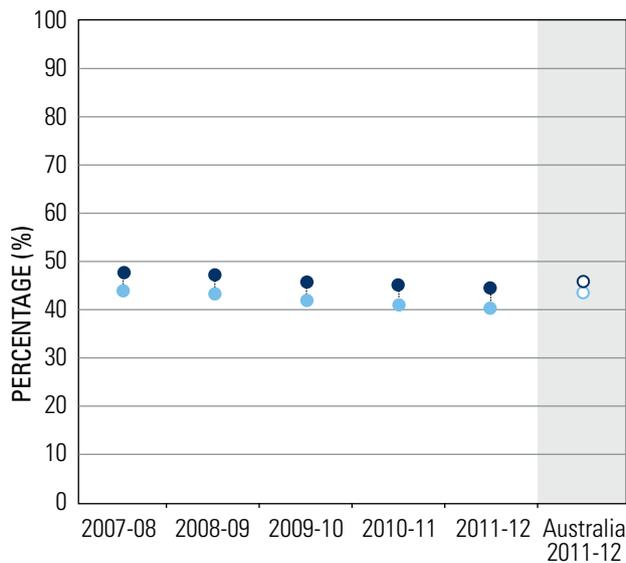
Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

**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 focused on achieving safer public transport and public spaces

Targeted police presence on public transport is intended to improve the behaviour of public transport users and lead to safer use of public transport.

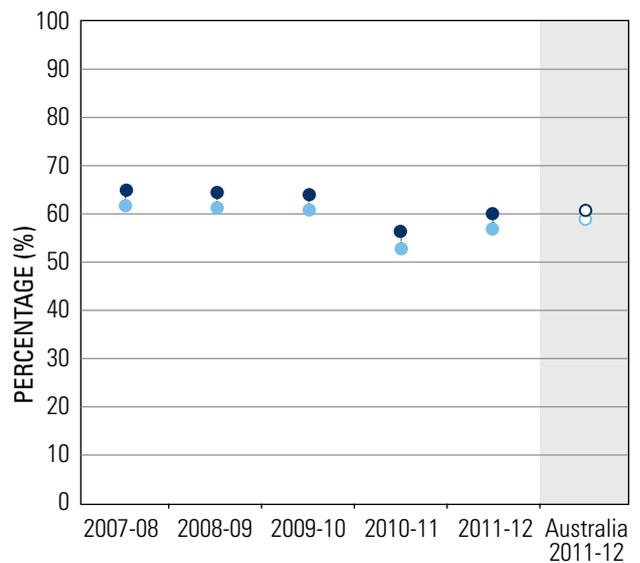
**CHART 13: FEELING SAFE ON PUBLIC TRANSPORT ALONE AFTER DARK, NSW**



● UPPER LIMIT OF CONFIDENCE LEVEL ● LOWER LIMIT

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

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



● UPPER LIMIT OF CONFIDENCE LEVEL ● LOWER LIMIT

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

**TABLE 6: FEELINGS OF SAFETY, NSW**

	NSW										AUSTRALIA	
	2007-08		2008-09		2009-10		2010-11		2011-12		2011-12	
NSCSP Survey	Lower - Upper Limit %											
On public transport at night	43.9%	47.7%	43.4%	47.2%	41.9%	45.8%	41.0%	45.1%	40.5%	44.6%	43.5%	45.9%
Jogging/walking at night	61.8%	65.0%	61.3%	64.4%	60.9%	64.1%	53.0%	56.4%	56.8%	60.1%	59.1%	61.0%

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

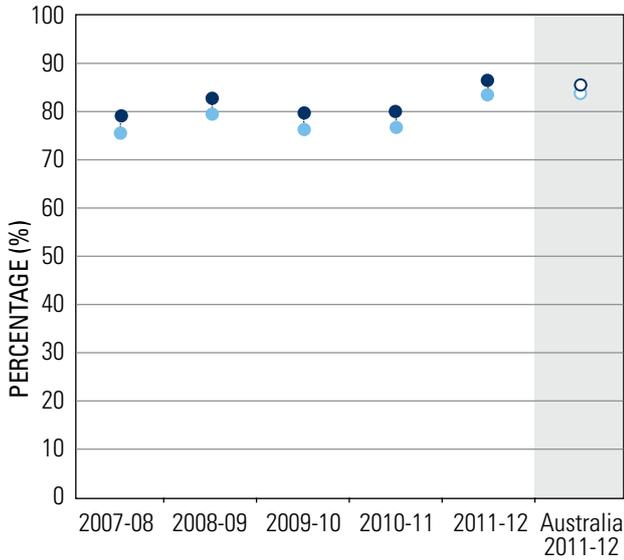
**Note:** The percentage shown is the sum of respondents who reported feeling 'very safe' and 'safe'. Any survey estimate is subject to sample error – the smaller the sample, the larger the sample error. Rather than report point estimates, results are presented as a range (the 95% confidence interval).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

# COMMUNITY AND PARTNERS

## We're focused on increasing community confidence in police

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

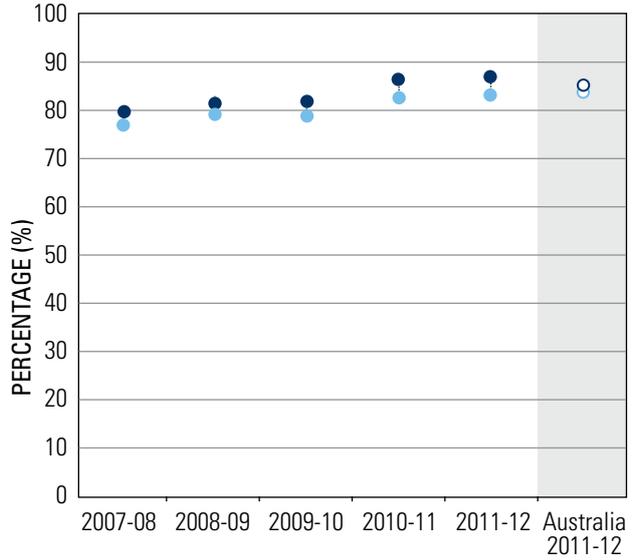
**CHART 15: SATISFACTION WITH MOST RECENT CONTACT WITH POLICE, NSW**



● UPPER LIMIT OF CONFIDENCE LEVEL ● LOWER LIMIT

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

**CHART 16: COMMUNITY CONFIDENCE IN POLICE, NSW**



● UPPER LIMIT OF CONFIDENCE LEVEL ● LOWER LIMIT

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

**TABLE 7: COMMUNITY CONFIDENCE IN POLICE**

	NSW										AUSTRALIA	
	2007-08		2008-09		2009-10		2010-11		2011-12		2011-12	
NSCSP Survey	Lower	Upper	Lower	Upper								
	%		%		%		%		%		%	
Satisfaction with most recent contact with police	75.4	79.1	79.5	82.7	76.1	79.7	76.6	80.1	83.5	86.4	83.7	85.4
Have confidence in police	77.5	80.0	79.9	82.3	79.3	82.3	83.0	87.0	83.7	87.6	84.5	85.5

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

**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<sup>a</sup>**

FINANCIAL YEAR	UNIT OF MEASURE	2007-08	2008-09	2009-10	2010-11	2011-12 <sup>b</sup>
Urgent response calls	Number	110,399	125,446	120,082	113,749	119,254
Percentage attended to within target time	%	77.0	78.0	74.0	80.0	78.0

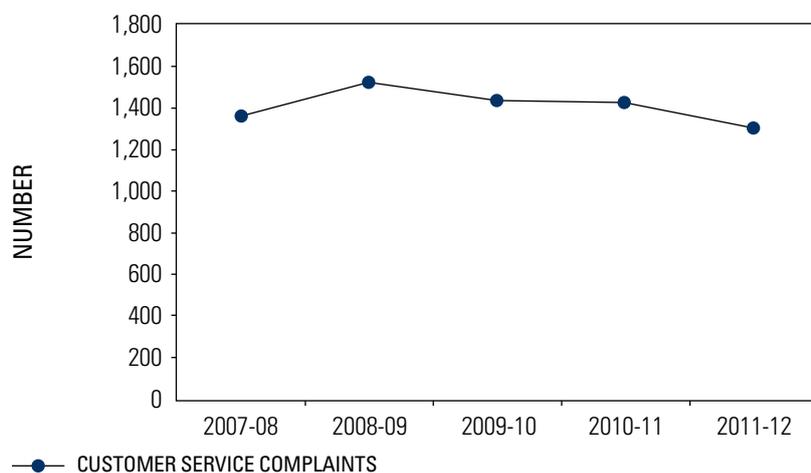
Source: NSW Police Force EDW/CAD

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

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

## Complaint trends

**CHART 17: CUSTOMER SERVICE COMPLAINTS<sup>a</sup>**



Source: NSW Police Force, Professional Standards Command

**TABLE 9: NSW POLICE FORCE CUSTOMER SERVICE COMPLAINTS<sup>a</sup>**

	2007-08	2008-09	2009-10	2010-11	2011-12 <sup>b</sup>
Customer service complaints	1,364	1,527	1,439	1,427	1,305

Source: NSW Police Force, Professional Standards Command

a. A complaint may contain more than one issue. For further information about issues raised in complaints see Appendix 9 on page 88.

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



## PEOPLE

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

### Police: number and distribution

TABLE 10: POLICE NUMBERS, NSW

NUMBER AS AT 30 JUNE	2008	2009	2010	2011	2012
Actual positions	15,324	15,720	15,633	15,943	15,977
Allocated positions	15,206	15,306	15,556	15,806	15,956

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 6% for 2011-12, up from 5.6% for 2010-11. The latest available national average turnover for police positions was 4.9% (*Police Agencies HR Benchmarking Report 2010-11*).

The total number of police officers over the maximum allowed accrued hours of recreation leave was 3,293 (20.6% of all NSW Police Force police officers), down from 3,646 in 2010-11 (22.9%).

The average number of hours lost per employee (sworn and administrative) due to unplanned absences (that is sick leave and workplace injury leave) was 145 hours in 2011-12, down from 153 hours in 2010-11.

The average number of sick leave hours per employee was 54 hours during 2011-12, down from 58 hours in 2010-11.

The number of hours lost per employee through workplace injury was 91 hours during 2011-12, down from 96 hours in 2010-11.

## SYSTEMS

### We're focused on improving organisational capability to deliver our services

LACs are the primary focus of service delivery by the NSW Police Force. Staff deployment at LACs is focused on community support.

CHART 18: REGION STAFF DEPLOYMENT, 2010-11

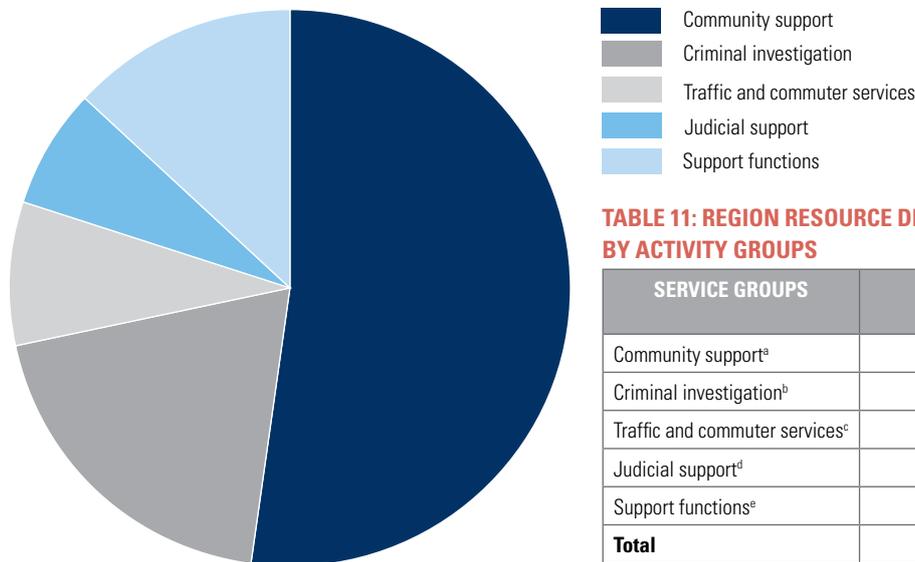


TABLE 11: REGION RESOURCE DEPLOYMENT BY ACTIVITY GROUPS

SERVICE GROUPS	PROPORTION OF ROSTERED HOURS
Community support <sup>a</sup>	52.3%
Criminal investigation <sup>b</sup>	19.4%
Traffic and commuter services <sup>c</sup>	8.3%
Judicial support <sup>d</sup>	7.0%
Support functions <sup>e</sup>	13.0%
<b>Total</b>	<b>100.0%</b>

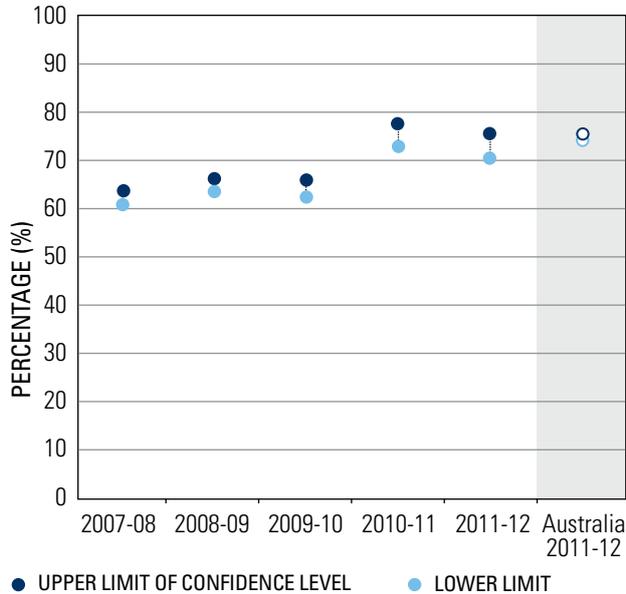
NSW Police Force, SAP

- 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 55.

# LEADERSHIP

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

**CHART 19: SATISFACTION WITH SERVICES PROVIDED BY POLICE, NSW**



● UPPER LIMIT OF CONFIDENCE LEVEL ● LOWER LIMIT

Source: National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

**TABLE 12: SATISFACTION WITH SERVICES PROVIDED BY POLICE, NSW**

	NSW										AUSTRALIA	
	2007-08		2008-09		2009-10		2010-11		2011-12		2011-12	
NSCSP Survey	Lower	Upper	Lower	Upper								
	%		%		%		%		%		%	
Satisfaction with service provided by police	60.8%	63.7%	63.5%	66.4%	62.4%	66.1%	72.8%	77.6%	70.6%	75.5%	74.1%	75.4%

National Survey of Community Satisfaction with Policing (NSCSP) 2011-12

**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.



# FINANCIAL STATEMENTS

## IN THIS SECTION

- 27 Financial summary
- 29 Independent auditor's report
- 31 Start of audited financial statements
- 32 Statement of comprehensive income
- 33 Statement of financial position
- 34 Statement of changes in equity
- 35 Statement of cash flow
- 36 Service group statements
- 39 Notes to the financial statements
- 76 End of audited financial statements



# FINANCIAL SUMMARY

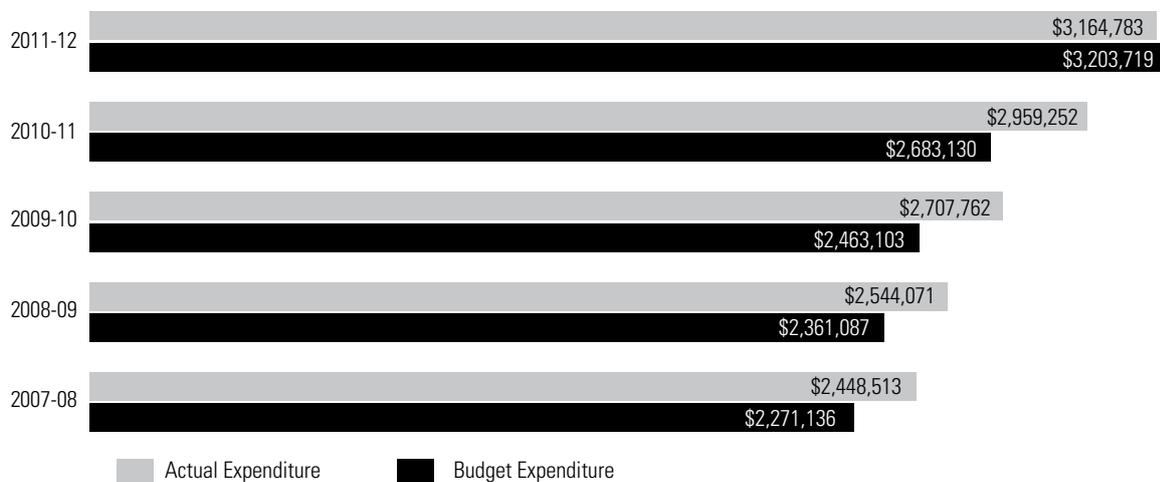
## Major Expenses

Total expenses including losses were \$3,164.8 million. About 81 per cent of this amount represented employee-related expenses (\$2,574.4 million), with \$1,694.2 million spent on salaries, wages and recreation leave entitlements. Employee-related expenses increased 6 per cent from 2010-11. Maintenance of property, plant and equipment totalled \$47.9 million.

## Contributions and Revenue

Total contributions and revenue were \$3,401.6 million, about 16% higher than 2010-11. This contribution consists of recurrent grants; capital grants, Crown acceptance of certain employee-related costs such as superannuation, long service leave expenses, and other revenue. Capital grants was \$135.7 million. Revenue from the sale of goods and services was \$36.9 million, about 9 per cent lower than 2010-11.

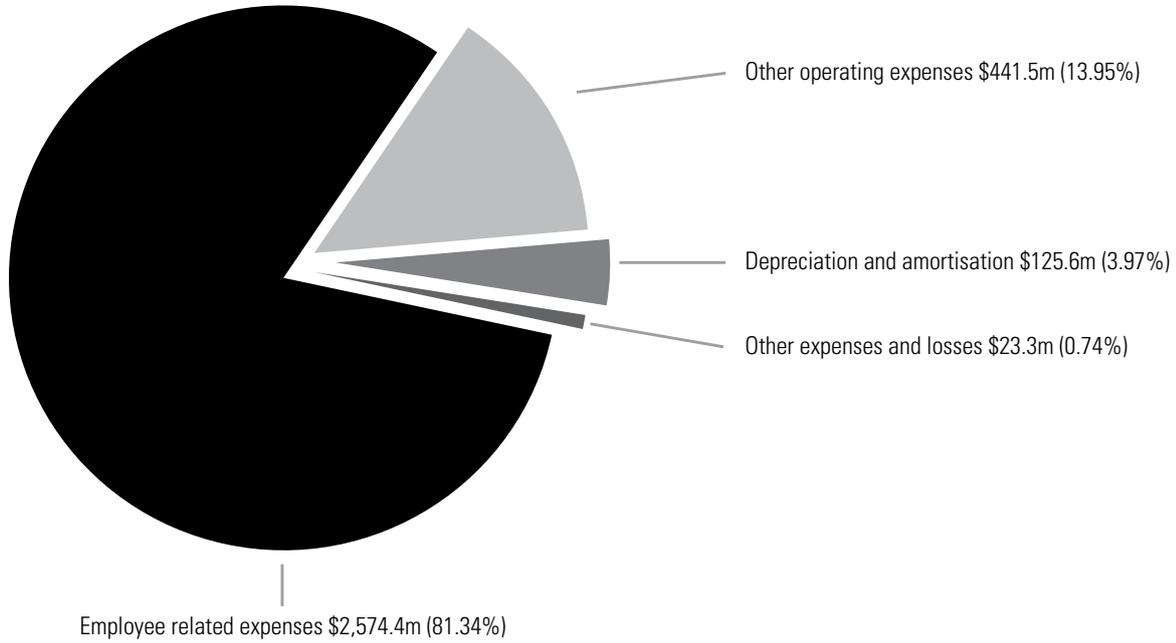
## Actual and Budgeted Expenditure



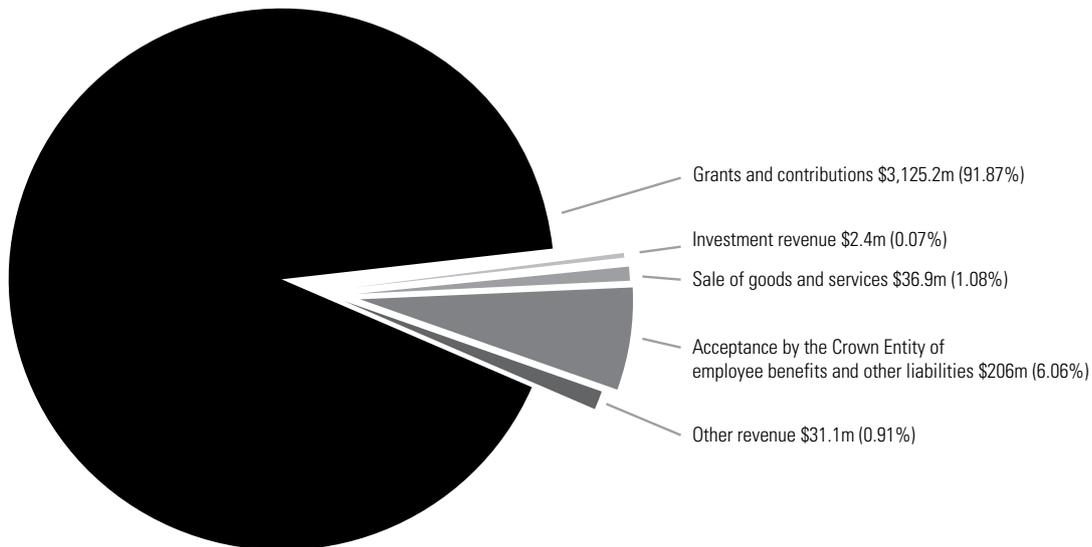
## Fiscal impact of the operating environment

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

## TOTAL EXPENSES AND LOSSES \$3,164.8 MILLION



## TOTAL CONTRIBUTIONS AND REVENUE 3,401.6 MILLION





## INDEPENDENT AUDITOR'S REPORT

### NSW Police Force

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the NSW Police Force (the Force), which comprise the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

### Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Force as at 30 June 2012, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

### Commissioner's Responsibility for the Financial Statements

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

### Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

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

## **Independence**

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

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



Peter Achterstraat  
Auditor-General

26 September 2012  
SYDNEY

# START OF AUDITED FINANCIAL STATEMENTS

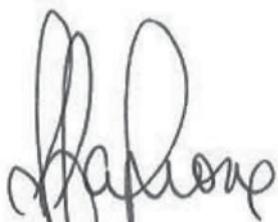


**NSW Police Force**

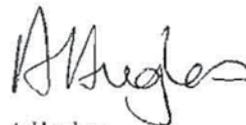
## **NSW POLICE FORCE FINANCIAL STATEMENTS For the Year Ended 30 June 2012**

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

- (a) the accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the *Financial Reporting Code for NSW General Government Sector Entities*, the applicable clauses of the *Public Finance and Audit Regulation 2010*, applicable Australian Accounting Standards, other mandatory professional reporting requirements and Treasurer's Directions and Treasury 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: 25<sup>th</sup> September 2012



A Hughes  
Director, Finance and Business Services  
Dated: 25<sup>th</sup> September 2012

## NSW POLICE FORCE

Statement of comprehensive income for the year ended 30 June 2012

	Notes	Actual 2012 \$' 000	Budget 2012 \$' 000	Actual 2011 \$' 000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related	2(a)	2,574,427	2,605,323	2,396,729
Other operating expenses	2(b)	441,466	459,257	408,626
Depreciation and amortisation	2(c)	125,611	112,470	132,833
Grants and subsidies	2(d)	8,981	8,981	3,880
Finance costs	2(e)	10,601	11,774	12,647
Other expenses	2(f)	2,218	2,732	2,619
<b>Total Expenses excluding losses</b>		<b>3,163,304</b>	<b>3,200,537</b>	<b>2,957,334</b>
<b>Revenue</b>				
Sale of goods and services	3(a)	36,903	35,500	40,744
Investment revenue	3(b)	2,434	2,700	2,120
Grants and contributions	3(c)	3,125,199	3,051,783	2,710,476
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	205,976	171,545	148,136
Other revenue	3(e)	27,453	18,977	28,081
<b>Total Revenue</b>		<b>3,397,965</b>	<b>3,280,505</b>	<b>2,929,557</b>
<b>Gain / (loss) on disposal</b>	4	3,663	(3,172)	(1,647)
<b>Other gains / (losses)</b>	5	(1,479)	(10)	(1,918)
<b>Net result</b>	21	<b>236,845</b>	<b>76,786</b>	<b>(31,342)</b>
<b>Other comprehensive income</b>				
Net increase/(decrease) in property, plant and equipment revaluation surplus		16,948	-	(35,362)
Net increase/(decrease) in assets held for sale revaluation surplus		-	-	9,876
Net change in the revaluation surplus arising from a change in restoration liability		(956)	-	(786)
<b>Total other comprehensive income</b>		<b>15,992</b>	<b>-</b>	<b>(26,272)</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>252,837</b>	<b>76,786</b>	<b>(57,614)</b>

The accompanying notes form part of these financial statements.

## NSW POLICE FORCE

Statement of financial position as at 30 June 2012

	Notes	Actual 2012 \$' 000	Budget 2012 \$' 000	Actual 2011 \$' 000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	7	116,092	60,721	22,612
Receivables	8	<u>38,094</u>	<u>57,316</u>	<u>51,761</u>
Non-current assets held for sale	11	<u>1,791</u>	<u>5,845</u>	<u>5,846</u>
<b>Total Current Assets</b>		<b><u>155,977</u></b>	<b><u>123,882</u></b>	<b><u>80,219</u></b>
<b>Non-Current Assets</b>				
Property, Plant and Equipment				
- Land and Buildings	9	1,216,857	1,211,849	1,187,746
- Plant and Equipment	9	<u>311,144</u>	<u>295,910</u>	<u>304,845</u>
Total Property, Plant and Equipment		1,528,001	1,507,759	1,492,591
Intangible assets	10	<u>107,679</u>	<u>106,721</u>	<u>106,410</u>
<b>Total Non-Current Assets</b>		<b><u>1,635,680</u></b>	<b><u>1,614,480</u></b>	<b><u>1,599,001</u></b>
<b>Total Assets</b>		<b><u>1,791,657</u></b>	<b><u>1,738,362</u></b>	<b><u>1,679,220</u></b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	13	120,936	84,816	84,387
Borrowings	14	6,600	5,581	5,581
Provisions	15	402,158	445,749	463,458
Other	16	<u>500</u>	<u>151</u>	<u>1,806</u>
<b>Total Current Liabilities</b>		<b><u>530,194</u></b>	<b><u>536,297</u></b>	<b><u>555,232</u></b>
<b>Non-Current Liabilities</b>				
Borrowings	14	162,055	168,655	168,655
Provisions	15	73,444	177,638	182,133
Other	16	<u>30</u>	<u>12,750</u>	<u>103</u>
<b>Total Non-Current Liabilities</b>		<b><u>235,529</u></b>	<b><u>359,043</u></b>	<b><u>350,891</u></b>
<b>Total Liabilities</b>		<b><u>765,723</u></b>	<b><u>895,340</u></b>	<b><u>906,123</u></b>
<b>Net Assets</b>		<b><u>1,025,934</u></b>	<b><u>843,022</u></b>	<b><u>773,097</u></b>
<b>EQUITY</b>				
Reserves		439,839	473,439	468,536
Accumulated funds		585,485	369,583	293,350
Amounts recognised in equity relating to assets held for sale	11	<u>610</u>	<u>-</u>	<u>11,211</u>
<b>Total Equity</b>		<b><u>1,025,934</u></b>	<b><u>843,022</u></b>	<b><u>773,097</u></b>

The accompanying notes form part of these financial statements.

## NSW POLICE FORCE

Statement of changes in equity for the year ended 30 June 2012

	Notes	Accumulated Funds \$' 000	Asset Revaluation Surplus \$' 000	Asset Held for Sale Revaluation Surplus \$' 000	Total \$' 000
<b>Balance as at 1 July 2011</b>		<b>293,350</b>	<b>468,536</b>	<b>11,211</b>	<b>773,097</b>
Changes in accounting policy		-	-	-	-
Correction of errors		-	-	-	-
<b>Restated total equity at 1 July 2011</b>		<b>293,350</b>	<b>468,536</b>	<b>11,211</b>	<b>773,097</b>
<b>Net result for the year</b>		<b>236,845</b>	-	-	<b>236,845</b>
<b>Other comprehensive income:</b>					
Net increase / (decrease) in property, plant and equipment		-	16,948	-	16,948
Change in restoration liability		-	(956)	-	(956)
Other:					
Transfer within reserve		-	-	-	-
Asset revaluation surplus balance transferred to accumulated funds on disposal of asset		55,290	(44,689)	(10,601)	-
<b>Total other comprehensive income</b>		<b>55,290</b>	<b>(28,697)</b>	<b>(10,601)</b>	<b>15,992</b>
<b>Total comprehensive income for the year</b>		<b>292,135</b>	<b>(28,697)</b>	<b>(10,601)</b>	<b>252,837</b>
<b>Transactions with owners in their capacity as owners</b>					
Increase / (decrease) in net assets from equity transfers	17	-	-	-	-
<b>Balance as at 30 June 2012</b>		<b>585,485</b>	<b>439,839</b>	<b>610</b>	<b>1,025,934</b>
<b>Balance as at 1 July 2010</b>		<b>318,246</b>	<b>510,531</b>	<b>1,902</b>	<b>830,679</b>
Changes in accounting policy		-	-	-	-
Correction of errors		-	-	-	-
<b>Restated total equity at 1 July 2010</b>		<b>318,246</b>	<b>510,531</b>	<b>1,902</b>	<b>830,679</b>
<b>Net result for the year</b>		<b>(31,342)</b>	-	-	<b>(31,342)</b>
<b>Other comprehensive income:</b>					
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 surplus balance transferred to accumulated funds on disposal of asset		6,414	(5,847)	(567)	-
<b>Total other comprehensive income</b>		<b>6,414</b>	<b>(41,995)</b>	<b>9,309</b>	<b>(26,272)</b>
<b>Total comprehensive income for the year</b>		<b>(24,928)</b>	<b>(41,995)</b>	<b>9,309</b>	<b>(57,614)</b>
<b>Transactions with owners in their capacity as owners</b>					
Increase / (decrease) in net assets from equity transfers	17	32	-	-	32
<b>Balance as at 30 June 2011</b>		<b>293,350</b>	<b>468,536</b>	<b>11,211</b>	<b>773,097</b>

## NSW POLICE FORCE

Statement of cash flows for the year ended 30 June 2012

	Notes	Actual 2012 \$' 000	Budget 2012 \$' 000	Actual 2011 \$' 000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee Related		(2,297,937)	(2,373,097)	(1,974,142)
Grants and subsidies		(8,981)	(8,981)	(3,880)
Finance Costs		(11,196)	(11,774)	(11,622)
Other		(737,354)	(582,262)	(674,295)
<b>Total Payments</b>		<b><u>(3,055,468)</u></b>	<b><u>(2,976,114)</u></b>	<b><u>(2,663,939)</u></b>
<b>Receipts</b>				
Sale of goods and services		47,018	32,524	37,672
Interest received		2,267	3,122	1,534
Grants and contributions		3,125,061	3,051,765	2,689,722
Repayment of Grant		(1,276)	(1,276)	(21,077)
Other		114,478	73,660	120,991
<b>Total Receipts</b>		<b><u>3,287,548</u></b>	<b><u>3,159,795</u></b>	<b><u>2,828,842</u></b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	21	<b><u>232,080</u></b>	<b><u>183,681</u></b>	<b><u>164,903</u></b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>				
Proceed from sale of Land and Building and Plant and Equipment	4	5,240	10,111	3,750
Purchases of Land and Building and Plant and Equipment		(121,059)	(133,984)	(134,584)
Purchase of Intangibles		(17,200)	(21,699)	(19,475)
<b>NET CASH FLOW FROM INVESTING ACTIVITIES</b>		<b><u>(133,019)</u></b>	<b><u>(145,572)</u></b>	<b><u>(150,309)</u></b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings and advances		(5,581)	-	(4,705)
<b>NET CASH FLOW FROM FINANCING ACTIVITIES</b>		<b><u>(5,581)</u></b>	<b><u>-</u></b>	<b><u>(4,705)</u></b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>93,480</b>	<b>38,109</b>	<b>9,889</b>
Opening cash and cash equivalents		<u>22,612</u>	<u>22,612</u>	<u>12,723</u>
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	7	<b><u>116,092</u></b>	<b><u>60,721</u></b>	<b><u>22,612</u></b>

The accompanying notes form part of these financial statements.

NSW POLICE FORCE

Supplementary financial statements

Service group statements for the year ended 30 June 2012

EXPENSES & INCOME	Service Group 39.1*		Service Group 39.2*		Service Group 39.3*		Service Group 39.4*		Not Attributable		Total	
	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Expenses excluding losses</b>												
Operating expenses	1,331,572	1,251,152	752,996	691,399	285,731	287,710	204,128	166,468	-	-	2,574,427	2,396,729
\$ Employee related	229,156	214,204	129,586	118,372	47,595	47,550	35,129	28,500	-	-	441,466	408,626
\$ Other operating expenses	65,305	69,717	36,930	38,526	13,365	15,314	10,011	9,276	-	-	125,611	132,833
Depreciation and amortisation	4,669	2,036	2,640	1,125	956	447	716	272	-	-	8,981	3,880
Grants and subsidies	5,511	6,638	3,117	3,668	1,128	1,458	845	883	-	-	10,601	12,647
Finance costs	1,153	1,375	652	760	236	302	177	182	-	-	2,218	2,619
Other expenses	1,637,366	1,545,122	925,921	853,850	349,011	352,781	251,006	205,581	-	-	3,163,304	2,957,334
<b>Total expenses excluding losses</b>												
<b>Revenue</b>												
Sale of goods and services	19,187	21,385	10,849	11,817	3,926	4,697	2,941	2,845	-	-	36,903	40,744
Investment revenue	1,265	1,113	716	615	259	244	194	148	-	-	2,434	2,120
Grants and contributions	3,687	4,541	2,084	2,509	14,682	14,376	565	604	3,104,181	2,688,446	3,125,199	2,710,476
Acceptance by the Crown Entity of employee benefits and other liabilities	107,087	77,748	60,557	42,965	21,916	17,078	16,416	10,345	-	-	205,976	148,136
Other revenue	14,276	14,738	8,069	8,144	2,920	3,238	2,188	1,961	-	-	27,453	28,081
<b>Total Revenue</b>	<b>145,502</b>	<b>119,525</b>	<b>82,275</b>	<b>66,050</b>	<b>43,703</b>	<b>39,633</b>	<b>22,304</b>	<b>15,903</b>	<b>3,104,181</b>	<b>2,688,446</b>	<b>3,397,965</b>	<b>2,929,557</b>
Gain / (loss) on disposal	1,904	(864)	1,077	(478)	390	(190)	292	(115)	-	-	3,663	(1,647)
Other gains / (losses)	(769)	(1,007)	(435)	(556)	(157)	(221)	(118)	(134)	-	-	(1,479)	(1,918)
<b>Net result</b>	<b>(1,490,729)</b>	<b>(1,427,468)</b>	<b>(843,004)</b>	<b>(788,834)</b>	<b>(305,075)</b>	<b>(313,559)</b>	<b>(228,528)</b>	<b>(189,927)</b>	<b>3,104,181</b>	<b>2,688,446</b>	<b>236,845</b>	<b>(31,342)</b>
<b>Other Comprehensive Income</b>												
Increase / (decrease) in revaluation surplus	-	-	-	-	-	-	-	-	16,948	(35,362)	16,948	(35,362)
Increase / (decrease) in assets held for sale	-	-	-	-	-	-	-	-	-	9,876	-	9,876
revaluation surplus	-	-	-	-	-	-	-	-	-	-	-	-
Net change in the asset revaluation surplus arising from a change in restoration liability	-	-	-	-	-	-	-	-	(956)	(786)	(956)	(786)
<b>Total Other Comprehensive Income</b>									<b>15,992</b>	<b>(26,272)</b>	<b>15,992</b>	<b>(26,272)</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(1,490,729)</b>	<b>(1,427,468)</b>	<b>(843,004)</b>	<b>(788,834)</b>	<b>(305,075)</b>	<b>(313,559)</b>	<b>(228,528)</b>	<b>(189,927)</b>	<b>3,120,173</b>	<b>2,662,174</b>	<b>252,837</b>	<b>(57,614)</b>

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

2. Appropriations are made on an agency basis and not to individual service groups. Consequently, government contributions must be included in the 'Not Attributable' column. Cluster grant funding is also unlikely to be attributable to individual service groups.

NSW POLICE FORCE

Service group statements (continued)

ASSETS & LIABILITIES	Service Group 39.1		Service Group 39.2		Service Group 39.3		Service Group 39.4		Not Attributable		Total	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
<b>Current Assets</b>												
Cash and cash equivalents	-	-	-	-	-	-	-	-	116,092	22,612	116,092	22,612
Receivables	23,031	30,796	9,320	13,561	3,248	4,753	2,495	2,651	-	-	38,094	51,761
Non-current assets held for sale	1,084	3,508	439	1,545	151	491	117	302	-	-	1,791	5,846
<b>Total current assets</b>	<b>24,115</b>	<b>34,304</b>	<b>9,759</b>	<b>15,106</b>	<b>3,399</b>	<b>5,244</b>	<b>2,612</b>	<b>2,953</b>	<b>116,092</b>	<b>22,612</b>	<b>155,977</b>	<b>80,219</b>
<b>Non-current Assets</b>												
Property, plant and equipment	924,680	895,604	374,231	394,398	128,920	125,483	100,170	77,106	-	-	1,528,001	1,492,591
Intangibles	65,163	63,850	26,372	28,118	9,085	8,946	7,059	5,496	-	-	107,679	106,410
<b>Total non-current assets</b>	<b>989,843</b>	<b>959,454</b>	<b>400,603</b>	<b>422,516</b>	<b>138,005</b>	<b>134,429</b>	<b>107,229</b>	<b>82,602</b>	<b>-</b>	<b>-</b>	<b>1,635,680</b>	<b>1,599,001</b>
<b>Total Assets</b>	<b>1,013,958</b>	<b>993,758</b>	<b>410,362</b>	<b>437,622</b>	<b>141,404</b>	<b>139,673</b>	<b>109,841</b>	<b>85,555</b>	<b>116,092</b>	<b>22,612</b>	<b>1,791,657</b>	<b>1,679,220</b>
<b>Current liabilities</b>												
Payables	62,881	44,290	35,550	24,475	12,865	9,729	9,640	5,893	-	-	120,936	84,387
Borrowings	3,230	2,729	3,247	2,749	70	64	53	39	-	-	6,600	5,581
Provisions	209,101	243,244	118,217	134,419	42,782	53,431	32,058	32,364	-	-	402,158	463,458
Other	259	278	148	154	53	61	40	37	-	1,276	500	1,806
<b>Total current liabilities</b>	<b>275,471</b>	<b>290,541</b>	<b>157,162</b>	<b>161,797</b>	<b>55,770</b>	<b>63,285</b>	<b>41,791</b>	<b>38,333</b>	<b>-</b>	<b>1,276</b>	<b>530,194</b>	<b>555,232</b>
<b>Non-current liabilities</b>												
Borrowings	79,309	82,473	79,730	83,060	1,724	1,944	1,292	1,178	-	-	162,055	168,655
Provisions	38,187	95,592	21,589	52,825	7,813	20,998	5,855	12,718	-	-	73,444	182,133
Other	16	54	9	30	3	12	2	7	-	-	30	103
<b>Total Non-current liabilities</b>	<b>117,512</b>	<b>178,119</b>	<b>101,328</b>	<b>135,915</b>	<b>9,540</b>	<b>22,954</b>	<b>7,149</b>	<b>13,903</b>	<b>-</b>	<b>-</b>	<b>235,529</b>	<b>350,891</b>
<b>TOTAL LIABILITIES</b>	<b>392,983</b>	<b>468,660</b>	<b>258,490</b>	<b>297,712</b>	<b>65,310</b>	<b>86,239</b>	<b>48,940</b>	<b>52,236</b>	<b>-</b>	<b>1,276</b>	<b>765,723</b>	<b>906,123</b>
<b>NET ASSETS</b>	<b>620,975</b>	<b>525,098</b>	<b>151,872</b>	<b>139,910</b>	<b>76,094</b>	<b>53,434</b>	<b>60,901</b>	<b>33,319</b>	<b>116,092</b>	<b>21,336</b>	<b>1,025,934</b>	<b>773,097</b>

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

NSW POLICE FORCE

Service group statements (continued)

ADMINISTERED EXPENSES & INCOME	Service Group 39.1		Service Group 39.2		Service Group 39.3		Service Group 39.4		Not Attributable		Total	
	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Administered Income</b>												
Transfer receipts												
Consolidated Fund												
\$ Taxes, fees and fines	-	-	-	-	-	-	-	-	13,830	13,283	13,830	13,283
\$ Other	-	-	-	-	-	-	-	-	5	51	5	51
<b>Total Administered Income</b>												
<b>Administered Income less Expenses</b>												
	-	-	-	-	-	-	-	-	13,835	13,334	13,835	13,334
	-	-	-	-	-	-	-	-	13,835	13,334	13,835	13,334

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

Administered assets and liabilities are disclosed in Note 24.

**NSW POLICE FORCE**

Notes to and forming part of the financial statements for the year ended 30 June 2012

**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 2012 has been authorised for issue by the Commissioner on 25<sup>th</sup> September 2012.

**(b) Basis of Preparation**

The NSW Police Force's financial statements are general purpose financial statements which have been prepared in accordance with:

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

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

Judgements, key assumptions and estimations that management has made, are disclosed in the relevant notes to the financial statements as follows:

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

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

**(c) Statement of Compliance**

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

**(d) Administered Activities**

The NSW Police Force administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, 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 24 and Note 25.

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

**(e) Borrowing Costs**

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

**(f) Insurance**

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

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

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

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

- the amount of GST incurred by the NSW Police Force as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

### (h) **Income Recognition**

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

#### (i) **Grants and Contributions**

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

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

The liability is disclosed in Note 16 as part of 'Current Liabilities - Other'. The amount will be repaid and the liability will be extinguished next financial year.

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

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

#### (iii) **Rendering of Services**

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

#### (iv) **Investment Revenue**

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

### (i) **Assets**

#### (i) **Acquisitions of Assets**

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the NSW Police Force. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are 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 (l)).

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

#### (ii) **Capitalisation Thresholds**

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

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

(i) **Assets (continued)**(iii) **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(i) (x).

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

Fair value of residential property and aircraft is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost. Police Stations and associated administrative areas are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued at the highest and best use basis, subject to any restrictions or enhancements since acquisition. The land component of the property portfolio and police residences has been revalued with market value as the basis for revaluation.

Land and buildings are revalued over a three-year cycle. The NSW Police Force undertakes this progressive method of revaluation in accordance with Treasury Guidelines and AASB 116 *Property, Plant and Equipment*. The last such revaluation was completed on 1 March 2012 and was based on an independent assessment. The 2012 revaluation is the third year of the current cycle. In 2012, the land and building assets in the Southern, North-West and South-West Region were revalued. To ensure that the land and building assets not included in the 2012 revaluation are held at fair value at 30 June 2012, valuation factors were obtained from accredited valuers. There was no material difference between the values recorded and the adjusted values had the valuation factors been applied. All land and building revaluation, and the valuation factors are undertaken by accredited valuers, engaged by the external property management service provider, to ensure consistency.

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

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

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated. Otherwise, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement for that class of asset, previously recognised as an expense, the increment is recognised immediately as revenue.

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

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

(iv) **Impairment of Property, Plant and Equipment**

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

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

(v) **Depreciation and Amortisation of Property, Plant and Equipment**

Depreciation/amortisation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable/amortised amount, as consumed over its useful life, to the NSW Police Force. Land is not a depreciable asset.

All material separately identifiable components of assets are recognised and depreciated /amortised over their useful lives. If the asset cannot be separately identified, even though it is an integral part or component of a larger asset, then it is considered to be a whole of an asset and is depreciated /amortised over the useful life.

During the year, the useful life for the asset category, computers (PCs), was revised from 4 years to 5 years in accordance with the PC Replacement Programme. The depreciation rate decreased from 25% to 20%.

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 – not PC's	25%
C 1	Computers	20%
D	Computer integrated software	10%
E	Furniture & fittings	10%
F	Plant & equipment	10%
G	Marine equipment	5%
H	Transport equipment	15%
I	Office equipment	10%
J	Scientific apparatus	15%
K	Radio communications equipment	15%
M	Firearms and dangerous weapons	10%
N	Musical instruments	10%
P	Livestock	12.5%
Q	Leased buildings	lease term per asset

(vi) **Major Inspection Costs**

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

(vii) **Restoration Costs**

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

(viii) **Maintenance**

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

(ix) **Leased Assets**

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

Where a non-current asset is acquired by means of a finance lease, 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.

(x) **Investment Properties**

The NSW Police Force receives rental income from accommodation provided to police officers, and other agencies. These properties were originally acquired for the NSW Police Force administrative purposes and not for rental or capital appreciation; as such they do not satisfy the criteria of investment properties.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### (xi) *Intangible Assets*

The NSW Police Force recognises intangible assets only if it is probable that future economic benefits will flow to the NSW Police Force and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite. Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the NSW Police Force's intangible assets, the assets are carried at cost less any accumulated amortisation.

The NSW Police Force's intangible assets are amortised using the straight-line method over a period of 10 years for computer software.

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

### (xii) *Loans and Receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

### (xiii) *Impairment of Financial Assets*

All financial assets, except those measured at fair value through profit and loss, are subject to annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

When an available for sale financial asset is impaired, the amount of the cumulative loss is removed from equity and recognised in the net result for the year, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the net result for the year.

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

### (xiv) *De-recognition of Financial Assets and Financial Liabilities*

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the NSW Police Force transfers the financial asset:

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

Where the NSW Police Force has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the NSW Police Force's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expired.

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

The NSW Police Force has certain non-current assets classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets held for sale are recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

**(xvi) Trust Funds**

The NSW Police Force receives monies in a trustee capacity as set out in Note 23. As the NSW Police Force performs only a custodial role with these monies, and because the monies cannot be used for the achievement of the NSW Police Force's own objectives, these funds are not recognised in the financial statements.

**(xvii) Other Assets**

Other assets are recognised on a cost basis.

**(j) Liabilities**

**(i) Payables**

These amounts represent liabilities for goods and services provided to the NSW Police Force and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

**(ii) Borrowings**

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

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

**(iii) Financial Guarantees**

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued and initially measured at fair value, where material. After initial recognition, the liability is measured at the higher of the amount determined in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* and the amount initially recognised, less accumulated amortisation, where appropriate.

The NSW Police Force did not provide any financial guarantee contracts in the years to 30 June 2012 and 30 June 2011.

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

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

Liabilities for salaries and wages (including non-monetary benefits), and annual leave that fall due wholly within 12 months after the end of the period in which the employees render the service are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yields on government bonds of 2.9% are used to discount long-term annual leave.

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

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

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

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

**(b) Long Service Leave and Superannuation**

The liabilities for long service leave and defined benefit superannuation of the NSW Police Force are assumed by the Crown Entity. The NSW Police Force accounts for the liability as having been extinguished; resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of employee benefits and other liabilities".

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 12/06) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

**(c) Other Provisions**

Other provisions exist when: the NSW Police Force has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted at 2.99%, which is the 10 year government bond rate at 15 June 2012, which reflects the current market assessments of the time value of money and the risks specific to the liability.

**(d) Non-Renewal Benefit**

Commissioned Police officers employed under fixed term appointment, 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*. This is based on the application of a discount factor of 0.85 to total non-renewal benefit liability. The 2011-12 liability has been assessed by NSW Police Force based on the actuarial report obtained in the current year. The actuarial assessment is done every 3 years. The next actuarial review is due no later than 30 June 2015.

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

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

The NSW Police Force Blue Ribbon Super Scheme facilitates Death and Total and Permanent Incapacity benefits (TPD), and Partial and Permanent Disability benefits (PPD) to eligible police officers of the NSW Police Force from 23 June 2005 until the commencement of the Police Amendment (Death and Disability) Bill 2011 (2011 Bill).

During the year, the Crown Employees (Police Officers Death and Disability) Award 2005 (2005 Award) was rescinded and replaced by the 2011 Bill. Under the 2011 Bill, the new death and TPD benefits are effective from 20 January 2012 while the new income protection (IP) benefits are effective for any claim that does not meet the transitional arrangements to be eligible for 2005 PPD benefits on 30 November 2011.

These arrangements are provided to a police officer in the event that he or she suffered an on duty or off duty injury which results in the death or total and permanent incapacity or partial and permanent incapacity of the officer. The NSW Police Force (employer) and police officers (employees) make contributions as required by these Awards.

The NSW Police Force's self insured liability for PPD benefits and IP benefits (for the group of employees that did not meet the 'at work' test on 19 January 2012) are deemed "termination benefits" under AASB 119 *Employee Benefits*. The liability is measured in accordance with AASB 119 and is consistent with AASB 137.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

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

The liability is determined based on an independent actuarial assessment to approximate the potential liability of PPD and IP. The actuarial assessment has been performed on the basis that all accrued benefits as at 30 June 2012 for the 2005 Award will be settled within the next 12 months, while the 2011 Bill claims has a longer term to payment. The liability has been discounted at an assumed government bond rate of 2.8% for the year ending 30 June 2013, decreasing to 2.1% for 2013/14 then increasing over the next eight years to 4.2% per annum from 2021/22 onwards.

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

**(v) Lease Incentives**

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

**(k) Equity and Reserves**

**(i) Revaluation surplus**

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

**(ii) Accumulated Funds**

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

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

**(l) Equity Transfers**

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

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

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

**(m) Budgeted Amounts**

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

**(n) Service Group Statements Allocation Methodology**

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

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

**NSW POLICE FORCE**

Notes to and forming part of the financial statements for the year ended 30 June 2012

**(n) Service Group Statements Allocation Methodology (continued)**

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

**(o) Comparative Information**

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

The change in recognition of appropriations for the year ended 30 June 2011 was made in accordance with the NSW TC 11/18, financial reporting requirements for NSW Government entities including those affected by restructure, and the *Public Sector Employment and Management (Departments) Order 2011* (as amended by the *Public Sector Employment and Management (Departments and Ministers) Amendment Order 2011*). The NSW Police Force received the appropriation by way of a grant from the cluster's principal department, the Department of Attorney General and Justice.

	<b>Reclassified in 2012 \$'000</b>	<b>2011 \$'000</b>
<b>Appropriations</b>		
<b>Government Contributions</b>		
Recurrent appropriation		2,534,743
Capital appropriation		153,703
Acceptance by the Crown Entity of employee benefits and other liabilities		148,136
<b>Revenue</b>		
Grants and contributions	2,688,446	
Acceptance by the Crown Entity of employee benefits and other liabilities	148,136	
	<u>2,836,582</u>	<u>2,836,582</u>

The Financial Reporting Code (FRC) has been extended to apply to all New South Wales general government sector (GGS) entities commencing with financial years ending on or after 30 June 2012. It outlines the form and content of the financial statements, including the note disclosures. The disclosure requirements for 30 June 2012 includes, but is not limited to, a new line item in the Service group statement under Revenue called "Acceptance by the Crown Entity of employee benefits and other liabilities". The new requirement has impacted the comparative of the service group statement for 2010-2011.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

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

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

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

While the impact of these standards in the period of initial application has not been specifically quantified, they are not expected to materially impact the financial statements.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

	2012	2011
	\$' 000	\$' 000
<b>2. EXPENSES EXCLUDING LOSSES</b>		
<b>(a) Employee related expenses</b>		
Salaries and wages (including recreation leave)	1,694,199	1,598,377
Superannuation - defined benefit plans*	153,877	105,707
Superannuation - defined contribution plans	110,815	102,480
Long service leave	129,604	68,207
Workers' compensation insurance	368,792	154,033
Death and disability self-insurance scheme	(3,062)	258,046
Payroll tax and fringe benefit tax	119,010	107,336
Other	1,192	2,543
	<b>2,574,427</b>	<b>2,396,729</b>

Employee related expenses excluded from the above are as follows:

(i) Capitalised as intangible assets - \$0.447 million at 30 June 2012 (\$0.466 million in 2010-11).

(ii) Capitalised as property, plant and equipment - \$0.234 million at 30 June 2012 (\$0.657 million in 2010-11).

\* Included in the 'Superannuation - defined benefit plans' is contribution for the Death and Total and Permanent Disability Cover of \$81.453 million (\$29.929 million in 2010-11).

**(b) Other operating expenses**

Auditor's remuneration - audit of the financial statements	336	325
Operating lease rental expense - minimum lease payments	62,681	69,988
Insurance	55,381	55,402
Maintenance *	47,901	28,056
Other building expenses	27,283	27,056
Subsistence and transport	22,498	20,294
Motor vehicle, launches and aircraft	45,640	41,875
Fees for services rendered	77,402	74,087
Computer licensing and other	22,470	24,718
Gas and electricity	14,452	12,830
Postal and telephone	22,967	22,601
Stationery, printing and stores	10,504	8,749
Consultants	26	238
Contractors	4,440	2,062
Operation Supplies	10,742	7,812
Police Uniform Supplies	9,989	5,767
Other	6,754	6,766
	<b>441,466</b>	<b>408,626</b>

*\*Reconciliation - Total maintenance*

Maintenance expense - contracted labour and other (non employee related), as above	47,901	28,056
Employee related maintenance expenses included in Note 2(a)	8,061	7,720
Total maintenance expenses included in Note 2(a) + 2(b)	<b>55,962</b>	<b>35,776</b>

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### 2. EXPENSES EXCLUDING LOSSES (continued)

	2012 \$' 000	2011 \$' 000
<b>(c) Depreciation and amortisation expense</b>		
<b>Depreciation</b>		
Buildings	40,575	47,302
Plant and equipment	69,105	71,153
	<u>109,680</u>	<u>118,455</u>
<b>Amortisation</b>		
Intangible assets - software	15,931	14,378
	<u>15,931</u>	<u>14,378</u>
	<u>125,611</u>	<u>132,833</u>
<b>(d) Grants and subsidies</b>		
Police and Community Youth Clubs contribution	8,981	3,880
	<u>8,981</u>	<u>3,880</u>
<b>(e) Finance cost</b>		
Finance lease interest charges	11,196	11,498
Other interest	-	124
Unwinding of discount rate	(595)	1,025
	<u>10,601</u>	<u>12,647</u>
<b>(f) Other expenses</b>		
Witnesses' expenses	2,218	2,619
	<u>2,218</u>	<u>2,619</u>

### 3. REVENUE

<b>(a) Sale of goods and services</b>		
Rents and leases - other	4,384	4,022
NSW Police Force College operations	2,522	1,489
Officers on loan	6,491	11,595
Insurance reports	2,543	2,422
Sports/Entertainment Events - Supervision	8,550	7,992
National Criminal History Records Check	4,661	4,621
Refund of escort expenses	2,803	2,920
Minor sales of goods and services	4,949	5,683
	<u>36,903</u>	<u>40,744</u>
<b>(b) Investment revenue</b>		
Interest - NSW Treasury	2,434	2,006
Interest - Other	-	114
	<u>2,434</u>	<u>2,120</u>

**NSW POLICE FORCE**

Notes to and forming part of the financial statements for the year ended 30 June 2012

**3. REVENUE (continued)**

	<b>2012</b>	<b>2011</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>(c) Grants and contributions</b>		
Recurrent grants from Department of Attorney General & Justice	2,968,530	2,534,743
Capital grants from Department of Attorney General & Justice	135,651	153,703
Roads and Traffic Authority (RTA) Road Trauma Program*	13,928	13,379
Alcohol and Drug Related Crime Program	725	598
Sustainability Improvement - Police Stations	811	-
Solo Cycle Response Team	1,600	-
Domestic Violence Related Program	446	655
Grants for capital works projects	663	742
Crimtrac	1,380	667
Counter-Terrorism Program	160	860
NSW Police Force & NSW Fire Brigade Helicopter Maintenance	461	461
Operation Polaris	-	2,810
Other	844	1,858
	<b><u>3,125,199</u></b>	<b><u>2,710,476</u></b>

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

2012-13	2,406
Beyond 2012-13	-
	<b><u>2,406</u></b>

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

2012-13	5,030
Beyond 2012-13	-
	<b><u>5,030</u></b>

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

Prior to 2005-06	-
2005-06	22
2006-07	11
0007-08	189
2008-09	480
2009-10	521
2010-11	3,448
	<b><u>4,671</u></b>

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

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### 3. REVENUE (continued)

	2012 \$' 000	2011 \$' 000
<b>(d) Acceptance by the Crown Entity of employee benefits and other liabilities</b>		

The following liabilities and / or expenses have been assumed by the Crown Entity or other government agencies:

Superannuation - defined benefit plans	71,945	77,941
Long service leave	130,084	66,044
Payroll tax	3,947	4,151
	<u>205,976</u>	<u>148,136</u>

### (e) Other revenue

Employee contributions to Death and Disability Scheme	19,675	18,252
Recognition of pre-existing but previously unrecorded assets	1,229	1,790
Refund from insurance	937	388
Legal service fees	66	417
Reversal of provision of restoration costs	3,052	3,840
Recovery of Road and Traffic Authority Expenditure	915	1,390
Other	1,579	2,004
	<u>27,453</u>	<u>28,081</u>

### 4. GAIN / (LOSS) ON DISPOSAL

#### Gain / (loss) on disposal of land and buildings

Proceeds from disposal	612	1,388
Written down value of assets disposed	(1,136)	(1,744)

<b>Net gain / (loss) on disposal of land and buildings</b>	<u>(524)</u>	<u>(356)</u>
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#### Gain / (loss) on disposal of plant and equipment

Proceeds from disposal	564	1,657
Written down value of assets disposed	(1,188)	(3,101)

<b>Net gain / (loss) on disposal of plant and equipment</b>	<u>(624)</u>	<u>(1,444)</u>
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#### Gain / (loss) on exchange of "New Facilities" i.e. land and buildings\*

Fair value of "New Facilities"	50,583	-
Written down value of "Zetland land"	(45,782)	-

<b>Net gain / (loss) on "New Facilities"</b>	<u>4,801</u>	<u>-</u>
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#### Gain / (loss) on disposal of assets held for sale

Proceeds from disposal	4,064	705
Written down value of assets disposed	(4,054)	(552)

<b>Net gain / (loss) on disposal of assets held for sale</b>	<u>10</u>	<u>153</u>
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<b>Total gain / (loss) on disposal</b>	<u>3,663</u>	<u>(1,647)</u>
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\* On the 1st June 2011 the NSW Police Force had entered into the final stages of a relocation agreement with Landcom. The agreement was an exchange of 'New Facilities' to be provided by Landcom for 'Zetland Land' which was previously owned and occupied by the NSW Police Force. The relocation was completed in December 2011, at which point, control of the Zetland Land passed to Landcom.

### 5. OTHER GAINS / (LOSSES)

Impairment of receivables	(1,479)	(1,918)
	<u>(1,479)</u>	<u>(1,918)</u>

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### 6. SERVICE GROUPS OF NSW POLICE FORCE

#### Service Group 39.1 - Community Support

**Service Description:** This service group covers the provision of effective, timely and flexible 24 hour 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:  
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 and forming part of the financial statements for the year ended 30 June 2012

	2012 \$' 000	2011 \$' 000
<b>7. CURRENT ASSETS - CASH AND CASH EQUIVALENTS</b>		
Cash at bank and on hand	<u>116,092</u>	<u>22,612</u>
<p>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.</p> <p>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:</p>		
<b>Cash and cash equivalents</b> (per statement of financial position)	<u>116,092</u>	<u>22,612</u>
<b>Closing cash and cash equivalents</b> (per statement of cash flows)	<u>116,092</u>	<u>22,612</u>

NSW Police Force had the following banking facilities as at 30 June 2012:

Bank guarantee authority of \$0.5 million (\$0.5 million in 2010-11). 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 2012.

MasterCard facility of \$5.5 million (\$3 million in 2010-11), which is the total of the credit limit for all issued credit cards and purchase cards. As at 30 June 2012, the bank confirmed MasterCard facility of \$3 million. However, NSW Police Force had obtained PAFA approval of \$5.5 million, in accordance with NSW TC 11/15, in increasing the purchase card limits issued to its officers.

Total amount of credit unused as at 30 June 2012 was \$2.67 million (\$0.90 million in 2010-11).

Letter of credit facility of \$2 million (\$2 million in 2010-11). Total amount of letter of credit facility unused as at 30 June 2012 was \$2 million (\$2 million in 2010-11).

Offset accounts facility of \$0.05 million (\$0.05 million in 2010-11). 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 2012 was \$0.04 million (\$0.04 million in 2010-11).

Refer Note 26 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

	2012 \$' 000	2011 \$' 000
<b>8. CURRENT / NON-CURRENT ASSETS - RECEIVABLES</b>		
<b>Receivables - Current</b>		
Sale of goods and services	12,610	22,765
Less: Allowance for impairment	<u>(152)</u>	<u>(262)</u>
	<b><u>12,458</u></b>	<b><u>22,503</u></b>
Other Debtors	6,396	5,542
Less: Allowance for impairment	<u>(3,807)</u>	<u>(2,642)</u>
	<b><u>2,589</u></b>	<b><u>2,900</u></b>
GST receivable	11,544	11,566
Prepayments	<u>11,503</u>	<u>14,792</u>
<b>Total Receivables</b>	<b><u><u>38,094</u></u></b>	<b><u><u>51,761</u></u></b>
 Movement in the allowance for impairment – Trade debtors		
Balance at 1 July	262	206
Amounts written off during the year	(33)	(20)
Amounts recovered during the year	(127)	(38)
Increase / (decrease) in allowance recognised in profit or loss	50	114
Balance at 30 June	<b><u>152</u></b>	<b><u>262</u></b>
 Movement in the allowance for impairment – Other debtors		
Balance at 1 July	2,642	840
Amounts written off during the year	(265)	(35)
Amounts recovered during the year	(769)	(96)
Increase / (decrease) in allowance recognised in profit or loss	2,199	1,933
Balance at 30 June	<b><u>3,807</u></b>	<b><u>2,642</u></b>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 26.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### 9. CURRENT / NON-CURRENT ASSETS -

#### PROPERTY, PLANT AND EQUIPMENT

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

#### Reconciliations

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and Buildings \$' 000	Plant and Equipment \$' 000	Leased Buildings \$' 000	Total \$' 000
<b>Year ended 30 June 2012</b>				
<b>Net Carrying amount at start of year</b>	<b>1,070,052</b>	<b>304,845</b>	<b>117,694</b>	<b>1,492,591</b>
Additions	103,354	72,894	-	176,248
Disposals	(46,918)	(1,188)	-	(48,106)
Net revaluation increment less revaluation decrements	13,250	3,698	-	16,948
Depreciation expense	(31,096)	(69,105)	(9,479)	(109,680)
<b>Net carrying amount at end of year*</b>	<b><u>1,108,642</u></b>	<b><u>311,144</u></b>	<b><u>108,215</u></b>	<b><u>1,528,001</u></b>

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

<b>At 1 July 2010 - fair value</b>			
Gross carrying amount	1,857,526	661,333	2,518,859
Accumulated depreciation and impairment	(659,783)	(351,563)	(1,011,346)
<b>Net Carrying Amount</b>	<b><u>1,197,743</u></b>	<b><u>309,770</u></b>	<b><u>1,507,513</u></b>
<b>At 30 June 2011 - fair value</b>			
Gross carrying amount	1,913,220	700,101	2,613,321
Accumulated depreciation and impairment	(725,474)	(395,256)	(1,120,730)
<b>Net Carrying Amount</b>	<b><u>1,187,746</u></b>	<b><u>304,845</u></b>	<b><u>1,492,591</u></b>

**NSW POLICE FORCE**

Notes to and forming part of the financial statements for the year ended 30 June 2012

**9. CURRENT / 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
<b>Year ended 30 June 2011</b>				
<b>Net Carrying amount at start of year</b>	<b>1,070,570</b>	<b>309,770</b>	<b>127,173</b>	<b>1,507,513</b>
Additions	73,711	67,959	-	141,670
Assets held for sale	(3,396)	-	-	(3,396)
Disposals	(1,744)	(3,101)	-	(4,845)
Net revaluation increment less revaluation decrements	(31,266)	5,780	-	(25,486)
Depreciation expense	(37,823)	(71,153)	(9,479)	(118,455)
Transferred to intangible assets	-	(4,410)	-	(4,410)
<b>Net carrying amount at end of year*</b>	<b><u>1,070,052</u></b>	<b><u>304,845</u></b>	<b><u>117,694</u></b>	<b><u>1,492,591</u></b>

\* 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.

**10. INTANGIBLE ASSETS**

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

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

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### 10. INTANGIBLE ASSETS (continued)

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

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

	<b>2012</b>	<b>2011</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>11. NON-CURRENT ASSETS HELD FOR SALE</b>		
<b>Assets held for sale</b>		
Land and buildings	<u>1,791</u>	<u>5,846</u>
	<b><u>1,791</u></b>	<b><u>5,846</u></b>
<p>Non-current assets held for sale are essentially land and buildings which are due for settlement by June 2013. Properties are sold either by an auction, expression of interests or a private treaty following an unsuccessful auction.</p>		
<b>Amounts recognised in equity relating to assets held for sale</b>		
Property, plant and equipment asset revaluation increments/decrements	<u>610</u>	<u>11,211</u>
	<b><u>610</u></b>	<b><u>11,211</u></b>

**NSW POLICE FORCE**

Notes to and forming part of the financial statements for the year ended 30 June 2012

	<b>2012</b>	<b>2011</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>12. RESTRICTED ASSETS</b>		
Included in the current assets are the following restricted assets:		
Death and Disabilities Scheme Monies	2,987	868
	<u>2,987</u>	<u>868</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 and forming part of the financial statements for the year ended 30 June 2012

	2012 \$' 000	2011 \$' 000
<b>13. CURRENT LIABILITIES - PAYABLES</b>		
Accrued salaries, wages and on-costs	57,660	33,676
Creditors	14,696	9,180
Payroll Tax	11,637	9,114
Fringe Benefits Tax	1,303	1,324
Pay As You Go Tax withheld	207	159
Employee deductions withheld	798	784
Income received in advance	35	703
Motor vehicle costs	6,631	8,047
Electronic Billing System (EBS) for telephones	-	80
Petrol Interface	1,742	1,602
Forensic Services Group	1,414	3,818
Education Services	1,682	1,289
Business Technology Services	213	322
State Crime Command	510	515
Audit Remuneration	223	190
Specialist Operations	763	392
Copyright fees for NSW Government print copying	-	209
Property related costs	12,444	6,676
Aircraft maintenance	586	572
Miscellaneous sponsorship	764	729
GST accruals	2,055	1,764
Various sundry accruals	5,573	3,242
	<b><u>120,936</u></b>	<b><u>84,387</u></b>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 26

## 14. CURRENT / NON-CURRENT LIABILITIES - BORROWINGS

Finance lease [see Note 18 (c)]		
Current	6,600	5,581
Non-current	162,055	168,655
	<b><u>168,655</u></b>	<b><u>174,236</u></b>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings are disclosed in Note 26.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

	2012 \$' 000	2011 \$' 000
<b>15. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS</b>		
<b>Employee benefits and related on costs - Current</b>		
Recreation leave *	210,812	201,987
Recreation leave on long service leave	30,681	21,300
Non-renewal benefit*	50,941	40,707
Leave loading	1,744	1,691
Workers' compensation on long service leave	5,420	3,718
Superannuation on long service leave	14,635	4,183
Voluntary redundancy	-	1,216
Other Oncost on Leave - Superannuation	9,588	8,333
Payroll tax on recreation leave liability	11,489	11,041
Payroll tax on long service leave	32,010	26,711
Payroll tax on other leave provisions	2,871	2,311
Death and disability self-insurance scheme	30,600	137,200
	<u>400,791</u>	<u>460,398</u>
<b>Employee benefits and related on costs - Non-Current</b>		
Recreation leave on long service leave	1,615	1,121
Non-renewal benefit	20,808	16,628
Workers' compensation on long service leave	285	196
Superannuation on long service leave	770	220
Payroll tax on long service leave	1,685	1,406
Payroll tax on other leave provisions	1,134	906
Death and disability self-insurance scheme	30,100	146,800
	<u>56,397</u>	<u>167,277</u>
<b>Subtotal Employee benefits and related on costs</b>	<u>457,188</u>	<u>627,675</u>
<b>Other Provisions – Current</b>		
Restoration costs	1,367	3,060
	<u>1,367</u>	<u>3,060</u>
<b>Other Provisions – Non-Current</b>		
Restoration costs	17,047	14,856
	<u>17,047</u>	<u>14,856</u>
<b>Subtotal Other Provisions</b>	<u>18,414</u>	<u>17,916</u>
<b>Total Current Provisions</b>	<u>402,158</u>	<u>463,458</u>
<b>Total Non-Current Provisions</b>	<u>73,444</u>	<u>182,133</u>
<b>Total Provisions</b>	<u>475,602</u>	<u>645,591</u>
<b>Aggregate employee benefits and related on-costs</b>		
Provisions – Current	400,791	460,398
Provisions – Non-Current	56,397	167,277
Accrued salaries, wages and on-costs (refer Note 13)	57,660	33,676
	<u>514,848</u>	<u>661,351</u>

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

- (i) Recreation leave totals \$32.722 million (\$32.140 million in 2010-11)
- (ii) Non-renewal benefit totals \$43.124 million (\$31.865 million in 2010-11)

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### 15. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS (continued)

#### Movements in provisions (other than employee benefits)

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

	2012 \$' 000	2011 \$' 000
<b>Restoration Costs</b>		
Carrying amount at the beginning of financial year	17,916	15,931
Additional provisions recognised	4,480	5,199
Amounts used	(335)	(399)
Unused amounts reversed	(3,052)	(3,840)
Unwinding / change in the discount rate	(595)	1,025
Carrying amount at the end of financial year	<u>18,414</u>	<u>17,916</u>

### 16. CURRENT / NON-CURRENT LIABILITIES - OTHER

#### Other Liabilities - Current

Repayment of Grant	-	1,276
Lease incentives	73	214
Other	427	316
	<u>500</u>	<u>1,806</u>

#### Other Liabilities – Non-Current

Lease incentives	<u>30</u>	<u>103</u>
	<u>530</u>	<u>1,909</u>

#### Total Liabilities – Other

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 26.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

	2012 \$' 000	2011 \$' 000
<b>17. INCREASE / (DECREASE) IN NET ASSETS FROM EQUITY TRANSFERS</b>		
		Ministry for Police and Emergency Services
Transfers directly (to) / from:		
Employee related expenses		(262)
Receivables		225
Employee provisions & other creditors		69
Fixed assets		-
Cash		-
Net Equity	-	32

### 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".

In the reporting period 2011, the administrative restructure refers to the Ministry for Police and Emergency Services which was created in accordance with the *Public Sector Employment and Management (Departments) Order 2011* under the *Public Sector Employment and Management Act 2002*.

There was no administrative restructure for the financial year ended 30 June 2012.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

	2012 \$' 000	2011 \$' 000
<b>18. COMMITMENTS FOR EXPENDITURE</b>		
<b>(a) Capital Commitments</b>		
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	116,683	116,214
Later than one year and not later than 5 years	179,066	168,950
Later than five years	-	-
Total (including GST)	<u>295,749</u>	<u>285,164</u>

Input tax credits of \$26.886 million (\$25.924 million in 2010-11), expected to be recoverable from the Australian Taxation Office, are included above.

### (b) Operating Lease Commitments

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

Not later than one year	62,295	60,127
Later than one year and not later than 5 years	124,003	115,071
Later than five years	81,059	91,947
Total (including GST)	<u>267,357</u>	<u>267,145</u>

Input tax credits of \$24.223 million (\$24.222 million in 2010-11), 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.

**NSW POLICE FORCE**

Notes to and forming part of the financial statements for the year ended 30 June 2012

**18. COMMITMENTS FOR EXPENDITURE (continued)**

	<b>2012</b>	<b>2011</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>(c) Finance Lease Commitments</b>		
Minimum lease payment commitments in relation to finance leases payable		
Not later than one year	17,301	16,716
Later than one year and not later than 5 years	75,476	72,924
Later than five years	153,459	173,312
Minimum lease payments	<u><b>246,236</b></u>	<u><b>262,952</b></u>
Less: future finance charges	77,581	88,716
Present value of minimum lease payments	<u><b>168,655</b></u>	<u><b>174,236</b></u>
The present value of finance lease commitments is as follows:		
Not later than one year	6,600	5,581
Later than one year and not later than 5 years	38,141	33,230
Later than five years	123,914	135,425
	<u><b>168,655</b></u>	<u><b>174,236</b></u>
Classified as:		
Current (Note 14)	6,600	5,581
Non-current (Note 14)	162,055	168,655
	<u><b>168,655</b></u>	<u><b>174,236</b></u>

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.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

	2012 \$' 000	2011 \$' 000
<b>19. CONTINGENT LIABILITIES AND CONTINGENT ASSETS</b>		
<b>(a) Contingent Liabilities</b>		
Contingent liabilities comprise civil matter claims that have been made against the NSW Police Force. The contingent liabilities are estimates from the NSW Police Force's legal advisers. The prospects of success or otherwise of each claim will become certain only when all the evidence is available, which usually is just before hearing. The vast majority of settlements, if the claimant is successful, will be met by NSW Treasury Managed Fund. There are no other known cases where NSW Police Force could be liable for material compensation payments relating to matters, which are the subject of litigation that are not covered by the NSW Treasury Management Fund.		
	<u>75,277</u>	<u>69,776</u>
<b>(b) Contingent Assets</b>		
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>

**NSW POLICE FORCE**

Notes to and forming part of the financial statements for the year ended 30 June 2012

**20. BUDGET REVIEW****Net result**

The actual net result was higher than budget by \$160 million.

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

- Overall reduction in death and disability expenditure of \$138 million.
- An increase in expenses due to the impact of year-end actuarial triennial review and net present value adjustments to long service leave, annual leave on-cost, superannuation and non renewable benefits \$97 million.
- Under expenditure in general establishment salaries of \$13 million.
- An increase of revenue due to additional grants of \$155 million for death and disability payments, offset by a reduction in grant of \$85 million for workers compensation hindsight adjustment and higher than budgeted RTA grant of \$4 million.
- An increase in depreciation of \$10 million due to revaluation of assets base.
- An increase in employee benefits accepted by Crown Entity \$34 million.

**Assets and liabilities**

Total current assets increased by \$32 million compared to budget, mainly due to an increase in cash and cash equivalents of \$55 million, offset by decrease in receivables and assets held for sale of \$19 million and \$4 million, respectively.

Non-current assets increased by \$21 million over budget mainly due to the following factors:

- Land and buildings increased by \$5 million compared to budget due to a net increase in real estate values.
- Plant and equipment increased by \$16 million due to an increase in expenditure.

Total liabilities decreased by \$130 million compared to budget, mainly due to the reduction in the permanent and partial disability self insurance provision of \$223 million, offset by increase in other employee related provisions of \$57 million, and other payables of \$36 million.

**Cash flows**

Net cash flows from operating activities increased by \$48 million compared to the budget.

This is mainly due to the following:

- Recurrent grant from the cluster's principal department increased by \$69 million compared to budget.
- Revenue from sale of goods and services and miscellaneous revenue, increased by \$59 million compared to budget.
- Capital grant from the cluster's principal department decreased by \$4 million compared to budget.
- Employee related expenses decreased by \$76 million, which is offset by an increase in miscellaneous expenses of \$155 million compared to budget.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

	2012 \$' 000	2011 \$' 000
<b>21. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT</b>		
Net cash used on operating activities	232,080	164,903
Depreciation and amortisation	(125,611)	(132,833)
Increase / (decrease) in receivables	(13,667)	6,564
Decrease / (increase) in creditors	(36,549)	14,250
Decrease / (increase) in provisions	169,989	(110,490)
Decrease / (increase) in other liabilities	1,379	20,337
Increase / (decrease) in Capital Works expenditure accruals	(148)	394
Net gain / (loss) on sale of plant and equipment	(1,138)	(1,647)
Net gain / (loss) on exchange of "new facilities"	4,801	-
Administrative restructure	-	(294)
Non-cash revenue – net	5,709	7,474
<b>Net result</b>	<b><u>236,845</u></b>	<b><u>(31,342)</u></b>
<b>22. NON-CASH FINANCING AND INVESTING ACTIVITIES</b>		
Liabilities and expenses assumed by the Crown Entity:		
Superannuation	(71,945)	(77,941)
Long service leave	(130,084)	(66,044)
Payroll tax on superannuation	(3,947)	(4,151)
Assets received by donation	956	499
Net assets and liabilities assumed as a result of restructuring of administrative arrangements	-	32
	<b><u>(205,020)</u></b>	<b><u>(147,605)</u></b>

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

	2012 \$' 000	2011 \$' 000
<b>23. TRUST FUNDS</b>		
<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>		
<p><b>Crown Trust Fund Account</b></p>		
Cash balance at 1 July	13,526	13,205
Add: Receipts	15,412	13,526
Less: Payments	(12,078)	(13,205)
<b>Cash balance at 30 June</b>	<b><u>16,860</u></b>	<b><u>13,526</u></b>
<b>24. ADMINISTERED ASSETS AND LIABILITIES</b>		
<p><b>Administered Assets<sup>1</sup></b></p>		
Receivables	492	479
<b>Total Administered Assets</b>	<b><u>492</u></b>	<b><u>479</u></b>
<p><b>Administered Liabilities<sup>2</sup></b></p>		
Unearned income due not later than one year	8,893	8,091
Unearned income due later than one year	12,548	12,993
<b>Total Administered Liabilities</b>	<b><u>21,441</u></b>	<b><u>21,084</u></b>
<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>		
<b>25. ADMINISTERED INCOME</b>		
Firearms licensing	7,575	7,136
Security industry licensing	5,108	5,282
Fines and forfeitures	980	397
Receipts under Crimes Act	167	468
Other	5	51
	<b><u>13,835</u></b>	<b><u>13,334</u></b>

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### 26. FINANCIAL INSTRUMENTS

The NSW Police Force's principal financial instruments are outlined below. These financial instruments arise directly from the NSW Police Force's operations. The NSW Police Force does not enter into or trade financial instruments, 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 2012 \$' 000	Carrying Amount 2011 \$' 000
<b>Financial Assets</b>				
Cash and cash equivalent	7	N/A	116,092	22,612
Receivables <sup>1</sup>	8	Loans and receivables measured at amortised costs	15,047	25,403
<b>Financial Liabilities</b>				
Payables <sup>2</sup>	13	Financial liabilities measured at amortised costs	107,754	73,086
Borrowings	14	Financial liabilities measured at amortised costs	168,655	174,236
Other liabilities	16	Financial liabilities measured at amortised costs	530	1,909

Notes:

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

#### (b) Credit Risk

Credit risk arises when there is the possibility of the NSW Police Force's debtors defaulting on their contractual obligations, resulting in a financial loss to the NSW Police Force. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the NSW Police Force including cash and receivables. No collateral is held by the NSW Police Force. The NSW Police Force has not granted any financial guarantees.

**NSW POLICE FORCE**

Notes to and forming part of the financial statements for the year ended 30 June 2012

**(b) Credit Risk (continued)**
*Cash*

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

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

*Receivables – trade and other debtors*

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

The NSW Police Force is not materially exposed to concentrations of credit risk to a single debtor or group of debtors. Based on past experience, debtors that are not past due (\$13.381 million in 2011-12 and \$15.271 million in 2010-11) and debts totalling (\$1.665 million in 2011-12 and \$10.132 million in 2010-11) that are past due but not considered impaired in accordance with the NSW Police Force's policy together represent 79% of the total debtors.

<b>Trade Debtors</b>	<b>Total<sup>1,2</sup></b>	<b>Past due but not impaired<sup>1,2</sup></b>	<b>Considered impaired<sup>1,2</sup></b>
	<b>\$' 000</b>	<b>\$' 000</b>	<b>\$' 000</b>
<b>2012</b>			
< 3 months overdue	1,156	1,156	-
3 months – 6 months overdue	503	503	-
> 6 months overdue	627	475	152
<b>2011</b>			
< 3 months overdue	1,946	1,946	-
3 months – 6 months overdue	3,719	3,719	-
> 6 months overdue	4,518	4,256	262
<b>Other Debtors</b>	<b>Total<sup>1,2</sup></b>	<b>Past due but not impaired<sup>1,2</sup></b>	<b>Considered impaired<sup>1,2</sup></b>
	<b>\$' 000</b>	<b>\$' 000</b>	<b>\$' 000</b>
<b>2012</b>			
< 3 months overdue	410	410	-
3 months – 6 months overdue	(2)	(2)	-
> 6 months overdue	3,082	(725)	3,807
<b>2011</b>			
< 3 months overdue	42	42	-
3 months – 6 months overdue	275	275	-
> 6 months overdue	2,535	(107)	2,642

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.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### (c) Liquidity Risk

Liquidity risk is the risk that the NSW Police Force will be unable to meet its payment obligations when they fall due. The NSW Police Force continuously manages risk through monitoring future cash flows to ensure adequate cash is available to meet its payment obligations.

The main source of credit standby arrangements available to the NSW Police Force is advances from NSW Treasury. Advances are requested from NSW Treasury on a need basis and are repaid by way of reduction in the grants 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 or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. The rate of interest applied during the year was 12.37% (2011- 12.92%).

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

**NSW POLICE FORCE**

Notes to and forming part of the financial statements for the year ended 30 June 2012

**(c) Liquidity Risk (continued)**

	Weighted Average Effective Rate	Nominal Amount <sup>2</sup> \$' 000	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate \$' 000	Variable Interest Rate \$' 000	Non- Interest Bearing \$' 000	< 1 Year \$' 000	1 - 5 Years \$' 000	> 5 Years \$' 000
<b>2012</b>								
<i>Payables</i> <sup>1</sup>	-	107,754	-	-	107,754	107,754	-	-
<i>Borrowings:</i>								
Finance Lease	6.61%	246,236	246,236	-	-	17,301	75,476	153,459
<i>Other:</i>								
Lease Incentives	-	103	-	-	103	73	30	-
Repayment of grants and other	-	427	-	-	427	427	-	-
		<b>354,520</b>	<b>246,236</b>	-	<b>108,284</b>	<b>125,555</b>	<b>75,506</b>	<b>153,459</b>
<b>2011</b>								
<i>Payables</i> <sup>1</sup>	-	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 Incentives	-	317	-	-	317	214	103	-
Repayment of grants and other	-	1,592	-	-	1,592	1,592	-	-
		<b>337,947</b>	<b>262,952</b>	-	<b>74,995</b>	<b>91,608</b>	<b>73,027</b>	<b>173,312</b>

1. Payables exclude income received in advance and statutory taxes.

2. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities and therefore will not reconcile to the statement of financial position.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### (d) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. In the absence of any borrowings with variable interest rates or Hour Glass Investment Facilities, the NSW Police Force's exposure to market risk is considered minimal.

#### *Foreign exchange rate risk*

The NSW Police Force has a Foreign Exchange Risk Policy which applies to purchases in foreign currency greater than \$250,000. The objective of this policy is to minimise the exposure of foreign currency risk to meet the budget forecast. Therefore, the NSW Police Force has minimal exposure to market risk or foreign currency risk and does not enter into commodity contracts.

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

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below for interest rate risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the NSW Police Force operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis for 2010-11. 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.

The NSW Police Force's exposure to interest rate risk is set out below.

	Carrying Amount \$'000	-1% Profit \$'000	Equity \$'000	+1% Profit \$'000	Equity \$'000
<b>2012</b>					
<i>Financial assets:</i>					
Cash and cash equivalents	116,092	(1,161)	(1,161)	1,161	1,161
Receivables	15,047	(150)	(150)	150	150
<i>Financial liabilities:</i>					
Payables	107,754	(1,078)	(1,078)	1,078	1,078
Borrowings	168,655	(1,687)	(1,687)	1,687	1,687
Other liabilities	530	(5)	(5)	5	5
<b>2011</b>					
<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

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

**(d) Market Risk (continued)**

*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.

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

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

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

	Level 1	Level 2	Level 3	2012
	\$'000	\$'000	\$'000	Total \$'000
<b>Financial assets at fair value:</b>				
Cash and cash equivalents	-	116,092	-	116,092
Receivables	-	15,047	-	15,047
<hr/>				
				2011
	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
<b>Financial assets at fair value:</b>				
Cash and cash equivalents	-	22,612	-	22,612
Receivables	-	25,403	-	25,403

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

There were no transfers between level 1 and 2 during the period ended 30 June 2012.

## NSW POLICE FORCE

Notes to and forming part of the financial statements for the year ended 30 June 2012

### 27. EVENTS AFTER THE REPORTING PERIOD

The NSW Police Force's Sworn Officers salary determination was before the NSW Industrial Relations Commission (IRC) as at 30 June 2012. The NSW Police Force had accrued for an additional amount to cover the expected decision. The IRC handed down its decision on 14 September 2012 as follows:

1 July 2011 3.5% (inclusive of 2.5% already awarded);

Based on the best information available at the time, an accrual of 1.5% was used to accrue police back pay from 1 July 2011. However, the decision by the IRC of 3.5% (inclusive of the 2.5% already awarded), resulted in an overstatement of 0.5%, the financial impact of which was \$7.759 million. The NSW Police Force has corrected the overstatement in the financial statements as at 30 June 2012.

**END OF AUDITED FINANCIAL STATEMENTS**



# APPENDICES

IN THIS SECTION

- 79 **Appendix 1**  
NSW Police Force staff
- 82 **Appendix 2** Equal Employment  
Opportunity (EEO)
- 82 **Appendix 3** Disability plans
- 83 **Appendix 4**  
Multicultural policies
- 84 **Appendix 5**  
Government information  
and public access
- 86 **Appendix 6** Injuries and  
workers compensation claims
- 87 **Appendix 7** Staff drug and  
alcohol testing
- 88 **Appendix 8** *Privacy and  
Personal Information  
Protection Act 1998*
- 88 **Appendix 9**  
Complaints against police
- 90 **Appendix 10**  
Requests for assistance
- 90 **Appendix 11**  
Significant judicial decisions
- 91 **Appendix 12**  
Legislative changes
- 93 **Appendix 13**  
Senior Executive Service
- 105 **Appendix 14**  
Research and development
- 107 **Appendix 15**  
Environmental reporting
- 108 **Appendix 16** Overseas travel
- 110 **Appendix 17**  
Property disposals
- 110 **Appendix 18** Annual report  
production costs
- 110 **Appendix 19** Consultants
- 111 **Appendix 20** Creditors  
payments and credit cards
- 113 **Appendix 21** Matters arising  
from the 2011-12 audit
- 114 **Appendix 22**  
Insurance activities
- 114 **Appendix 23** Internal Audit
- 115 **Appendix 24**  
Asset purchase and protection
- 116 **Appendix 25**  
Major works in progress



# APPENDIX 1 NSW POLICE FORCE STAFF

## SUMMARY OF TOTAL STRENGTH DETAILS AS AT 30 JUNE 2012

EMPLOYEE	2007-08	2008-09	2009-10	2010-11	2011-12
Police officers*	15,324	15,720	15,633	15,943	15,977
Administrative officers	3,837	3,770	3,700	3,687	3,700
Ministerial officers	158	190	183	202	202
<b>TOTAL</b>	<b>19,319</b>	<b>19,680</b>	<b>19,516</b>	<b>19,832</b>	<b>19,879</b>

\* Includes officers on secondment to other public sector agencies.

## STRENGTH DETAILS (POLICE OFFICERS) AS AT 30 JUNE 2012

RANK	INTERNAL POLICE		EXTERNAL SECONDED EXTERNAL FUNDED		EXTERNAL SECONDED INTERNAL FUNDED		TOTAL	
	2010-11	2011-12	2010-11	2011-12	2010-11	2011-12	2010-11	2011-12
Executive officers*	20	21	0	0	0	0	20	21
Senior officers <sup>#</sup>	858	870	5	1	5	2	868	873
Snr Sgt & Sgt	2,902	2,916	17	9	2	3	2,921	2,928
Snr Cst & Cst & Prb Cst	12,101	12,143	27	6	6	6	12,134	12,155
<b>TOTAL</b>	<b>15,881</b>	<b>15,950</b>	<b>49</b>	<b>16</b>	<b>13</b>	<b>11</b>	<b>15,943</b>	<b>15,977</b>

\* Includes officers at the rank of commissioner, deputy commissioner and assistant commissioner.

<sup>#</sup> Includes officers at the rank of superintendent and inspector.

## POLICE SENIOR EXECUTIVE SERVICE\* (PSES) OFFICERS

PSES*	NO OF OFFICERS JUNE 2008		NO OF OFFICERS JUNE 2009		NO OF OFFICERS JUNE 2010		NO OF OFFICERS JUNE 2011		NO OF OFFICERS JUNE 2012	
	MALE	FEMALE								
Above 6	3	1	3	1	3	1	3	1	3	1
Level 6	1	0	0	0	0	0	0	0	0	0
Level 5	14	3	13	4	17	4	15	3	18	2
Level 4	3	2	4	2	3	1	2	1	2	1
Level 3	1	1	0	0	0	0	0	2	0	2
Level 2	0	2	0	2	0	1	0	0	0	0
Level 1	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>22</b>	<b>9</b>	<b>20</b>	<b>9</b>	<b>23</b>	<b>7</b>	<b>20</b>	<b>7</b>	<b>23</b>	<b>6</b>

\* Refer to Appendix 13 on page 93 for the name of, position held by and level and remuneration package of each executive officer of or above level 5 holding office at the end of the reporting year.

APPENDIX 1 NSW POLICE FORCE STAFF continued

POLICE SEPARATIONS 2011-12

RANK	RETIRE		DEATH		RESIGN		MEDICALLY UNFIT **		ANNULMENT OF APPOINTMENT		DISMISSED S80(3) <sup>††</sup>		REMOVED - S181D <sup>†</sup>		TERMINATION OF CONTRACT		TRANSFER		VOLUNTARY REDUNDANCY		TOTAL	
	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12
Executive officers *	1	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior officers #	7	6	0	0	3	1	67	55	0	0	0	0	0	0	0	0	0	1	0	0	0	63
Senior sergeant and sergeant	13	11	3	2	20	6	167	174	0	0	0	0	0	0	0	0	3	1	0	0	0	194
Constables (all)	7	7	2	6	192	184	385	481	0	0	9	10	9	4	0	0	6	3	0	0	0	695
<b>TOTAL</b>	28	24	5	8	215	191	621	710	0	0	9	10	9	4	0	0	9	5	0	0	0	952

\* 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.

†† Dismissal orders are served on constables appointed on probation. Dismissal orders made under section 80(3) of the Police Act 1990 can be the subject of review by the Industrial Relations Commission. This may result in a variation in the recording of the method of separation from the NSW Police Force.

† Removal orders are served on confirmed police officers. Removal orders made under section 181D of the Police Act 1990 can be the subject of review by the Industrial Relations Commission. This may result in a variation in the recording of the method of separation from the NSW Police Force. The date of the removal of an officer under section 181D is the date the Commissioner signs that order. However for entitlement calculations the date of service of the order is used.

ADMINISTRATIVE AND MINISTERIAL OFFICER SEPARATIONS 2011-12

CATEGORY	RETIRE		DEATH		RESIGN		MEDICALLY UNFIT		ANNULMENT OF APPOINTMENT		TERMINATION OF CONTRACT		DISMISSED		TEMPORARY		TRANSFER		SECONDMENT ENDED		SECONDMENT TO OTHER GOVERNMENT BODY		VOLUNTARY REDUNDANCY		TOTAL	
	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12	10-11	11-12
Clerical	10	29	1	3	107	87	9	1	1	6	3	1	2	0	15	9	19	20	1	2	0	0	28	9	196	167
Professional	5	6	0	1	5	12	0	1	0	1	0	0	0	0	1	2	12	8	1	1	0	0	10	5	35	37
Other	1	3	1	1	54	32	2	3	1	1	2	0	1	0	8	6	10	4	0	0	0	0	4	4	84	54
Ministerial	3	3	0	0	8	8	1	0	0	2	0	0	0	0	3	0	0	1	0	0	0	0	0	0	15	14
<b>TOTAL</b>	19	41	2	5	174	139	12	5	2	10	6	1	3	0	27	17	41	33	2	3	0	0	42	18	330	272

## APPENDIX 1 NSW POLICE FORCE STAFF *continued*

There were a number of movements in wages, salaries or allowances this reporting year. A new *Crown Employees (Police Officers – 2011) Interim Award* was made, providing all police with increases to salaries and allowances of 2.5% from 1 July 2011.

The *Crown Employees (NSW Police Administrative Officers & Temporary Employees) Award 2009* was varied to provide a salary increase of 2.5% to the majority of administrative officers from 1 July 2011. Other groups such as medical officers, nurses and special constables were provided with similar increases in pay following variations to their industrial awards.

In response to the commencement of employer obligations under the *Commonwealth Paid Parental Leave Scheme*, an information guide was developed to assist commanders, managers and employees.

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

#### PERCENTAGE OF TOTAL STAFF <sup>1,2</sup>

EEO TARGET GROUP	BENCHMARK OR TARGET	2010	2011	2012
Women	50%	34.4%	34.3%	34.5%
Aboriginal people & Torres Strait Islanders	2.6%	2.3%	2.4%	2.5%
People whose first language was not English	19.0%	6.5%	7.3%	7.5%
People with a disability	N/A	1.0%	0.9%	1.0%
People with a disability requiring work-related adjustment	1.5%	0.4%	0.3%	0.3%

#### DISTRIBUTION INDEX <sup>3</sup>

EEO TARGET GROUP	BENCHMARK OR TARGET	2010	2011	2012
Women	100	93	94	94
Aboriginal people & Torres Strait Islanders	100	96	96	95
People whose first language was not English	100	87	87	89
People with a disability	100	112	114	111
People with a disability requiring work related adjustment	100	111	114	110

Source: NSW Department of Premier & Cabinet, *Public Sector Workforce Profile 2012*

#### Notes:

1. Staff numbers are as at 30 June 2012. 2. Excludes casual staff. 3. A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

## APPENDIX 2 EQUAL EMPLOYMENT OPPORTUNITY (EEO)

We're working to eliminate discrimination and promote **Equal Employment Opportunities (EEO)** within the organisation. The NSW Police Force has focused on developing employee skills to recognise and address bullying, discrimination and harassment if it arises in the workplace, and to address factors in the workplace that may result in inappropriate behaviours.

Our EEO strategies pave the way to meet the policing needs of tomorrow. To foster workforce diversity, we plan to launch our **Workforce Diversity Plan** following consultation with key stakeholders.

The **Women in Policing Strategic Plan** has gained significant momentum across the organisation with the implementation of various strategies and programs to increase representation and advancement of women in policing at all levels. Programs include:

- Distance Mentoring Model: to support women to build their capacity to reach their full potential
- Women's Leadership: to develop and support women wanting to advance into senior positions
- Recognition and awards: to promote the achievements and diverse attributes that women bring to policing
- Administering and supporting the Spokeswomen's Network.

The NSW Police Force is participating in research by the Melbourne Business School into gender equality. Our leaders are being provided with Diversity Leadership Skills Training to reduce the effects of unconscious bias by promoting gender equality in the workplace.

We successfully employed eight people with an intellectual or physical disability under the **Ready, Willing & Able** disability employment program, which promotes the skills and abilities of people with disabilities.

Our corporate commitment to reflect and respect the social and cultural diversity of the communities in New South Wales was demonstrated by providing media training to officers who are qualified under the **Community Language Allowance Scheme**. This training allows them to engage with the community through foreign language media on behalf of their local area command.

In addition, employees who are recipients of the Community Language Allowance Scheme were surveyed this reporting year. The results of this research will help develop and drive strategies for the next reporting year.

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

## APPENDIX 3 DISABILITY PLANS

### Our commitment to people with disabilities

The NSW Police Force advertised and recruited for the NSWPF Disability Advisory Council (DAC) and appointed 10 community members with expertise in disability issues. DAC members provide high level advice to the NSW Police Force on best practice for interacting with people with a disability in contact with the criminal justice system. The DAC is chaired by Assistant Commissioner Denis Clifford, the NSW Police Force Corporate Spokesperson for Vulnerable Communities.

## APPENDIX 4 MULTICULTURAL POLICIES

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

The plan titled *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*.

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

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

Local area and specialist commands have local Multicultural Policies & Services Program with specific strategies under each priority area. Local multicultural community liaison officers (MCLO) support our local police and help build strong community relations. They also provide assistance with victim support, information and crime prevention projects in partnership with local community agencies and other specialist liaison officers.

### Our commitment to use independent professional interpreters

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

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

## APPENDIX 5 GOVERNMENT INFORMATION AND PUBLIC ACCESS

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

The total number of formal GIPA applications processed this reporting year was 5,376 (excluding 719 invalid applications and 253 information applications).

The total number of GIPA applications where Schedule 1 to the GIPA Act has been applied was 43.

**TABLE A: NUMBER OF APPLICATIONS<sup>a</sup> BY TYPE OF APPLICANT AND OUTCOME<sup>b</sup>**

	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	23	5	3	2	0	7
Members of Parliament	8	2	1	2	1	1	0	0
Private sector business <sup>c</sup>	1	1	1	1	0	0	0	0
Members of the public (application by legal representative) <sup>c</sup>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Members of the public (other) <sup>c</sup>	49	252	208	21	33	14	0	11
Not for profit organisations or community groups <sup>c</sup>	n/a	1	n/a	n/a	n/a	n/a	n/a	n/a

a. Due to ongoing database enhancements, only applications received between March and June 2012 are included.

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

c. 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.

**TABLE B: NUMBER OF APPLICATIONS<sup>a</sup> BY TYPE OF APPLICATION AND OUTCOME<sup>b</sup>**

	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 <sup>c</sup>	558	1,805	1,318	418	180	44	1	43
Access applications (other than personal information applications)	12	11	23	2	3	2	0	18
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

a. Due to ongoing database enhancements, only applications received between March and June 2012 are included.

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

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

**TABLE C: INVALID APPLICATIONS**

REASON FOR INVALIDITY	NO OF APPLICATIONS
Application does not comply with formal requirements (section 41 of the Act)	717
Application is for excluded information of the agency (section 43 of the Act)	2
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	719
Invalid applications that subsequently became valid applications	1

## APPENDIX 5 GOVERNMENT INFORMATION AND PUBLIC ACCESS continued

**TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS<sup>a</sup> LISTED IN SCHEDULE 1 TO ACT**

	NUMBER OF TIMES CONSIDERATION USED <sup>b</sup>
Overriding secrecy laws	28
Cabinet information	1
Executive Council Information	0
Contempt	0
Legal Professional Privilege	10
Excluded Information	15
Documents affecting law enforcement and public safety	35
Transport safety	0
Adoption	0
Care and Protection of children	1
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

a. 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.

b. 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<sup>a</sup> LISTED IN TABLE TO SECTION 14 OF ACT**

	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL <sup>b</sup>
Responsible and effective government	330
Law enforcement and security	484
Individual rights, judicial processes and natural justice	1,750
Business interests of agencies and other persons	8
Environment, culture, economy and general matters	0
Secrecy provisions	30
Exempt documents under interstate Freedom of Information legislation	3

a. Due to ongoing database enhancements, only applications received between March and June 2012 are included.

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

**TABLE F: TIMELINESS<sup>a</sup>**

	NO OF APPLICATIONS
Decided within the statutory timeframe (20 days plus any extensions)	3,570
Decided after 35 days (by agreement with applicant)	134
Not decided within time (deemed refusal)	954
<b>TOTAL</b>	<b>4,658</b>

a. Includes applications decided in 2011-12, regardless of when the application was received.

**TABLE G: NUMBER OF APPLICATIONS<sup>a</sup> REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)**

	DECISION VARIED	DECISION UPHELD	TOTAL
Internal review	329	8	336
Review by Information Commissioner	29	18	47
Internal review following recommendation under section 93 of Act	0	0	19
Review by Administrative Decisions Tribunal <sup>b</sup>	23	8	31
<b>TOTAL</b>	<b>381</b>	<b>34</b>	<b>433</b>

a. Includes applications decided in 2011-12, regardless of when the application was received.

b. 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.

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

**TABLE H: APPLICATIONS<sup>a</sup> FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)**

	NUMBER OF APPLICATIONS FOR REVIEW
Applications by access applicants	375
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

a. Includes applications for review received in 2011-12.

## APPENDIX 6 INJURIES AND WORKERS COMPENSATION CLAIMS

New work health and safety legislation was introduced effective 1 January 2012. The *Occupational Health and Safety Act 2000* and *Occupational Health and Safety Regulation 2001* which applied until 31 December 2011 have been replaced by the *Work Health and Safety Act 2011* and *Work Health and Safety Regulation 2011*.

No improvement or prohibition notices have been issued on the NSW Police Force since the commencement of the new legislation. In the last six months of the former legislation there was one improvement notice issued for safety concerns. The requirements of this notice have been addressed. No prohibition notices or notices were issued under section 62 of the *Occupational Health & Safety Act 2000*.

The NSW Police Force is before the Industrial Relations Commission for two breaches of section 8 (1) of the *Occupational Health and Safety Act 2000*.

### CLAIM FREQUENCY RATE BY MECHANISM OF INJURY

MECHANISM OF INJURY	2007-08	2008-09	2009-10	2010-11	2011-12	DIFFERENCE 10-11 AND 11-12
Being hit by moving objects	4.34	3.46	2.97	3.44	3.27	-0.16
Biological factors	1.03	0.60	0.91	1.24	0.92	-0.32
Body stressing	3.57	5.48	5.46	4.99	4.46	-0.53
Chemicals and other substances	0.31	0.27	0.32	0.25	0.28	0.03
Falls, trips and slips of a person	2.20	2.57	2.04	2.62	2.48	-0.14
Heat, electricity and other environmental factors	0.05	0.05	0.07	0.09	0.07	-0.02
Hitting objects with a part of the body	0.66	0.72	0.62	1.11	1.19	0.08
Mental stress	2.90	3.58	4.10	4.84	3.10	-1.74
Sound and pressure	0.03	0.06	0.07	0.07	0.09	0.02
Vehicle incidents and other	2.62	3.29	3.43	2.72	1.67	-1.05
<b>TOTAL</b>	<b>17.71</b>	<b>20.07</b>	<b>19.99</b>	<b>21.38</b>	<b>17.54</b>	<b>-3.84</b>

Source: Treasury Managed Fund Data Warehouse current at 31 July 2012

**Note:** Claims include all claims - regardless of significance - reported to the NSW Police Force insurer by sworn and non-sworn employees covered by the *Workers Compensation Act 1987*. This data is, therefore, not comparable to previously published data. Claims are reported per 100 full time equivalent employees (FTE). These FTE figures were obtained from the December 2011 wage declaration. Claim numbers are subject to minor revision in subsequent years as details of individual claims are updated. The mechanism of injury categories are based on the Types of Occurrence Classification System Version 3.1.

## APPENDIX 7 STAFF DRUG 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, steroid and alcohol testing of sworn officers/students of policing
- mandatory testing for drugs and alcohol in circumstances required by legislation.

### PROGRAM RESULTS

PROGRAM RESULTS	2010-11		2011-12	
	TYPE	POSITIVE	TYPE	POSITIVE
<b>DRUG</b>				
Random – sworn officers	3,132	0	4,811	3
Random – students	129	0	128	0
Targeted	19	3	26	5
<b>SUB-TOTAL</b>	<b>3,280</b>	<b>3</b>	<b>4,965</b>	<b>8</b>
<b>ALCOHOL</b>				
Random – sworn officers	12,883	4	13,411	8
Random – students	2,263	14	2,265	6
Targeted	4	3	9	1
<b>SUB-TOTAL</b>	<b>15,150</b>	<b>21</b>	<b>15,685</b>	<b>15</b>
<b>OTHER</b>				
Targeted steroid	8	6	6	1
Mandatory testing	114	0	102	0
<b>SUB-TOTAL</b>	<b>122</b>	<b>6</b>	<b>108</b>	<b>1</b>
<b>TOTAL TESTS</b>	<b>18,552</b>	<b>30</b>	<b>20,758</b>	<b>24</b>

**Note:** Revisions to previously published data reflect delays between taking samples and receiving results. Figures published here will be similarly revised.

## APPENDIX 8 *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 (PIPP) Act 1998* and the *Health Records and Information Privacy (HRIP) Act 2002* provide members of the community with legally enforceable rights and safeguards about how government agencies, including the NSW Police Force, must deal with their personal and health information. These Acts also provide police with a number of exemptions when exchanging personal information with other agencies or third parties for law enforcement or community protection purposes. We audit access to records held on COPS and other systems, and all staff are required to abide by the *Code of Best Practice for Information Management*.

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

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

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

## APPENDIX 9 COMPLAINTS AGAINST POLICE

### **We're aiming to improve our services as a result of complaints and consumer suggestions**

There has been a 7.2% decrease in the number of complaints against police officers received this reporting year. There has also been an 8.3% decrease in the number of issues identified within these complaints during this time.

The NSW Police Force remains committed to resolving complaints from our customers quickly and efficiently. To support this we have streamlined our complaints system and introduced informal processes to help resolve minor matters quickly. This reporting year more than 87% of complaints against police officers were successfully resolved without needing a formal investigation.

We continue to focus on the release of complaint information in accordance with procedural fairness and government policy and our management systems continue to focus on remedial approaches to managing the conduct of police officers.

Following discussions with the NSW Ombudsman, we surveyed 100 people with customer service type complaints. Half of these were selected on the basis that, at the conclusion of their matter, they were not satisfied with the outcome.

Among the results were:

- 76% of complainants said they understood the outcome of their complaint
- 50% were satisfied that their complaint was understood by the officer handling it
- 50% said they were adequately informed of the progress of their complaint.

The results of this survey will be used to improve our communications with complainants and better manage their expectations.

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 89).

## APPENDIX 9 COMPLAINTS AGAINST POLICE continued

### ISSUES RAISED IN COMPLAINTS RECEIVED

CATEGORY	2007-08	2008-09	2009-10	2010-11	2011-12	DIFFERENCE (%) BETWEEN 2010-11 AND 2011-12
Academic misconduct (category introduced in 2010-11)	n/a	n/a	n/a	53	60	13.21%
Arrest	135	124	137	158	126	-20.25%
Corruption/misuse of office	326	407	332	401	334	-16.71%
Custody	124	160	151	159	158	-0.63%
Customer service related (category introduced in 2010-11)*	n/a	n/a	n/a	1,631	1,507	-7.60%
DNA evidence and sampling	1	0	2	2	3	50%
Drugs (other than searches or evidence matters)	118	123	83	105	107	1.90%
Evidence	143	170	185	176	148	-15.91%
Failure to observe service standards	33	32	62	69	47	-31.88%
False complaint	2	12	11	5	3	-40%
Harassment and discrimination	263	370	344	374	300	-19.79%
Investigations	652	813	964	1,117	1,040	-6.89%
Local management issues*	3,056	2,973	2,699	1,708	1,679	-1.70%
Misconduct	168	194	224	218	152	-30.28%
Misuse of information and information systems	395	463	406	388	308	-20.62%
Other criminal act or omission (not specified elsewhere)	292	318	292	332	288	-13.25%
Property and exhibits	203	233	201	211	230	9.00%
Prosecution	175	243	282	330	317	-3.94%
Searching	70	123	117	122	123	0.82%
Service delivery*	1,044	1,373	1,515	834	797	-4.44%
Theft/misappropriation	68	50	71	51	37	-27.45%
Traffic offences	102	123	112	112	145	29.46%
Unreasonable use of force (including assault)	582	662	570	567	518	-8.64%
Untruthfulness/lying/dishonesty	199	193	230	170	123	-27.65%
Use of organisational resources	89	110	91	108	71	-34.26%
<b>TOTAL</b>	<b>8,240</b>	<b>9,269</b>	<b>9,081</b>	<b>9,401</b>	<b>8,621</b>	<b>-8.30%</b>

**\*Note:** The data listed under *Service delivery* and *Local management* issues prior to 2010-11 is not comparable to that published in previous years' Annual Reports, due to the introduction of the Customer service related category.

In 2011-12 there were 5,135 complaints made against police officers. These contained 8,621 separate issues or allegations, 19% of which were sustained.

These statistics are based on data extracted from c@ts.i at 30 June 2012 and include complaints from both staff and members of the community. Previously published figures are revised as new complaints are received and entered onto the system.

## APPENDIX 10 REQUESTS FOR ASSISTANCE

In this reporting period NSW Police Force answered 91% 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 in an average of 33 seconds per call. The number of contacts we received is outlined in the chart below.

CONTACTS	2007-08	2008-09	2009-10	2010-11	2011-12
Triple Zero (000)	706,202	865,306	830,710	797,415	791,882
Police Assistance Line (131 444)	518,200	519,458	497,401	499,514	556,287
Hold up alarms	16,789	10,729	6,905	4,004	3,257
Alarms (for alarm companies)	64,020	26,028	2,455	1,493	1,252
Crime Stoppers (1800 333 000)	40,592	48,510	46,412	53,328	60,149
Customer Assistance Unit (1800 622 571)	17,458	25,216	23,929	23,770	28,619
Police Switchboard (9281 0000)	155,088	146,732	128,379	111,254	97,120
Missing Persons Unit After Hours (1800 025 091)	293	281	297	280	258
Injury Management Hotline (1800 996 336)	N/A	669	436	289	253
Child Wellbeing Unit	N/A	N/A	19,271	34,522	30,253
<b>TOTAL</b>	<b>1,518,642</b>	<b>1,642,929</b>	<b>1,556,195</b>	<b>1,525,869</b>	<b>1,569,330</b>

Source: PoliceLink telephony systems

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

## APPENDIX 11 SIGNIFICANT JUDICIAL DECISIONS

### Decision of the Director General, Trade & Investment under section 136B of the *Liquor Act 2007*, dated 20 April 2012

The Director General accepted a submission by the NSW Police Force that a measure be incorporated into the Kings Cross Precinct Liquor Accord prohibiting any person from entering or remaining in licensed premises who is wearing any clothing, jewellery or accessory that displays the name of, or any association with any one of 23 named outlaw motorcycle gangs or outlaw crime gangs.

### Commissioner of Police v Langosch [2012] NSW Supreme Court 499

On 11 May 2012 the Commissioner filed a summons in the Supreme Court under the *Summary Offences Act 1988*, seeking to prohibit a public assembly/procession to commemorate Al-Nakba day, which marks the displacement of Palestinian people as a consequence of the Israeli Declaration of Independence in 1948. The assembly was to be held on 15 May 2012 with an assembly at Town Hall Square at 5.30pm and then a procession along George, Market, Pitt and King Streets, and then return to Town Hall along George Street. It was noted that the procession would cause significant disruption to pedestrian and all forms of commuter transport in the CBD at a peak time. In dismissing the summons, Justice Adamson acknowledged that she was prepared to sanction that disruption and risk of danger rather than inhibit the right to freedom of expression and assembly. Her Honour took particular regard to the fact that the commemoration was referable to a particular date. There is no right of appeal in such matters.

### AEC v Commissioner of Police, NSW Police Force [2012] NSW Administrative Decisions Tribunal 4

This matter was an argument on the construction of section 53 of the *Privacy and Personal Information Protection (PPIP) Act 1998*, which requires that an application for an internal review must be lodged within six months from the time the applicant first became aware of the conduct of the subject of the application. Judicial member Isenberg held that "the applicant became aware of the alleged conduct more than six months before he lodged his internal review application, but that he only became aware of his rights under the PPIP Act less than six months before he lodged his application." The Tribunal ruled that the six months started from the time an applicant becomes aware of his rights under the Act.

## APPENDIX 12 LEGISLATIVE CHANGES

On 15 July 2011 the *Child Protection (Offenders Prohibition Orders) Regulation 2007* was amended to recognise and give effect to certain child protection orders made under Queensland and South Australian legislation that are similar in nature to child protection orders made under section 5 of the *Child Protection (Offenders Prohibition Orders) Act 2004*.

On 12 August 2011 the *Weapons Prohibition Regulation 2009* was amended to make it clear that silencers are subject to level 2 safe keeping requirements imposed under the *Weapons Prohibition Act 1998*.

On 1 September 2011 the *Children (Criminal Proceedings) Regulation 2011* commenced. The Regulation contains several significant procedural amendments, particularly in relation to Coordination Groups and quorum requirements for meetings.

On 1 September 2011 the *Drug Misuse and Trafficking Regulation 2006* was repealed and replaced by the *Drug Misuse and Trafficking Regulation 2011*. Apart from some minor changes, the New Regulation simply remade the old Regulation.

On 1 September 2011 the *Terrorism (Police Powers) Regulation 2005* was repealed and replaced by the *Terrorism (Police Powers) Regulation 2011*, in accordance with the statutory five year repeal and replacement of subordinate legislation.

On 1 September 2011 the *Sydney Harbour Foreshore Authority Regulation 2006* was repealed and replaced by the *Sydney Harbour Foreshore Authority Regulation 2011*, in accordance with the statutory five year repeal and replacement of subordinate legislation.

On 30 September 2011 the *Summary Offences Act 1988* was amended to create a new offence for a person who has been given a move-on direction for being intoxicated and disorderly in a public place, to be intoxicated and disorderly in that (or any other) public place at any time within six hours of the direction being given. The maximum penalty for the new offence is six penalty units. The new offence may also be dealt with by way of penalty notice with the penalty amount being \$200.

On 30 September 2011 the *Law Enforcement (Powers and Responsibilities) Act 2002* (LEPRA) was amended to allow police to issue move on directions for disorderly behaviour. Further, police may detain an intoxicated person under Part 16 of LEPRA other than for the purposes of taking proceedings for the new offence.

On 1 November 2011 the *Law Enforcement (Powers and Responsibilities) Act 2002* was amended to allow a police officer to require, in certain circumstances, a person to remove a face covering to enable the officer or another police officer to see the person's face for identification purposes; and to allow a police officer to request that a person disclose their identity where the officer proposes to give the person a direction under LEPRA to leave a place. There is no power for police to forcibly remove a face covering if the wearer refuses to do so.

On 16 November 2011 the *Crimes (Sentencing Procedure) Act 1999* was amended to make it an aggravating factor to be taken into account in sentencing an offender for certain traffic offences if the offence is committed while a child under 16 years of age is a passenger in the offender's vehicle (or if the offence is connected with the driving of a vehicle with such a passenger). The traffic offences concerned include drink driving, drug driving, driving in a police pursuit, dangerous driving under the influence of alcohol or drugs, and failing to undergo a test for alcohol or drugs.

On 25 November 2011 the *Drug and Alcohol Treatment Regulation 2009* was repealed. The Regulation prescribed the local government areas in which the provisions of the *Drug and Alcohol Treatment Act 2007* applied. The repeal means that the Act now does not apply and that the provisions of the *Inebriates Act 1912* now apply as they did before the commencement of the Regulation.

On 1 December 2011 the *Liquor Act 2007* was amended substituting the list of licensed premises subject to special licence conditions under that Act.

On 2 December 2011 the *Crimes (Sentencing Procedure) Regulation 2010* was amended. The amendments meant that the court cannot accept a negotiated plea of guilty to an alternative charge where there are agreed facts unless a certificate regarding consultation has been filed. The certificate must verify that either there has been consultation or set out good reason why consultation could not occur (eg. the victim declines to speak to police, or is deceased, or cannot be located etc.).

On 2 December 2011 the *Road Rules 2008* were amended to exempt a driver of a vehicle engaged in the collection of waste, garbage and related operations from certain provisions of the rules that require a driver to make a vehicle secure when stopping and leaving the vehicle on the road.

On 16 December 2011 the *Evidence (Audio and Audio Visual Links) Regulation 2010* was amended. The amendments meant that a person who was bail refused over the Christmas holiday period and who was being held in the cells at Penrith Police Station did not need to physically appear before the court for the determination of their bail application. The Christmas holiday period was from 24 December 2011 until 8 January 2012 (inclusive).

On 25 January 2012 all New South Wales police officers were, by written instrument published in the *Commonwealth of Australia Gazette*, appointed as inspectors for the purposes of the *Radiocommunications Act 1992* (Cth).

## APPENDIX 12 LEGISLATIVE CHANGES *continued*

On 23 February 2012 the *Children (Criminal Proceedings) Regulation 2011* was amended to extend the youth conduct orders scheme established by Part 4A of the *Children (Criminal Proceedings) Act 1987* to 1 September 2014. Before the amendments, the scheme was due to expire on 1 September 2013.

On 2 March 2012 the *Sporting Venues Authorities Regulation 2008* was amended. The amendments provided police with the power to direct a person to leave land or facilities managed by a sporting venues authority in certain circumstances. The amendments also create two new offences and enable police (in certain circumstances) to use reasonable force to remove a person from land or facilities managed by a sporting venues authority.

On 14 March 2012 the *Criminal Case Conferencing Trial Act 2008* and the *Criminal Case Conferencing Trial Regulation 2008* were repealed ending the criminal case conferencing trial. Criminal case conferencing was designed to encourage early plea negotiations in certain criminal cases before committal for trial.

On 21 March 2012 the *Courts and Crimes Legislation Amendment Act 2012* commenced. Various amendments were relevant to police including changes to the maximum term of imprisonment that may be imposed by the local court when summarily dealing with various indictable offences; increasing the maximum amount of a fine that may be imposed by the local court when summarily dealing with certain indictable offences; creating additional Table 1 and Table 2 offences; amending provisions relating to random samples of child abuse materials; and clarifying what documents the court may consider when determining whether they contain a protected confidence.

On 9 April 2012 the *Crimes Act 1900* was amended. The amendments replaced and clarified the offence of consorting with convicted offenders; created a new offence of firing at a dwelling-house where the offence occurs in the course of an organised criminal activity. This new offence carries a higher penalty than the existing general offence for firing at a dwelling-house. It changed the mental element for the offence of participating in a criminal group so that it is no longer necessary to prove that the defendant knowingly participated in the criminal group and knowingly or recklessly contributed to the occurrence of a criminal activity. It created new offences relating to participation in criminal groups where the defendant directed the activities of the criminal group, or the activities of the criminal group were organised and on-going. These new offences carry higher penalties than the existing general offence for participating in a criminal group. The amendments also made it an offence to receive a material benefit from a criminal group that is derived from its criminal activities.

On 30 April 2012, the *Oaths Act 1900* was amended and the *Oaths Regulation 2011* commenced. Now, a person who witnesses a statutory declaration or affidavit must see the face of the person making the declaration; may request the person to remove any face covering that they are wearing in order to see their face; is not required to see the face of a person who has a special justification for not removing their face covering; must have known the person for at least 12 months or, alternatively, sight specified identification documents to confirm their identity; and must certify that these requirements have been complied with.

On 11 May 2012 the *Road Transport (Vehicle Registration) Regulation 2007* was amended. The amendments allow authorised on-road numberplate testing to be carried out to ensure the visibility of numberplates by using a sample numberplate not issued by Road & Maritime Services affixed over the registered numberplate.

On 29 May 2012 the *Tattoo Parlours Act 2012* commenced, creating a new licensing and regulatory scheme for the operation of body art tattooing businesses and performing body art tattooing procedures. The Act makes a distinction between body art tattooing procedures and cosmetic procedures.

On 9 December 2012 the *Police Act 1990* was amended to give effect to government policy in relation to the death and disability entitlements of police officers. Consequential amendments were also made to the *State Authorities Superannuation Act 1987* and the *Industrial Relations Act 1996*.

## APPENDIX 13 SENIOR EXECUTIVE SERVICE

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



<b>NAME</b>	Andrew Phillip Scipione APM
<b>POSITION</b>	Commissioner of Police
<b>SES LEVEL</b>	8 (1 September 2007 – present)
<b>TOTAL REMUNERATION PACKAGE</b> as at 30 June 2012	\$464,563 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, USA and an adjunct professor with the University of Western Sydney (UWS) School of Social Sciences. The following is a statement of performance for Commissioner Scipione.

### KEY ACHIEVEMENTS

1. Led a continued focus on delivering a safe and secure New South Wales through a reduction in crime and the strategic management of resources.
2. Led efforts to curb alcohol related offending 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 sponsored responsive and meaningful customer service through the application of a range of education, corporate planning, reporting and accountability mechanisms.
5. Oversaw counter terrorism and disaster planning to ensure an effective law enforcement response to emergencies.
6. Provided strategic oversight of human resources including implementation of the changes brought about by the *Police Amendment (Death and Disability) Act 2011*, enhanced workplace injury practices, the new *Crown Employees (Police Officers – 2011) Interim Award*, amended *Work Health and Safety Act 2011* provisions, effective and focused leadership training and effective workforce allocation.
7. Supported a ministerial review of policing services, a review of the promotion process, and cluster wide reviews and initiatives.
8. Managed expenditure responsibly and in keeping with budget and government expectations.

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



<b>NAME</b>	Catherine Judith Burn APM
<b>POSITION</b>	Deputy Commissioner, Corporate Services
<b>SES LEVEL</b>	7 (28 July 2010 – present)
<b>TOTAL REMUNERATION PACKAGE</b> as at 30 June 2012	\$347,916 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). Deputy Commissioner Burn was named Telstra Australian Business Woman of the Year in November 2011. The following is a statement of performance for Deputy Commissioner Burn.

### KEY ACHIEVEMENTS

1. Oversaw the review of award wages and allowances across all areas of the NSW Police Force, and the implementation of changes following the passing of the *Police Amendment (Death and Disability) Act 2011*.
2. Oversaw the development of a Workforce Improvement Program to ensure injured police can return to meaningful employment and continued to drive changes across the organisation to ensure the NSW Police Force meets its requirements under the *Work Health and Safety Act 2012*.
3. Managed the NSW Police Force budget and capital program within government requirements and expectations, and led a strategic review across the Justice Cluster of fleet operations.
4. Oversaw the implementation of the Hazardous Materials Management Program across the NSW Police Force and several major Information & Communication Technology and capital projects including the Operational Policing Program (WebCOPS); the Innovation, Learning, Education, Administration, Resources Network (iLEARN); body armour; load bearing vests and thigh holsters.
5. As the Corporate Spokesperson for Customer Service, continued to oversight improvements to victim care and respond to customer feedback received through the Mystery Shopper Program, the Community Awareness of Policing Program and the continued use of social media.

Signed: A P Scipione APM, Commissioner of Police



**NAME** Naguib (Nick) Kaldas APM  
**POSITION** Deputy Commissioner, Field Operations  
**SES LEVEL** 7 (1 March 2008 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 347,916 per annum

Nick Kaldas APM joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Specialist Operations in March 2008. In August 2011 he was appointed to the position of Deputy Commissioner Field Operations. He was a negotiator for more than 10 years, achieving national counter terrorist level, and completed the FBI Hostage Negotiator's Course in Quantico, Virginia, USA 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, the Leadership in Counter Terrorism Program conducted by the FBI, and the XXXIV Session of the FBI National Executive Institute. The following is a statement of performance for Deputy Commissioner Kaldas.

**KEY ACHIEVEMENTS**

1. Oversaw strategic and effective service delivery across all Field Operations commands to achieve further reductions in crime rates, particularly violent crime.
2. Provided strategic oversight of the consolidation of all highway patrol to form the Traffic & Highway Patrol Command, enhancing

- the NSW Police Force's responsiveness to road safety and traffic law enforcement.
3. Oversaw the establishment of the Police Transport Command, strengthening the NSW Police Force's frontline response to safety and security on and around trains, buses and ferries.
  4. As the Corporate Spokesperson for Cultural Diversity, guided the development of the *NSW Police Force Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society* and the *Multicultural Policies and Services Forward Plan 2011-2014*; and actively communicated these initiatives internally and externally.
  5. As the State Emergency Operations Controller, led New South Wales' coordinated response to emergencies with partner agencies, including floods in Western and Southern Region; and reviewed the functions and organisational alignment of the Deputy State Emergency Operations Controller and the Emergency Management Unit.

Signed: A P Scipione APM, Commissioner of Police



**NAME** David John Owens APM  
**POSITION** Deputy Commissioner, Specialist Operations  
**SES LEVEL** 7 (1 December 2007 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$347,916 per annum

Dave Owens APM joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Field Operations in March 2008. In August 2011 he was appointed to the position of Deputy Commissioner Specialist Operations. His qualifications include a Graduate Certificate in Management (University of Wollongong), a Diploma in Criminology (University of Sydney) and a Diploma in Human Resource Management (Sydney TAFE). Deputy Commissioner Owens has also successfully completed the Police Executive Leadership Program at the Australian Institute of Police Management, Manly.

He also participated in the National Executive Program conducted by the FBI.

Deputy Commissioner Dave Owens has been on sick leave since 1 December 2011.

Assistant Commissioner David Hudson APM has been acting as Deputy Commissioner, Specialist Operations since 2 December 2011.

Signed: A P Scipione APM, Commissioner of Police



<b>NAME</b>	David William Hudson APM
<b>POSITION</b>	Acting Deputy Commissioner, Specialist Operations
<b>SES LEVEL</b>	7 (2 December 2011 – present) Temporarily appointed to the position 2 December 2011
<b>SUBSTANTIVE POSITION</b>	Commander, State Crime Command
<b>SES LEVEL</b>	5 (3 March 2008 – 1 December 2011)
<b>TOTAL REMUNERATION PACKAGE</b> as at 30 June 2012	\$320,651 per annum

Assistant Commissioner Hudson has been acting as Deputy Commissioner, Specialist Operations since 2 December 2011. The following is a statement of performance for Acting Deputy Commissioner Hudson.

#### KEY ACHIEVEMENTS

1. Provided strategic leadership for specialist support to frontline operations / investigations. In particular provided strategic oversight to projects designed to enhance the technological capacity of the NSW Police Force to prevent, investigate and prosecute crime.
2. Worked collaboratively with other law enforcement agencies in the development of multi-jurisdictional responses to organised crime and in particular, provided strategic direction for legislative changes targeting serious and organised criminal activity and gun crime.
3. Contributed 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.
4. Provided strategic oversight of human resources within Specialist Operations including the review of command structures and the promotion of performance management within Specialist Operations.
5. Ongoing management of expenditure responsibly and in keeping with budget and government expectations.

Signed: A P Scipione APM, Commissioner of Police



<b>NAME</b>	Peter Barrie APM
<b>POSITION</b>	Commander, Operational Communications & Information Command
<b>SES LEVEL</b>	5 (1 December 2010 – present)
<b>TOTAL REMUNERATION PACKAGE</b> as at 30 June 2012	\$269,234 per annum

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

#### KEY ACHIEVEMENTS

1. Continued to enhance police communications including improved regional coverage in six area networks across southern and northern New South Wales, black spot reduction on the Putty Road and Barrier Highway, and improved reliability and performance across VHF regional networks through new radio terminals.
2. Led a review and realignment of the Communications Group and Wireless Technology to provide greater coordination and improved outcomes for network development and maintenance.
3. Achieved enhancements to the computer aided dispatch system and delivered training to facilitate an improved response capability and officer safety.
4. As the NSW Police Force representative on a number of national committees, including Chairing the Law Enforcement & Security Radio Spectrum Committee, strongly advocated for law enforcement agencies to have access to vital radio spectrum to meet future public safety requirements.
5. Delivered a new radio network to facilitate public safety communications for the 2011 World Rally Championship held on the North Coast of New South Wales as well as to deliver permanent digital communications to that area.

Signed: D Hudson APM, Acting Deputy Commissioner Specialist Operations



**NAME** Paul Anthony Carey APM  
**POSITION** Commander, Professional Standards Command  
**SES LEVEL** 5 (3 March 2008 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$269,234 per annum

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

**KEY ACHIEVEMENTS**

1. As the Corporate Spokesperson for Professional Standards, continued to implement Project Lancaster to improve decision making with a focus on fairness, transparency and responsibility.
2. Continued to focus on and improve performance in people management and human resources within the Professional Standards Command.

3. Continued to drive progress against the government's New South Wales 2021 targets.
4. Continued to develop and promote products and services that help strengthen the professional conduct standards of the NSW Police Force.

Signed: D Hudson APM, Acting Deputy Commissioner Specialist Operations



**NAME** Alan John Clarke APM  
**POSITION** Commander, Major Events & Incidents Group  
**SES LEVEL** 5 (21 October 2009 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$269,234 per annum

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

**KEY ACHIEVEMENTS**

1. Managed the diverse operations of the Major Events & Incidents Group.
2. Oversaw the integration of the Youth Command and the Metropolitan Exhibit Centre into the Major Events & Incidents Group.
3. As chair of the NSW Police Force Taser Executive Committee, ensured high level governance of Taser use by New South Wales police officers and oversaw the development of officer training.
4. Worked closely with the Department of Premier & Cabinet and

other agencies to ensure a coordinated delivery of services for major public events in New South Wales, including New Year's Eve, the Sydney Festival, the Sydney Gay & Lesbian Mardi Gras, Bathurst 1000 and the World Rally Championship.

5. Managed the development of local and statewide crime operations under Operation Vikings, in support of police regions. These included Operation Unite (targeting alcohol abuse and antisocial behaviour) Operation Avert (targeting offenders through warrant and forensic enforcement) and Operation Spartan (targeting gun crime in the Sydney metropolitan area).

Signed: N Kaldas APM, Deputy Commissioner Field Operations



**NAME** Denis John Clifford APM  
**POSITION** Commander, North West Metropolitan Region  
**SES LEVEL** 5 (1 January 2006 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$269,234 per annum

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

**KEY ACHIEVEMENTS**

1. Provided effective crime, people and financial management in the North West Metropolitan Region.
2. Contributed to the governance of the Operational Policing Program (OPP) as a member of the project board and senior business representative on the OPP Board of Governance and Chair of the Senior User Group.
3. Contributed to the prioritisation of major capital projects for the NSW Police Force as a member of the Investment Advisory Committee.

4. As chair of both the Northern and Western Sydney Emergency Management District Committees and the District Rescue Committees, oversaw emergency management planning, response and coordination of other government and support agencies, and management of rescue training and response within districts.
5. Provided strategic leadership and management for the Corporate Spokesperson portfolios of Bushfires, Elder Abuse, *Sporting Venues (Offenders Banning Orders) Act 2005*, and Vulnerable Communities.

Signed: N Kaldas 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 2012 \$269,234 per annum

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

#### KEY ACHIEVEMENTS

1. Enhanced the provision of quality training and education through the development of rigorous quality assurance and accountability frameworks for the Education & Training Command.
2. Delivered more than 900 new recruits for operational duties and oversaw the introduction of online recruitment for sworn officers in collaboration with the Public Service Commission.
3. Oversaw the development of the iLEARN (Innovation, Learning, Education, Administration, Resources Network) Learning Management System, new ballistic vests and new tactical thigh holsters.
4. Oversaw significant upgrades to infrastructure at Goulburn Police Academy.
5. Represented the NSW Police Force in the ANZPAA (Australia New Zealand Policing Advisory Agency) Australasian Professionalisation Forum and as deputy chair of the Australian Institute of Police Management Board of Studies.

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 2012 \$269,234 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 and financial management.
2. Continued operational efforts in partnership with the Australian Federal Police, Australian Security Intelligence Organisation (ASIO), NSW Crime Commission, and other national and international agencies.
3. Maintained strong community links through the Community Contact Unit, Business Liaison Centre and Protection Programs Unit to ensure community engagement, security for crowded places, critical infrastructure and national icons.
4. Enhanced counter terrorism capabilities through international collaboration and as a representative on a number of committees and working groups under national counter terrorism arrangements.
5. Oversaw the continued support of frontline police with the resolution of high risk incidents, rescue and bomb response and deployment of canine assets.

Signed: D Hudson APM, Acting 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 2012 \$269,234 per annum

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

**KEY ACHIEVEMENTS**

1. Provided strategic oversight of crime, people and financial management for the Southern Region. Delivered proactive operations to target high risk crime categories, repeat offenders and large scale events.
2. Reviewed the policies and practices underpinning First Response Policing Agreements with the aim to increase flexibility in the deployment of policing resources, in support of local communities.
3. Coordinated the multi-agency emergency management activities for the one in 100 year flood events in the South East and South Western Districts during early 2012.

4. Led the implementation of the Caring for our People strategy, which significantly reduced sick leave and workplace injury leave in the region.
5. As the Corporate Spokesperson for Uniform Standards, undertook a comprehensive review of the NSW Police Force Dress Policy and implemented the uniform standards campaign Wear it with Pride, together with the successful trial of new uniform.

Signed: N Kaldas APM, Deputy Commissioner Field Operations



**NAME** Peter Gallagher APM  
**POSITION** Director, Special Projects  
**SES LEVEL** 5 (3 March 2008 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$269,234 per annum

Assistant Commissioner Gallagher was appointed to the position of Director, Special Projects in December 2011, to facilitate his new responsibilities as part of the Commissioner’s Special Project Team.

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

**KEY ACHIEVEMENTS**

1. In accordance with section 217 of the *Police Act 1990*, conducted a ministerial review into injury management processes within the NSW Police Force, including making recommendations for improvement and corresponding reduction in Workers Compensation premiums.
2. Assisted retired Assistant Commissioner Peter Parsons with a

ministerial review into the structure and resources of the NSW Police Force.

3. Participated in an instructional tour throughout New South Wales with regard to the changes from the *Crown Employees (Police Officers Death and Disability) Award 2005*.
4. Led the preparation and delivery of a new Foundational Leadership Program to members of the NSW Police Force.
5. Continue to lead the development and delivery of various projects including injury management and industrial relations, a red tape review, and the preparation of business rules for the return to work of injured and ill officers.

Signed: A P Scipione APM, Commissioner of Police



**NAME** Clair Sharon Hodge  
**POSITION** General Counsel  
**SES LEVEL** 5 (11 April 2011 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$281,875 per annum

The following is a statement of performance for Ms Hodge.

#### KEY ACHIEVEMENTS

1. Provided effective leadership to lawyers within the Office of the General Counsel to ensure timely and accurate legal advice on civil matters to all levels of the organisation.
2. Initiated process improvement projects to streamline requests for information, to reduce the number of failed prosecutions and civil claims, and to identify and mitigate trends in certain classes of civil litigation against the NSW Police Force.
3. Initiated the creation of a searchable database of all external legal advices received by the Office of the General Counsel to capture valuable intellectual property.
4. Oversaw the successful reaccreditation of the internationally recognised ISO 9001 legal best practice standard.
5. Actively participated in the review of legal services across government and within the Attorney General & Justice Cluster to ensure NSW Police Force civil legal requirements are catered for.

Signed: C J Burn APM, Deputy Commissioner Corporate Services



**NAME** Aidan Gerard Hughes  
**POSITION** Director, Finance and Business Services  
**SES LEVEL** 5 (1 December 2011 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$305,000 per annum

The following is a statement of performance for Mr Hughes:

#### KEY ACHIEVEMENTS

1. Provided effective management of Finance & Business Services in line with corporate directions.
2. Led the development of a revised property governance and management model for the Police Property Portfolio.
3. Represented the interests of the NSW Police Force in the development of corporate and shared services improvement initiatives in the Attorney General & Justice Cluster.
4. Managed the production of the 2012-13 budget, focusing on meeting NSW Police Force operational objectives while satisfying NSW Treasury requirements.
5. As the Chief Financial Officer, provided advice to the Commissioner's Executive Team on strategic financial and service delivery related issues.

Signed: C J Burn APM, Deputy Commissioner Corporate Services



**NAME** Mark Oswell Jenkins APM  
**POSITION** Commander, Human Resources  
**SES LEVEL** 5 (28 July 2010 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$269,234 per annum

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

**KEY ACHIEVEMENTS**

1. Led the implementation of the changes brought about by the *Police Amendment (Death and Disability) Act 2011* and changes to workforce safety provisions under the *Work Health and Safety Act 2011*.
2. Led the development and implementation of the Workforce Improvement Program to embed a culture of injury prevention and early intervention into the NSW Police Force, and the new Health & Safety Strategy, which included the Safety Management System.
3. Continued to lead the NSW Police Force case in relation to the new *Crown Employees (Police Officers – 2011) Interim Award*.

4. Provided the Commissioner’s Executive Team with strategic advice and support in relation to contemporary human resource and workforce management issues. These included the successful management of industrial unrest; the continued development of the Horizon Program, a succession planning tool for senior staff; advice in relation to the review of the police promotion process and advice in relation to the ministerial audit of policing services.
5. Provided strategic leadership and management for the Corporate Spokesperson portfolios of Human Resources, Equity and Workplace Safety.

Signed: C J Burn APM, Deputy Commissioner Corporate Services



**NAME** Malcolm Arthur Lanyon APM  
**POSITION** Acting Assistant Commissioner, State Crime Command  
**SES LEVEL** 5 (20 February 2012 – present)  
 Temporarily appointed to the position 20 February 2012  
**SUBSTANTIVE POSITION** Director, Organised Crime Directorate, State Crime Command  
**RANK** 2 January 2011 – present  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$231,526 per annum

Detective Chief Superintendent Lanyon has been acting as Commander, State Crime Command while Assistant Commissioner David Hudson has been acting as Deputy Commissioner, Specialist Operations. The following is a statement of performance for Acting Assistant Commissioner Lanyon.

**KEY ACHIEVEMENTS**

1. Provided strategic leadership, specialist advice and oversight of the management and investigation of serious and organised crime, and as head of profession, promoted the professional development of detectives.
2. Promoted the Strategic Intelligence Framework and the introduction of innovative technologies to support the investigation of serious and organised crime, incorporating enhanced capability for the investigation of cyber crime.

3. Strengthened relationships with law enforcement partners to address serious and organised crime through participation in joint agency initiatives such as Operation Polaris (an investigation into crime on the waterfront).
4. As project sponsor, guided the implementation of the legislation and regulations for the Security Licensing & Enforcement Directorate and progression of the Government Licensing System project.
5. Participated in executive and government sponsored committees to provide specialist advice in issues affecting the investigation of serious and organised crime.

Signed: D Hudson APM, Acting Deputy Commissioner Specialist Operations



**NAME** Jeffrey Allen Loy APM  
**POSITION** Commander, Forensic Services Group  
**SES LEVEL** 5 (28 July 2010 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$269,234 per annum

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

#### KEY ACHIEVEMENTS

1. Achieved the elimination of the DNA backlog by leading a review and improvements to the end processes, the introduction of new efficiency strategies and the enhancement of investigative officer training.
2. Provided strategic direction and leadership in restructuring Forensic Services Group to achieve an improved business management structure and resulting in significant operational efficiencies and substantial financial savings.
3. Developed a service level agreement between NSW Health and the NSW Police Force, which includes a governance model to stabilise the realignment of Forensic Services into a single unit model of forensic chemical and biological analysis in New South Wales.
4. Sponsored national and international projects to extend the range of information provided to investigators and improve our capacity across forensic and biometric disciplines including drug analysis, increased DNA marker sets, fingerprint operations, ballistics information and disaster victim identification procedures.
5. Oversaw the development and implementation of the Exhibit, Forensic Information & Miscellaneous Property System to improve workflow visibility, prioritise exhibit management and eliminate duplication.

Signed: D Hudson APM, Acting 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 2012 \$269,234 per annum

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

#### KEY ACHIEVEMENTS

1. Through strategic leadership, developed a culture of customer service delivery and greater levels of support to police throughout the state, with demonstrated expansions of technical support to criminal investigations.
2. Led a review of the Advanced Technology Centre to ensure improvements of service delivery aligned to the requirements of the NSW Police Force.
3. Led enhancements to the NSW Police Force response to marine related crime and implementation of a Marine Crime Investigations Charter.
4. Created unprecedented field access to special technical equipment and self-deploy technology resulting in a substantial increase in the effectiveness of criminal investigations across the state.
5. Led the development of the Special Services Group Future Directions Plan.

Signed: D Hudson APM, Acting Deputy Commissioner  
 Specialist Operations



**NAME** Geoffrey Allan McKechnie APM  
**POSITION** Commander, Western Region  
**SES LEVEL** 5 (2 May 2012 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$269,234 per annum

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

**KEY ACHIEVEMENTS**

1. Implemented strategies to improve local audit processes, continue strong financial results in the Western Region and to improve LAC collaboration in responding to crime.
2. Developed skills in leadership and management for motivated staff through the Future Leaders staff development strategy, in collaboration with TAFE Western.
3. Delivered a 150th Anniversary of Policing celebration in western New South Wales which engaged more than 10,000 members of the public.

4. As Corporate Spokesperson for Aboriginal Issues, improved interagency responses to Aboriginal policing issues through regional networks, a review of the Aboriginal Strategic Direction and police training.
5. As Corporate Spokesperson for Rural Crime issues, oversaw the development of training and stronger coordination for rural crime investigators. Identified opportunities to improve recording practices for rural crime, and continued to maintain and enhance the relationship between police, external agencies and the Rural Crime Advisory Committee.

Signed: N Kaldas APM, Deputy Commissioner Field Operations



**NAME** Carmine (Frank) Mennilli APM  
**POSITION** Commander, South West Metropolitan Region  
**SES LEVEL** 5 (3 March 2008 – present)  
**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$269,234 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. Further developed the region's strategic plan, which is focused 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 including Operation Spartan (to address public shootings in south west Sydney), Strike Force Amarok (targeting repeat offenders and crime hot spot locations)

and Strike Force Zambesi (an urban hydroponic cannabis house eradication program which has resulted in the seizure and destruction of drugs with a street value in excess of \$58 million to date).

4. As the Corporate Spokesperson for Custody and Corrections, participated in a number of projects addressing Audio Video Link technology (AVL), a review of the *Bail Act 1978*, and a statewide review of the transport arrangements for prisoners.

Signed: N Kaldas APM, Deputy Commissioner Field Operations



<b>NAME</b>	Max Mitchell APM
<b>POSITION</b>	Commander, Police Transport Command
<b>SES LEVEL</b>	5 (7 June 2012 – present)
<b>TOTAL REMUNERATION PACKAGE</b> as at 30 June 2012	\$269,234 per annum

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

#### KEY ACHIEVEMENTS

1. Working with Transport for NSW, developed a proposal to provide a safe and secure New South Wales transport network.
2. Provided strong leadership in the development of strategies, policies and systems to impact on crime, and managed staff and finances in building the Police Transport Command.
3. To optimise the deployment of policing resources, led the development of a joint intelligence model between the NSW Police Force, the State Transit Authority of New South Wales, RailCorp and Sydney Ferries.

4. Led the implementation of strategies to support frontline police and improve commuter confidence in using the wider transport network.
5. Led the development of transport emergency management arrangements and disaster preparedness in collaboration with external agencies, the Major Events & Incidents Group and the Counter Terrorism & Special Tactics Command.

Signed: N Kaldas APM, Deputy Commissioner Field Operations



<b>NAME</b>	Mark John Murdoch APM
<b>POSITION</b>	Commander, Central Metropolitan Region
<b>SES LEVEL</b>	5 (29 August 2010 – present)
<b>TOTAL REMUNERATION PACKAGE</b> as at 30 June 2012	\$269,234 per annum

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

#### KEY ACHIEVEMENTS

1. Delivered strong and effective crime, people and financial management of the Central Metropolitan Region.
2. Delivered major event management and proactive policing operations across the region with a focus on alcohol related crime, antisocial behaviour and repeat offenders.
3. Implemented a number of region initiatives to improve service delivery and staff development, including submissions to the Information & Communication Technology (ICT) Innovation Board, Technology Action Plan, Traffic Plan and Leading Ladies Forum.

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 of domestic violence and their families.
5. As the Corporate Spokesperson for Emergency Management and as the Deputy State Emergency Operations Controller, represented the NSW Police Force on the State Rescue Board and State Emergency Management Committee (SEMC). Chaired the SEMC working groups with attention to Major Hazard Facilities and State Emergency Management District boundaries and responsibilities.

Signed: N Kaldas APM, Deputy Commissioner Field Operations



**NAME** Christopher James Robson

**POSITION** Chief Information Officer,  
Business & Technology Services

**SES LEVEL** 5 (31 January 2012 – present)

**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$285,300 per annum

The following is a statement of performance for Mr Robson.

#### KEY ACHIEVEMENTS

1. Ensured the provision of support for more than 200 systems. Coordinated improvements to systems and processes, including the protection of systems against external network attacks, and enabled systems to comply with legislative and policy changes such as the *Police Amendment (Death and Disability) Act 2011*.
2. Continued the modernisation of the COPS system, including the stabilisation of the WebCOPS™ environment through simplified architecture, enhancements and upgrade.
3. Established a Client Engagement Strategy to strengthen relationships between Business & Technology Services and its customers and stakeholders. Clarified the priorities of the ICT Strategy & Governance Framework.

4. Oversaw the progressive replacement of information technology equipment to ensure police systems and tools are effective and available 24 hours a day.
5. Provided strategic leadership and management of savings targets from the whole of government review of information, communication and technology expenditure, and participated in the Corporate Shared Services Reform Benchmarking survey.

Signed: C J Burn APM, Deputy Commissioner Corporate Services



**NAME** Carlene Anne York APM

**POSITION** Commander, Northern Region

**SES LEVEL** 5 (28 July 2010 – present)

**TOTAL REMUNERATION PACKAGE** as at 30 June 2012 \$269,234 per annum

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

#### KEY ACHIEVEMENTS

1. Managed the policing response within Northern Region for serious crime activities, including successful major operations targeting drugs, violent robberies and property offences.
2. Ensured sound fiscal management processes resulting in Northern Region meeting budget requirements for 2011-12.
3. Continued to drive the application of human resource practices leading to stable and sustained operational capacity within the Northern Region.
4. Led Strike Force Durkin, which resulted in the arrest of an armed and dangerous offender who had evaded capture for more than seven years.

5. As the Corporate Spokesperson for Youth, provided strong direction and continued to foster partnerships with other government agencies, contributing to the development of the *Youth Policy & Strategic Plan*. As Corporate Spokesperson for Women in Policing, continued to identify and contribute to development opportunities for women including mentoring and leadership programs.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

## APPENDIX 14 RESEARCH AND DEVELOPMENT

**TABLE 1 COMPLETED PROJECTS**

NSW POLICE FORCE INVOLVEMENT COMPLETED	OTHER AGENCIES INVOLVED	FUNDING AND STATUS
Biometrics vulnerability assessment project	National Security Science & Technology Branch, Biometrics Institute, University of Canberra	Funded by Department of the Prime Minister & Cabinet. In kind support. No police funding
Customer service provision at the frontline	Charles Sturt University	Funded by Charles Sturt University. In kind support. No police funding
Experiences of female officers in the NSW Police Force	University of Sydney	Honours project. In kind support. No police funding
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
Making demonstrably reliable forensic voice comparison a practical everyday reality in Australia	University of New South Wales, Australian Federal Police, National Institute of Forensic Science, Queensland Police	Australian Research Council and partner agencies. In kind support. No police funding
People with mental health disorders and cognitive disability in the criminal justice system	NSW Department of Health, Corrective Services NSW, NSW Council for Intellectual Disability, Housing NSW, University of New South Wales, 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 New South Wales	PhD project. Linked to previous 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
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
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
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
Serial sex crimes in Australia: A comparative study of profiling patterns	Queensland University of Technology	PhD project. In kind support. No police funding
The history of policing terrorism in Australia (New South Wales)	Nil	Recurrent budget activity
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. In kind support. No police funding
The validation of a new formulation of fluorescein for the development of marks in blood	University of Western Sydney	Honours project. NSW Police Force Aboriginal Grant, plus in kind support
Women in the NSW Police Force 1980-2010: Has 30 years really made a difference?	Charles Sturt University	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

## APPENDIX 14 RESEARCH AND DEVELOPMENT continued

**TABLE 1 COMPLETED PROJECTS CONTINUED**

NSW POLICE FORCE INVOLVEMENT COMPLETED	OTHER AGENCIES INVOLVED	FUNDING AND STATUS
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

**TABLE 2 CURRENT PROJECTS**

CURRENT PROJECTS	OTHER AGENCIES INVOLVED	FUNDING AND STATUS
An examination of Muslim religious practices in the workplace and their implications for management	Macquarie University	PhD project. In kind support. No police funding
Evaluation of simulated leadership training exercises using the HYDRA suite of programs	Charles Sturt University	PhD project. In kind support. No police funding
Examining the effects of the NSW Police Force Community Engagement Model	University of Western Sydney	Police contribution \$22,000
Forensic platform technologies for drug testing	Flinders University, Australian Federal Police, South Australia Police, Forensic Science South Australia, National Institute of Forensic Science	Australian Research Council and partner agencies. In kind support. No police funding
Homicide Investigation Manual	Charles Sturt University	In kind support. No police funding.
Identifying and removing barriers to gender equity	University of Melbourne, Australia & New Zealand Banking Group, Corrs Chambers Westgarth, Santos Limited, Westpac Group	Police contribution \$35,200
Intelligence and counter-intelligence interviewing: A comparative analysis of practices and procedures in Australia, Indonesia, Malaysia and Singapore	Charles Sturt University, Federal Bureau of Investigation, University of Texas at El Paso	Federal Bureau of Investigation. In kind support. No police funding
Investigative thinking styles	Queensland University of Technology	PhD project. In kind support. No police funding
Looking beyond the trees: police educators' conceptions of and approaches to growing and developing as teachers	Charles Sturt University	PhD project. In kind support. No police funding
Mental health frequent presenters to police: Who are they and what can we do	University of New South Wales	PhD project. In kind support. No police funding
Police attitudes towards people with a mental illness and the impact of training	University of New South Wales	PhD project. In kind support. No police funding
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
Reducing violence in groups - Phase 1: School Anti-bullying Program	University of Western Sydney	Attorney-General's Department Counter Terrorism Subcommittee. In kind support. No police funding
Resilience among NSW Police Force	Australian National University	Linked to previous project. Police contribution \$100,000 per annum over three years
Space, policy and professional practice: An analysis of child wellbeing policies in the professional practice areas of education, health and policing	Charles Sturt University	PhD project. In kind support. No police funding
The impact of incarceration on children's care: a strategic framework for good care planning	Monash University, Department of Human Services Victoria, Office of the Child Safety Commissioner Victoria, Department of Justice, Victoria, Victoria Police	Australian Research Council and Victorian government agencies. In kind support. No police funding.

## APPENDIX 14 RESEARCH AND DEVELOPMENT *continued*

**TABLE 2 CURRENT PROJECTS CONTINUED**

CURRENT PROJECTS	OTHER AGENCIES INVOLVED	FUNDING AND STATUS
The path to radicalisation	University of Western Sydney	Attorney-General's Department Counter Terrorism Subcommittee. In kind support. No police funding
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
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

## APPENDIX 15 ENVIRONMENTAL REPORTING

### We're reducing our impact on the environment

This financial year 52.5 tonnes of paper and cardboard waste was captured at the NSW Police Force Headquarters (PHQ) in Parramatta for recycling. This is the equivalent of 148 cubic metres of landfill.

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

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

We are also improving the efficiency of the design of new police stations by introducing features such as:

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

### Green vehicle management

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

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

## APPENDIX 16 OVERSEAS TRAVEL

### OPERATIONAL TRAVEL 2011-12

NAME/POSITION	PURPOSE	COUNTRY
One officer	Investigative inquiries	Canada
Two officers	Investigative inquiries	China
Two officers	Investigative inquiries	Fiji
Two officers	Investigative inquiries	India
Two officers	Investigative inquiries	Jamaica
One officer	Investigative inquiries	Lebanon and UAE
One officer	Investigative inquiries	New Zealand
Two officers	Investigative inquiries	New Zealand
Two officers	Investigative inquiries	New Zealand
Two officers	Investigative inquiries	Singapore and United Kingdom
Two officers	Investigative inquiries	Thailand
One officer	Investigative inquiries	United States
Two officers	Investigative inquiries	United States
One officer	Investigative inquiries	United States
Two officers	Extradition	India
Two officers	Extradition	New Zealand
Two officers	Extradition	Thailand
Two officers	Extradition	United States

### NON-OPERATIONAL TRAVEL 2011-12

NAME/POSITION	PURPOSE	COUNTRY
Chief Superintendent Julie Middlemiss	Agency visit	Canada
Sergeant Craig Lamb	Agency visit	United States
Superintendent Mark Sweeney	Conference	Brazil
Mr Strath Gordon	Conference	Canada
Assistant Commissioner Alan Clarke and Superintendent Craig Sheridan	Conference	Canada and United States
Assistant Commissioner Peter Dein	Conference	Canada and United States
Superintendent Mark Sweeney	Conference	Cyprus
Inspector Ian Rotsey	Conference	Denmark
Superintendent Dave Donohue	Conference	Germany
Inspector Matthew McCarthy	Conference	Indonesia
Detective Inspector Scott Whyte	Conference	Indonesia
Mr Chris Beatson	Conference	Jamaica
Assistant Commissioner David Hudson	Conference	Japan
Senior Sergeant Ian Priest	Conference	Japan
Assistant Commissioner David Hudson	Conference	Netherlands
Commissioner Andrew Scipione and Ms Nicole Rose	Conference	New Zealand x 3
Detective Superintendent Michael Goodwin, Detective Inspector Adam Johnson and Senior Sergeant David Wright	Conference	New Zealand
Ms Clair Hodge	Conference	New Zealand
Detective Chief Inspector Bernhard Janssen	Conference	New Zealand
Detective Chief Superintendent Malcolm Lanyon	Conference	New Zealand
Assistant Commissioner David Hudson	Conference	Singapore

## APPENDIX 16 OVERSEAS TRAVEL continued

### NON-OPERATIONAL TRAVEL 2011-12 CONTINUED

NAME/POSITION	PURPOSE	COUNTRY
Detective Sergeant Ritchie Sim	Conference	Singapore
Senior Constable Rachel Neal	Conference	The Netherlands
Detective Senior Constable Bradley Atkins and Plain Clothes Constable Michael Cambridge	Conference	United States
Detective Superintendent Col Dyson	Conference	United States
Ms Rebecca Hoile	Conference	United States
Ms Melanie Holt	Conference	United States
Detective Inspector Nicholas Iorfino	Conference	United States
Mr Brian Jones	Conference	United States
Detective Superintendent Michael Plotecki	Conference	United States
Detective Superintendent Michael Plotecki	Conference	United States
Dr Tony Raymond	Conference	United States
Inspector Gregory Taylor	Conference	United States
Detective Superintendent Michael Willing and Detective Chief Inspector John Lehmann	Conference	United States
Detective Inspectors Christopher Olen and Michael Sheehy	Conference	United States
Superintendent Mark Sweeney	Debrief	New Zealand
Assistant Commissioner Alan Clarke, Chief Superintendent Steve Cullen, Inspector Kirsten McFadden and 18 members of the Mounted Police Unit	Performance	United Kingdom
Detective Superintendent Luke Moore and Detective Senior Sergeant Roslyn Keys	Police Games	New Zealand
Sergeant Sean Phillips	Research	Canada
Detective Superintendent Robert Redfern	Research	Canada
Detective Sergeant Bruce Lin	Research	Canada and United States
Sergeant Andrew Coss	Research	Finland
Detective Superintendent Mark Wright and Superintendent Christopher Clark	Research	India
Superintendent David Darcy	Research	Micronesia
Detective Senior Constable Jeffrey Sinton	Research	United States
Assistant Commissioner David Hudson	Training	Canada
Mr Rick Loebler	Training	Germany
Detective Sergeant Gregory Schott	Training	New Zealand
Detective Inspector Constantino Galea	Training	South Korea
Deputy Commissioner Dave Owens	Training	Turkey
Inspector Phillip Gornall and Special Constables Neil Dodds, David Harman, Matthew Stanton and David Link	Training	United Kingdom
Messrs Mark McNicol and Keith Stewart	Training	United Kingdom
Detective Superintendent Nicholas Bingham	Training	United States
Deputy Commissioner Nick Kaldas	Training	United States
Deputy Commissioner Nick Kaldas	Training	United States
Senior Sergeants Andrew Mckellar and Terry Holt	Training	United States
Sergeants Andrew Nelmes and Bryan Jackson	Training	United States
Inspector Brett Smith	Training	United States
Detective Inspector James Stewart	Training	South Korea
Superintendent Dave Eardley	Training	United States

## APPENDIX 17 PROPERTY DISPOSALS

In 2011-12 the NSW Police Force sold 4 properties for a total of \$4.675 million nett.

SITE	PROCEEDS \$ MILLION
24 Burleigh Street, Burwood	\$ 1.563
3 High Street, Collarenebri	\$ 0.057
Part Lot 7 & 8 Moore Street, Armidale	\$ 0.611
13 Lake Entrance Road, Warilla	\$ 2.444

There were no properties disposed of which had a value of more than \$5.0 million, with exception to the following "exchange of facilities".

The Green Square Town Centre LEP amendment (No.17) to the South Sydney Local Environmental Plan 1998 was gazetted on 22 December 2006. On the 1 June 2011 the NSW Police Force had entered into the final stages of a relocation agreement with Landcom. The agreement was an exchange of 'New Facilities' valued at \$50.583 million to be provided by Landcom for 'Zetland Land' valued at \$45.782 million which was previously owned and occupied by the NSW Police Force. The relocation was completed in December 2011, at which point, control of the Zetland Land passed to Landcom.

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 2011-12 were sold in accordance with government policy. Documents relating to property disposal may be accessed under the *Government Information (Public Access) Act 2009*.

## APPENDIX 18 ANNUAL REPORT PRODUCTION COSTS

The 2011-12 NSW Police Force Annual Report was produced by the Public Affairs Branch.

The total production cost was \$11,800 (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 2011-12. 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](http://www.police.nsw.gov.au).

## APPENDIX 19 CONSULTANTS

### (a) Engagements costing \$30,000 or greater:

Nil.

### (b) Engagements costing less than \$30,000:

The consultants were engaged to assist with the following services:

- Governance clarification for the Performance Enhancement Program (PEP). The cost was \$10,000.
- Information security management strategy project. The cost was \$9,300.
- Developing leadership coaching and mentoring program. The cost was \$1,500.
- Review and strategic advice of several business cases for Information Communications Technology (ICT). The cost was \$5,300.

## APPENDIX 20 CREDITORS PAYMENTS AND CREDIT CARDS

### Payment of accounts

#### 1(A) ACCOUNTS DUE OR PAID WITHIN EACH QUARTER

ACCOUNTS DUE OR PAID WITHIN EACH QUARTER				
MEASURE	SEPTEMBER 2011	DECEMBER 2011	MARCH 2012	JUNE 2012
<b>All Suppliers</b>				
Number of accounts due for payment	82,074	74,232	104,675	88,449
Number of accounts paid on time	61,823	55,127	85,891	68,656
Actual percentage of accounts paid on time (based on number of accounts)	75%	74%	82%	78%
Dollar amount of accounts due for payment (\$'000's)	\$145,064	\$124,202	\$129,195	\$228,902
Dollar amount of accounts paid on time (\$'000's)	\$91,700	\$78,964	\$76,421	\$158,487
Actual percentage of accounts paid on time (based on \$)	63%	64%	59%	69%
Number of payments for interest on overdue accounts	0	0	0	1
Interest paid on overdue accounts (\$) actual	0	0	0	\$25

#### 1(B) CREDITORS AGED ANALYSIS AS AT 30 JUNE 2012

QUARTER	CURRENT \$'000	BETWEEN 30 AND 60 DAYS OVERDUE \$'000	BETWEEN 60 AND 90 DAYS OVERDUE \$'000	MORE THAN 90 DAYS OVERDUE \$'000
<b>All Suppliers</b>				
September	7,347	187	20	86
December	15,159	84	15	60
March	5,776	164	388	(259)
June	13,123	606	118	849
<b>Small Business Suppliers</b>				
September	44	1	0	0
December	97	0	0	0
March	41	0	0	0
June	12	0	0	0

The above information is extracted from the Aged Accounts Payable Analysis as at September and December, 2011 and March and June, 2012. 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.

The new payment of accounts policy on the small business supplier payment of accounts performance disclosures became fully operational from 1 January, 2012. A number of system changes in the Finance system were required which enabled the calculation of penalty interest to be automated to a certain extent. Thus the policy was fully implemented for the March 2012 and June 2012 quarters.

As evidenced in the associated tables there was a single amount of \$25 interest paid to a small business on overdue accounts for the financial year.

Suppliers have been consistently advised of the new policy since its inception via detailed messages on all cheque and EFT remittance advices generated by the Organisation in addition to information on all purchase orders submitted to suppliers. This information which continues today includes instructions of how suppliers may identify themselves as a small business.

Penalty interest paid during the year: \$25 only.

## 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 have 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.
- Greater use of Purchase Card system in 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 Shared Services for more timely processing
- Implementation of new accounts payable scanning solution during 2011/2012, and instructions to be issued to suppliers in July, 2012, to forward all invoices to the Shared Services area in the first instance should further improve payment performance.

## 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 2011-12 was satisfactory and has been in accordance with the Premier's Memoranda and Treasurer's Directions.

## APPENDIX 21 MATTERS ARISING FROM THE 2011-12 AUDIT

### Death & Disability Scheme (including Partial & Permanent Disability)

The Auditor observed that the NSW Police Force's liability for Partial and Permanent Disability benefits (PPI) liability has dramatically reduced to \$60.7 million from \$284 million at 30 June 2011. This reduction is mainly attributed to the change in the scheme and the implementation of a new Death and Disability insurance policy.

#### 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 additional supplementation from Treasury during 2011-12 to manage the transitional arrangement for the new scheme.

### Death & Disability Payments

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. However, this amendment has its limitations as it will not impact those instances where the officers have not previously signed; and where the officers are unwilling to sign the deed and authority for First State Super to deduct the PPD amount owing to the NSW Police Force from the TPD payment.

#### Response

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

### Recoupment of Workers Compensation Claims

The Auditor observed that the recoupment of workers compensation claims lodged by the NSW Police Force has reduced significantly to \$1,433,981 from \$9,142,943. Overall, claims older than six months but less than 1 year have decreased by approximately 86 per cent and claims older than one year have now being cleared as at 30 June 2012. Employers Mutual Limited (EML) managed new claims from 01 January 2011 and took over the outstanding Allianz portfolio claims from 01 April 2011.

#### Response

The co-ordination of the workers compensation functions within the NSW Police Force was moved to a newly created area called the employee compensation claims unit located in shared service directorate. This new unit specialises in processing workers' compensation and processing and recoupment of wages. The unit has undertaken a large piece of work which resulted in the review of all standard operating procedures, setting benchmarks and system enhancements.

A project team was implemented to address the recoup backlogs. Clear direction and strategies were put in place to ensure timely and effective workers compensation transactions take place and that best practice was implemented and achieved to ensure effective ongoing management of our workers compensation claims.

### Recreation Leave Liability

The Auditor observed that the liability for recreation leave has increased to \$203 million, a 2 per cent increase compared to last year. The actual entitlements hours have increased by 14,413 hours for sworn officers and decreased by 17,345 hours for unsworn officers.

While the NSW Police Force is actively managing this issue and we have seen slight reductions, there are still a high number of officers who have excessive annual leave balances at 30 June 2012, as shown in the table below. The NSW Police Force should continue its efforts in managing excessive leave balances and continuously reassess the effectiveness of its existing strategies.

#### Response

The number of sworn officers increased during the reporting period resulting in a larger number of officers accumulating annual leave hours. The monetary value of unsworn officers' recreation leave liability increased during the reporting period, whilst the actual hours of liability reduced. This can be attributed to increases in remuneration from incremental progression during the reporting period.

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 22 INSURANCE ACTIVITIES

### Workers Compensation

The workers compensation insurance policy covers work place related injuries for all unsworn staff and all sworn officers recruited after 1st April 1988. For 2011-12, the workers compensation premium increased by 139%. 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 2011-12, the premium decreased by 4%. The premium decrease was due to decrease 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 2011-12, the motor vehicle premium increased by 12%. 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 2011-12, the premium increased by 13%. The premium increase was due to increase in declared asset values and claims costs.

### Miscellaneous

The miscellaneous insurance policy covers personal accident for volunteers, air travel and personal effects. The 2011-12 premium increased by 4% which was due to increase in claims costs.

## APPENDIX 23 INTERNAL AUDIT

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

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

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

### Internal Audit & Risk Management Statement for the 2011-12 Financial Year for NSW Police Force

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

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

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



Andrew Scipione APM  
Commissioner of Police

## APPENDIX 23 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 two consultancies for 2011–12 including:

- Engagement and use of contract labour and consultants
- Motor vehicle fleet management
- Wages recoup – external NSW Police Force secondments
- Internal control framework
- Workers compensation claims processing: Follow up of agreed actions from the 2009-10 review and re-assess the processes, responsibilities and risk assessment for the new service provider
- Expenditure cycle continuous controls and transaction monitoring – accounts payable and purchasing
- Providing advice to Accounts Payable Automation Project with respect to certification and authorisation of payments for invoices processed through the Readsoft invoice scanning facility
- Providing advice on the development of the Compliance Program.

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

### External audits and reviews

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

- Responding to domestic and family violence

This review assessed how well government and funded non-government organisations work together to respond to domestic and family violence.

The report found that while government organisations recognise that domestic and family violence creates a lot of work, most do not know how much. The report identified that a greater awareness of the impact of domestic and family violence could inform a considered and strategic response to domestic and family violence and the allocation of resources to core activities. A number of recommendations were made and these are being considered by the NSW Police Force.

- Managing information technology (IT) services contracts

The focus of this audit was IT services contract management. IT services contracts are for ongoing services rather than a specific product or system. They include ongoing maintenance, support and hosting of existing agency information technology infrastructure or systems. The audit focused on IT services contracts that were of a high value (greater than \$5 million) and long term (three or more years' duration).

The audit assessed two agencies including the NSW Police Force and identified that while both agencies had frameworks for contract management in place, gaps in implementation were identified that limited their effectiveness. A number of recommendations were made in relation to the management of IT services contracts and these are being considered by the NSW Police Force.

## APPENDIX 24 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 25 MAJOR WORKS IN PROGRESS

PROJECT	DUE FOR COMPLETION	COST TO 30/06/12 \$'000
<b>BUILDINGS</b>		
Bowral Police Station	2017	326
Coffs Harbour Police Station	2015	1,251
Deniliquin Police Station	2016	484
Lake Macquarie Local Area Command	2015	150
Moree Police Station	2014	4,762
Parkes Police Station	2015	3,478
Parramatta Police Station	2017	1,689
Riverstone Police Station	2015	1,725
Tweed Heads Police Station	2015	1,049
Walgett Police Station	2014	1,559
Digital CCTV in Police Station Charge Areas	2014	13,471
Hazardous Materials Management Program	2015	8,000
Police Transport Command Fitout & Equipment	2013	3,307
Prisoner Handling Upgrades at 14 Locations	2013	13,455
<b>INFORMATION AND COMMUNICATION TECHNOLOGY</b>		
21st Century Neighbourhood Watch	2013	350
Counter Terrorism Information Management System Phase 1	2013	100
Court Outcomes Enhancement Project to Automate Data Exchange	2013	1,281
Forensic Services Imaging	2013	398
Forensic and Exhibit Information Management System	2013	4,600
Government Licence System	2013	625
Livescan Hardware Refurbishment	2013	550
Mobile Automatic Number Plate Recognition Equipment	2013	3,600
Mobile Data Terminal Replacement	2015	3,270
Police Link Voice Upgrade	2013	300
Radio Communications Phase 4	2013	5,894
Enterprise Resource Planning Upgrade	2014	500
Upgrade of Core Operating Police System	2013	42,130
Upgrade of Information Technology Equipment Phase 2	2014	25,902
<b>PLANT AND EQUIPMENT</b>		
Ballistic Protective Vests	2013	2,500
Class 4 Marine Vessels	2013	963
Fit-out of Vehicles for Additional Police Officers	2013	4,041
Police Mobile Command Vehicles	2013	1,800
Prisoner Transport Vehicles	2013	532
Rollout of Tasers to First Response Police	2013	5,952

The 'due for completion' dates are based on the estimated completion dates published in 2012-2013 Budget Paper No. 4 and may be subject to change.



# HONOURS & AWARDS

## COMMISSIONER'S VALOUR AWARD (VA)

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

Snr Cst David James RIXON  
(awarded posthumously)  
Sgt Peter John STENZ  
Sgt Glenn Howard STIRTON

## COMMISSIONER'S AWARDS

### Commissioner's Commendation – Courage

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

Snr Cst Adam Patrick WILLIAMS  
Insp Rowan Patrick O'BRIEN  
Snr Cst Matthew David CRIBB  
Snr Cst Jeffrey Colin Wayne GARLAND  
Snr Cst Craig Robert SUTTON  
Cst Shane Francis PEDLER  
Ch Insp Michael McLEAN  
Snr Cst Gavin Lloyd LAWRENCE  
Sgt Mark Andrew HOATH  
Det Acting Sgt Stephen John BUTTEL  
Snr Cst Paul Bruno CORNALE  
Cst Adam Gregory GOODHEW  
Snr Cst Jason Grahame BATTLE  
Snr Cst Sally Anne HOGG  
Snr Cst Stacey BULL  
Prb Cst Scott McWILSON

### Commissioner's Unit Citation

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

Snr Cst Duncan Robert ABERNETHY  
Snr Cst Paul Bruno CORNALE  
Snr Cst Jason William HODDER  
Sgt Craig STOREY  
Snr Cst Tswi SCHUTTE,  
Det Sgt Samuel TINNEY  
Sgt Brian Russell BARNES  
Det Snr Csts Glen SHEPHERD  
Snr Cst Patricia Doreen WALSH  
Snr Cst Brett Christopher HARRIS  
Ch Insp Zoran Paul DZEVLAN  
Deputy Commissioner Nick KALDAS APM  
Assistant Commissioner Mark JENKINS APM  
Det Supt Greig NEWBERY  
Det Insp Ian McNAB APM  
Det Sgt Wayne WALPOLE  
Det Supt Michael HAGAN  
Det Insp Robert McKEEN  
Det Insp Don BROWN  
Insp Fred TRENCH  
Insp Terry NASH  
Insp Colin KENNEDY  
Det Sgt Kevin FITZGERALD  
Det Sgt David PARMETER  
Det Sgt Andrew PANIGYRAKIS  
Det Snr Cst Grant HILDER  
Det Sgt Jason Paul DICKINSON

Det Snr Sgt Simon WILD  
Det Snr Cst Glen Stephen MITCHELL  
Det Snr Cst Katie Helen BRAND  
Det Snr Cst Sasha PINAZZA  
Snr Cst Natasha Maree WILLIAMS  
Det Sgt Richard John Michael LONG  
Snr Cst Allan David CROFT  
Snr Cst Peter ROBERTS  
Snr Cst Laura-Jane HARVEY  
L/Snr Cst Brad Michael KNEEN  
Snr Cst Darren Walter PARSEY  
Snr Cst Mark Gregory MOLLOY  
Det Sgt Sydney Howard DAVIS  
Cst Christopher Francis GROVES  
Snr Cst Kate Ellen KILBY  
Snr Cst Paul PAXTON

### Commissioner's Commendation – Community Service

Awarded to officers for outstanding service to the community.

L/Snr Cst Richard ARNOLD

### Commissioner's Commendation – Service

Awarded to officers to recognise outstanding service.

Snr Cst Stewart Alan BAILEY  
Deputy Commissioner Nick KALDAS APM  
Assistant Commissioner Mark JENKINS APM  
Det Supt Greig NEWBERY

Det Insp Ian McNAB APM  
Det Sgt Wayne WALPOLE  
Snr Cst Peter BELL  
Snr Cst Samuel STEFANAC

### **Commissioner's Certificate of Merit**

Awarded to officers for exceptional performance of duty.

Cst Christopher Peter WELLS  
Det Snr Cst Craig Arthur RYAN  
Snr Cst Matthew Phillip LIEBREGTS  
Cst Joshua Peter TYNAN  
Cst Mark GRIFFITH  
Det Snr Cst Craig Arthur RYAN  
Snr Cst Tracey Lee ANDREWS  
Snr Cst Damien Peter COOK  
Snr Cst Reece Hampson TRUDGETT  
Sgt Edward John TAYLOR  
L/Snr Cst Michael John WHITE  
Snr Cst Geoffrey SEARANT  
Sgt Chris Charles SAMMUT  
L/Snr Cst Allan Bradgate DAVIS  
L/Snr Cst Ross William PERRY  
Deputy Commissioner David John OWENS  
Det Insp David Michael DONOHUE  
Sgt Natalie WOODWARD  
Snr Cst Sarah Catherine MURPHY  
Insp Joel MURCHIE  
L/Snr Cst Gregory John FRAIL  
Prb Cst Ricky Thomas WATERS  
Cst Leigh Craig HOOPER  
Sgt Lisa Jane CHINNOCK  
Ms Cathy May DONOGHUE  
Det Snr Cst Adam BARWICK  
Prb Cst Winston LANGTHORNE  
Insp Brian WYVER  
Snr Cst Richard DROOGER  
Snr Cst Judith Ann CRAWFORD  
Snr Cst Andrew FITZGERALD  
Snr Cst Nicholas SINCLAIR  
Cst Christopher Shane CULGAN  
Snr Cst Laurain Joy HATHAWAY  
Sgt Lance STEBBING  
Ms Gina Sarah ANDREWS

### **NSW Police Diligent & Ethical Service Medal**

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

### **NSW Police Diligent & Ethical Service Medallion**

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

### **Commissioner's Long Service Award**

Awarded to administrative officers and Ministerial employees for 15 years of diligent service.

## **AUSTRALIAN HONOURS & AWARDS**

### **Commendation for Brave Conduct**

Insp Christopher Charles SAMMUT  
L/Snr Cst Allen Bradgate DAVIES

### **Australian Police Medal (APM)**

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

Assistant Commissioner Peter BARRIE  
Sgt Paul George BATISTA  
Snr Sgt Ronald Charles DORROUGH  
Det Ch Supt Wayne Desmond GORDON  
Det Insp Paul Yervan JACOB  
Insp Mark Anthony MINEHAN  
Det Supt Peter James O'BRIEN  
Det Ch Insp Brad Edmund TAYLER  
Det Insp Peter YEOMANS  
Supt Terence Joseph JACOBSEN  
Insp John Terence LIPMAN  
Sgt Roger Hedley MAYER  
Supt Desmond John ORGAN  
Det Insp Greig Anthony STIER  
Supt Elizabeth Anne STIRTON  
Supt Mark Francis SWEENEY  
Sgt David John WHEATLEY

## **OTHER HONOURS & AWARDS TO MEMBERS OF THE FORCE**

### **Royal Humane Society of NSW Certificate of Merit**

Awarded for meritorious actions in rescue situations.

Prb Cst Joanne ROSS  
Snr Cst David RODERICK  
Snr Cst Tracey ANDREWS  
Snr Cst Damien COOK  
Snr Cst Steven WINSLOW

### **Royal Life Saving NSW**

*NSW Police Award*

Awarded for outstanding attempt at saving human life.

Cst Alicia HICKEY  
Snr Cst Helen FRAME  
L/Snr Cst Scott NICHOLLS  
L/Snr Cst Scott BURTENSCHAW  
Cst Nicole LUCACI  
L/Snr Cst Suzanne O'LEARY  
Cst Adam KLASTERKA  
Cst Courtney Hamilton CRUIKSHANK  
Cst Andrew BROOKS  
Cst Stephen BELL  
Det Snr Cst Donald GEDDES  
Snr Cst Nathan BYRNE  
Det Snr Cst Shane GILLESPIE  
Snr Cst Mark WILMORE  
Snr Cst Jonathan CARTMILL  
Cst Clint HAWES  
Cst Alexandra HANDLEY  
Snr Cst Michael EMIN  
Ch Supt Wayne BENSON  
Det Snr Cst Matthew STINGMORE  
Cst Alisa COULSON

# GLOSSARY

- ABS** Australian Bureau of Statistics
- ACLOs** Aboriginal community liaison officers
- ADT** Administrative Decisions Tribunal
- AFP** Australian Federal Police
- AGD** Attorney-General's Department
- AIC** Australian Institute of Criminology
- AIPM** Australian Institute of Police Management
- ALEC** Alcohol & Licensing Enforcement Command
- AM** Member of the Order of Australia
- ANPR** Automated number plate recognition
- ANZPAA** Australia New Zealand Policing Advisory Agency
- APM** Australian Police Medal
- ASIO** Australian Security Intelligence Organisation
- ATM** Automated teller machine
- BM** Australian Bravery Medal
- BOCSAR** Bureau of Crime Statistics & Research
- BTS** Business & Technology Services
- c@ts.i** Complaints Management System
- CAD** Computer Aided Dispatch
- CALD** Culturally and linguistically diverse
- CAPP** Community Awareness of Policing Program
- CCTV** Closed circuit television
- CET** Commissioner's Executive Team
- COMPASS** Command Performance Accountability System
- COPS** Computerised Operational Policing System
- CSU** Charles Sturt University
- CTH** Commonwealth
- DAL** Division of Analytical Laboratories
- DAGJ** Department of Attorney General & Justice
- DET** Department of Education & Training
- DNA** Deoxyribonucleic acid, or a set of genetic blueprints
- DV** Domestic violence
- DVI** Disaster Victim Identification
- EEO** Equal employment opportunity
- FBI** Federal Bureau of Investigation
- FOI** Freedom of information
- FSG** Forensic Services Group
- FTE** Full time equivalent
- GIPA** *Government Information (Public Access) Act 2009*
- GST** Goods and Services Tax
- HR** Human resources
- HRIP** *Health Records and Information Privacy Act 2002*
- HVP** High visibility policing
- HWP** Highway patrol
- IAU** Information Access Unit
- ICAC** Independent Commission Against Corruption
- ICT** Information & Communication Technology
- IPROWD** Indigenous Policing Recruitment Out West Delivery
- IRC** Industrial Relations Commission
- ISSN** International Standard Serial Number
- IT** Information technology
- LAC** Local area command
- LEPRA** *Law Enforcement (Powers & Responsibilities) Act 2002*
- MAC** Marine Area Command
- MCLO** Multicultural community liaison officer
- MDTs** Mobile data terminals
- MHIT** Mental Health Intervention Team
- MobileCAD** Mobile Computer Aided Dispatch
- NIFS** National Institute of Forensic Science
- NSCSP** National Survey of Community Satisfaction with Policing
- NSWPF** NSW Police Force
- OMCG** Outlaw motorcycle gang
- PAL** Police Assistance Line
- PCA** Prescribed concentration of alcohol
- PHQ** Police Force Headquarters
- PIPP Act** *Privacy & Personal Information Protection Act 1998*
- PORS** Public Order & Riot Squad
- PPD** partial and permanent disability
- PSES** Police Senior Executive Service
- PSM** Public Service Medal
- PTC** Police Transport Command
- RES** Region Enforcement Squad
- REVS** Register of Encumbered Vehicles
- RTA** Roads and Traffic Authority
- SAP** NSW Police Force's electronic finance and human resource management system
- SEOCON** State Emergency Operations Controller
- SOPs** Standard operating procedures
- SSG** Special Services Group
- TASER** Electronic control devices
- TMF** Treasury Managed Fund
- TPD** Total and permanent disablement
- UWS** University of Western Sydney
- VIP** Volunteers in Policing
- VKG** Police radio

**RANK ABBREVIATIONS****Prb Cst** Probationary Constable**Cst** Constable**Snr Cst** Senior Constable**L/Snr Cst** Leading Senior Constable**Sgt** Sergeant**Snr Sgt** Senior Sergeant**Insp** Inspector**Ch Insp** Chief Inspector**Supt** Superintendent**Ch Supt** Chief Superintendent**AC** Assistant Commissioner**DC** Deputy Commissioner

Commissioner

**LEGISLATIVE INDEX****A**

Access 2, 110, Back cover  
 Agreement with Community Relations Commission 83  
 Aims and Objectives 2  
 Annual report production costs 110  
 Audit Opinion on Financial Statements 29  
 Audited financial statements 31-76  
 Audits 4, 13, 88, 100, 102, 112, 113, 114, 115

**C**

Charter 8  
 Community we serve 2, 5  
 Consultants 49, 110  
 Consumer response 16-25 88  
 Credit card 54, 72, 111, 112

**D**

Disability plans 82

**E**

Economic/other factors affecting achievement 27  
 Equal employment opportunity 81, 82, 120  
 Executive officers 4, 93-104

**F**

Financial statements 29-76  
 Financial summary 27-29  
 Fiscal impact of the operating environment 27

**G**

Glossary 120  
 Governance 4, 5, 14, 15, 114, 115, 93-104  
 Government information and public access 84, 85

**H**

Human resources 4, 24, 93, 95, 96, 100

**I**

Independent Auditor's Report 29  
 Insurance activities 39, 114

**L**

Legislative changes 91, 92  
 Letter of submission to the Minister 2

**M**

Major works in progress 116  
 Management and activities 4-25  
 Management and structure 4, 5  
 Matters arising from previous Audit 113  
 Multicultural Policies & Services Program 83, 94

**O**

Occupational Health and Safety Act 86  
 Organisation chart 5  
 Overseas travel 108

**P**

Payment of accounts 111  
 Performance audits 114, 115  
 Performance measures 14-25  
 Performance reviews 14-25, 93-104  
 Personnel policies and practices 81, 82  
 Principal officers 4, 93-104  
 Privacy management plan 88  
 Property disposal 110

**R**

Research and development 105-107  
 Review of operations 4-13  
 Risk management 13, 43, 45, 54, 55, 60, 62, 70-75, 114

**S**

Significant judicial decisions 90  
 Staff drug and alcohol testing 87  
 Staff numbers 5, 79-81  
 Statement on the performance of each executive officer 93-104  
 Statement reporting audit compliance 114  
 Summary review of operations 6-13

**W**

Waste Reduction 107  
 Website 2, 110, Back cover

## A

Aboriginal 2, 9, 81, 82, 85, 102, 105, 120  
 Administrative Decisions Tribunal 85, 88, 90,  
 Alcohol 4, 8, 14, 15, 18, 19, 20, 51, 53, 87, 91,  
 93, 96, 102, 103, 105, 120  
 Annual Reports (Departments) Act 2  
 Annual Reports (Departments) Regulation 2  
 Antisocial behaviour 8, 9, 14, 19, 21, 53, 96,  
 103  
 Ambulance Service of NSW 8  
 Assaults 8, 15, 18  
 Assets 32, 33, 34, 36-44, 46-50, 52, 54-59, 63,  
 66-70, 72, 74, 75, 97, 115  
 Attorney-General's Department  
 (Commonwealth) 106, 107  
 Audit 4, 13, 31, 39, 49, 60, 70, 76, 88, 100,  
 102, 112, 113, 114, 115  
 Audited financial statements 31-76  
 Australian Bureau of Statistics 5, 15, 88  
 Australian Federal Police 94, 97, 105, 106  
 Australian Institute of Criminology 105  
 Australian Institute of Police Management 94,  
 97, 105  
 Australia New Zealand Policing Advisory  
 Agency 97  
 Australian Security Intelligence Organisation  
 97  
 Awards 12, 45, 81, 82, 118

## B

Bail Act 102  
 Break and enter 15, 16, 17  
 Budget 4, 15, 24, 27, 32, 33, 35, 46, 59, 67, 74,  
 93, 95, 99, 104, 105, 116  
 Bureau of Crime Statistics & Research 8, 17,  
 18, 88  
 Burn, Catherine 4, 7, 93, 114  
 Business & Technology Services 4, 104

## C

c@ts.i 89, 120  
 CAD 11, 15, 23  
 CCTV 116  
 Central Metropolitan Region 4, 5, 103  
 Charles Sturt University 94, 105, 106  
 Charter 4, 23, 101  
 Child 9, 11, 85, 90, 91, 92, 106  
 Child Protection (Offenders Prohibition Orders)  
 Act 91  
 Children (Criminal Proceedings) Act 92  
 Children (Criminal Proceedings) Regulation 91  
 Code of Best Practice for Information  
 Management 88  
 Command Performance Accountability System  
 13  
 Commissioner's Executive Team 4  
 Commissioner's Sesquicentenary Citation  
 Commonwealth of Australia Gazette 91  
 Community 2, 6, 7, 8, 9, 11, 12, 13, 14, 16, 19,  
 20, 21, 22, 23, 24, 25, 27, 50, 53, 82, 83, 84,  
 88, 89, 93, 97, 105, 106, 118

Community Awareness of Policing Program  
 CAPP 12, 93  
 Community Engagement Guidelines 12  
 Community Relations Commission and  
 Principles of Multiculturalism Act 83  
 Community satisfaction 15, 20, 21, 22, 25  
 Complaints 5, 10, 11, 15, 23, 83, 88, 89  
 Consultants 49, 110, 115  
 COPS 13, 15, 88, 93, 104  
 Corporate Plan 4, 14, 16, 93  
 Corporations Act 48  
 Counter terrorism 4, 5, 10, 11, 51, 93, 94, 95,  
 97, 103, 106, 107, 116  
 Courts and Crimes Legislation Amendment  
 Act 92  
 Creditors 60, 63, 68, 111  
 Crime prevention 14, 83  
 Crimes (Sentencing Procedure) Act 91  
 Crimes (Sentencing Procedure) Regulation 91  
 Crime statistics 16, 17, 18, 88, 120  
 Crime Stoppers 90, 124  
 Crimes Act 69, 92  
 Criminal Case Conferencing Trial Act 92  
 Criminal Case Conferencing Trial Regulation  
 92  
 Crown Employees (Police Officers – 2011)  
 Interim Award 93, 100  
 Cultural approval 2  
 Culturally and linguistically diverse (CaLD)  
 communities 9  
 Customer Service 12, 14, 15, 22, 23, 88, 89,  
 93, 101, 105

## D

Department of Attorney General & Justice  
 NSW 12, 40, 47, 51, 83  
 Department of Family & Community Services  
 11  
 Department of Health 105  
 Department of Human Services Victoria 106  
 Department of Justice Victoria 106  
 Department of Land & Property Information 8  
 Department of Premier & Cabinet 81, 93, 96  
 Department of the Prime Minister & Cabinet  
 105  
 Directions in Australia New Zealand Policing  
 16,  
 Disability 13, 39, 45, 49, 52, 59, 61, 67, 81, 82,  
 92, 93, 98, 100, 104, 105, 113  
 Disaster Victim Identification 101  
 DNA 11, 89, 101, 105  
 Domestic violence 9, 14, 15, 18, 51, 103  
 Drug 4, 8, 10, 11, 14, 51, 53, 87, 89, 91, 101,  
 102, 104, 105, 106  
 Drug and alcohol testing 4, 87  
 Drug and Alcohol Treatment Act 91  
 Drug and Alcohol Treatment Regulation 91  
 Drug Misuse and Trafficking Regulation 91

## E

EEO target groups 81, 82  
 Emergency management 9, 94, 96, 98, 103  
 Environment 11, 13, 14, 24, 27, 41, 74, 82, 85,  
 86, 104, 105, 107, 110  
 Ethical Health Strategy 4  
 Evidence (Audio and Audio Visual Links)  
 Regulation 91

## F

FBI 7, 93, 94  
 Fear of crime 8, 14, 19, 53, 102  
 Feelings of safety 21  
 Financial statements 29-76  
 Financial summary 27  
 Firearms 8, 42, 69  
 Forensic 4, 5, 10, 11, 24, 53, 60, 96, 101, 105,  
 106, 116  
 Fraud 11  
 Freedom of information 84, 85,

## G

Government Information (Public Access) Act  
 84  
 Gangs 8, 10, 15, 20, 21, 90  
 Graffiti 15, 20, 21

## H

Health Records and Information Privacy Act 88  
 High visibility policing 93  
 Highway patrol 4, 9, 19, 20, 94  
 History 6-7  
 Human resources 4, 24, 93, 95, 96, 100

## I

Independent auditor's report 29  
 Industrial Relations Act 92  
 Industrial Relations Commission 76, 80, 86  
 Inebriates Act 91  
 Information Access Unit 84  
 Information & Communication Technology  
 93, 103  
 Injuries 12, 13, 86, 114  
 Insurance activities 39, 114  
 Internal Audit and Risk Management 13, 114  
 Institute of Internal Auditors International  
 Standards for the Professional Practice of  
 Internal Auditing 114  
 ISSN 2, 120

## J

Judicial decisions 90  
 Justice & Police Museum 6, 7

## K

Kaldas, Nick (Naguib) 4, 94, 109, 118

**L**

Law Enforcement Powers and Responsibilities Act 91, 120  
 Legislation 2, 4, 8, 13, 16, 48, 63, 80, 83, 84, 86, 88, 90, 91-92, 93, 96, 98, 100, 102, 104, 110, 112  
 Letter of submission to the Minister 2  
 Liquor Act 90, 91  
 Load bearing vests 12, 93

**M**

Major works 116  
 Malicious damage 16, 17  
 Map 5  
 Mental health 9, 105, 106  
 Mission 2  
 MobileCAD 11  
 Motor vehicle theft 15, 17  
 Multicultural Policies & Services Plan 9, 83, 94  
 Mystery Shopper Program 93

**N**

National Survey of Community Satisfaction with Policing 15, 20, 21, 22, 25  
 Notes to the financial statements 39  
 North West Metropolitan Region 4, 5, 96  
 Northern Region 4, 5, 8, 104  
 NSW State Plan 15

**O**

Oaths Act 92  
 Oaths Regulation 92  
 Occupational Health and Safety Act 86  
 Operation Avert 96  
 Operation Fast Tracking 11  
 Operation Spartan 8, 96, 102  
 Operation Sledgehammer 11  
 Operation Polaris 51, 100  
 Operation Unite 96  
 Operation Vikings 96  
 Organisation chart 4  
 Outlaw motorcycle gang 8, 10, 90  
 Overseas travel 108, 112  
 Owens, Dave 4, 94, 109, 118

**P**

PIPP Act 88  
 Police Act 2, 4, 9, 16, 80, 92, 98, 114  
 Police Amendment (Death and Disability) Act 13, 45, 93, 100, 104  
 Police Assistance Line 90, 124  
 PoliceCAD 11  
 Police Regulation Act 4  
 Police Senior Executive Service 79, 93-104  
 Police Transport Command 4, 9, 94, 103, 116  
 Privacy & Personal Information Protection Act 88, 90  
 Privacy Code of Practice 88  
 Privacy Management Plan 88

Project Eyewatch 8  
 Project Lancaster 11  
 Properties 10, 42, 58, 110  
 Property crime 16, 17, 23  
 Public Finance and Audit Act 112  
 Public Sector Employment and Management Act 63  
 Purpose 2

**R**

Radio Communications 5, 10, 42, 116  
 Radiocommunications Act 91  
 Recruitment 7, 9, 24, 82, 97  
 Research and development 105-107  
 Response time 10, 23, 90  
 Risk management 13, 43, 45, 54, 55, 60, 62, 70-75, 114  
 Road safety 2, 9, 14, 19, 24, 51, 52, 53, 91, 92, 94, 95  
 Road Transport (Vehicle Registration) Regulation 92  
 Robbery 15, 18  
 Rural crime 102

**S**

Safety 5, 8, 9, 11, 12, 14, 16, 19, 22, 53, 85, 86, 87, 93, 94, 95, 100, 105, 106  
 Salaries 27, 44, 49, 60, 61, 67, 81  
 Senior Executive Service 79, 93  
 Service group statements 36  
 Sexual assault 11, 15, 18  
 Scipione, Andrew 2, 3, 4, 7, 31, 93, 114  
 Sick leave 15, 24, 44, 94, 98  
 Significant judicial decisions 90  
 Social media 8, 12, 93  
 South West Metropolitan Region 4, 5, 8, 102  
 Southern Region 4, 5, 94, 98  
 Spokeswomen's Network 82  
 Sporting Venues Authorities Regulation 92, 96  
 Staff 4, 5, 7, 10, 11, 12, 13, 14, 24, 79, 80, 81, 82, 87, 88, 89, 100, 102, 103, 114  
 Staff deployment 24  
 Staff numbers 2, 5, 79  
 State Authorities Superannuation Act 92  
 Strategic Action Plan 13  
 Statement of comprehensive income 32  
 Statement of financial position 33  
 Statement of changes in equity 34  
 Statement of cash flow 35  
 Strike Force Amarok 102  
 Strike Force Durkin 8, 104  
 Strike Force Kinnarra 10  
 Strike Force Taipan 10  
 Strike Force Tuno 10  
 Strike Force Zambesi 8, 102  
 Summary Offences Act 90, 91  
 Sydney Harbour Foreshore Authority Regulation 91

**T**

TASERs 116  
 Tattoo Parlours Act 92  
 Technology 4, 5, 10, 11, 12, 13, 24, 60, 93, 95, 101, 102, 103, 104, 105, 106, 107, 110, 115, 116  
 Terrorism (Police Powers) Regulation 91

**V**

Values 2, 4, 41, 67, 81, 114  
 Violent crime 11, 14, 16, 94, 104  
 Vision 2

**W**

Weapons Prohibition Act 91  
 WebCOPS 93, 104  
 Website 2, 110, 124  
 Western Region 4, 5, 7, 102  
 Workers Compensation 44, 49, 61, 67, 86, 98, 113, 114, 115  
 Workers Compensation Act 86  
 Work Health and Safety Act 93, 100  
 Women 9, 81, 82, 104

Refer to page 121 for the Legislative Index



## **POLICE, FIRE, AMBULANCE**

TRIPLE ZERO (000)

### **IN AN EMERGENCY**

USE TRIPLE ZERO (000) ONLY FOR EMERGENCIES OR LIFE THREATENING SITUATIONS.

## **POLICE ASSISTANCE LINE**

131 444

### **FOR NON EMERGENCIES AND GENERAL ENQUIRIES**

IF YOU ARE A VICTIM OF A CRIME, OTHER THAN LIFE THREATENING OR TIME CRITICAL EMERGENCY SITUATIONS, CONTACT THE POLICE ASSISTANCE LINE (PAL).

## **CRIME STOPPERS**

1800 333 000

[www.nsw.crimestoppers.com.au](http://www.nsw.crimestoppers.com.au)

### **REPORT CRIME INFORMATION ANONYMOUSLY**

IF YOU HAVE INFORMATION ABOUT PEOPLE WHO ARE WANTED BY POLICE; UNSOLVED CRIMES OR A CRIME BEING PLANNED; SUSPICIOUS OR UNUSUAL ACTIVITY, CONTACT CRIME STOPPERS ON **1800 333 000**

OR AT [WWW.NSW.CRIMESTOPPERS.COM.AU](http://WWW.NSW.CRIMESTOPPERS.COM.AU)

YOU DON'T HAVE TO GIVE YOUR NAME AND THE INFORMATION WILL BE PASSED IMMEDIATELY TO RELEVANT INVESTIGATORS.

## **WE WELCOME YOUR FEEDBACK ON OUR PERFORMANCE**

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

# Contacts

NSW POLICE FORCE HEADQUARTERS  
1 Charles Street PARRAMATTA NSW 2150

### POSTAL ADDRESS

Locked Bag 5102 PARRAMATTA NSW 2124

WEBSITE [www.police.nsw.gov.au](http://www.police.nsw.gov.au)

### TELEPHONE

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

Police Assistance Line 131444 – 24 hours

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

Crime Stoppers  
1800 333 000 – 24 hours (free call)  
[www.nsw.crimestoppers.com.au](http://www.nsw.crimestoppers.com.au)

Police Switchboard  
General enquiries 131 444 – 24 hours

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

### REGION OFFICES

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

NORTH WEST METROPOLITAN  
Level 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

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