

REPORTING FRAMEWORK

The structure of this year's Annual Report is based primarily on the three core outcomes for the WA Police Service and the agency's priorities contained in the 2004-05 Annual Business Plan:

Outcome 1: Lawful behaviour and community safety;

Outcome 2: Offenders apprehended and dealt with in accordance with the law; and

Outcome 3: Lawful road-user behaviour.

These outcomes define the key responsibilities and accountabilities of the agency.

The reporting framework in the diagram below shows how these outcomes link to the Government's Annual Reporting Framework requirements defined in *Better Planning - Better Services* (a Strategic Planning Framework for the Western Australian Public Sector), that has five goals:

Goal 1: People and Communities

Goal 2: The Economy

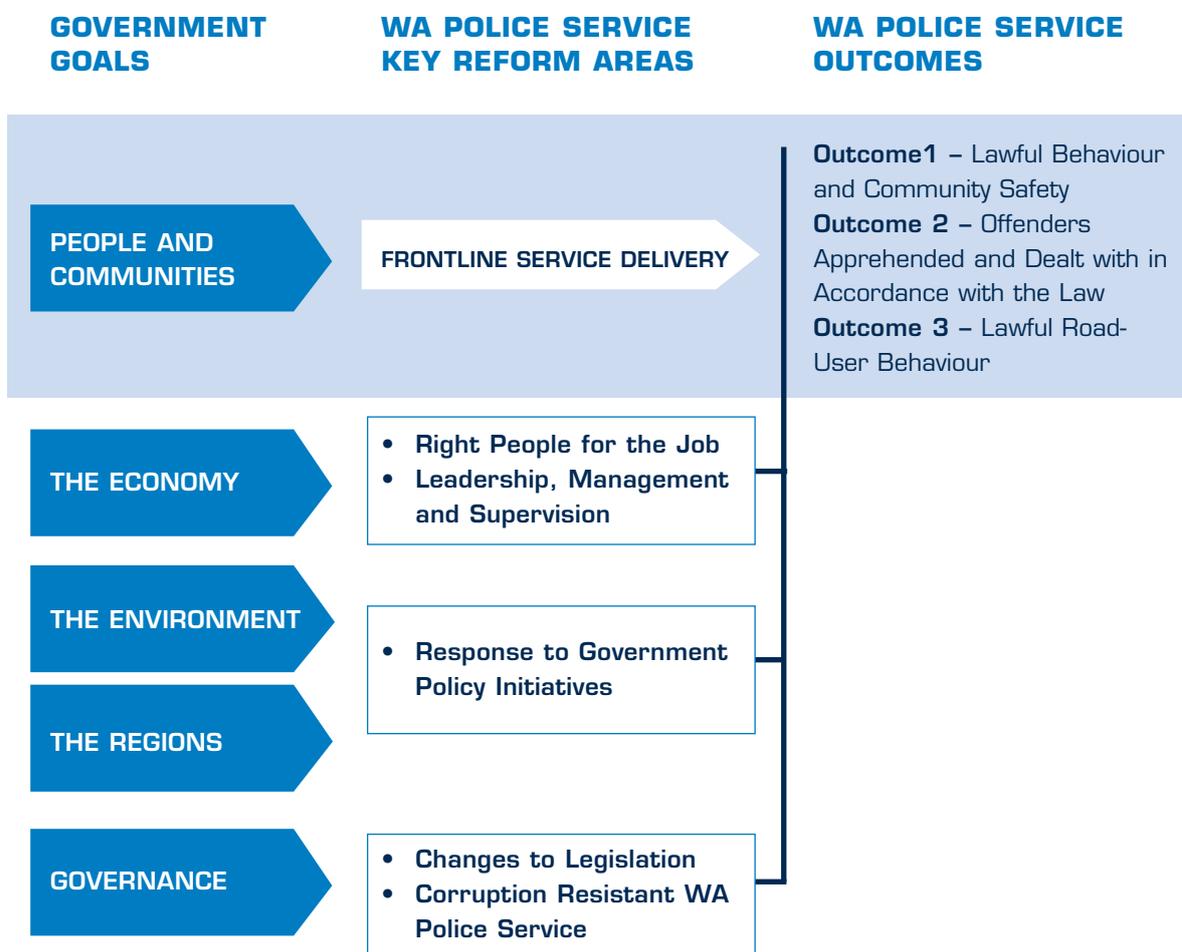
Goal 3: The Environment

Goal 4: The Regions

Goal 5: Governance.

The WA Police Service outcomes align predominantly with Goal 1 – People and Communities.

The reporting framework also shows the agency's Key Reform Areas arising from the findings and recommendations of the Kennedy Royal Commission and how these Reform Areas link to the Government's Strategic Goals and policing outcomes.



KEY ACHIEVEMENTS FOR 2004-05

WA POLICE SERVICE – CONTRIBUTING TO GOVERNMENT GOALS

The WA Police Service has committed to *Frontline First* – a philosophy that describes a focus on back-to-basics policing. The agency is single minded in its resolve to provide a highly visible police presence, rapid response to incidents, and accountable, professional and innovative service delivery. We want the right people, in the right place, at the right time, doing the right things.

The following information highlights the progress that the agency has made in relation to *Frontline First* and the Reform Agenda. The achievements below also relate to the strategies and initiatives implemented from the 2004-05 Annual Business Plan.

OUTCOME 1: LAWFUL BEHAVIOUR AND COMMUNITY SAFETY

GOAL 1: People and Communities: To enhance the quality of life and wellbeing of all people throughout Western Australia.
Outcomes 1, 2 and 3 relate to Goal 1.

KEY ACHIEVEMENTS

- The number of recorded offences decreased in several offence categories compared with the previous year. These included: aggravated and non-aggravated robbery, burglary, steal motor vehicle and theft:
 - Burglary (dwelling and non-dwelling) offences decreased by 21.1 per cent (-10,938) from 51,724 in 2003-04 to 40,786 in 2004-05.
 - Steal motor vehicle offences decreased by 19.5 per cent (-1,813) from 9,281 in 2003-04 to 7,468 in 2004-05.
 - Robbery (aggravated and non-aggravated) offences decreased by 13.9 per cent (-296) from 2,126 in 2003-04 to 1,830 in 2004-05.
 - Theft offences decreased by 10.5 per cent (-9,129) from 86,653 in 2003-04 to 77,524 in 2004-05.
- According to the National Survey of Community Satisfaction with Policing coordinated by the Australasian Centre for Policing Research, the extent to which the WA community perceived the following issues to be either a “major problem” or

“somewhat of a problem” in their own neighbourhood decreased significantly for 2004-05, when compared with the previous year (2003-04):

- Physical assault in a public place – decreased from 54.5 per cent to 42.2 per cent.
- Housebreaking – decreased from 79.6 per cent to 70.5 per cent.
- Motor vehicle theft – decreased from 67.7 per cent to 54.2 per cent.
- Illegal drugs – decreased from 73.8 per cent to 61.2 per cent.
- Louts or gangs – decreased from 39.9 per cent to 36.1 per cent.
- Drunken and disorderly behaviour – decreased from 45.2 per cent to 41.0 per cent.
- The Police Assistance Centre commenced operating in December 2004, to become the major police call-taking centre within the metropolitan area.
- The Regional Operations Group became fully functional and has 73 officers with a primary charter to focus on anti-social behaviour, civil disorders and tasking and support for Metropolitan and Country Regions.
- Funding for two fixed-wing aircraft approved.
- Funding approved for replacement Watch House, Perth Police Centre and Crime Headquarters.

KEY ACHIEVEMENTS FOR 2004-05

OUTCOME 2: OFFENDERS APPREHENDED AND DEALT WITH IN ACCORDANCE WITH THE LAW

KEY ACHIEVEMENTS

- The clearance rate improved for most offence categories compared with the previous year. These included: homicide, sexual assault, assault, threatening behaviour, deprivation of liberty, aggravated and non-aggravated robbery, burglary, steal motor vehicle, theft, property damage, breach of restraint and drug trafficking and possession offences.
- The percentage of guilty pleas before trial increased from 93.8 per cent in 2003-04 to 94.0 per cent in 2004-05.
- A National Automated Fingerprint Identification System (NAFIS) was placed at the Cannington Scenes of Crime Office in order to boost crime-fighting capacity. NAFIS computer terminals provide a link to a national database of fingerprints. The introduction of this NAFIS terminal resulted in a turnaround time for identification of fingerprints from 7.4 days to 1.8 days. The hit rate also increased from 27 per cent to 41 per cent.
- New family and domestic violence legislation proclaimed in December 2004 has resulted in 500 Police Orders (removing the perpetrator from the home for 24 or 72 hours) being issued per month.
- The *Criminal Law Amendment (Simple Offences) Act 2004* was proclaimed and implemented in May 2005. This new legislation has addressed current inefficiencies in the way in which criminal behaviour is managed in WA; archaic simple offences have been abolished and new offences such as move-on powers and field court attendance notices have been legislated to tackle deficiencies in some areas of criminal law. As a result of these changes, offenders can now be dealt with on-the-spot, rather than officers having to prepare papers in the office and later serving summonses. A comprehensive whole-of-agency training program was also conducted as a result of these changes.
- An Evidentiary Video Unit was established and staffed by Specialist Child Interviewers from the WA Police Service and Department for Community Development. The *Criminal Law Amendment (Sexual Assault and Other Matters) Bill 2004* was proclaimed in January 2005 and provides a legislative process for the protection of child victims from the court process whilst obtaining best evidence.
- An upgrade of the WA Police Service prosecution brief system has been successfully piloted in Fremantle, Bunbury and Joondalup courts. The system allows electronic delivery of court outcomes from the Department of Justice significantly streamlining court processes and information transfer time.



OUTCOME 3: LAWFUL ROAD-USER BEHAVIOUR

KEY ACHIEVEMENTS

- The percentage of drivers tested for drink-driving who were found to exceed the lawful alcohol limit increased from 1.3 per cent in the 2003-04 financial year to 1.5 per cent in the 2004-05 financial year. This increase occurred as a result of a change in enforcement focus and intelligence-led policing that targets high volume alcohol locations and times.
- The percentage of vehicles monitored for speeding that were found to exceed the lawful speed limit increased from 15.3 per cent in 2002-03 to 18.3 per cent in 2004-05. This increase was attributed to the placement of five additional speed cameras over the Christmas and New Year period and a targeted enforcement presence at selected children's crossings.
- The Traffic Enforcement Group was established to police Perth's freeways, highways and major arterial roads.
- Protocols for drug-driving enforcement were developed in conjunction with the Office of Road Safety and endorsed by Cabinet in October 2004. The draft legislation will be passed once results of trials being conducted in Victoria are complete. Legislation is also being drafted by the Department for Planning and Infrastructure to allow roadside saliva testing for drugs other than alcohol.
- Two Automatic Number Plate Recognition units were commissioned in 2004.
- Introduction of the Anti-Hoon legislation enabled operations conducted in country and metropolitan areas to seize 304 vehicles.

FRONTLINE SERVICE DELIVERY KEY REFORM AREAS RIGHT PEOPLE FOR THE JOB; LEADERSHIP, MANAGEMENT AND SUPERVISION

GOAL 2: The Economy: To develop a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians by creating the conditions required for investment and growth.

KEY ACHIEVEMENTS

- Completion of program to recruit an additional 250 police officers above attrition rate.
- Further commitment by Government to recruit an additional 350 police officers and 160 police staff over the next four years.
- 2005-07 Strategic Plan developed with particular reference to internal reform goals, and also in line with broader Government objectives.
- A new governance framework was implemented to describe how the agency directs and controls its functions in order to achieve corporate goals, and ensure accountability, transparency and integrity in conducting its business.
- The newly created Professional Development Portfolio made significant enhancements to the Executive Development Program with the introduction of the Executive Management Skills Course, and improvements to the ASPIRE program.
- A Leadership Development for Women Program was implemented. The program is designed to assist female police officers and police staff members to develop their leadership skills and knowledge.
- A review of human resource management practices within the WA Police Service was undertaken. Recommendations from the review will be implemented to ensure that human resource management practices deliver contemporary and tactical advice, support, procedures and systems to assist in the progress of *Frontline First*.

KEY ACHIEVEMENTS FOR 2004-05

RESPONSE TO GOVERNMENT POLICY INITIATIVES

GOAL 3: The Environment: To ensure that Western Australia has an environment in which resources are managed, developed and used sustainably, biological diversity is preserved and habitats protected.

GOAL 4: The Regions: To ensure that regional Western Australia is strong and vibrant.

KEY ACHIEVEMENTS

- A sustainability coordination group was formed to establish and evaluate sustainability principles in the planning and activities of the WA Police Service.
- As part of the agency's ongoing response to the Gordon Inquiry, Child Protection and Family Violence Officers have been placed in all districts. A State Coordinator has also been appointed to monitor performance and develop these officers.

CHANGES TO LEGISLATION AND CORRUPTION RESISTANT WA POLICE SERVICE

GOAL 5: Governance: To govern for all Western Australians in an open, effective and efficient manner that also ensures a sustainable future.

KEY ACHIEVEMENTS

- Two critical legislative changes relating to policing are currently being progressed: the *Criminal Investigation Bill 2005* and the Police Administration legislation.
 - The *Criminal Investigation Bill* 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 with the State Solicitor's Office in progressing the drafting of this Bill.
 - The 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.
- Corruption Prevention Plan (*Building and Sustaining Integrity: A Corruption Prevention Plan for the Western Australia Police Service*) developed and implemented.
- Police officers from the Integrity Testing Unit working closely with the Corruption and Crime Commission staff to plan and conduct integrity tests. Integrity testing provides a key strategy for detecting corruption and obtaining evidence to remove corrupt officers from the WA Police Service. The Integrity Testing Unit's work has resulted in two police officers being charged.
- A Memorandum of Understanding has been signed with the Australian Security Vetting Service to undertake personnel security vetting. The purpose of personnel vetting is to give the Government and the community assurance that the right personnel are employed to work in identified high-risk areas within the WA Police Service.
- The Commissioner's Assurance Team was established. Comprising commissioned officers, the team's mandate is to examine business areas to provide assurance to the Commissioner and the Commissioner's Executive Team that *Frontline First* initiatives have been translated into tangible actions.
- A new corporate Information Security management system is being developed to improve the overall management of information security throughout the agency.

PRIORITIES FOR 2005-06

Our commitment to provide responsive, accessible and quality policing services requires the WA Police Service to foster sound management practices and management of resources to support the frontline. As the *Frontline First* service delivery philosophy moves into its second year of operation, the agency will focus on some key areas in 2005-06.

Counter Terrorism

With worldwide emphasis on the response to terrorism and planning for emergencies or unpredictable global events, a continued focus on multi-agency cooperation in the development of counter terrorism strategies, interagency training and liaison with the community is planned for the year ahead. This approach will be carried out with an emphasis on prevention of terrorism by 'hardening' the State against potential attacks.

The ability and capacity of the agency to respond quickly and effectively to a range of emergencies plays an important part in enhancing the community's feelings of safety. Planning to ensure a state of preparedness and the effective management of and coordinated response to major emergencies and disasters will be critical. Activities will include search and rescue, maintenance and testing of emergency plans, training programs, simulated exercises and responsibility for coordinating hazard management authorities during major emergencies.

Anti-social Behaviour

There will be an ongoing commitment to target anti-social behaviour at out-of-control parties, major events and popular metropolitan night spots. In addition, intervention programs and crime prevention initiatives that aim to engage youth at-risk will assist with influencing positive and responsible behaviours.

Service delivery will also be enhanced through the acquisition and deployment of two mobile lock-up facilities, purchase of hand-held metal detectors for metropolitan night spots and the

acquisition of additional stun-guns for deployment to metropolitan and regional districts. The expansion of the Dog Squad through acquiring additional general purpose and special purpose dogs (for firearms and explosives response) will also boost the 24-hour, 7 days a week service delivery within metropolitan and regional areas.

Intelligence-led Policing

Establishing mechanisms to ensure the continuous improvement of intelligence products and developing quality standards for intelligence management is essential for developing proactive and preventative strategies. Continuing to maintain valuable partnerships with the chemical and pharmaceutical industry and external law enforcement agencies to monitor and reduce the supply of precursor chemicals into the illicit drug manufacturing market is also critical.

As part of tackling volume crime, the proactive targeting of crime networks and ongoing involvement with Federal and State agencies to disrupt organised criminal enterprises and seizure of assets will be sustained.

Performance Management

Supporting and sustaining *Frontline First* initiatives also involves reviewing various organisational practices and procedures. Enhancing leadership, supervision and performance management will be a key focus area for reform. The further development, coordination and maintenance of performance and reporting frameworks at the regional and portfolio and district and divisional levels towards meeting the objectives of the agency's Strategic Plan and Annual Business Plan will be ongoing.

An integral part will be to establish a learning culture by linking trends and developments into organisational performance improvement. Developing people for success, through refining the agency's individual performance management program will be a key feature in the performance management framework.