

# REFORM AGENDA

The WA Police Service has implemented an organisational reform program aimed at increasing service delivery and corruption resistance. The framework shown on page six identifies that Frontline Service Delivery is one of the six key reform areas on which the agency is focusing. The remaining five areas include: Right People for the Job; Leadership, Management and Supervision; Response to Government Policy Initiatives; Changes to Legislation; and Corruption Resistant WA Police Service. These five reform areas and the agency's related achievements are described below.

## RIGHT PEOPLE FOR THE JOB

*Frontline First* is a service delivery philosophy focusing on back-to-basics policing. It is about a highly visible, professional police presence achieved through: more officers engaged in operational tasking; faster response times; better handling of telephone enquiries; and improved investigation outcomes.

### WA Police Service Strategic Plan 2005-07

The Plan reflects the focus on providing improved basic policing services to the community. The *Frontline First* philosophy underpins the Strategic Plan which in turn, outlines the strategic direction of the WA Police Service for the next three years.

The Strategic Plan outlines four key areas of focus:

- Better Frontline Services to the Community;
- Highly Visible Police Presence in the Community;
- The Right People, In The Right Place, At The Right Time, Doing The Right Things; and
- Innovation, Leadership and Business Improvement.

The Strategic Plan provides the framework to focus on the things that matter to the community of Western Australia, and contribute to the achievement of the Government's goals and relevant outcomes outlined in the *Better Planning: Better Services* - Strategic Planning Framework.

### Human Resource Management Review (Reshape Service Delivery)

Another initiative of *Frontline First* was a review of human resource management (HRM). The aim of the review was to identify a future platform for HRM in the agency. An external

consultant was engaged to undertake the review and a final report was presented in April 2005. The Commissioner's Executive Team endorsed the report's recommendations and an implementation plan has been developed. Recommendations from the review will be incorporated with other HRM initiatives and priorities to be progressively implemented over the next two years.

The main themes of the recommendations were:

- continuing to automate routine HR processes to assist *Frontline First* by reducing the administrative work done by police officers;
- locating HRM practitioners closer to senior managers to enable HR staff to add greater value and input into decision-making;
- targeting the deployment of HR resources into areas where they can be most effective, e.g. the development of a specialist Occupational Safety and Health Unit;
- defining the role of managers and supervisors in relation to people management and assisting in related training programs;
- developing additional HR systems/reports to improve the agency's HR capabilities; and
- providing opportunities for HR staff to develop their skills and gain a greater understanding of the agency's business.

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## **Elimination of One-Officer Police Stations**

The purpose of this project is to upgrade all one-officer police stations thereby reducing the risk to officer safety. The initiative is also aligned with the guidelines and principles of the Occupational Safety and Health (OSH) legislation. All single-officer stations within regional WA (10 stations) were identified and strategies put in place to upgrade them to two-officer police stations.

In addition to the upgrade, additional funding has been requested to cover costs associated with providing relief for officers on leave, thereby preserving two-officer status for these stations at all times.

The additional officers in these towns have enabled an increased policing presence within the town sites and provided a greater traffic presence on highways. The second officer also alleviates the need to call on other stations for assistance, particularly after hours and therefore reduces the potential for officer fatigue and emergency driving at night.

## **New Uniforms**

One of the most obvious symbols of change and organisational renewal has been the development, delivery and issue of new uniforms for police officers. The new uniforms are currently being phased in across the organisation

with the existing country khaki uniform being withdrawn. The adoption of a standardised uniform across the organisation will be a visual demonstration of the commitment to deliver a seamless standard of service statewide.

## **Recruiting Standards and Diversity**

As a result of a review into transfer and tenure within the WA Police Service, a Deployment Panel was implemented. The panel has enhanced efficiency in deployment of police personnel and more importantly, ensured management decisions relating to the transfer and tenure of officers are fair and equitable across the agency.

In an ongoing commitment to developing strategies to attract diverse applicants under the Kennedy Royal Commission recommendations, this agency has maintained a high priority for attracting and retaining quality applicants with diverse backgrounds and experience to reflect a multicultural workforce. The current State Government in its first term of government committed to increase the numbers of police officers by an additional 250 above the attrition rate. In December 2004, that figure was achieved and the additional police officers were deployed from the Police Academy to the frontline.

The State Government further committed to policing resources over the next four years, announcing an extra 350 police officers above

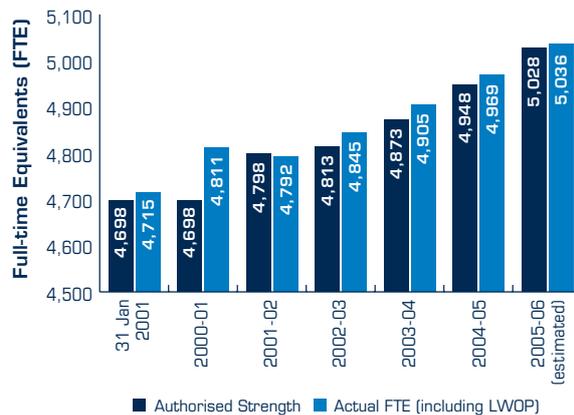


attrition and 160 administrative police staff. Together with the existing *Frontline First* strategy, these measures will enable more than 500 additional police officers to be deployed to frontline policing duties by 2008-09. Strategies being developed to achieve this recruiting target include:

- a recruiting campaign targeting overseas policing jurisdictions and officers with prior policing experience;
- a recruiting campaign targeting interstate applicants and officers from other Australian policing agencies; and
- the design and delivery of a fresh local advertising campaign targeting quality applicants with diverse backgrounds.

### Police Officer Staffing Profile

(31 January 2001 to 30 June 2006)



## POLICE ASSISTANCE CENTRE

The Minister for Police and Commissioner of Police officially launched the Police Assistance Centre (PAC) on 1 May 2005. This initiative resulted from a \$20-million investment made by the Government and a \$6-million investment in the 2004-05 budget.

In December 2004, the PAC commenced receiving calls from the public and by April 2005, the PAC was fully operational, providing a service to the public 24 hours a day, 7 days a week. Up to 20 call-takers are on duty during peak periods. At full capacity, the PAC is expected to answer 38,000 calls each 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.

A major marketing campaign to raise the public's awareness of the 131 444 telephone number began in May 2005. Television, radio and newspaper advertisements were initiated and 675,000 fridge magnets and phone stickers were distributed to metropolitan households.

Also based within the PAC is the Incident Recording Facility (IRF). The IRF enables metropolitan police officers to fax incident reports and information to dedicated and trained staff who enter the data onto police computer systems. The IRF is capable of handling up to 70 per cent of reported incidents from the metropolitan area.

The PAC and IRF reduce the amount of time that officers have to spend on desk activities such as answering non-emergency calls, or typing reports. Both initiatives allow officers to focus more time on frontline policing.



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## Civilianisation

Initiatives to release police officers from non-operational duties and enhance the policing services provided to the community by increasing staff availability at priority times have been implemented. Initiatives included:

- the review of administrative positions held by police officers and the re-allocation of police staff, including additional customer service officers in regional locations, to provide additional administrative support;
- the implementation of improved rostering practices;
- the identification and relocation of 60 positions from administrative areas within the agency to frontline areas. The positions moved were a combination of both police officers and police staff who were redeployed to critical frontline areas; and
- a trial that is currently being conducted at the Cannington Police Station on a new roster developed to maximise the number of staff available for frontline duties. If successful it will be implemented in the other major police stations.

## Health and Welfare

In addition to day-to-day service delivery, three major projects were undertaken by the Health and Welfare Branch:

- implementation of the *Occupational Safety and Health Act (OSH Act)*;
- review and assessment of non-operational officers; and
- improved management of sick leave.

The implementation of the OSH Act commenced in January 2003 when changes to the Act included coverage for police officers. In 2003, work entailed the establishment of the infrastructure, policy framework and safety representative structure to ensure compliance with the Act.

This year, the Safety and Health committee structure was consolidated at all levels within the agency and working parties have been established to address specific hazards such as fatigue, bullying, personal protective equipment and fitness for work.

Approximately 375 Safety and Health representatives have been trained for their roles as have 150 managers and supervisors. In conjunction with WorkSafe, guidelines relating to covert operations and dangerous operations have been endorsed by both agencies. The Inter-Agency Agreement negotiated in 2003 between WorkSafe and the WA Police Service has also been reviewed and endorsed for a further two-year period.

Recent amendments to the Act have increased the powers of the Safety and Health representatives enabling them to issue Provisional Improvement Notices. An on-line incident and hazard reporting and monitoring system has been developed to more effectively and transparently manage workplace hazards and injuries.

## Sick Leave Management

A number of strategies have been put in place to improve the agency's sick leave record. The Commissioner has introduced measures to reduce any misuse of sick leave provisions. However, support continues for officers who are genuinely injured in the course of performing their duties or who are unable to work through long-term illness.

A review and assessment of non-operational officers was conducted during the year and medical files of officers who claimed to be unable to be tasked operationally due to their medical condition were reviewed. As a result of this process, 24 officers were classified as fully operational and were able to be placed back in the frontline. This process will continue as the Health and Welfare Branch works with officers to manage their return to operational duties.

## Wellbeing Project

The Wellbeing Project is a joint project with Edith Cowan University (ECU). Called the Health of the Professions – Policing Survey, the project aims to assess the 'health' of the policing profession and the policing environment.

The survey was designed in consultation with policing staff over two years and seeks information on a wide range of topics such as job satisfaction, professional image of policing, occupational safety, job satisfaction, morale and workplace stress. The survey was piloted in 2004 with 800 staff and delivered to every police employee in May 2005.

The survey results will provide a range of information, including contributing to tracking the cultural changes in this agency over time. The survey was also conducted within the nursing and teaching professions and will be run annually. The results from the first survey will be available in late 2005.

## Exit Interview and Survey Process

The WA Police Service exit interview and survey process has been reviewed to ensure that the agency retains valued employees, gathers the views of people who are leaving, and formally thanks separating staff for their contribution.

The revised approach consists of simple forms and a survey which allow the use of independent interviewers where appropriate. Completion of the exit interview and survey process is mandatory for most people leaving the agency. Individual employee information is anonymous; data collected from the interviews and surveys is analysed and reported on at least annually or more regularly if trends appear. The Human Resources Directorate will be making use of the data by cross-referencing the findings with the information from the Wellness Survey and if indicated by the data, initiating improvements to the agency's human resource management policies and practices.



## Aboriginal Police Liaison Officer Transition Program

The year 2005, marks the 30th anniversary of the Aboriginal Police Aides Scheme within the WA Police Service. Over the years, the scheme has grown significantly from eight officers originally based in the Kimberley District, to the present day authorised strength of 144 positions deployed across the State. In aiming to increase the representation of Aboriginal people in the policing ranks, the agency has embarked upon a period of examination and transition of the present scheme to meet the future service delivery requirements of the public. Pivotal to the success of the program will be the developmental opportunities offered to current employees, aimed at opening up new career options. Particular emphasis is being placed on meeting certain requirements to ensure that service provision to the Aboriginal community is significantly enhanced.

## LEADERSHIP, MANAGEMENT AND SUPERVISION

Using the Kennedy Royal Commission as the platform for change, the WA Police Service is focusing on developing managers and leaders who can take the agency into a new era of professionalism. Issues included within this reform priority are developing a strategic focus on the policing environment, corporate governance, corporate performance and accountability and better management of individual performance.

### Commissioner's Executive Team

The Commissioner's Executive Team (CET) originated as a result of the WA Police Service implementing a new governance framework. The framework guides the agency as to how it should direct and control its functions in order to achieve corporate goals. The role of the CET is to maintain the highest level focus on the policing environment and the strategic direction to ensure accountability, transparency and integrity in conducting its business. Specifically, the role of the CET is to:

- develop corporate goals and strategic direction;
- approve corporate policy;
- monitor and evaluate corporate performance against targets and expectations;
- endorse the annual budget and monitor financial performance;
- monitor and evaluate compliance with internal and external requirements;
- oversee reporting to the Minister for Police, Government and external agencies; and
- monitor and report on CET delivery items.

The CET consists of the Commissioner, the two Deputy Commissioners, the Executive Director and the Assistant Commissioner Corruption Prevention and Investigation.

### Commissioner's Assurance Team

In line with the WA Police Service's continuing commitment to corporate governance, an independent review team has been formed. The team's mandate is to examine business areas to provide assurance to the Commissioner that *Frontline First* initiatives have been translated into tangible actions and that other key requirements are being complied with.

The review team comprises commissioned officers and is known as the Commissioner's Assurance Team (CAT). Their work will complement the work of the Management Audit Unit and other review mechanisms across the agency.

Business areas for review will be selected by the Commissioner at random or will be targeted based on available intelligence. Business areas are not advised in advance of an impending CAT review.

### Corruption and Crime Commission Evaluation Role

The Corruption and Crime Commission (CCC) independently audits and reports to State Parliament on the effectiveness of the WA Police Service Reform Program. An effective working relationship between this agency and the CCC is required and as such, a Joint Agency Steering Group was created with equal executive involvement from both agencies. The purpose of the Joint Agency Steering Group is to provide a forum where matters of joint collaboration, initiatives and areas of mutual concern can be addressed at the executive level. In addition, the group will through future analysis, make recommendations for further reforms to be progressed by the WA Police Service.

The Steering Group has agreed that the focus of evaluating reform should not only relate to the Kennedy Royal Commission recommendations but also include the entire organisational reform. A Memorandum of Understanding was signed with the CCC to deal more effectively and efficiently with a range of areas of mutual interest, including corruption prevention, organised crime and complaints and investigation review.

## REFORM COORDINATION TEAM PROFILE

In March 2004, the Kennedy Royal Commission Report (KRC) was tabled in State Parliament. The WA Police Service accepted the KRC Final Report recommendations which focused on improving corruption resistance by enhancing the culture, professionalism and integrity of the organisation.



*Reform Coordination Team*

To respond to the recommendations, this agency implemented a change program based on broad areas of reform with the aim of increasing corruption resistance. The Reform Coordination Team (RCT) is responsible for the coordination and evaluation of reforms through:

- improving the culture of the organisation;
- enhancing leadership, supervision and management; and
- implementing and applying appropriate corruption prevention strategies.

The RCT is undertaking this work by:

- maintaining and supporting a delivery and reporting framework that gives the Commissioner's Executive Team (CET) the capacity to lead and monitor reform in the WA Police Service;
- supporting those responsible for the implementation of reform in the agency with resources and expertise to ensure the timely delivery of reform initiatives;
- recognising and acting upon reform integration opportunities to maximise the overall reform efficiency and effectiveness;
- establishing and maintaining the evaluation framework for reporting periodically on the progress of reform;
- promoting open and direct communication on changes in the WA Police Service through the coordination of the Commissioner's Forums; and
- managing relationships with key external and internal stakeholders with a particular focus on the CET and the Corruption and Crime Commission of WA.

### Management Audit Unit

The agency's Management Audit Unit (MAU) provides police management with assurance that systems of internal control are efficient, effective and in place to enable the agency to achieve planned priorities and outcomes. The Unit also prepares reports identifying common themes and trends arising from the application of the Business Area Management Review (BAMR) Program. During the year, 56 audits of the BAMR were conducted in both metropolitan and country regions. The following are some of the other reviews and audits conducted during the year.

### Audit of the South Metropolitan District

This audit was undertaken following a number of high profile incidents which confirmed the Commissioner's concerns regarding the culture and management practices within the South Metropolitan District.

Conducted in September 2004 to assess business management and service delivery performance within the district, a team of officers examined management structures, systems, performance strategies and corporate governance measures. Industry-recognised audit methodology promulgated by the Canadian Comprehensive Auditing Foundation was used.

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The audit revealed that in some cases, the incumbent District Command Team was addressing long-standing issues and in other cases, issues affecting performance were not district-specific or seen in isolation, but were a result of corporate policies and business practices. In this regard it was concluded that local management and policy owners needed to share responsibility for the conditions presented and work together to implement effective solutions. When implemented, the recommendations of the audit should result in benchmarked better practice capable of being mirrored in other police regions and portfolios.

## **Review into Property Management (joint examination with the CCC)**

In March 2005, a joint inquiry into police property management practices was commissioned by the Commissioner of Police and Commissioner Hammond of the CCC. This was the first joint agency inquiry undertaken pursuant to the CCC's corruption prevention, education and research function under section 17 of the *Corruption and Crime Commission Act 2003*.

The inquiry, currently being undertaken by officers from the MAU and the CCC is focusing on all facets associated with the management of public property, including legislation, policy, processes and systems. Issues associated with property management have been a perennial problem and it is anticipated that the inquiry will provide a contemporary approach to property management practices and in turn provide a greater capacity for officers to concentrate on frontline service delivery.

## **Managing Information – Freedom of Information**

*(Requirement under the Freedom of Information Act 1992 (the Act), Sections 94-97)*

The financial year ended with 1,448 valid Freedom of Information (FOI) Act applications being made to the WA Police Service. This represents a 19.8 per cent increase over the previous year. A total of \$36,047 was

collected in fees and charges. As with previous years, more than 90 per cent of applicants were successful in obtaining access to documents in accordance with the Act. The agency also provides more detailed FOI activity statistics to the Office of the Information Commissioner and facilitates an on-line Information Statement via the WA Police Service's Internet pursuant to section 96 of the Act.

Following a review, the Freedom of Information Unit became part of the Office of Information Management. This brings a majority of the agency's internal and external information release functions together under a single division and is expected to deliver a more reliable and consistent response to public information requests. A key outcome for the Office of Information Management is to provide an excellent customer service with timely appraisal and release of police information and documentation.

## **Reporting on Record-keeping Plans**

This agency remains committed towards achieving compliance in Records Management and has registered a comprehensive Record-keeping Plan No RKP 200306 as required under the *State Records Act 2000*.

A comprehensive review of the WA Police Service's Retention and Disposal Schedule was conducted to reflect changes to legislative obligations, Royal Commission reforms and policing policies and processes. The new schedule will reduce on-site storage problems and improve efficiency in overall policing information lifecycle management.

In addition, a major project was initiated to replace obsolete corporate information and records management systems with a single, contemporary, electronic document management and tracking system that will become a strategic link between key operational and corporate information sources.



## Leave Management

The WA Police Service has continued to refine its policies and practices to ensure the effective management of leave liability. The management of leave liability includes reducing outstanding accrued leave to a manageable level, as well as clearing it in a planned manner. This approach ensures that operational efficiency is not compromised and employees have access to regular breaks from work for rest and relaxation. Management of leave liability (including the compilation, maintenance and compliance of Individual Leave Clearance Plans) will be included in performance agreements or assessments of managers, supervisors and employees, and forms part of the Organisational Performance Review process.

## Frontline Supervision Strategies

To further enhance frontline supervision, the roles and responsibilities of supervisors have been realigned from previous 'traditional' backline support to active frontline roles to lead and mentor junior staff. As a result, Perth Police Station is currently committing 94 per cent of officers to frontline duties.

## Performance Management

The WA Police Service has two formalised individual performance management systems:

- Senior Management Performance Framework; and
- Developing People for Success (DPS).

The Senior Management Performance Report is completed by all commissioned officers and senior police staff and enables:

- the agency to realise its service obligations through the allocation of business and management priorities/objectives to its senior managers;
- the monitoring of progress towards the achievement of allocated business and management priorities/objectives;
- the provision of performance feedback and identification of professional and personal development needs; and

- the determination of employment status following expiration of the term appointment or payment of salary increment.

The Performance Management Unit (PMU) is responsible for developing, coordinating and managing the agency's organisational and individual performance frameworks and standards.

In relation to organisational performance, the Unit is responsible for monitoring progress towards achieving the Annual Business Plan Outcomes. Progress is reported within a framework known as Organisational Performance Review (OPR). Trends and developments identified in OPR reporting are used as part of establishing a learning culture by linking them to organisational performance improvement.

In regard to individual performance management, the PMU is responsible for coordinating, managing and enhancing the agency's program known as DPS.

## Women's Advisory Network

The Kennedy Royal Commission Report highlighted a lack of representation of women within the agency and endorsed the strategic value and direction of the Women's Advisory Network (WAN). The Report recognised a need to "improve the current ratios of under-represented groups, including women, entering the organisation" and develop and implement more family-friendly policies. It also recognised gender diversity as a "crucial element in cultural change and integral to all aspects of the reform program".

At the December 2004 WAN State Conference, the WAN District Portfolio Representatives formulated action plans for implementation at the local level. The action plans are aligned to the outcomes and strategies outlined in the WAN Strategic Plan and articulate a focus on direction, partnerships, resources, environmental

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scanning, marketing and communication. The following are some of the achievements from the year:

- appointment of the Executive Director as the Chair and the appointment of a full-time coordinator;
- strategic partnerships formed with the internal Kookaburra Indigenous Officers Network (KION), as well as the Office of EEO, and Office for Women's Policy;
- representation on corporate projects including: Service Delivery Project, Uniform Committee, Anti-Bullying Project, Equal Opportunity Integrity Checking Project, Recruitment/Retention of Female Detectives Project, and Staff Rotational Project (Crime);
- in October 2004, the WAN Steering Committee was the recipient of an Australian Women and Policing Award presented in Adelaide, South Australia for the 'Most significant achievement in advancing the status of women in law enforcement'. The award recognised the contribution made by the WAN to achieving organisational goals relating to equity and diversity; and
- the Women Leading Change project is currently being undertaken in the South Metropolitan District.

## **Women Leading Change Project**

The South Metropolitan District was selected to pilot the Commonwealth-funded Australian Women and Policing (ACWAP) project Women Leading Change – 2005 Pilot Leadership Course. The overall aim of this project is to bring women in policing and women in the community together, enabling them to participate in a collaborative training program that will develop their leadership skills and knowledge whilst identifying and addressing community issues. The course has been designed to provide an innovative tool for community engagement and to build resilient and mutually beneficial partnerships that are likely to have a positive impact on policing and community relationships.

## **Mentoring Program**

The Mentoring Program this year focused on mentees from under-represented diversity groups (female, Indigenous and culturally diverse employees, and employees with disabilities) within the WA Police Service. Around 25 partnerships were established in July 2004 and all participants were provided with mentoring training and development. A coordinator was also permanently appointed to oversee the program and ensure participants were supported and appropriately managed.

Mentees identified benefits such as improved access to networks, greater visibility and options for mobility, increased feelings of confidence and empowerment and importantly, three-quarters of the group reported that the program increased the likelihood that they will stay with the agency. Mentors also benefited from their involvement in the program and reported being increasingly enthusiastic about their roles within the organisation and having greater overall levels of job satisfaction.

## **Equal Employment Opportunity**

The agency is progressing the development of a new Equity and Diversity Management Plan. The priority continues to be improving both the overall representation of women and the distribution of women through ranks/levels. Other priorities include an increase in the representation of Aboriginal and Torres Strait Islander peoples and people from culturally diverse backgrounds through all ranks/levels.

There has been an overall improvement in all targeted equity group areas except for Indigenous Australians. The agency exceeded the overall Public Sector's 2005 objective for the people from the culturally diverse backgrounds group and has achieved its own objective for this group and for the people with disabilities group. Other special programs and initiatives in place that relate to equity and diversity include:

- delivery of the pilot Leadership Development Program for women police officers and police staff (another program is being held in 2005);

## In-house Grievances Lodged 1999-00 to 2004-05

Source of Grievance	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Sworn Promotion System	4	8	24	13	2	5
Transfers/Deployment	5	8	6	7	7	12
Administrative Decisions	4	2	26	13	7	4
Relief/Secondment	3	0	8	11	0	3
Other	17	12	7	11	11	20
<b>Total</b>	<b>33</b>	<b>30</b>	<b>71</b>	<b>55</b>	<b>27</b>	<b>44</b>

Source: Western Australia Police Service, In-house Grievance Database

- continuation of the Commissioner's scholarship for police staff women (\$100,000 has been utilised for self-nominated training and development courses by women with particular focus on levels 1-3);
- a proposal for the incorporation of equal opportunity information in integrity-checking processes; and
- a female police officer separations project.

### Leadership Development for Women Program

In October 2004, the WA Police Service launched the Leadership Development for Women (LDW) pilot program. The program was conducted by The University of Western Australia, after being designed to best assist female police officers and police staff to develop their leadership skills and knowledge. Specifically, the program aimed to assist participants with their careers within the agency and was customised to meet the needs of women working in a policing environment. The LDW pilot program was successfully completed on 1 June 2005 by 40 women. Information obtained from the inaugural program will be collated and used to develop future programs.

### Executive Development Program

The WA Police Service Commissioner has taken responsibility for the development of his Executive Team. Executive development has been linked to succession management and will be managed through the Commissioner's Executive Team.

A significant aim of the program will be to facilitate access to developmental programs and special placements that are tailored to the specific needs of individuals and the agency. Recent examples of these activities are the placements of two Assistant Commissioners – one as the Executive Director Prisons at the Department of Justice and the other as an Advisor to the Commissioner of Police in Fiji.

The agency will continue to place officers into suitable learning environments at the Australian Institute of Police Management in Manly and locally based courses in partnership with Edith Cowan University.

### Flexible Work Options

The WA Police Service's commitment to developing an equitable and diverse workforce at all levels is underpinned by an emphasis on enabling employees to manage work and family responsibilities. The agency's Flexible Work Options Coordination Service continues to be well patronised with verbal and written advice provided to employees, supervisors and managers.

Up-to-date information for employees on recent changes to industrial agreements and HR policies is accessible electronically throughout the State. Additionally, the agency has continued to provide training sessions for managers and supervisors to provide them with the necessary support and information concerning flexible work practices, including the rights and responsibilities of all employees.

## COMPLIANCE WITH PUBLIC SECTOR MANAGEMENT ACT SECTION 31 (1)

In the administration of the Western Australia Police Service, I have complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics and Code of Conduct for the WA Police Service.

I have put in place procedures designed to ensure such compliance and conducted appropriate internal assessments to satisfy myself that the above statement is correct.

A compliance review was conducted by an External Consultant to assess compliance with the Standards.

The Office of the Public Sector Standards Commissioner did not undertake any investigations in accordance with the *Public Sector Management Act 1994* or any compliance audits.

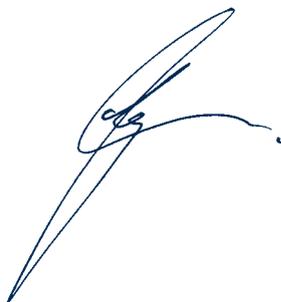
The number of applications made for breach of standards reviews and the corresponding outcomes for the reporting period are detailed in the following table.

### BREACH OF STANDARD APPLICATIONS 2004-05

Number lodged	5
Number of breaches found	0
Number still under review	0

### COMPLAINTS REGARDING COMPLIANCE WITH THE CODE OF ETHICS AND AGENCY CODE OF CONDUCT 2004-05

Number lodged	6
Number of breaches found	3
Number still under review	0



**KARL J O'CALLAGHAN APM**  
COMMISSIONER OF POLICE

31 August 2005



## RESPONSE TO GOVERNMENT POLICY INITIATIVES

The WA Police Service is committed to playing a key role in whole-of-Government initiatives. Highlighted initiatives are the sustainability strategy and indigenous service delivery strategy.

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### Service Delivery to People with Disabilities

To meet the outcomes of the WA Police Service Disability Services Plan, all new capital works projects comply with the State Government's Disability Services Plan. A planned approach is being used to undertake maintenance to meet disability requirements on existing buildings, for example:

- Balgo Police Station was upgraded;
- policies and procedures were developed to outline standards for dealing with and interviewing people with disabilities;
- document formatting standards that make documents more accessible to visually impaired people were adopted;
- districts have an officer who maintains a working knowledge of the issues relating to delivering services to people with disabilities. It is also this officer's responsibility to communicate this information to other officers within the district;
- progressed initiatives relating to the representation and retention of people from targeted equity groups, including people with disabilities. Currently, over 150 police employees are identified as having a disability; and
- complaint reporting processes have been established to accept concerns and complaints from disabled persons about the agency. This input provides an opportunity to improve the agency's service delivery and to assist in identifying and addressing risk.

### Sustainability

The main focus in supporting the Government's Sustainability Strategy is to ensure that core police business contributes to building safer communities, an outcome that contributes directly to social and economic sustainability and facilitates environmental and regional sustainability. An example of this is the work undertaken to police remote communities, implemented as a result of the Gordon Inquiry.

Much of policing work already contributes to meeting specific sustainability objectives, such as diversity, community safety and better linkages with the community and across Government. Through infrastructural development, the WA Police Service is ensuring that all building projects include an investigation of the costs and benefits of incorporating durable designs that minimise waste and water-use and maximise energy efficiency.

A Sustainability Action Plan for 2005-07 is now in place and includes the development of a communication strategy to inform staff about agency contribution to sustainability. The Plan also addresses a number of actions to encourage sustainable thinking and support sustainable activities. This includes the drafting of a strategic policy on diversity that will guide the response of the agency to diversity issues. In addition, the WA Police Service also meets sustainability outcomes through fleet management, compliance with procurement policies, Energy Smart, and the management of buildings, assets and land.

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## Waste Paper Recycling

During the year, the WA Police Service recycled a total of 71 tonnes of waste paper comprising 42.5 tonnes of general paper and 28.5 tonnes of security shredding.

A contract has been awarded to audit waste produced by the agency. The development of recycling and waste minimisation strategies will be enabled by the identification and quantification of the total waste stream.

## Energy Smart Government Policy

In accordance with the Energy Smart Government Policy, the WA Police Service has committed to achieving a 12 per cent reduction in non-transport related energy use by 2006-07, with an 8 per cent reduction targeted for 2004-05.

Energy Smart Government Program	Baseline	2004-05	Variation %
Energy Consumption (GJ)	108,336	111,434	+2.9
Energy Cost (\$)	3,922,190	3,670,344	
Greenhouse Gas Emissions (tonnes of CO <sub>2</sub> )	26,137	26,488	
<b>Performance Indicators</b>			
<b>Police, Fire and Emergency Services Facilities</b>			
MJ/m <sup>2</sup>	681	727	
MJ/FTE	16,533	15981	
<b>Tertiary Educational Facilities – Joondalup</b>			
MJ/m <sup>2</sup>	446	429	
MJ/Effective Full-Time Student	32,331	22,222	

Notes: GJ = gigajoules, MJ = megajoules, CO<sub>2</sub> = carbon dioxide

Sources: Western Power, Sustainable Energy Development Office and the WA Police Service (Resource Management Information System)

The WA Police Service continues to grow in size in line with our core business of contributing to building a safer community. With increases in police numbers and operational requirements, police facilities are being occupied for longer periods of time, impacting on energy consumption. The WA Police Service continues to evaluate and introduce energy consumption reduction strategies to endeavour to meet Energy Smart Government Policy targets. Some of the strategies include:

- initiating an energy management committee that meets regularly to discuss reporting levels on premises-based energy consumption. It identifies operational impacts on energy and communication strategies for reductions in energy usage and addresses issues brought about by the introduction of the Occupational Safety and Health legislation. This legislation necessitates the provision of additional external and internal lighting, exit signs, refrigerators for biohazards, security systems and other solutions to enhance the safety and wellbeing of staff;
- building new and replacement facilities that are energy efficient and also incorporate more sophisticated services and systems;
- trialling motion detectors in non-operational areas within six metropolitan police stations, with the intention of rolling out this new lighting technology to all 24-hour stations; and
- appointing a Sustainability Officer to assist with meeting energy-reduction targets. These strategies include the introduction of new energy-efficient lighting to police buildings, and energy-smart stickers placed next to all lighting switches.

## Implementing Gordon Inquiry Recommendations

One of the key initiatives in response to the Gordon Recommendations was the provision of a permanent policing presence in selected remote areas to provide a first-line of response for victims and policing services for community members. The Government provided a funding model of both capital and recurrent funding to meet the projected expenditure by police. The provision of the permanent policing facilities will also enable multi-agency use, providing an enhanced capacity for officers from different agencies to be co-located where resources and functionality permit and to develop better joint working relationships. The nine areas prioritised for a permanent policing presence through a Multi-Function Police Facility are:

Warburton	Dampier Peninsula
Kalumburu	Bidyadanga
Balgo	Warmun
Jigalong	Warakurna
Kintore (NT)	

During the year, the following initiatives were implemented:

- progressed the infrastructure requirements for deployment of a permanent police presence at Warburton, Balgo and Kalumburu;
- ensured the provision of interim service delivery strategies until permanent infrastructure requirements are completed;
- deployed a police officer to Kintore Police Station in the Northern Territory to contribute to a multi-jurisdictional approach to policing Indigenous communities in Central Australia;
- completed the policy "Police and Aboriginal People" to provide a framework for strategic approach for services to, and engagement with Aboriginal people; and
- delivered statewide training on Family and Domestic Violence to all districts to ensure the implementation of new protocols for dealing with family and domestic violence.

## Land and Building Management - Works In Progress

### Great Southern District Office - Albany Police Station Complex

The WA Police Service and the DoJ are jointly developing a modern co-located Police and Justice Complex in Albany. This complex will consolidate staff from the existing police station, traffic, and district offices and has been designed for 86 personnel. It will include the latest facilities such as video and public interview rooms, a forensic laboratory and a modern custodial facility. The complex was designed and developed in consultation with local police personnel and the local community to meet contemporary policing standards and community needs. Construction has commenced and it is anticipated that completion and occupancy of the complex will occur in September 2005.

### Laverton Police Station

The new Laverton Police Station will replace the existing overcrowded facility, which was constructed in 1974. The Laverton Police Station was designed and developed in consultation with local police personnel to ensure a purpose-built building, suited to contemporary policing and community needs. The building will include a shared operations room/courtroom, video interview room, staff amenities and a modern custodial facility.

The Laverton Police Station will be an important focal point for the local community. The design, whilst sympathetic to the immediate streetscape in terms of formal scale, recognises the building's important civic status. The completion of construction and occupation occurred in June 2005.

# REFORM AGENDA

## **Newman Police Station**

The new Newman Police Station will accommodate 19 general duties and traffic personnel. It will include the latest facilities such as video and public interview rooms, staff amenities, gymnasium, a courtroom and a modern custodial facility. The design, whilst sympathetic to the immediate streetscape in terms of formal scale, recognises the building's civic status and will provide the functionality required to meet contemporary policing standards. The completion of construction and occupancy is expected to occur in August 2005.

## **Operations Support Facility – Forensic Facility (Stage 1B)**

The staged development of the Operations Support Facility at Midland continued in 2004-05 with the tender for construction of the new \$25-million Forensic Facility. Construction commenced in January 2005 with completion anticipated in June 2006. The Forensic Facility will accommodate 140 police personnel and includes modern laboratories, offices, storage facilities, photography studios, vehicle inspection facilities and staff amenities.

## **Scheduled Equipment Replacement Program**

The delivery of contemporary policing services is heavily reliant on police officers having access to safe, functionally appropriate equipment. The WA Police Service owns approximately 53,454 individually recorded equipment items, with an estimated replacement value of \$97 million.

Equipment totalling \$1.68 million has been purchased in 2004-05; with further items totalling \$430,000 awaiting finalisation in awarding quotes and tenders.

## **Vehicle Management**

The Vehicle Management Branch contributed to local and regional development through the provision of seven new special purpose SV-6 highway patrol vehicles for regional WA and four silver highway patrol vehicles for the Metropolitan Traffic Enforcement Group.

The Vehicle Management Branch also sourced additional vehicles for special events such as New Year's Eve and the Sky Show and provided mobile lock-up facilities for special events.

## **International Financial Reporting Standards**

The WA Police Service is in the process of adopting international accounting standards in compliance with AASB 1: "First-time Adoption of Australian Equivalents to the International Financial Reporting Standards" (IFRS). This is a direct result of the Financial Reporting Council decision in July 2002 that International Accounting Standards (now International Financial Reporting Standards) would be applicable to all entities (Government and private) for financial years beginning on or after 1 January 2005.

Apart from changes in the way information is reported in the Financial Statements, the implementation of IFRS within the WA Police Service will require: enhancements to its Resource Management Information System to accommodate the new reporting requirements and processes; and new procedures and processes to be documented and adopted for recording of replacement values, disposals, future retirement dates, de-recognition and subsequent costs for physical assets.

## CHANGES TO LEGISLATION

In line with the law reform program, the WA Police Service has been significantly involved in the development and progression of major legislative reform. A number of pieces of legislation have been enacted and a large volume of new and amendment legislation is at various stages of development.

### Enabling Legislation

The WA Police Service administers the following legislation:

- *Australian Crime Commission (Western Australia) Act 2004*
- *Community Protection (Offender Reporting) Act 2004*
- *Criminal Investigation (Identifying People) Act 2002*
- *Firearms Act 1973*
- *Misuse of Drugs Act 1981*
- *Pawnbrokers and Second-hand Dealers Act 1994*
- *Police Act 1892*
- *Police Assistance Compensation Act 1964*
- *Prostitution Act 2000* (other than Section 62 and Part 5)
- *Protective Custody Act 2000*
- *Public Order in Streets Act 1984* (formerly *Public Meetings and Processions Act 1984*)
- *Security and Related Activities (Control) Act 1996*
- *Spear-guns Control Act 1955*
- *Surveillance Devices Act 1998*
- *Telecommunications (Interception) Western Australia Act 1996*
- *Weapons Act 1999*
- *Witness Protection (Western Australia) Act 1996*

### Legislation Enacted

Throughout 2004-05, the agency facilitated the progression of the following legislation through Parliament to enactment:

- *Community Protection (Offender Reporting) Act 2004* – persons found guilty of certain offences against children will be subject to registration and will be required to provide their address and movement details. This will be placed on the local register and the core data will be shared nationally;

- *Australian Crime Commission (Western Australia) Act 2004* and subsidiary Regulations – to allow for the full operation of the Australian Crime Commission in Western Australia;
- *Criminal Law Amendment (Simple Offences) Act 2004* – this legislation was progressed in conjunction with the Department of Justice and removes all simple offence provisions from the Police Act 1892, modernises the provisions and places them into The Criminal Code;
- *Misuse of Drugs Amendment Act 2004* – to allow for the prohibition of pre-cursor chemicals likely to be used in the manufacture of prohibited drugs;
- *Firearms Amendment Act 2004* – to provide for the Council of Australian Government Handgun Resolutions to be enacted, the legalisation and licensing of the game of paintball and a review of penalties; and
- *Road Traffic Amendment (Impounding and Confiscation of Vehicles) Act 2004* – amendments progressed in conjunction with the Department for Planning and Infrastructure to increase powers of police and provide for the forfeiture of vehicles through the courts.

### Legislative Amendments Being Progressed

Throughout 2004-05, the agency facilitated the progression of the following amending or new legislation:

- *Pawnbrokers and Second-hand Dealers Amendment Bill 2005* – amends the *Pawnbrokers and Second-hand Dealers Act 1994* to address anomalies identified in the Act and improve its administration. These have been included as part of the WA Police Stealing and Stolen Goods Reduction Strategy;

# REFORM AGENDA

- *Criminal and Found Property Disposal Bill 2005* – the Bill sets out procedures on how held property is to be dealt with;
- Cross-Border Investigative Powers for Law Enforcement – development of proposals for cross-border powers in relation to controlled operations, assumed identities, witness anonymity and surveillance devices;
- Cyber Predators legislation – amendments to *The Criminal Code* aimed at combating the increasing use of electronic means, particularly the internet, to facilitate and commit sexual offences involving children;
- Misuse of Drugs Amendment legislation amends the *Misuse of Drugs Act 1981* to include an offence of exposing a child to the dangers of a clandestine drug manufacturing laboratory and include a circumstance of aggravation for selling/supplying a drug to a minor;
- *Road Traffic Act (Drug-Impaired Driving) Bill 2005* – creates the offences and procedures for drug-driving offences;
- *Security and Related Activities (Control) Act 1996* – amendment legislation to provide for increased probity of applicants, improved administrative arrangements and a Code of Conduct;
- Police Administration legislation – is proposed to repeal the now largely outdated administrative provisions of the *Police Act 1892* and introduce the necessary administrative and managerial changes needed to underpin a modern policing agency. During the current year, the Commissioner's Executive Team made key policy determinations for inclusion in the Bill that is to be ultimately drafted; and
- *Criminal Investigation Bill 2005* – proposes to amalgamate and modernise police powers from various Acts into a single Statute. In addition, it proposes to create new powers and codify some common law powers. Significant new powers include a power to declare and control crime scenes and a power to detain suspects for the purposes of questioning in the course of investigating an offence. This agency has worked along with the State Solicitor's Office in progressing the drafting of this Bill.

## CORRUPTION RESISTANT WA POLICE SERVICE

Following the release of the Kennedy Royal Commission (KRC) Final Report, the Government provided funding for the WA Police Service to implement a range of strategies to build a corruption resistant culture. Strategies associated with improving corruption resistance include corruption prevention planning, improving complaint management processes and faster resolution of internal investigations.

The Corruption Prevention and Investigation Portfolio (CP&I) continued to progress a number of significant WA Police Service reform projects that will set the standards across the agency by providing a contemporary approach to corruption resistant policing and in turn will improve policing services at the frontline.

Review of the Secondary Employment Policy is being progressed by the CP&I Portfolio and a number of issues were highlighted with the policy recently being challenged through the Industrial Relations Court. Secondary Employment taken in conjunction with Leave Without Pay has, for some years had a significant impact on the ability to fully complement staffing strengths across districts and divisions.

Investigation files returned by the CCC for further attention are addressed by the 11 Complaint Managers recentralised to the Police Complaints Administration Centre (PCAC). The CP&I Portfolio continues to provide Complaint Management Services across the organisation including: Fortnightly Reports, Complaint Early Warning System, Blueline and Supported Internal Witness Program, Specialist Support and oversight of internal investigations and disciplinary sanctions.

The Public Sector Investigations Unit responds to and investigates complex, sensitive, or otherwise problematic allegations against public officers (police staff and external public sector employees) in a timely manner. Only allegations of a minor nature are referred to the districts and divisions, however, the Unit monitors these files and keeps the CCC apprised of their progress.



## CORRUPTION PREVENTION PLAN

The WA Police Service's Corruption Prevention Plan (called *Building and Sustaining Integrity: A Corruption Prevention Plan for the Western Australia Police Service*) is designed to strengthen and build on existing corruption prevention strategies within the organisation. The aim of the Plan is to create:

- an increase in the level of community confidence that the WA Police Service is reducing corruption and misconduct;
- a reduction in the incidence of serious misconduct and corruption; and
- a more professional and ethical working environment.

The Plan was developed based on a literature review and extensive consultation with internal and external stakeholders including the CCC and RiskCover.

It includes a suite of measures designed to strengthen the ethical culture of the organisation and target potential areas of corruption. The Plan also requires all business units to develop corruption prevention plans.

Copies of *Building and Sustaining Integrity* and *Doing the Right Thing* are available on the agency's internet website for members of the public who are interested.

In conjunction with the CCC, the WA Police Service Reform Coordination Team has developed an evaluation framework which will assess the agency's progression towards a corruption resistant organisation.

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### Commissioner's Loss of Confidence

During 2004-05, 125 current or former serving WA Police Service officers were subject to allegations before the Royal Commission. The subsequent investigations led to 140 current or former serving officers being interviewed. 25 of the officers have been the subject of adverse outcomes. The allegations against the remaining 115 have resulted in recommendations of 'unfounded' or 'not sustained'.

Of the 25 officers subject to adverse outcomes, four police officers and three police staff were charged with criminal offences, nine officers were subject to the Loss of Confidence process, and 13 officers were subject to the disciplinary process by way of 15 discipline charges (Under *section 23 of the Police Act*) and three Unfavourable Reports.

Investigation outcomes indicated that poor recording practices prior to 1992, particularly in regards to entries made in officers' journals, made it difficult to particularise the movements and activities of officers. However, those past

practices, like many others, have been corrected over time with the introduction of a range of best practice methodologies including: videoing of suspect interviews and high-risk searches, the implementation of a comprehensive informant management policy, advances in exhibit management, bar-coding of officers' journals and importantly, a noticeable shift in policing culture to do the right thing.

### Drug and Alcohol Testing

Research undertaken into drug and alcohol testing supports the Royal Commission view that drug testing will assist the detection or prevention of the use of illicit drugs by police. It should also ensure the increased safety of police and the public, as persons impaired by drugs or alcohol will be able to be readily tested. Information from other Australian policing jurisdictions shows recreational use of illicit drugs has become more prevalent. The CCC has expressed concern about drug-use by Western Australian police officers and evidence of use of illicit drugs by some police officers has been detected internally.

# REFORM AGENDA

It is proposed that a drug and alcohol testing program, limited to police officers only, will commence sometime after August 2005 by way of amendments to the Police Regulations. Amendments are being progressed to reflect random and targeted drug and alcohol testing as being legislatively compliant. Policies, procedures and facilities are currently being developed to follow national best practice standards on drug and alcohol testing. The nationally recognised best practice of drug testing is by way of obtaining urine samples. The WA Police Union does not disagree with urine testing, but claims that a voluntary option of blood testing should be made available to members. The WA Police Union has endorsed the proposed legislative amendments.

## **Integrity Testing**

The WA Police Service has made significant progress with Integrity Testing and has been successful in apprehending police in the act of committing corrupt offences. The apprehension of an officer, on duty and in uniform, assisting a criminal accomplice to steal money from a 'drug dealer', after the Royal Commission, provides a good indicator of the need for an effective integrity testing strategy. The following outcomes have been delivered under this category:

- Integrity testing is recognised by various Royal Commissioners as an effective method of targeting corruption in a policing environment. Currently, the Legal Services Unit is in the process of developing legislation for integrity testing to be included in the proposed Police Administration Bill; and
- Police officers from the Integrity Testing Unit are working with the CCC staff in the planning and conduct of integrity tests. This arrangement has resulted in the successful outcome of integrity tests and two police officers have been charged this year.

## **Personnel Security Vetting**

The Kennedy Royal Commission recommended that the WA Police Service introduce personnel vetting as part of its corruption prevention plan for police working in nominated high-risk areas.

The Royal Commission also recommended that the Australian Security Vetting Service (ASVS) would be an ideal provider for this purpose. This recommendation has been researched and this agency has signed a Memorandum of Understanding with the ASVS to undertake personnel vetting.

The implementation of personnel security vetting is being developed for police and police staff working in identified high-risk areas of: Police Senior Management Group, Organised Crime Division, the State Intelligence Division, Tactical Investigation Group and the Corruption Prevention and Investigation Portfolio. As many as 450 personnel will be involved in this process. Implementation of a personnel vetting program will enable police to meet the national standards for protective security and comply with projected standards for staff involved with counter terrorism investigations.

The program has raised the interest of the Department of the Premier and Cabinet with the possibility of implementing such a program across the whole-of-Government. The program will provide the Government and the community with an assurance that the right personnel will be selected to work in these high-risk areas.

## **Information Security**

The WA Police Service is enhancing its approach to information security through the development of a new corporate Information Security Management System. This System is aimed at improving the overall management of information security issues throughout the police by using risk-management based techniques.

The System is based on the ISO 17799 and AS/NZS 7799 information security standards and involves the establishment of organisational structures and committees to manage Information Security; the development of Information Security Policies, procedures and guidelines; the adoption of an Information Security Classification scheme; the use of a risk-based methodology for Information Security control assessments and implementations; and establishing a program of review.



## Public Interest Disclosure

The WA Police Service complies with its obligations pursuant to section 23(1) of the Act. A dedicated position has been created as the agency's Manager – Public Interest Disclosure (PID) at the Police Complaints Administration Centre. This role has been appropriately aligned to the broader Complaints Against Police process, in that the Manager, Complaints sees all reports of allegations against police and is ideally placed to identify complaints which may come within the ambit of the legislation.

The agency meets its obligation to provide protection for people who make a public interest disclosure by providing the complainant with appropriate information relating to the

complaint/investigation process and ensuring strict adherence to the secrecy provisions established in legislation by officers designated to undertake investigations.

Completed investigations are reviewed both internally and by an external oversight body (CCC) in terms of the adequacy and management of the inquiry and the appropriateness of the outcomes. To the extent the legislation permits, persons who make disclosures will be managed and supported in line with the principles espoused by the agency's Blueline electronic confidential complaints mechanism and the Supported Internal Witness Program, both of which were introduced to promote an environment conducive to the reporting and investigation of misconduct.

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## POLICE COMPLAINTS ADMINISTRATION CENTRE

One of the recommendations from the Kennedy Royal Commission was to streamline complaints and investigations management. As a consequence, the Police Complaints Administration Centre (PCAC) was initiated and has overall responsibility for enhancing the complaint management and discipline system for the WA Police Service.

An early intervention initiative is being trialled by PCAC which involves making direct contact with the complainant in the first instance. This strategy is aimed at resolving the complaint early, or working with the complainant to clearly identify the issues for the inquiry. The outcomes of this approach are expected to be increased customer focus and satisfaction and a reduction in timelines for dealing with complaints.

Analysis of the benefits of this early intervention model has shown that around half of the complaints can be resolved by PCAC Complaint Assessors without the districts having to provide resources to complete the inquiry.

PCAC Complaint Assessors also assist districts with their inquiries by conducting interviews and providing advice/guidance in relation to complaint files on hand. Districts and divisions are encouraged and supported by PCAC to deal with complaint outcomes in a managerial way rather than with a discipline focus. This approach will assist police with a transition to the Behavioural Management Model to be implemented during 2005-06.

The PCAC also manages the Supported Internal Witness Program (SIWP) and the Blueline. The SIWP facilitates support and assistance to all personnel who report unethical conduct by any employees and who, as a consequence of doing so, experience a detriment in their workplace.

The Blueline is a dedicated telephone line and confidential reporting facility for all personnel seeking advice on ethical issues, or who wish to report unethical conduct.