



WESTERN AUSTRALIA POLICE SERVICE

ANNUAL REPORT 2005



frontlineFIRST



MISSION

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

CORE VALUES

Honesty: to ourselves, our jobs, our colleagues and the community

Openness: we will be open with the community and each other, the only exception being where there is organisational risk

Respect: based on human dignity; respect for individual needs and differences; respect in our communications to individuals and groups in the community; and each other

Fairness: consistency and equity in our decisions and processes, in dealing with the community and with each other

Accountability: for ourselves, our team and our police service

Empathy: for victims and vulnerable groups in the community

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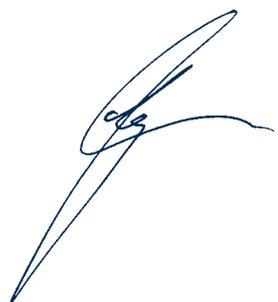
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Hon Michelle Roberts MLA

Minister for Police and
Emergency Services;
Community Safety

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 2005.

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



KARL J O'CALLAGHAN APM
COMMISSIONER OF POLICE

31 August 2005



COMMISSIONER'S FOREWORD

I am pleased with the progress that has been made in my first year as Commissioner. When I was appointed to the position on 21 June 2004, it was clear to me that the Western Australia Police Service (WA Police Service) was performing strongly in areas such as major crime investigation and forensic examination. However, the agency was not performing as well as it could, in the areas of non-emergency call taking, volume crime, responding to anti-social behaviour, and maintaining a high level of visibility in the community and on our roads. Improvements needed to be made in meeting community expectations and improving basic policing services.

As a symbol of this change, our police officers have a new look and I have initiated a change to our name by dropping the term 'Service'. This will be the last Report where we are referred to as the Western Australia Police Service; in future we will be known as the Western Australia Police. Describing the agency as the Western Australia Police sends a clear message of the stronger, more responsive and demonstrative agency that we are focused on becoming.

The findings of the Kennedy Royal Commission also confirmed that the agency needed to improve management practices, policing culture and professionalism of our officers. To address these issues, I launched a new service delivery philosophy called *Frontline First*. This philosophy is about ensuring that the agency has the right person, in the right place, at the right time, doing the right thing. It places a priority on our people providing a highly visible, professional and more responsive policing service to the community. The philosophy also captures the agency's focus on corruption resistance and moving towards a stronger performance and accountability based management culture. A key component of delivering *Frontline First* is the leadership of the Executive Team we have in place. We have seen an unprecedented level of change in senior management positions in the first year of my term as Commissioner. Sixty of the most senior seventy positions within the organisation have now been filled by new appointments since the introduction of the new Executive Team.

Along with major changes in executive personnel we have also examined the functional aspects of the senior executive. The most significant of these is the way in which major policy and resource decisions are made in the agency. The WA Police Service governance framework was subjected to external scrutiny and a number of changes were implemented to address how the agency directs and controls its functions in order to achieve corporate goals. A new governance framework was implemented to ensure increased levels of accountability, transparency and integrity. Within the framework there is considerable emphasis on the role and decision-making accountability of the Commissioner and the Commissioner's Executive Team.

As part of examining the way business is done, my Executive Team has undertaken a thorough evaluation of the agency's current performance levels. To clearly identify what is expected of the WA Police Service a series of forums were held with employees, community members and key stakeholders. By minimising bureaucratic red tape, examining deployment, rostering, staffing levels, skills development, operational readiness and service delivery standards, a strong commitment has been made to achieving the *Frontline First* philosophy.

Dedicated highly mobile units such as the Regional Operations Group (ROG) and the Traffic Enforcement Group (TEG) are now fully operational. The TEG is averaging 1,000 infringements per week and providing a strong police presence on freeways, highways and major arterial roads. The ROG has 73 officers directly supporting district operations and has the training and equipment to deal effectively with major public disorder incidents. The Government has also committed to an additional 350 officers over the next four years and to the funding for an additional 160 civilianised positions. This enhances the current civilianisation program, which together with other deployment decisions, has seen 166 police officers moved from administrative areas to frontline positions.



In addition to civilianisation, a range of other workforce initiatives has been undertaken to support *Frontline First*. I have also taken a strong stand on the management of sick leave. The agency is working closely with the Police Union on this issue so that sick leave entitlements are extended only to those who are genuinely ill or have been injured on duty. We have taken steps to reduce the imbalance in experience levels between Regional and Metropolitan WA by revising transfer and tenure policies, introducing standard district models, reviewing rank ratios and probationer deployment practices. We have also reviewed the operational/non-operational status of police officer positions throughout the State and continue to shape our deployment to ensure that frontline readiness is maximised.

Perhaps the greatest impact on service delivery for many years has been the implementation of the Police Assistance Centre (PAC). The Minister and I officially launched this Government's \$20 million investment on 1 May 2005. Operating 24 hours a day, 7 days a week, the PAC and 60 police staff are providing the capacity to answer 38,000 calls per month. These non-emergency calls are being diverted from police stations and district offices and will free up a significant amount of time for our frontline officers.

To streamline complaints and investigations management, the Police Complaints Administration Centre (PCAC) was initiated to enhance the complaint management process and discipline system for the WA Police Service. It is expected that around half of the complaints can be resolved by Complaint Assessors at the PCAC, without districts having to provide resources to complete inquiries.

The excellent effort of our officers has resulted in significant reductions in crime rates. The number of recorded offences compared with last year decreased in several offence categories: burglary offences decreased by 21 per cent; steal motor vehicle offences

decreased by 19.5 per cent; robbery decreased by nearly 14 per cent; and theft decreased by 10.5 per cent. When compared with last year's figures, our clearance rates for most offence categories also improved.

In response to global trends and to enhance our deterrent and response capacity, a Counter Terrorism and State Security Portfolio has been created. Led by an Assistant Commissioner this Portfolio is responsible for all issues relating to emergency management and counter terrorism. The addition of this Portfolio will consolidate our existing capacity and provide an additional and enhanced focus on this critical counter terrorism function.

The safety of our staff in providing a policing service is very important and the agency remains committed to improving working conditions. Initiatives include: abolishing one-officer country stations, introducing new identity cards for our staff, issuing a new and more practical tactical uniform, spending equipment-replacement program money on safety equipment, and building new police stations at Vincent, Newman, Albany, Balgo, Kalumbaru, Laverton and Warburton. And finally, funding has also been endorsed to replace the Perth Police Centre, Watch House and Crime Headquarters and the purchase of two new fixed-wing aircraft.

Much has been achieved, and still more remains to be done. I am proud of the Western Australia Police Service and the work being undertaken by all staff to be constantly improving the way we do business.

KARL J O'CALLAGHAN APM
COMMISSIONER OF POLICE

31 August 2005

SENIOR MANAGEMENT STRUCTURE

(as at 30 June 2005)



Commissioner of Police
Karl O'Callaghan APM

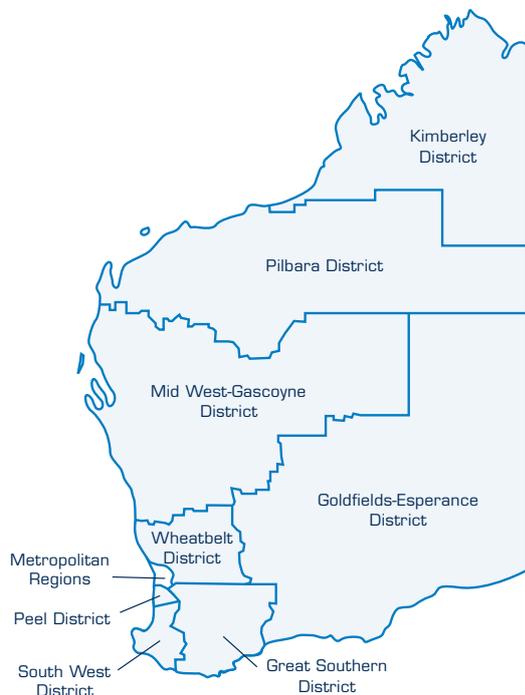


*Assistant Commissioner Etter is acting in this position in the absence of Assistant Commissioner Johnson who is on secondment to the Department of Justice

REGION/PORTFOLIO STRUCTURE

(as at 30 June 2005)

The Western Australia Police Service provides policing services to the community through a regional structure comprising three regions, 14 districts and 157 police stations. This regional structure is complemented by two specialist operational support portfolios – Specialist Crime and Traffic and Operations.



*The number of Police Stations includes the Kintore multi-jurisdictional police facility in the Northern Territory that commenced operation in April 2004. The Warburton multi-function police facility is expected to be fully operational in late 2005.

Source: Area and preliminary Estimated Resident Population as at 30 June 2004, obtained from the Australian Bureau of Statistics publication Regional Population Growth 2003-04 (ABS Cat. No. 3218.0).

NORTH METROPOLITAN REGION

Assistant Commissioner Wayne Gregson

Districts	No. of police stations
Central Metropolitan	7
North West Metropolitan	6
West Metropolitan	6

Total 19

Area in square kilometres	1,009
Population as at 30 June 2004	623,444
Number of police officers	999
Number of police staff	92
Ratio of police to population	1:624

SOUTH METROPOLITAN REGION

Assistant Commissioner John McRoberts

Districts	No. of police stations
East Metropolitan	6
South Metropolitan	8
South East Metropolitan	5

Total 19

Area in square kilometres	3,472
Population as at 30 June 2004	821,752
Number of police officers	1,054
Number of police staff	105
Ratio of police to population	1:780

REGIONAL WESTERN AUSTRALIA

Assistant Commissioner Murray Lampard APM

Districts	No. of police stations
Goldfields-Esperance	14
Great Southern	20
Kimberley	7
Mid West-Gascoyne	19
Peel District	6
Pilbara District	14
South West District	15
Wheatbelt District	24

Total 119*

Area in square kilometres	2,528,002
Population as at 30 June 2004	537,008
Number of police officers	1,381
Number of police staff	144
Ratio of police to population	1:389

SPECIALIST CRIME

Assistant Commissioner Mal Shervill APM

Number of police officers	465
Number of police staff	103

TRAFFIC AND OPERATIONS

Assistant Commissioner Barbara Etter

Number of police officers	493
Number of police staff	323