

# Western Australia | Police Service



**Annual Report 2001**

## Contents

<b>Mission</b>	1
<b>Commissioner's Foreword</b>	4
<b>Senior Management Structure</b>	6
<b>Regional and Portfolio Profiles</b>	7
<b>The Year In Review</b>	8
<b>Report on Operations</b>	12
Frontline Policing	13
Community Safety	14
Road Safety	26
Crime and Justice	32
Support to Frontline Policing	41
People	42
Commendations and Awards	47
Ethics and Standards	50
Infrastructure Support	54
<b>Performance Report</b>	57
Performance Framework	59
Key Performance Indicators	60
Output Based Management	
Performance Measures	75
Statistical Summary	78
<b>Financial Statements</b>	87
<b>Reporting Obligations</b>	133
<b>Index</b>	138

## Hon Michelle Roberts MLA

### Minister for Police and Emergency Services

In accordance with section 62 of the *Financial Administration and Audit Act 1985*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Western Australia Police Service for the year ending 30 June 2001.

This Annual Report has been prepared in accordance with the provisions of the *Financial Administration and Audit Act 1985*.



### **B E MATTHEWS**

COMMISSIONER OF POLICE

31 August 2001





# ANNUAL REPORT

## WESTERN AUSTRALIA POLICE SERVICE

### Mission

In partnership with the community, create a safer and more secure Western Australia by providing quality police services.

### Vision

To be a policing service of excellence, protecting and serving the people of Western Australia.



### Values

The foundation of our values and service philosophy are six non-negotiable principles of conduct, behaviour and practices that are expected of everyone in the Western Australia Police Service.

- **Honesty**
- **Empathy**
- **Respect**
- **Openness**
- **Fairness**
- **Accountability**



## Structure and Funding

The Western Australia Police Service (Police Service) provides policing services to the community through a regional structure comprising three regions, 14 districts and 162 police stations.

It is a State Government funded agency and the total cost of providing our services to the community of Western Australia in 2000-2001 was \$468.492 million or \$247 per person.

## Outcomes

The services and activities of the Police Service are directed towards achieving three primary outcomes.

### Community Safety

A level of public safety and security in which individuals are confident to go about their daily activities.

### Road Safety

Road-users behave safely.

### Crime and Justice

Individuals committing offences are brought before the justice system.

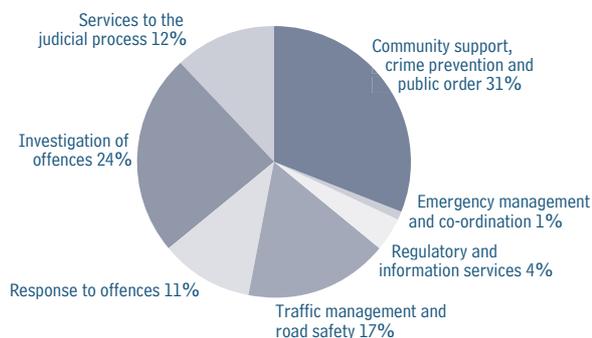
## Services

The Police Service's 6,318 employees include 4,993 police officers that provide services to a population of over 1.8 million.

Major policing services (outputs) are:

- Community support, crime prevention and public order
- Emergency management and co-ordination
- Regulatory and information services
- Traffic management and road safety
- Response to offences
- Investigation of offences
- Services to the judicial process

PERCENTAGE OF TOTAL RESOURCE EFFORT DIRECTED TO MAJOR POLICING SERVICES (OUTPUTS) IN 2000-2001



## The Future

### Strategic Plan 2001-2006

The Strategic Plan 2001-2006 provides the Police Service with a long-term direction, building on the community policing model begun with the Delta program. The major focus of the plan is positioning the agency to meet the challenges of the future. This involves implementing changes to the way it operates to address future requirements in assuring the safety and security of the community. To support this, the Police Service needs to ensure a work environment that enables its people to carry out their roles and responsibilities in providing contemporary police services.

The plan was developed through extensive consultation with Police Service personnel and input from external individuals and organisations. It provides a shared view of the future and the key issues that need to be addressed.

In developing the plan, the Police Service reviewed the specific role it plays in improving safety and security. The conclusion is that, more than ever before, the Police Service can achieve the outcomes it seeks only by working closely with others, across government and the community and moving increasingly towards early intervention initiatives.

As the plan is implemented, the Police Service will be required to strengthen the partnerships that are already in place and ensure that they are clearly focused on outcomes, rather than on processes and outputs. These outcomes will need to be identified for the longer term and be supported by realignment of priorities and resources.



The plan is structured around two main sections:

#### **Policing Focus**

The Policing Focus section is aligned to the three primary outcomes of the Police Service: **Community Safety, Road Safety** and **Crime and Justice**. The plan sets a vision and identifies the key issues impacting on the future directions for each outcome and identifies the objectives that the Police Service seeks to address.

#### **Organisational Style**

The Police Service needs to address a number of organisational challenges to ensure that it can respond in a professional manner to a rapidly changing world and achieve its outcomes. It has identified six key areas for action: **Valuing our people, Managing and leading, Optimising resources, Focusing on community needs, Being open and accountable** and **Building partnerships**. For each of these, the Police Service has identified challenges, commitments and strategies to enable it to become the organisation it wants to be in 2006.

A range of implementation strategies that will link to the annual business planning and budget processes will underpin the Strategic Plan. Progress will be monitored and reviewed as a key part of the ongoing responsibility of Senior Management.

#### **Review of Random Breath Test Statistics**

The Police Service's Management Audit Unit will be undertaking a review of the statistical returns for the Random Breath Test (RBT) Program conducted throughout the State, to address concerns in relation to the quality of information reported.

The review will examine the adequacy of controls in place to account for and manage RBT information with respect to:

- the adequacy of standards and agency policies and procedures to provide clear instruction and advice on all matters relating to RBT management;
- methods of data capture and input;
- the level of substantiation for reported information;
- the reliability of audit trails; and
- recording, classification and reporting of RBT data.

The purpose of the review is to provide assurance of the adequacy of RBT procedures and practices across the Police Service, and of the accuracy of the information.

This year has been one with many challenges and positive gains, but also one of great loss for the Police Service. The most traumatic event for the Police Service in the year was undoubtedly the air crash at Newman on Australia Day, when four officers lost their lives. The death of these fine officers was a devastating blow not only for their families, but also the Police Service and the communities in which they served. This tragedy serves as a poignant reminder of the dangers faced by police officers in performing their everyday duties, in serving the community.

A positive outcome for the Police Service in 2000-2001 was the decrease in the figure for personal victimisation and household victimisation. The number of reported motor vehicle thefts also decreased significantly, with the number of offences in 2000-2001 being the lowest recorded since 1991.

Our efforts and strategies in modifying driver behaviour in relation to excessive speed and drink-driving are having an impact. In 2000, the number of fatal crashes, per 10,000 registered motor vehicles, where drink-driving and excessive speed were major contributing factors, was the lowest in five years. The number of fatal crashes overall, per 10,000 registered motor vehicles, was also the lowest in five years. While these are encouraging results, the Police Service will continue to implement strategies to modify the behaviour of those who drink and drive or exceed the speed limit, in an attempt to build on the good results achieved this year.

These positive gains are countered somewhat by some less encouraging results: the level of all offences was the highest in five years. Overall clearance rates have not improved on last year's rate, and Western Australia still has the highest level of burglary in comparison to other jurisdictions in Australia. A reduction in the number of offences and improvement in clearance rates remain priorities for the Police Service.

The Police Service's commitment to monitoring the activities of outlaw motorcycle gangs, to ensure public safety is not compromised, was highlighted during the year. The Operation Isolate taskforce was initiated to monitor the movements of an outlaw motorcycle gang involved in a national run across Western Australia and into the Perth metropolitan area. The taskforce monitored and managed the movements of the gang in transit, and during their stay in the city and surrounding areas, and as a result, there were no major incidents or threats to public safety.



Operation Mortgage, the major fraud investigation of the finance broking industry that commenced in November 1999, continued in 2000-2001. Since its inception, the Operation Mortgage taskforce has received 101 separate issues for investigation from private investors and official receivers. To date, the taskforce has finalised 20 major investigations that have resulted in 20 arrests, 403 charges and involve a total of \$11.443 million in misappropriated funds.

A number of the management initiatives that I mentioned last year have now been implemented and are proving to be critical in supporting the Police Service in achieving its primary policing outcomes.

A key initiative was the establishment of the Women's Advisory Network (WAN), which was officially launched in March 2001. Since its inception, representatives have been identifying a range of issues that are adversely impacting on women in policing. The issue of flexible working arrangements has already been the subject of much work by a WAN Project Team. This team will be making recommendations that will increase access to flexible work options and also assist the Police Service to attract and retain valuable employees. Other issues identified by the WAN will be researched and progressively addressed with the support of the executive management of the Police Service.

In recognition of the need for the Police Service to continue to improve its relationship with Aboriginal communities, a consultative process was established to ensure these communities have access to, and input into, policing services.



## COMMISSIONER'S FOREWORD ■ ■

To facilitate this consultative process, an Aboriginal and Torres Strait Islander Inter-agency Network Consultative Group was formed. The role of this group is to establish networks that represent Aboriginal communities' interests, and develop a process for focus groups or gatherings to have broad community input.

After considerable research and consultation with key stakeholders, the Police Service finalised the development of a resource allocation model for guiding the distribution of sworn officers across the State. The Region and District Allocation of Resources (RADAR) model uses variables such as population, degree of remoteness, socio-economic indices, vehicle crashes, reported offence and crime levels, to help calculate the number of police officers that could be allocated to each police region or district. However, formula-based models such as RADAR should only ever be used as a guide for assisting in the determination of staffing levels in an area. Local conditions and management consultation, together with established processes will continue to be major factors in determining final police numbers.

A review of district boundaries was completed with the realignment of the metropolitan police boundaries with local government areas. All metropolitan local government authorities, Safer WA Committees and other relevant agencies were consulted on the proposed changes. The majority of the feedback was positive and supported the name changes and the realignment of the boundaries. The changes to the boundaries and renaming of the six metropolitan districts became effective on 1 July 2001.

This year has also been a time of transition, as the new government identifies issues and determines the priorities it wants to address. The role of the Police Service, and my role as Commissioner, is to support the current government in achieving the law and order outcomes for which they were elected. I believe the Police Service can make a significant contribution to the debate on the best ways of achieving those outcomes.

To this end, the inaugural Police Service Strategic Plan for 2001-2006 was recently completed. The plan presents a comprehensive vision for the strategic direction of the agency for the next five years. The emphasis in developing the plan has been on consultation, and the Police Service has drawn on the views of a wide range of internal and external stakeholders.

Continuous change is a permanent feature of government, business and community life, and we seek to be a dynamic agency responsive to changing circumstances.

The Government's commitment to an extra 250 officers will be welcomed. It provides a great opportunity to increase the recruitment of women and people from ethnic backgrounds, to address the need to develop a more diverse workforce.

The Police Service will soon be the subject of a Royal Commission of Inquiry. While the Police Service will co-operate fully with the inquiry, we must ensure that we remain focused on our core objective of ensuring the safety and security of our community. I am confident with the commitment and dedication of our people that this will continue to occur.

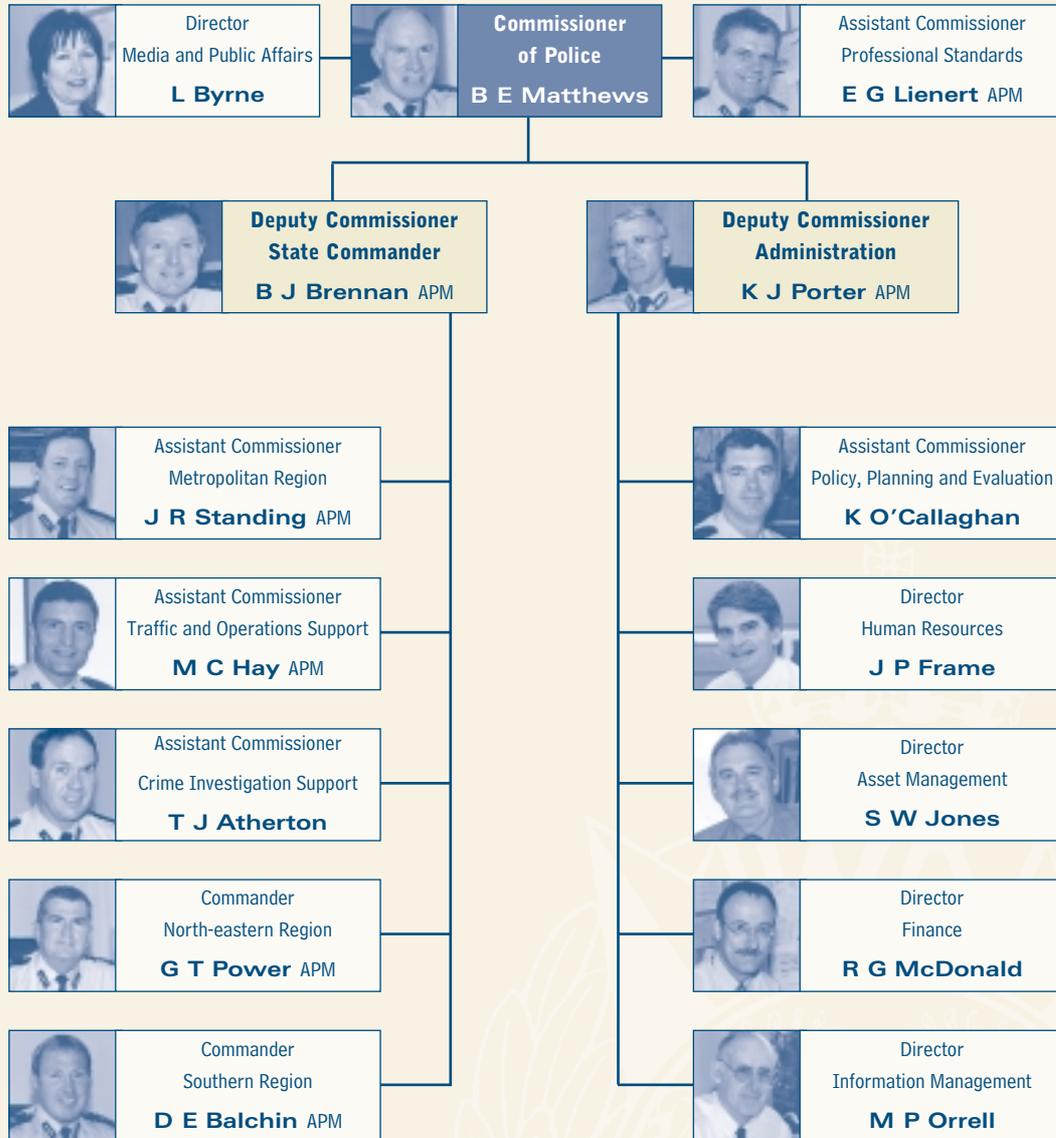


**B E MATTHEWS**

COMMISSIONER OF POLICE

31 August 2001

# SENIOR MANAGEMENT STRUCTURE



Notes: R J Butcher commenced acting in the position of Director, Finance from 30 July 2001.

M L Webster has been acting in the position of Director, Asset Management since 26 March 2001.

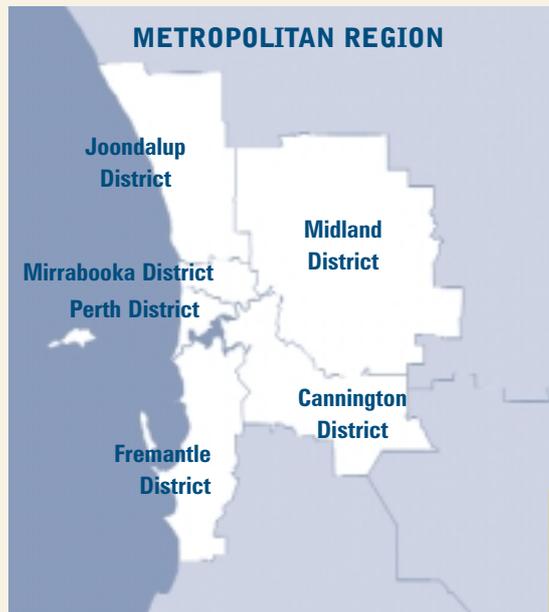
# REGIONAL AND PORTFOLIO PROFILES as at 30 June 2001

## Metropolitan Region

Assistant Commissioner  
John Standing APM

Districts:	Cannington	Midland
	Fremantle	Mirrabooka
	Joondalup	Perth
Area in square kilometres	5,387	
Population	1,381,127	
Number of sworn officers	2,137	
Number of unsworn personnel	175	
Ratio of police to population	1:646	
Number of Police Stations	43	

Effective from 1 July 2001, metropolitan district boundaries have been aligned with local government areas and districts renamed to reflect their geographic location.



**Traffic and Operations Support**

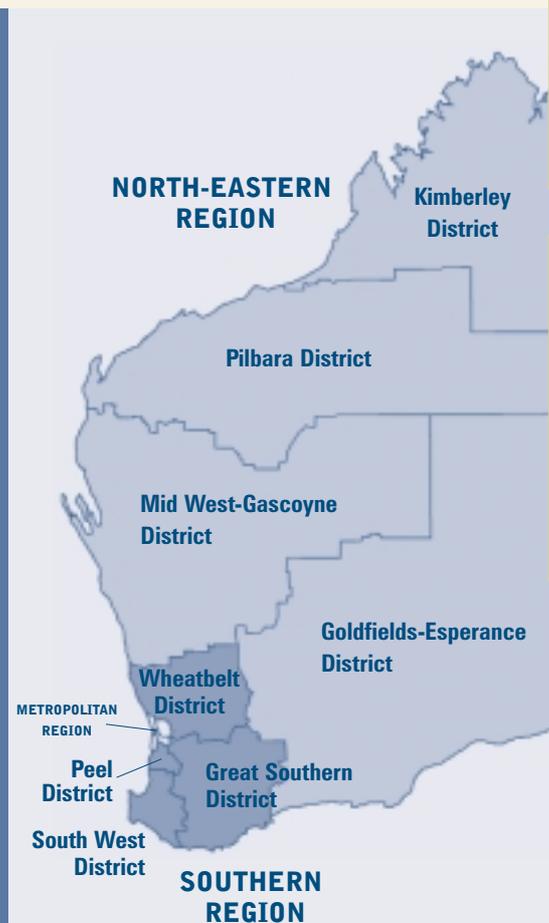
Assistant Commissioner  
Mel Hay APM

Number of sworn officers	519
Number of unsworn personnel	300

## North-eastern Region

Commander Graeme Power APM

Districts:	Goldfields-Esperance	Kimberley
	Mid West-Gascoyne	Pilbara
Area in square kilometres	2,228,773	
Population	137,972	
Number of sworn officers	676	
Number of unsworn personnel	59	
Ratio of police to population	1:204	
Number of Police Stations	52	



**Crime Investigation Support**

Assistant Commissioner  
Tim Atherton

Number of sworn officers	507
Number of unsworn personnel	173

## Southern Region

Commander Daryl Balchin APM

Districts:	Great Southern	Peel
	South West	Wheatbelt
Area in square kilometres	193,121	
Population	364,761	
Number of sworn officers	620	
Number of unsworn personnel	83	
Ratio of police to population	1:588	
Number of Police Stations	67	

For more information in relation to regions and portfolios, refer to the Statistical Summary.

## Performance

- People's satisfaction with the service they received at their most recent contact with police was 80 per cent. This satisfaction rating has been steady at 79 to 80 per cent since February 1998.
- People's feelings of safety at home after dark increased in 2000-2001. However, people's feelings of safety when walking or jogging locally and travelling on public transport after dark generally declined in 2000-2001.
- The number of fatal crashes per 10,000 registered motor vehicles in 2000 was the lowest in five years, as were the number of fatal crashes per 10,000 registered motor vehicles where drink-driving and excessive speed were major contributing factors.
- In 2000-2001, the number of total offences reported and detected per 100,000 persons increased by seven per cent compared to 1999-2000. The number of property offences per 100,000 persons increased by the same percentage. Property offences comprise over 80 per cent of offences and significantly affect the overall number of offences per 100,000 persons.
- The clearance rate for all major categories of offences against the person was maintained at over 80 per cent, with a clearance rate of 83 per cent in 2000-2001. This reflects the high priority given by the Police Service to the clearance of these types of offences.
- There was a decreasing trend in the clearance of property offences with a rate of 20 per cent in 2000-2001.
- In 2000-2001, 96 per cent of the 102,547 matters placed before the courts by the Police Service resulted in either a plea of guilty or a conviction after trial.

Note: For more information on the Police Service's performance, refer to the Performance Report.

While there were a number of new initiatives implemented at the local level throughout the State in 2000-2001, the year was one of consolidation as the Police Service continued to refine the policing strategies commenced in the past few years. To support these strategies the Police Service also progressed the implementation of a number of key management initiatives that will allow the agency to enhance the technical support, knowledge, standards and diversity of our people in future years.

This section of the Report outlines some of the key initiatives implemented by areas of the Police Service in undertaking frontline policing activities and providing support to those activities. More comprehensive details of initiatives are provided in the Report on Operations.

## Frontline Policing

In 2000-2001, the Police Service built on the community policing and intelligence-led policing models commenced in the 1990's. Priority was given to encouraging local participation in the resolution of community safety issues through forums such as Safer WA; maintaining programs for youth, seniors, domestic violence and cultural diversity and ethnicity; reducing the rate of fatal crashes where excessive speed or drink-driving were major contributing factors; and the use of intelligence-led policing to reduce and clear offences that have the greatest impact on the safety and security of the community.

■ ■ Through Safer WA, police and other key government agencies in Albany and Midland, came together to pilot a collaborative model known as Strong Families. This program has increased the

capacity of government service providers to deliver services to participating families. They are working collaboratively with families in addressing issues of mutual concern, and developing practical solutions.

■ ■ A City Beat Patrol Unit was formed to target incidents of anti-social and criminal behaviour in the central business district and Northbridge. In the short time the Unit has been operating, a number of persistent and potential offenders have been displaced from the central business district leading to an overall decrease in the number of complaints received from the public.

■ ■ In partnership with Westminster Primary School Education Support Centre, police in the Mirrabooka District trialled an Early Prevention Program for primary school children to educate them on topics such as stranger-danger, drug abuse and road safety. The program was run for one school term and the students involved have displayed positive behavioural changes.

■ ■ A Supporting Our Seniors Program was developed in conjunction with Peel District Community Policing and volunteers. The Program's aim was to reduce crime and home invasions, allowing seniors to live in their homes longer, improve their quality of life and remain independent. It provides support to seniors by raising the level of awareness regarding personal safety and security, and has contributed to the safety and security of seniors within Mandurah and surrounding areas.



## THE YEAR IN REVIEW >>

■ ■ In the Perth District, Operation Nighthawk was undertaken to address the increasing number of alcohol-related crashes occurring in suburbs surrounding the Perth central business district. Following the operation, there was a 25 per cent decrease in the number of vehicle crashes in the targeted area.

■ ■ The South West Divisional Response Group (DRG) was formed to provide a highly trained and timely first response and tactical police presence at high-risk incidents. Since its inception, the South West DRG has been responsible for providing assistance in a number of South West community safety incidents including: the Bunbury City Siege; Nannup Music Festival 2000; and environmental protests.

■ ■ The Major Incident Group, Perth District Intelligence Support Centre, Subiaco Police, Nedlands Burglary Group and the Subiaco Council worked together to address the high number of night and daytime burglaries on commercial and residential premises in the month of January 2001. The highly visual police presence not only dramatically reduced the incidence of burglary for the period of the operation (82 per cent), but also in the months that followed.

■ ■ Acting on the recommendations of the Investigative Practices Review, the Major Crime Investigation Unit provided co-ordination of the investigation of a series of armed robbery offences that were being committed across district boundaries. During 2000-2001, the Major Crime Investigation Unit established 11 taskforces in conjunction with districts and a total of 18 offenders were arrested and 101 charges preferred.



■ ■ In the Peel District, Operation Waterway commenced in February 2001, in response to intelligence that indicated that there was a significant drug problem in the City of Mandurah. Intelligence gathered throughout the operation culminated in a series of raids that resulted in seizures of cannabis, amphetamines, heroin, ecstasy, firearms, ammunition and stolen property.





## Support to Frontline Policing

In 2000-2001, the key management initiatives implemented focused on assisting frontline officers in delivering services that met the needs of the community. The Police Service recognises the need for more sophisticated and flexible work practices; a workforce that represents a diverse community; appropriate standards of behaviour; and the more effective use of technology and other resources to remain contemporary and be able to respond to the ever-changing environment in which it operates.

■ ■ Key recommendations from the Review of Police Training and Development were implemented. The review was undertaken to ensure training conducted throughout the State met the needs of the Police Service, as it progressed through its organisational change program, as well as supporting the relocation of the Police Academy to the new site at Joondalup.

■ ■ The Region and District Allocation of Resources model for guiding the distribution of sworn staff across the State was developed and implemented.

■ ■ The Equity and Diversity Management Plan 2000-2003 is being implemented to assist the Police Service in addressing the diversity of its workforce and providing a work environment free from harassment and discrimination. A key strategy implemented was the establishment of a Women's Advisory Network, to provide advice on issues impacting on women throughout the Police Service.

■ ■ The Aboriginal and Torres Strait Islander Inter-agency Network Consultative Group was established, to ensure Aboriginal and Torres Strait Islander communities had clear avenues of access and input to the range of policing services provided to the community of Western Australia.

■ ■ Significant progress was made in relation to the various projects involved in interfacing communication and information management systems across the Police Service under the banner of the Delta Communications and Information Technology Program.

- A base system for Frontline Incident Management has been identified, designed, built and tested. This system will manage information from incidents, persons, locations and vehicles of interest.
- The Insight System was introduced statewide in August 2000. Insight provides up-to-date information on incidents as standardised maps, graphs and reports, enabling district information analysts to supply timely response to specific queries from police stations.
- The Brief Case system is being implemented statewide. This system reduces downtime in administrative duties related to apprehending and charging of offenders, thereby increasing active patrol time by frontline officers.

- With the appointment of the prime contractor and respective key sub-contractors, the Computer-Aided Dispatch and Related Communications (CADCOM) Project has progressed into the design, development and ratification phase. This system is replacing the Police Service core communication network in the metropolitan area with a computer-based digital radio system.

## Cost of policing services

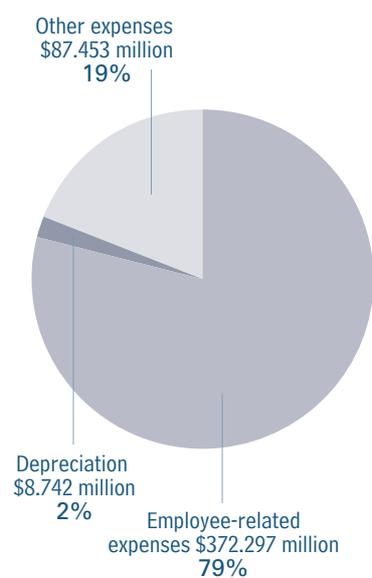
The total cost of providing policing services in 2000-2001 was \$468 million. This cost decreased from \$474 million in 1999-2000, being a \$5.9 million or 1.2 per cent decrease. The major factor in the decrease was a \$9 million abnormal expense reported in the 1999-2000 financial statements, offset by a \$3.69 million increase in salaries and wages in 2000-2001.

The total cost of services can be categorised into three areas of employee-related expenses, other expenses and depreciation/amortisation. Employee-related expenses account for 79 per cent of the total cost.

The Police Service continues to upgrade its capital infrastructure, with \$44.79 million being allocated in 2000-2001. An additional \$1.329 million was received in asset sales and contributions, and a further \$28 million advanced by the State Government as supplementary funding due to the delays in the Land Sales Program. With this allocation, the Police Service has progressed its capital construction projects and through the Equipment Purchase and Replacement Program, the agency continued to upgrade dated and unserviceable equipment.



**Breakdown of total cost of service by expense category in 2000-2001**



**Significant Expenses in 2000-2001**

	\$'000
<b>Employee-related Expenses</b>	
Salaries and wages	273,259
Leave expenses	45,797
Superannuation	31,338
Employee housing	10,511
<b>Other Expenses</b>	
Services and contracts	21,508
Rental, leases and hire	15,181
Repairs and maintenance	12,106
Fuels, oils, insurances and licences	11,434
Communication costs	6,254
Electricity, water and rates	4,237
<b>Depreciation</b>	
Office and Computing Equipment	2,977
Buildings	2,972