



NSW Police Force



Aboriginal Strategic Direction

2007 - 2011

Snapshot of Aboriginal Strategic Direction 2007-2011

Aboriginal citizens should be able to take pride in their communities and feel safe in them. Regrettably, crime statistics and the disturbing findings of the 'Breaking the Silence' report into child sexual assault show that this is not always the case. The NSW Police Force must work with the rest of government and the communities themselves in vigorous and creative ways to tackle these long-term problems.

The Aboriginal Strategic Direction is a framework to manage relationships and foster understanding between police and Aboriginal people, with a focus on local solutions for local problems. Above all it is about negotiating with Aboriginal people about how their community is policed to standards that would be expected by all citizens of New South Wales.

The Plan sets out clear objectives, strategies and actions as well as timeframes for achieving them. Major themes of the Plan include:

- communication and understanding between Police and Aboriginal people;
- community safety and fear of crime;
- Aboriginal cultural awareness within the NSW Police Force;
- numbers of Aboriginal officers and civilian staff in NSW Police;
- keeping Aboriginal youth away from crime and anti-social behaviour;
- dealing effectively with family violence and sexual assault;
- Aboriginal substance abuse; and
- How to reduce offending and over-representation of Aboriginal people in the justice system.

Firm and accountable actions are the key to achieving these objectives. Examples of actions included in the Plan are:

- target under-age drinking in Aboriginal communities and charge adults who on-sell alcohol to youth;
- including Aboriginal mental health issues in Police safe custody courses;
- encourage Aboriginal victims to report crimes and improve Police response times to such reports; and
- identify culturally significant days for local communities and ensure local police deal appropriately with people in a heightened atmosphere.

Past versions of the Aboriginal Strategic Direction have led to significant achievements in Police – Aboriginal community relationships. The NSW Police Force takes pride in the improvements already attained. The 29% increase in the number of Aboriginal employees over the period of the last Plan is particularly welcome.

But there is much still to do and this latest version of the Aboriginal Strategic Direction provides a set of ambitious but achievable tasks both for NSW Police and Aboriginal communities themselves.

Cover Artwork

The Artist

The artwork used in the cover design of the Aboriginal Strategic Direction was painted by Gary Luke a descendant of the Bundjalung people of northern NSW.

The artwork was first used on the NSW Police Aboriginal Policy Statement and Strategic Plan 1997 - 2000.

The Painting: The Spirit of the People

While changing the design slightly, NSW Police Force has maintained the theme of the artwork from the previous Aboriginal Policy Statement and Strategic Plan to demonstrate our continuing efforts in this area.

The original design represented the Aboriginal people involved with Police activity. The circles linked by the many lines indicate the sharing of ideas and knowledge. The spirit of the ancestors is present and seen overseeing the relationship between police and Aboriginal people.

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Contents

Page

Introduction:

1. Commissioner's Foreword	7
2. Summary - Corporate Spokesperson for Aboriginal Issues & Aboriginal Justice Advisory Council	8 & 9
3. Statement of Aboriginal Reconciliation	10
4. Comments from Police Aboriginal Strategic Direction Advisory Council Members	11
5. Aboriginal Cultural Protocol	14

Section One: Overview of the Aboriginal Strategic Direction

1. What is the Aboriginal Strategic Direction	15
2. NSW State Plan	17
3. Link to NSW Police Force Corporate Plan	18
4. Key External Stakeholders	19
5. Innovation in Seeking Solutions	19
6. Three Tier Aboriginal Consultative Committees	19
7. Community Working Parties & Aboriginal Community Justice Groups	21
8. Promoting the Aboriginal Strategic Direction	21
9. Aboriginal Issues Flow Chart	21

Section Two: Objectives and Strategies

1. Background	23
2. Royal Commission into Aboriginal Deaths in Custody	24
3. NSW Aboriginal Justice Plan	24

4.	NSW Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities	24
5.	Table of Objectives	
	Objective 1 – Improve communication and understanding between Police and Aboriginal people	25
	Objective 2 – Improve community safety and reduce fear of crime	27
	Objective 3 – Seek innovation in the provision of Aboriginal Cultural Awareness and Aboriginal recruitment and retention	29
	Objective 4 – Divert Aboriginal youth from crime and anti-social behaviour	32
	Objective 5 – Establish an integrated approach to managing Aboriginal family Violence	
	- 5A Domestic violence	35
	- 5B – Sexual Assault	39
	Objective 6 – Develop a strategic response to Aboriginal substance abuse	42
	Objective 7 – Reduce offending and over-representation of Aboriginal people In the criminal justice system	46

Section Three: Principles underpinning the Aboriginal Strategic Direction

1.	Police and Aboriginal Community Ownership	49
2.	Identifying and Respecting the Role of Elders	49
3.	Men's and Women's Business	49
4.	Self-Determination and Cultural Appropriateness	50
5.	Aboriginal Support Groups	50
6.	Education and Training	50
7.	Aboriginal Cultural Awareness	51
8.	Aboriginal Cultural Proficiency	51
9.	Aboriginal Cultural Awareness Prior to Transfer	51

Section Four: Responsibility for Implementing the Aboriginal Strategic Direction

1. Corporate Spokesperson for Aboriginal Issues	52
2. Aboriginal Strategic Direction Steering Committee	53
3. Commissioner's Inspectorate	53
4. Aboriginal Coordination Team	54
5. Region Aboriginal Sponsors	54
6. Local Area Command Aboriginal Issues Officer	54
7. Aboriginal Community Liaison Officer	55
8. Aboriginal Lecturer	55
9. Police Aboriginal Employment and Development Initiative	56

Section Five: Measuring Performance

1. Commanders' Performance Agreement	57
2. Reporting requirements	58
3. Aboriginal Environmental Scans	58
4. Data Report	59
5. Risk Matrix	59
6. Thematic Inspections	60
7. Operations and Crime Review	60
8. Implementation Process Table	61

NSW Police Force Aboriginal Contacts

1. Corporate Spokesperson for Aboriginal Issues	62
2. Aboriginal Coordination Team	62
3. Aboriginal Lecturer	62
4. Aboriginal Police Recruitment Officer	62
5. Assistant Human Resource Officer (Aboriginal)	62
6. Aboriginal Community Liaison Officers	63

Appendices	65
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KEY ACRONYMS USED IN THIS DOCUMENT

Acronym	Full Name
ACLO	Aboriginal Community Liaison Officer
ACT	Aboriginal Coordination Team
ACJG	Aboriginal Community Justice Group
AES	Aboriginal Employment Strategy
AGD	Attorney-General's Department
AJAC	Aboriginal Justice Advisory Council
ASD	Aboriginal Strategic Direction
ASDSC	Aboriginal Strategic Direction Steering Committee
CAYP	Cautioning Aboriginal Young Persons Protocol
CCS	Cannabis Cautioning Scheme
CDAT	Community Drug Action Teams
CMF	Command Management Framework
CMU	Crime Management Unit
COP	Commissioner of Police
COPS	Computerised Operational Policing System
CP&SCS	Child Protection and Sex Crimes Squad
CPO	Crime Prevention Officer
DAC	Drug and Alcohol Coordination
DO	Duty Officer
DVICM	Domestic Violence Intervention Court Model
DVLO	Domestic Violence Liaison Officer
ECAV	Education Centre Against Violence
EDO	Education Development Officer
EEO	Equal Employment Opportunity
ERISP	Electronically recorded interview of suspected person
JIRT	Joint Investigation Response Teams
LAC	Local Area Command also refers to Local Area Commander
LACACC	Local Area Command Aboriginal Consultative Committee
LAM	Local Area Manager
MPU	Missing Persons Unit
NDLERF	National Drug Law Enforcement Research Fund
OCR	Operations and Crime Review
OCM	Operational Commanders Meeting
PAEDI	Police Aboriginal Employment Development Initiative
PASAC	Police Aboriginal Strategic Advisory Council
PCYC	Police and Community Youth Clubs
RAAC	Regional Aboriginal Advisory Committee
RCIADIC	Royal Commission into Aboriginal Deaths in Custody
SLP	School Liaison Police
SMIT	Six Minute Intensive Training
SOP	Standard Operating Procedure
SRU	Schools Response Unit
SYO	Specialist Youth Officer
YLO	Youth Liaison Officer
YOA	Young Offenders Act
YOLR	Young Offenders Legal Referral

Introduction

I. COMMISSIONER'S FOREWORD

I am pleased to present this document to you on the strength of significant change in Aboriginal and Police relations in the past 3 years.

NSW Police Force has worked hard to improve the way we manage Aboriginal issues as an organisation. We have reviewed our reporting structures and established new ones.

Our Police Aboriginal Strategic Advisory Council (PASAC) which I Chair now meets every 3 months and our external agency representation on this Committee has expanded. Local Area Commands now provide an overview of how they are working with Aboriginal communities and other service providers at every PASAC meeting.

An Aboriginal Strategic Direction Steering Committee (chaired by the Corporate Spokesperson for Aboriginal Issues) has been established to monitor and support Local Area Commands in their management of Aboriginal issues. Through this Committee a review of the way we deliver Aboriginal Cultural Awareness has been undertaken and a new model in this type of education for Police is now in place. Other management improvements include the establishment of Local Area Command Aboriginal Issues Officers and Region Aboriginal Sponsors. These positions monitor and assist Commands in developing and implementing proactive strategies and partnerships with Aboriginal people.

Since 2003 the Aboriginal Community Liaison Officer (ACLO) program has undertaken extensive review and development. Annual ACLO Conferences are now being held, improved support and management structures for ACLOs have been established and their employment status has been enhanced through an industrial agreement resulting in a change of Award conditions.

In April 2005, the Ombudsman's Office released its Report to Parliament titled "*Working with Local Aboriginal Communities – Audit of the NSW Police Aboriginal Strategic Direction 2003 – 2006*". This report commends NSW Police Force for the leadership and commitment shown to work in partnership with Aboriginal communities in the identification and implementation of proactive crime prevention solutions and strategies.

NSW Police Force will continue to recognise the important role Aboriginal people have in the identification and ownership of justice issues and developing solutions in keeping with the principle of self-determination. As Commissioner I am committed to improving outcomes with Aboriginal people and will ensure that all officers are equally committed. However as an organisation Police often are left to deal with the symptoms of social disadvantage. For this policy to be successful, we require the assistance of government and non-government agencies, Aboriginal people and the broader community to deal with the cause.



Ken Moroney AO - APM
Commissioner of Police



2. SUMMARY

Assistant Commissioner Peter Parsons - Corporate Spokesperson for Aboriginal Issues.



On reflection the previous Aboriginal Strategic Direction (2003 – 2006) policy saw a significant shift in the way NSW Police Force managed its response to Aboriginal issues and its relationships with Aboriginal communities both formally and informally.

I believe this organisation has never been in a better position regarding the way we respond to Aboriginal issues and the partnerships we have established with the Aboriginal people of this state. We have worked hard to build trust and confidence in the community and to think strategically to respond to the needs of Aboriginal communities. We have achieved this through holding our Commands to account and consulting with Aboriginal people at all levels.

While it is satisfying to reflect on what we have achieved in the past 3 years, it is more important to reflect on what we have learnt. This new Aboriginal Strategic Direction has been developed with this last point in mind.

This ASD has seven key objectives and a range of strategies under each objective. Some of the themes of the past have been carried over. However, importantly we have strengthened our response to Aboriginal family violence and included a key objective focusing on substance abuse in recognition of the impact these issues have on Aboriginal communities.

We will continue our focus of community policing by consulting with Aboriginal people regarding offences of concern to them and work in partnership to achieve outcomes that reduce crime and the fear of crime. We will also continue to focus on crime prevention initiatives for Aboriginal youth in recognition that the Aboriginal community has a younger population base than mainstream Australia.

We have established a process within NSW Police Force that ensures Aboriginal issues have a coordinated focus and that officers are held accountable at all levels to implement Aboriginal policy.

I believe that this policy and the work we are currently undertaking will see further improvement for this organisation in its management of Aboriginal issues. We also rely on the Aboriginal community and other service providers to work with us in a collaborative partnership.

A handwritten signature in dark ink, appearing to read 'P. Parsons'.

**Peter C Parsons APM
Assistant Commissioner
Region Commander
NORTHERN REGION**



**NSW
Aboriginal Justice
Advisory Council**

Aboriginal Justice Advisory Council (AJAC).

The NSW Aboriginal Justice Advisory Council (AJAC) provides advice directly to the NSW Attorney-General on law and justice issues affecting Aboriginal people in this state. The AJAC is an independent government body responsible for holding the government and its agencies accountable for implementing the Aboriginal Justice Plan: Beyond Justice 2004 – 2010 (AJP).

The AJP is a coordinated response by the NSW Government and NSW Aboriginal communities to address the underlying causes of crime. The principal objective of the AJP is to reduce the number of Aboriginal people coming into contact with the criminal justice system. To achieve this, the AJP is guided by 7 strategic directions, which consists of Aboriginal children, Aboriginal young people, Community wellbeing, sustainable economic base, criminal justice system, systemic reform and leadership and change. The AJP is the plan underlying the *Two Ways Together* (TWT) strategy.

The Aboriginal Strategic Direction (ASD) is consistent with the AJP's aims and 7 strategic directions. The ASD primarily aims to improve and strengthen the relationship between the NSW Police Force and Aboriginal communities.

NSW Police Force is to be commended for producing a focused blueprint which guides the way in which Police will deliver their services to Aboriginal people.

Just as impressive is the manner in which it allows the Aboriginal community to be included in upfront consultation and negotiation allowing for a delivery that is flexible enough to adapt to the specific community in which it is based. This is the first time that an organisation as large as NSW Police Force has included links to the Royal Commission into Aboriginal Deaths in Custody (RCIADIC) indicating the purpose for the implementation of the strategy outlined, providing Police with the historical reasons to pursue the goals of the ASD.

The RCIADIC was the catharsis for many changes in policing methods and strategies and has now been followed by a specific NSW plan: the AJP. The objectives in the ASD are also linked to the overarching goals, principles and strategies of the AJP meaning Police can conduct their work knowing that they are contributing to the attempts of government and communities to remove the disadvantage faced by Aboriginal people and decreasing their contact with the criminal justice system. The AJAC is pleased to be a part of the NSW Police Force ASD consultation and implementation through the PASAC and commends it to both Police and communities.

3. STATEMENT OF ABORIGINAL RECONCILIATION

NSW Police Force acknowledges Aboriginal people as the original owners of the land we call Australia and particularly the lands now known as New South Wales. We also acknowledge that the Aboriginal people of NSW are not one generic group but that they make up many different groups with their own unique languages and customs.

Aboriginal people have a rich and diverse culture that has survived for thousands of years in a harsh environment. Aboriginal people learned from the land, lived off the land and waters and maintained the natural environment.

Aboriginal people moved about the land within their tribal boundaries to follow the food chain, tend to their sacred sites and perform ceremonies. Aboriginal society was structured with laws established that ensured order and justice among their people. The effects of colonisation devastated Aboriginal people through their being forcibly removed from their traditional lands and their families; prohibited from maintaining their culture and traditions; and the desecration of their many sacred sites. A resurgence in Aboriginal languages, cultural beliefs and customs is now being seen in Aboriginal communities and a greater acceptance and understanding of culture is being experienced by non-Aboriginal Australians.

As servants of the State and in line with government policy of the day the NSW Police Force in its earlier form had a role in the removal of Aboriginal children and the segregation of Aboriginal people from their families and land. NSW Police Force regrets this unfortunate part of our history and recognises the trauma inflicted on Aboriginal people as a result of past government policy and our actions as police. While not forgetting the past NSW Police Force wishes to move forward. We recognise that our unique role provides us the opportunity to promote positive outcomes for Aboriginal people and we will work towards achieving the following in the spirit of reconciliation:

- We will acknowledge Aboriginal history, culture and tradition at every opportunity and wherever possible in our workplace.
- In the application of our duty we will be mindful of the cultural differences among Aboriginal peoples and between Aboriginal people and the wider community.
- We will strive to ensure an environment free of racial discrimination and harassment for our Aboriginal employees and the Aboriginal community we serve.
- We will work with Aboriginal communities and other justice agencies to investigate the implementation of culturally appropriate policing strategies for Aboriginal communities and seek the cooperation of Aboriginal people in their promotion.
- We will seek to provide employment, education and training to Aboriginal people at every opportunity while at the same time educating our officers on Aboriginal history, culture and society.
- We will seek to ensure that the issues surrounding “men’s business” and “women’s business” receive respect and the appropriate response.
- We will promote Police involvement in NAIDOC Week and encourage all Police facilities to fly the Aboriginal flag during times of Aboriginal significance e.g. National Sorry Day, Survival Day, Reconciliation Week etc.

4. COMMENTS FROM POLICE ABORIGINAL STRATEGIC ADVISORY COUNCIL (PASAC) MEMBERS.

The following information is provided by our partner agencies and demonstrates their views regarding their role as PASAC members or how their agency can add value to or support the work of PASAC and Police generally. Reporting on the implementation of the ASD is a standard agenda item at every PASAC meeting. Various police commands attend PASAC providing a presentation to members on the status of the ASD in their command.

Department of Aboriginal Affairs

The Department of Aboriginal Affairs (DAA) works to assist Aboriginal people establish and maintain their rights and overcome the ongoing social and economic disadvantages faced since European settlement. To achieve this, the Department works with other agencies in a way that involves Aboriginal people and communities as equal partners. DAA is the lead agency in *Two Ways Together* (TWT), the NSW Government's ten year Aboriginal Affairs plan.

The ASD both recognises past injustices and focuses on strengthening relations between Police and Aboriginal communities. The 7 strategy objectives target areas which are likely to have the greatest impact in reducing Aboriginal people's contact with the criminal justice system. Overall the strategy is consistent with TWT, in particular the *New Ways of Doing Business* strategy under TWT which seeks that NSW public sector agency work practices are culturally appropriate and that services are delivered in a way that meet the needs of Aboriginal people.

NSW Aboriginal Land Council

The NSW Aboriginal Land Council works for the return of land to Aboriginal people under the provisions of the Aboriginal Land Rights Act 1983.

It is fitting that the ASD in its Statement of Aboriginal Reconciliation acknowledges the original owners, their losses and the effects of colonisation in perpetuating Aboriginal disadvantage.

One hundred and twenty Local Aboriginal Land Councils are created under the Aboriginal Land Rights Act 1983. The ASDs intention of fostering relationships, improving communication and focusing discussion on developing community strategies to deal with local issues is the most appropriate way forward.

NSW Ombudsman's Office

The NSW Ombudsman actively monitors Police efforts to implement Aboriginal Strategic Direction commitments, build genuine community partnerships and reduce crime. Local Area Commanders are regularly asked to set out their plans to address problems and improve local outcomes. Compliance reviews some time later assess whether Police and other agencies have followed through on their commitments.

The Ombudsman's Annual Reports and a Special Report to Parliament, *Working with local Aboriginal communities* (April 2005), highlight the kinds of local Policing strategies that can make a difference, especially where Police and community partners work together. This work is in addition to the Ombudsman's broader responsibilities to provide independent civilian oversight of Police investigations of complaints about Police, including allegations by Aboriginal people. In some instances, the oversight of investigations can include Ombudsman staff directly observing Police interviews to ensure matters are handled appropriately.

Department of Community Services

The NSW Department of Community Services (DoCS) promotes and enhances the safety and wellbeing of children, young people and their families in NSW. In undertaking that role, DoCS is committed to incorporating the interests and needs of Aboriginal people into the development and delivery of all its policies and programs ensuring Aboriginal children, families and communities are safer, healthier and more resilient. DoCS believes strongly in developing partnerships with Aboriginal people based on the principles of equity, access, participation and rights, and working collaboratively to improve the lives of children, young people and families.

In addition to this broader role, DoCS manages a number of key programs and strategies to improve whole of government coordination of services to Aboriginal children, families and communities. The Aboriginal Child, Youth and Family Strategy (ACYFS) is a holistic approach to improving outcomes for Aboriginal children, young people, families and communities through flexible and culturally responsive services. DoCS is also the lead agency in the Families and Communities Cluster Plan of Two Ways Together and works in partnership with agencies such as Department of Aboriginal Affairs to implement strategies to achieve improved outcomes for Aboriginal communities.

The Aboriginal Strategic Direction (ASD) is consistent with DoCS' focus on working in partnership with Aboriginal people to achieve improved outcomes across a range of indicators and maintain holistic service delivery to Aboriginal people without gaps and duplication. Like DoCS' Aboriginal Policy Directions, the ASD approach recognises that it takes a combined effort and a multi-faceted service network, and that the best outcomes can be achieved by supporting local planning and decision making processes. At a local level the ACYFS steering groups are well positioned to work with Local Area Commands to respond to local issues.

Attorney-General's Department

The Attorney-General's Department of NSW plays a key role in the administration and development of a just and equitable legal system of courts, tribunals, laws and other mechanisms that further the principles of justice. An important element in this is addressing the unacceptable over-representation of Aboriginal people in the criminal justice system. The Department is committed to the NSW Aboriginal Justice Plan and to improving the way the criminal justice system works for Aboriginal people through initiatives such as Circle Sentencing, Aboriginal Community Justice Groups and Community Patrols. The Department is the lead agency for the Two Ways Together Justice Cluster.

The ASD provides a comprehensive framework for promoting Aboriginal justice and reflects a commitment by NSW Police Force to improving the way it works with Aboriginal communities in developing crime prevention solutions and strategies. This supports and reflects the directions established by the Aboriginal community and the government in the NSW Aboriginal Justice Plan. At a local level our Aboriginal Community Justice Groups are ideally positioned to work with Local Area Commands to develop solutions to crime and offending issues in their communities.

NSW Health

NSW Health has initiatives involving the Two Ways Together (TWT) plan that creates inextricable links between the NSW Police Force and NSW Health. Within TWT, both the Families & Communities Cluster Plan and Justice Action Plan have particular relevance to NSW Police Force and the PASAC paper. As the government responds in greater detail to Aboriginal child sexual assault issues, linkages will occur within two key areas of NSW Health, Primary Health & Community Partnerships and the Centre for Aboriginal Health. There will also be further linkages to NSW Health in relation to injury prevention and mental health. The PASAC plan also provides a vehicle for the TWT plan and continuing interagency cooperation with NSW Health.

5. ABORIGINAL CULTURAL PROTOCOL.

In keeping with Aboriginal Cultural Protocols and Practices recognised by the NSW Government and our own Statement of Aboriginal Reconciliation, NSW Police Force will pay respect to traditional Aboriginal owners of *country* by conducting the following ceremonies.

Welcome to Country

A Ceremony whereby the traditional Aboriginal owners (usually the Elders) welcome people to their land (country). This occurs at events and formal functions involving people from other parts of Aboriginal *country* or other Aboriginal *countries*.

The wording, conduct or format of these ceremonies is at the discretion of the traditional owners / elders who are providing the “welcome”.

Acknowledging Country

Where the non-Aboriginal community and Aboriginal people from other country show respect for Aboriginal protocol and the relationship Aboriginal people have with the land / waters. Usually performed at significant events, meetings or gatherings, a Chairperson or Facilitator begins by acknowledging that the meeting (event) is taking place in the country of the traditional owners. Acknowledging Country may also occur when Elders are not available to provide an official “Welcome to Country”.

The following is an example of an Acknowledgement of Country statement that could be provided by police personnel:

I wish to acknowledge that this meeting (event) is being held on the traditional lands of the (relevant) people. I recognise their continuing ownership and association with these lands and pay respect to the (relevant) people past and present.

Fee for Service Schedule

The NSW Government recommends that a fee for service is paid to Aboriginal people when they are engaged by Government Agencies to perform certain ceremonial functions. For the information of police, this fee for service schedule is located on the NSW Police Force Aboriginal Issues Knowledge Map or is available from the Aboriginal Coordination Team.

It is also recognised that many Aboriginal people are proud to give their time freely to initiatives that promote and support Aboriginal culture. Therefore, when engaging the Aboriginal community for these types of activities it is best to negotiate these at the local level.

Section One

Overview of the Aboriginal Strategic Direction.

I. WHAT IS THE ABORIGINAL STRATEGIC DIRECTION (ASD)?

The ASD is a working document (policy) that identifies where Police can have significant input to decrease the over-representation of Aboriginal people in the criminal justice system. The ASD guides police in its management of Aboriginal issues and seeks Aboriginal community ownership and involvement through a consultative and proactive approach. A key theme of this Policy is to involve Aboriginal people including (grass roots members) in consultation so that they understand what NSW Police Force is attempting to achieve and their role (the community) in the process.

Sixteen years after the Royal Commission into Aboriginal Deaths in Custody, Aboriginal incarceration in NSW remains significantly higher than the broader population. Aboriginal defendants appear in Court on criminal charges at a rate 13 times higher than that of non-Aboriginal defendants (21,342 per 100,000 population compared with 1,642 per 100,000 population). The Aboriginal prison population is 12 times higher than that of non-Aboriginal people¹.

The Speak Out, Speak Strong² report released by the Aboriginal Justice Advisory Council in 2003 further shows that Aboriginal women in prison had long and serious histories of abuse, as follows:

- 70% of the women surveyed said that they had been sexually assaulted as children and most had also suffered other types of childhood abuse;
- 78% of the women stated that they had been victims of violence as adults;
- 44% of the women said they had been sexually assaulted as adults;
- 98% of the women who were sexually assaulted as children stated that they have a drug problem; most equated their drug problem to their experiences of past violence and their inability to get help with it; and
- 4 out of 5 Aboriginal women in custody said that alcohol and / or drugs were a contributing factor to their offending behaviour and current imprisonment.

Family violence in all its forms remains under-reported to Police. In order to respond to this, we need to gain the support and trust of the Aboriginal community particularly women, before we can work with them to address the broader issues.

Regarding Aboriginal youth, fifty-nine percent of the Aboriginal population is under 25 years of age. NSW Police through the Young Offenders Act has implemented a range of programs and initiatives to divert Aboriginal youth from the criminal justice system. Our own data shows however that the rate of Aboriginal youth diversion has

1 Indigenous over-representation in prison: The role of offender characteristics – NSW Bureau of Crime Statistics and Research – September 2006.

2 Speak Out, Speak Strong: Researching the needs of Aboriginal Women in Custody – AJAC - October 2003.

remained static for the past 3 years. This policy identifies where we can improve our response in this critical area.

The Royal Commission into Aboriginal Deaths in Custody also noted that Aboriginal people are more likely to die in custody than non-Aboriginal people, because they simply are turning up in custody a lot more often.

The 2002 National Aboriginal and Torres Strait Islander Social Survey³ (NATSISS) provided research identifying the contributing factors that saw Aboriginal Australians enter the criminal justice system.

These factors included substance use, high risk alcohol use, unemployment, financial stress, welfare dependency, removed from family, lives in a crime prone area. The biggest predictors that led to an Aboriginal person being charged are alcohol and illicit drug abuse, as well as unemployment, financial stress and living in a crime prone area.

In NSW, drug and alcohol abuse was identified as a contributing factor and twenty eight percent (28%) of Aboriginal prisoners were intoxicated at the time of the offence that led to their imprisonment. It is no accident that Aboriginal Australians have extraordinarily high rates of drug and alcohol abuse, child maltreatment and juvenile involvement in crime. The three problems are inextricably intertwined. It should be noted that drug and alcohol abuse are direct effects of all other contributing factors, and in order to address the issues of lowering incarceration rates, all other forms of disadvantage must be addressed or removed.

NSW Police Force has identified that it is dealing with the direct effect of disadvantage confronted by Aboriginal people and are of the opinion that preventable measures have to be addressed by all government and non-government agencies. A Police response is not always appropriate as many Aboriginal people need a broader based social welfare approach rather than a legal remedy.

It is with the above information in mind that this integrated and strategic approach to addressing Aboriginal disadvantage (from a policing perspective) has been developed.

How does the ASD work?

A key focus of the ASD will be engaging the Aboriginal community in the development of Local Area Command (LAC) Aboriginal Action Plans that will guide police / Aboriginal interventions. This provides Aboriginal people a say in how their community is policed and is achieved through:

- listening to and understanding Aboriginal people in the communities we police; and
- working with Aboriginal people and communities in a proactive partnership.

The above mentioned LAC Aboriginal Action Plan must demonstrate community involvement by being co-signed by the Local Area Commander and an Aboriginal person (LAC Aboriginal Consultative Committee member) nominated by the community.

This document contains the various reporting structures already established to monitor and support the implementation of this policy.

Outcomes

The success or otherwise of the ASD will be monitored internally by police, externally by the NSW Ombudsman's

³ The economic and social factors underpinning Indigenous contact with the justice system: Results from the 2002 NATSISS survey - NSW Bureau of Crime Statistics and Research – October 2006.

Office and our partners through the Police Aboriginal Strategic Advisory Council.

We will work within a whole of government framework to ensure that our policies, practices and procedures are consistent with the direction of the NSW Government. We will report against and implement where deemed necessary, the relevant Reports, Recommendations, Taskforces or Summits that drives the work of Government in its management of Aboriginal issues in NSW. This will include (but not be limited to) the NSW Aboriginal Justice Plan, the Two Ways Together Plan (Whole of Government approach driven by the Department of Aboriginal Affairs) and the NSW State Plan and the NSW Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities 2006-2011.

2. NSW STATE PLAN

The State Plan, *A New Direction for NSW*, was launched by the Premier, Morris Iemma in November 2006. The State Plan is set out in terms of five areas of activity for the NSW Government as follows:

- Rights, Respect and Responsibility - the justice system and services that promote community involvement and citizenship.
- Delivering Better Services - the key areas of service delivery to the whole population (health, education, transport).
- Fairness and Opportunity - services that promote social justice and reduce disadvantage.
- Growing Prosperity Across NSW - activities that promote productivity and economic growth, including in rural and regional NSW.
- Environment for Living - planning, environmental protection, and arts and recreation.

The ASD is consistent with the following Key Goals and Priority Areas in Chapter 2 and Chapter 4 from the State Plan:

Chapter 2 – Rights, Respect and Responsibility.

- Keeping people safe.
 - Priority R1; Reduced rates of crime, particularly violent crime
 - Priority R2; Reduced re-offending.
- Building harmonious communities.
 - Priority R3; Reduced levels of anti-social behaviour
 - Priority R4; Increased participation and integration in community activities.

Chapter 4 – Fairness and Opportunity

- Strengthening Aboriginal Communities.
 - Priority F1; Improved health and education for Aboriginal people.

3. LINK TO NSW POLICE FORCE CORPORATE PLAN.

The *seven objectives of this ASD are:

1. Improve communication and understanding between Police and Aboriginal people.
2. Improve community safety and reduce fear of crime.
3. Seek innovation in the provision of Aboriginal Cultural Awareness and Aboriginal recruitment and retention.
4. Divert Aboriginal youth from crime and anti-social behaviour.
5. Establish an integrated approach to managing Aboriginal family violence (5a domestic violence and 5b: sexual assault)
6. Develop a strategic response to Aboriginal substance abuse.
7. Reduce offending and over-representation of Aboriginal people in the criminal justice system.

The following Table shows how the seven objectives are linked to our Corporate Plan.

NSW Police Force Corporate Plan							
Goal							
A safe NSW with a respected Police Force working with the community to reduce violence, crime and fear							
NSW Corporate Plan - Results	Aboriginal Strategic Direction Objectives						
High Level of Public trust and confidence	1	2	3	4	5	6	7
Reduced crime and violence		2		4	5	6	7
Motivated workforce	1	2	3				
Improved public safety		2		4	5	6	7
Improved work practices	1	2	3	4	5	6	7

*The background of these objectives is discussed further at Section Two of this document.

4. KEY EXTERNAL STAKEHOLDERS.

To ensure the management of Aboriginal issues is open and transparent, we will engage and consult with:

- Aboriginal people (at the grass roots level) and communities;
- Aboriginal organisations;
- Non-government organisations servicing Aboriginal people; and
- other Commonwealth, State or Local Government Agencies.

We will strive to develop partnerships with the Aboriginal community, government, and non-government service providers. This approach will recognise the important role other agencies or Aboriginal controlled services can provide in bringing about successful outcomes for Aboriginal people and minimise any negative contact with Police.

We have established an internal stakeholder consultation process and these will be discussed further in this document.

5. INNOVATION IN SEEKING SOLUTIONS.

We will encourage our officers to work with Aboriginal communities to seek innovative solutions that result in positive outcomes for Aboriginal people and police. Officers will be encouraged to explore a range of diversion options in partnership with the Aboriginal community and service providers or other Justice Agencies.

New ways of addressing Aboriginal disadvantage are being implemented or considered in many forums across the State. We will participate in discussions that identify communities where alternative law and justice initiatives for Aboriginal people may be introduced. Through consultation with Aboriginal people we will seek and promote local solutions for local problems.

6. THREE TIER ABORIGINAL CONSULTATIVE COMMITTEES.

Communication with the Aboriginal community is a fundamental principle driving the ASD. To achieve this, we have established the following committees which also aim to strengthen relations with Aboriginal people across NSW:

1. Local Area Command Aboriginal Consultative Committee (LACACC);
2. Regional Aboriginal Advisory Committee (RAAC); and
3. Police Aboriginal Strategic Advisory Council (PASAC).

These committees aim to:

- Break down the barriers between police and Aboriginal people;
- Provide a forum for Aboriginal people and police to participate in decision making;
- Identify strategies in the development of joint action plans; and
- Address Aboriginal issues at a local and regional level as well as those that have a state-wide implication.

Local Area Command Aboriginal Consultative Committee

The LACACC is the first tier of the advisory bodies and meets bi-monthly (or as required). LACACCs are established in areas with high Aboriginal populations. The Local Area Commander (or appropriate representative) chairs these committees and Aboriginal membership is voluntary. Not all LACs will need a LACACC. The ACLO assists in the establishment of the LACACC, ensuring that representation from the Aboriginal community includes women and youths. The NSW Police Force Aboriginal Coordination Team oversees their establishment as well as monitoring and providing ongoing support.

Sub-LACACCs (or sector LACACCs)

In some LACs it may be necessary to establish sub-LACACCs to ensure wide consultation. Aboriginal communities and language groups aren't based on police region or LAC boundaries. Different Aboriginal language groups or communities within the LAC may choose to bring their issues to the LAC. Geographic issues such as the size of the LAC and the ability of Aboriginal people to attend meetings across the LAC need to also be considered when establishing a LACACC. A representative of a sub-LACACC may attend the central LACACC to ensure appropriate consultation.

Regional Aboriginal Advisory Committee

The RAAC is the middle rung of police Aboriginal advisory structure and will be established in each police region. The RAAC meets on a bi-monthly basis (or as required) and is chaired by the region commander or appropriate representative.

The RAAC looks at issues that cannot be resolved at a LACACC level or have implications across a number of LACs. Representation should include an Aboriginal Community Liaison Officer (on a rotational basis), a member of the Aboriginal Justice Advisory Committee (AJAC) and members of the Aboriginal community, including women and youths. ACLOs assist in the establishment of the RAAC.

Police Aboriginal Strategic Advisory Council

PASAC meets four times a year and is chaired by the Commissioner. The Aboriginal Coordination Team provides executive support to PASAC. Membership of PASAC includes the NSW Police Force Corporate Spokesperson for Aboriginal Issues, representatives from the Aboriginal Justice Advisory Council, the Department of Aboriginal Affairs, the Ombudsman's Office, the Department of Community Services, the Aboriginal Child, Family and Community Care State Secretariat, the Attorney-General's Department, the NSW Aboriginal Land Council, NSW Health and the Department of Education and Training. The community is represented through the police Regional Aboriginal Advisory Committees.

Terms of Reference for the above Committees are available at the Appendices in this document or are available from local police on request.

7. COMMUNITY WORKING PARTIES / ABORIGINAL COMMUNITY JUSTICE GROUPS ETC.

While we seek that the above 3-tier model is implemented to address justice issues and drive our policy, we are aware that other community forums currently exist. Flexibility is recommended where Community Working Parties and/or Aboriginal Community Justice Groups have been established. Some local crime prevention / diversion programs are established through Shared Responsibility Agreements which are funded by Indigenous Coordination Centres. Funded programs that bring about better social justice outcomes for Aboriginal people may not be directly linked to criminal justice issues. However, police may directly or indirectly benefit if these programs address issues that could lead to a police intervention i.e. drug and alcohol programs, mental health initiatives etc.

In implementing the ASD, police will need to identify locally, how this might best be achieved. For example the business of the LACACC might be discussed at Community Working Party meetings. However for internal reporting, police will need to identify how the ASD is being implemented within this structure.

In smaller communities it may not be practical to have a LACACC, a Community Working Party and an Aboriginal Community Justice Group as members will usually be the same group of committed people.

8. PROMOTING THE ABORIGINAL STRATEGIC DIRECTION.

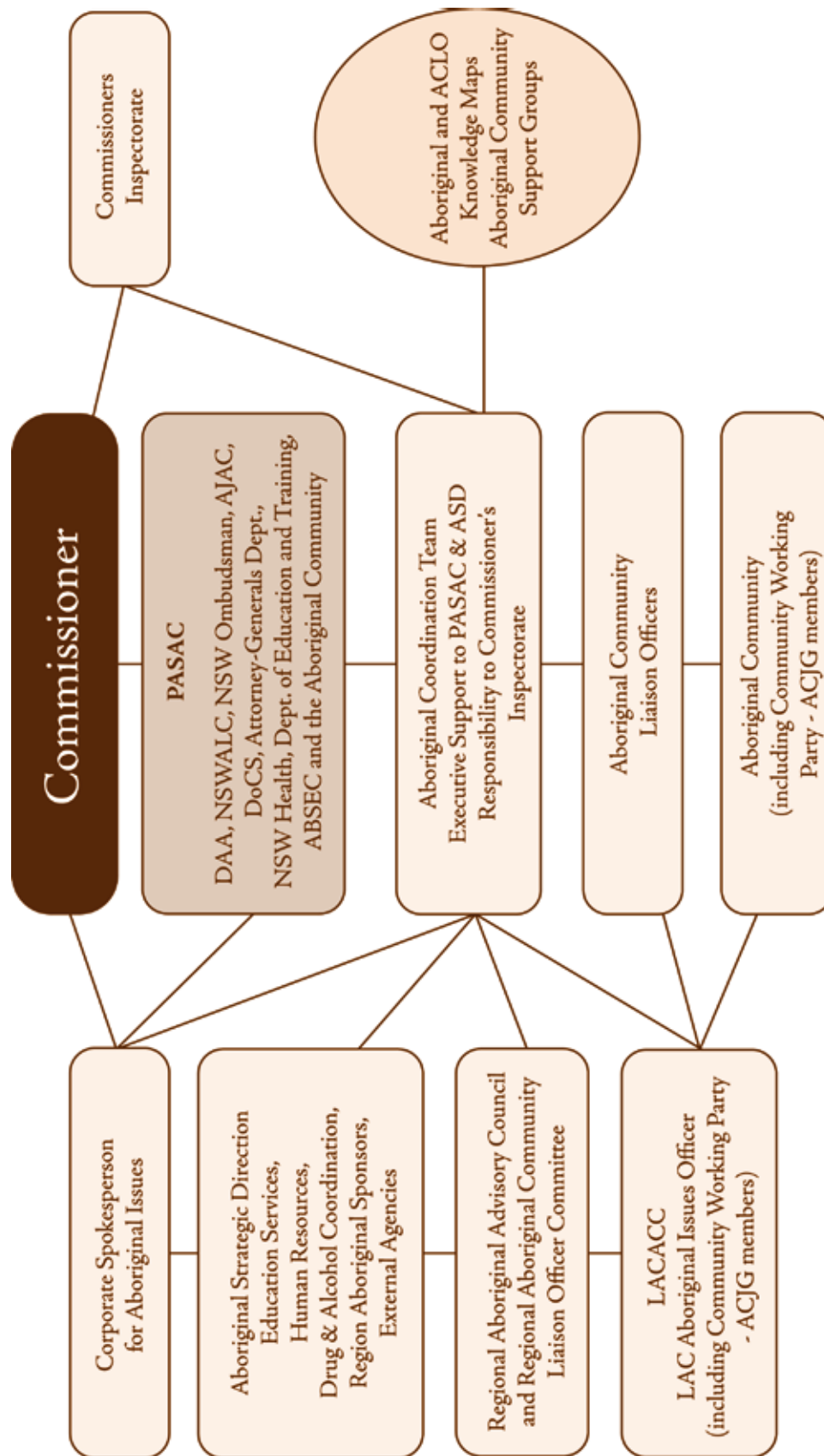
The Aboriginal Strategic Direction will be provided to key Aboriginal organisations and government agencies. An Aboriginal Knowledge Map has been developed on the NSW Police Force Intranet site which will provide information regarding research, analysis and best practice in Aboriginal issues. This will enable police employees to identify options to support the implementation of local initiatives.

The Aboriginal Strategic Direction will also be promoted through Local Area Command Aboriginal Consultative Committees, Aboriginal Community Liaison Officers, Region Aboriginal Sponsors and through Local Area Command Aboriginal Issues Officers.

The ongoing education of police will include awareness of the Aboriginal Strategic Direction and explaining each officer's role in implementing this policy within their level of responsibility.

9. ABORIGINAL ISSUES FLOW CHART.

Aboriginal issues have an increasing internal and external focus due to the level of Aboriginal incarceration, drug and alcohol issues, domestic violence, sexual assault and youth crime. A structured approach through the Corporate Spokesperson for Aboriginal Issues, the ACT, the Aboriginal Advisory bodies and the Region and LAC sponsors further demonstrates our commitment to managing Aboriginal issues effectively and efficiently. The following flow chart describes the way we manage Aboriginal issues.



Section Two

Objectives and Strategies.

I. BACKGROUND.

The Objectives describe the seven themes that we will pursue during the implementation of the Aboriginal Strategic Direction. These Objectives are linked to our Corporate Plan, which has as its Goal; *a safe NSW with a respected police force working with the community to reduce violence, crime and fear.*

The Seven Objectives are:

1. Improve communication and understanding between Police and Aboriginal people.
2. Improve community safety and reduce fear of crime.
3. Seek innovation in the provision of Aboriginal Cultural Awareness and Aboriginal recruitment and retention.
4. Divert Aboriginal youth from crime and anti-social behaviour.
5. Establish an integrated approach to managing Aboriginal family violence (5a domestic violence and 5b: sexual assault)
6. Develop a strategic response to Aboriginal substance abuse.
7. Reduce offending and over-representation of Aboriginal people in the criminal justice system.

The Objectives and Strategies provide the basis for which Regional Aboriginal Action Plans and Local Area Command Aboriginal Action Plans can be developed. Regional and Local Area Commands will be required to take the lead in their development, however wide consultation with the Aboriginal community and other stakeholders must take place so that real working partnerships can be established. The development of Aboriginal Action Plans will ultimately provide the Aboriginal community with a role in their management and ongoing monitoring, evaluation and ownership.

Under the seven Objectives, Aboriginal Action Plans should include local strategies such as:

- negotiating with Aboriginal people about how their community is policed;
- understanding what offences are given priority;
- improving response times to calls from Aboriginal people;
- evaluating how Police patrol the community;
- sharing local decision making;
- improving interactions and minimising tensions between Police and Aboriginal people;
- monitoring offensive language / behaviour charges;
- encouraging the reporting of family violence (domestic violence and sexual assault); and
- encouraging the reporting of crime and violence by Aboriginal people against Aboriginal people.

In the development of LAC Aboriginal Action Plans, consultation can be sought through Regional Aboriginal Advisory Committees or Local Area Command Aboriginal Advisory Committees. Consultation can also take place through other forums e.g. Community Working Parties, Aboriginal Community Justice Groups, Local Government networks and Aboriginal organisations. The Corporate Spokesperson for Aboriginal Issues, the Aboriginal Coordination Team, Region Aboriginal Sponsors and LAC Aboriginal Issues Officers are available to provide advice where required.

Flexibility

All Commands are required to demonstrate how they are implementing the 7 key Objectives. The strategies under each Objective will be core business for some Commands and must be implemented. For other Commands they should demonstrate the strategies they are adopting under each Objective or alternately demonstrate other strategies they are implementing based on local issues.

2. ROYAL COMMISSION INTO ABORIGINAL DEATHS IN CUSTODY.

We will continue to link our work to and implement the Recommendations from the Royal Commission into Aboriginal Deaths in Custody (RCIADIC).

The Objectives in this policy will show how they are linked to RCIADIC Recommendations.

3. NSW ABORIGINAL JUSTICE PLAN.

The ASD is consistent with the AJP aims and its 7 strategic directions. The ASD primarily aims to improve and strengthen the relationship between police and Aboriginal communities.

The Objectives in this policy will show how they are linked to AJP strategies.

4. NSW INTERAGENCY PLAN TO TACKLE CHILD SEXUAL ASSAULT IN ABORIGINAL COMMUNITIES 2006-2011.

The ASD is consistent with the Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities released by the NSW Government in January 2007.

The objectives and strategies in section 5B on Sexual Assault of the ASD are consistent with actions in the Interagency Plan related to the development of Aboriginal specific SOPs, improved data collection, improved training in child sexual assault and Aboriginal cultural awareness.

5. TABLE OF OBJECTIVES.

Objective One: Improve communication and understanding between Police and Aboriginal people.

Links to Royal Commission into Aboriginal Deaths in Custody Recommendation (RCIADIC):

- Recommendation Nos. 1 (c), (d) and (e), 88, 188, 214, 215, 220 and 223.

Links to NSW Aboriginal Justice Plan (AJP):

- Strategic Direction 5 – Criminal Justice System – Actions 2, 5, 10.
- Strategic Direction 6 – Systemic Reform – Actions 1, 3.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Portfolio Responsibility.	Each LAC to appoint a LAC Aboriginal Issues Officer.	Commander	LAC Aboriginal Issues Officer appointed.	In place now and ongoing.
Promoting the Aboriginal Strategic Direction.	Police to provide the ASD to Aboriginal communities and discuss Objectives at community forums.	Commander LAC Aboriginal Issues Officer ACT	Community provided copies of the ASD. Information sessions facilitated by LAC.	Within 3 months of the launch of the ASD. Ongoing over the life of the ASD.
Regular meetings between police and Aboriginal people.	Establish a Local Area Command Aboriginal Consultative Committee (LACACC) that identifies and discusses policing issues.	Local Area Commander LAC Aboriginal Issues Officer Crime Manager	Timetable established for regular meetings.	LACACC established and meeting quarterly or as required.
Reporting of crime.	Discuss impact of crime on the Aboriginal community. Encourage Aboriginal community to report crime to police.	Local Area Commander	Reduction in Aboriginal related crime. Improved community cohesion.	Ongoing and as required.
Local Area Command Aboriginal Action Plan.	Identify local crime issues through police data. Police / LACACC to develop LAC Aboriginal Action Plan. Plan linked to the ASD.	Commander LAC Aboriginal Issues Officer LACACC members	LAC Aboriginal Action Plan developed and implemented addressing local crime trends. Action Plan co-signed by nominated community representative.	Plan developed within 6 months. Updated and reviewed as required by members.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Aboriginal Community Justice Groups (ACJGs).	Develop a MoU between Police and ACJGs to determine roles, responsibilities and working partnerships. Disseminate to all Commands.	Commissioner's Inspectorate ACT Attorney-General's Department	MoU established. LACACC / ACJG collaboration to identify crime and offending in community. ACJG participation in LAC Aboriginal Action Plan.	MoU established within 6 months of the launch of the ASD. Ongoing and as required.
Promote police policies and practices.	Discuss at LACACC or other community forums.	Commander LAC Aboriginal Issues Officer Education Development Officer (EDO)	No. of information sessions held with community. Issues identified / solutions discussed and addressed.	As required.
Participate in community organised events that support / promote Aboriginal culture.	Develop a calendar outlining significant days for the Aboriginal community. Promote throughout the LAC.	LAC Aboriginal Issues Officer ACLO (where appropriate)	Calendar developed and reviewed quarterly for new or upcoming events. No. of events attended by police.	Police and ACLO rostered to attend events as they occur.
Interagency meetings or local forums.	Police to participate where deemed relevant.	Commander LAC Aboriginal Issues Officer ACLO (where appropriate)	No. of Forums attended. Police issues raised and responded to. Information provided regarding Policing the community discussed.	As required.
ASD Community Awareness Questionnaire.	Develop Questionnaire to determine awareness of ASD and policing strategies within the community.	Commissioner's Inspectorate ACT	Awareness of and involvement in community policing strategies. Provide feedback to LACs on local implementation of ASD. Identify areas for focus by LACs.	Developed within 6 months of the launch of the ASD. Ongoing.

Objective Two: Improve community safety and reduce fear of crime.

RCIADIC Link:

- Recommendation Nos. 214, 215 and 223.

AJP link:

- Strategic Direction 2 – Young People – Actions – 1, 2, 4, 5.
- Strategic Direction 3 – Community Wellbeing – Actions – 1, 2, 3, 4, 7, 8.
- Strategic Direction 5 – Criminal Justice System – Actions 1, 2, 3, 5, 7, 8, 9 10.
- Strategic Direction 6 – Systemic Reform – Actions 1, 2, 3, 4, 6.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Exchange information on crime and violence issues through LACACC and community forums.	Discuss with community data and the types of crime occurring. Seek community support to develop strategies.	Local Area Commander Crime Management Unit (CMU) LAC Aboriginal Issues Officer	Local forums held. Attendance promoted. Strategies developed. Outcomes measured.	Ongoing.
Crime prevention programs.	Discuss with government agencies data and the types of crime occurring. Seek support to develop strategies. Include Local Government or other relevant stakeholders.	Crime Prevention Officer (CPO) Chamber of Commerce Attorney-General's Department (AGD) Local Council	Integrated Community Action Plans developed. Reduction in Aboriginal crime. Improved community cohesion.	Every 12 months then reviewed.
Police and Aboriginal communities form Community Safety Precinct Committee meetings	Identify issues in local area. Work with local residents to develop local strategies and use local services.	CPO LAC Local Community representatives	Improved communication. Reduction in crime. Improved community cohesion. Improved relationship between Police and community.	Every quarter, reviewed 12 months.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Improved communication within the CMU of LACs.	Regular tasking and deployment meetings held to address reactive crime trends. CMU to provide an update to the LAC on what is being achieved in the community. Report on what programs are working via external stakeholders.	CMU Staff PCYC LAC External stakeholders	Improved communication between local police and the CMU. A more holistic approach to crime prevention established.	Ongoing.
Suicide and self-harm prevention.	Develop SMTs for Aboriginal people with mental health issues. Develop SMTs for police regarding suicide prevention with specific reference to Aboriginal issues. Attend annual ACLO Conference to raise awareness of mental health.	Commissioner's Inspectorate Mental Health Policy Officer ACT Commissioner's Inspectorate Mental Health Policy Officer ACT	SMTs developed and disseminated to all police. Police better able to identify mental health issues.	Developed and implemented within 12 months of the launch of the ASD.
	Review content of Safe Custody Course as it relates to mental health and Aboriginal people.	Commissioner's Inspectorate Mental Health Policy Officer ACT	ACLOs receive awareness training in mental health issues. Safe Custody Course includes Aboriginal content. Reduction in self-harm incidents while in custody.	Annually. Reviewed within 12 months of the launch of the ASD.
NSW Health, Aboriginal Mental Health Policy.	Review content for police related issues. Identify services available to police. Facilitate support from Health providers.	Commissioner's Inspectorate Mental Health Policy Officer ACT	Policing issues considered in Policy. Recommendations supported by police.	Within 12 months of the launch of the ASD.
Victim Services.	Identify available support services. Promote to Police and Aboriginal people.	LAC Aboriginal Issues Officer (ACLO to support)	Register of service providers posted on LAC intranet site. Register reviewed annually. Information available to community.	Within 3 months of the launch of the ASD. Updated as required.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Lay visitors scheme.	Establish Aboriginal Support Groups. Identify external support services.	LAC Aboriginal Issues Officer (ACLO where appropriate)	Aboriginal Support Group established. Members trained in role. No. of members on roster. Roster for call out of members.	Within 6 months of the launch of the ASD and review annually or as required.
Offender follow-up.	Maintain contact with Aboriginal offenders regarding any outstanding matters e.g. Young Offenders Legal Referral, reporting to police etc. Ensure ACLO is informed of Aboriginal offenders.	ACLOs for follow-up (where appropriate).	Reduction in number of warrants issued. Decreased tensions in Aboriginal community through proactive engagement.	As required.

Objective Three: Seek innovation in the provision of Aboriginal Cultural Awareness training and Aboriginal recruitment and retention.

RCIADIC Link:

- Recommendation Nos. 177, 210, 220, 228, 229, 230 and 317.

AJP link:

- Strategic Direction 4 – Sustainable Economic Base – Action 2.
- Strategic Direction 5 – Criminal Justice System – Actions 5, 8.
- Strategic Direction 6 – Systemic Reform – Actions 1, 2, 3, 4.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Police Aboriginal Employment and Development Initiative (PAEDI).	Corporate Human Resources to develop the PAEDI. PAEDI to focus on recruitment, retention and development of Aboriginal people / employees).	Corporate Human Resources	To be determined / identified in PAEDI document.	PAEDI to be implemented in 2007. PAEDI Taskforce established to review performance.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Professional Development.	Develop a career management strategy for existing Aboriginal employees.	Corporate Human Resources	Aboriginal employees training needs and career aspirations analysis conducted. Implementation of a career management strategy. Retention of existing employees. No. of Aboriginal employees promoted to higher positions.	June 2007. Reviewed quarterly by PAEDI Taskforce.
Aboriginal Employees Network.	Re-establish Aboriginal Staff network to support existing employees and identify / discuss relevant issues.	Corporate Human Resources	Network guidelines established. Annual Aboriginal Network Conference or other meeting timetable established. Issues raised and addressed as appropriate.	October 2007. To be held annually. As identified.
Corporate Aboriginal Cultural Awareness.	Provide training to all Police across all LACs. Include communication strategies for Police when interacting with Aboriginal people.	Aboriginal Lecturer (Education Services)	Timetable developed for delivery of training. No. of courses offered annually. No. of Police trained. Reduced complaints against Police. Policing Aboriginal communities recognised as core business.	In place and ongoing.
Local Aboriginal Cultural Awareness.	Encourage Aboriginal community participation in the delivery of local cultural awareness programs for Police. Training to also include examples of what works in the LAC e.g. crime prevention programs / partnerships etc.	LAC Aboriginal Issues Officer EDO ACLO (Aboriginal Community)	No. of local training courses offered. No. of Police trained. Involvement by Elders or other community representatives in training. Reduced complaints against Police. Policing Aboriginal communities recognised as core business.	Ongoing and as required.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Aboriginal Cultural Proficiency.	Implement a model of cultural proficiency based on Rank.	Education Services Workforce and Careers Aboriginal Strategic Direction Steering Committee (ASDSC)	Training program developed. No. of Supervisors trained. Officers demonstrating leadership in the management of Aboriginal issues. Policing Aboriginal communities recognised as core business. Implementation of ASD not affected by change in personnel.	Implemented by December 2009.
Cultural Awareness prior to transfer.	Police trained in Aboriginal Cultural Awareness prior to transfer to focus LACs.	Aboriginal Lecturer (Education Services) EDO Workforce and Careers Aboriginal Strategic Direction Steering Committee (ASDSC)	Established as a pre-requisite for transfer. Officers develop awareness and understanding of communities prior to placement. No. of Police receiving training. Reduced complaints against Police Policing Aboriginal communities recognised as core business.	Implemented by December 2009.
Vulnerable People.	Police acknowledge the status of Aboriginal people as a 'vulnerable group' in terms of safe custody etc.	Education Services (for training) Commissioner's Inspectorate	Vulnerable people discussed / included in all relevant police training. Policing Aboriginal communities recognised as core business.	Within 3 months and ongoing in police training.
Computerised Assessment System.	Review for increased content in Aboriginal issues.	Education Services ACT	Policing Aboriginal communities recognised as core business.	Within 12 months of the launch of the ASD.
Pre-Qualifying Assessment.	Review for increased content in Aboriginal issues.	Education Services ACT	Policing Aboriginal communities recognised as core business.	Within 12 months of the launch of the ASD.
Aboriginal Sponsors Induction package.	Develop Induction Kit for Region Aboriginal Sponsors and LAC Aboriginal Issues Officers regarding their role and responsibility.	Commissioner's Inspectorate ACT	Induction Kit developed. Induction Kit posted on Aboriginal Issues Knowledge Map. Policing Aboriginal communities recognised as core business.	Within 12 months of the launch of the ASD.

Objective Four: Divert Aboriginal youth from crime and anti-social behaviour.

RCIADIC Link:

- Recommendation Nos. 62, 86, 87, 88, 95, 220, 239, 240, 242, 243 and 244.

AJP link:

- Strategic Direction 2 – Young People – Actions – 1, 2, 3, 4, 5.
- Strategic Direction 6 – Systemic Reform – Action – 4.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Implementation of youth cultural awareness camps.	Identify areas of high youth crime within LAC.	CPO YLO ACLO PCYC	Reduction in crime. Improved relationship with Police. Improved attendance rates at school.	Every 6-12 months, reviewed thereafter.
Policing and Schooling strategies.	Identify recidivist persons not attending school. Develop strategies to ensure person returns to school.	YLO CPO SLP Local School SRU	Improved attendance rates at school. Reduced anti-social behaviour. Improvement in educational levels.	Every 6 months.
Reduction in underage drinking.	Identify those selling alcohol to minors. Education campaign for young people on drugs / alcohol. Proactive policing strategies to reduce underage drinking. Educating Aboriginal young people regarding drink spiking and assaults / sexual assaults.	Licensing CPO YLO SLP Chamber of Commerce AGD Community Health Centre	Reduction in anti-social behaviour. Reduction in alcohol related crime. Reduction in selling of alcohol to minors.	Every 6 months

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Young Offenders Act (provision of warnings, cautions and conferencing where appropriate).	Increase diversion rates for Aboriginal youth. Monitor use of warnings, cautions and conferencing for Aboriginal young people. Provide regular advice to PASAC, ASD Steering Committee. Police aware of provisions of the YOA. Promote the use of the Young Offenders Referral and the Cautioning Aboriginal Young Persons Protocol.	Commissioner's Inspectorate EDOs YLOs ACLO SLP All Police	No. of Police trained in the YOA. Develop regular data report and disseminate to all LACs. Increase in Aboriginal youth diverted through the YOA. Diversion rates increased against COPS data. PASAC members identify partnerships with Police.	Police trained within 12 months of the launch of the ASD. As required. Linked to LACACC and community consultation.
Young Offenders Act (provision of warnings, cautions and conferencing where appropriate).	Promote awareness of the Act to Aboriginal groups, particularly young people. Train Aboriginal Community Justice Group members in the YOA. Promote to Aboriginal Legal Services	LAC Aboriginal Issues Officer YLO EDO ACLO (where appropriate)	Community awareness campaigns delivered. No. of people trained. No. of courses offered. No. of Aboriginal Community Justice Group members cautioning Aboriginal youth.	Linked to LACACC and community consultation. Training to be negotiated with Attorney-General's Department.
Intensive Bail Supervision Program – Department of Juvenile Justice.	Develop local protocol between Police and the Department of Juvenile Justice regarding their (DJJs) Bail Supervision Program.	Commissioner's Inspectorate Senior Youth Programs Officer ACT YLOs	Bail Supervision program operational. Local arrangements established.	Within 12 months of the launch of the ASD. Ongoing.
Police Community Youth Clubs.	PCYC to identify cultural appropriateness of activities / programs. Re-align or implement programs to meet needs of Aboriginal youth.	PCYC	Increased attendance by Aboriginal young people in PCYC Programs. Assess programs annually. Monitor attendance.	Assessed annually by PCYC. Reported to the ASD Steering Committee and Youth Justice Advisory Council.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Police Community Youth Clubs - Targeted Programs.	Police to refer Aboriginal youths for Targeted Programming.	YLO SYO PCYC	Increased attendance by Aboriginal young people in Targeted Programs. Reduction in Aboriginal youth crime. Reduction in recidivist offenders.	Assessed annually by PCYC. Reported to the ASD Steering Committee and Youth Justice Advisory Council.
Recreational facilities / activities.	Identify areas of need. Liaise with Local Government or local business houses. Identify partnership opportunities with PCYC, Department of Sport and Recreation etc.	LAC YLO PCYC (to provide outreach opportunities).	Recreational facilities / activities provided in consultation with service providers. Number of Aboriginal youths attending PCYC. Police to monitor for reduction in youth crime.	Within 12 months of the launch of the ASD. Police to assess ongoing support annually.
Facilitate workshops on missing persons.	Promote NSW Police "Missing" DVD. Identify and promote services that can support missing persons, particularly young Aboriginal women. Identify and discuss reasons why people are reported missing with community.	PCYC YLO SYO ACLO (where appropriate) Mental Health Policy Officer Missing Persons Unit (MPU)	Increased awareness of services available to assist Aboriginal young people who leave home or who are reported as missing. Reduction in the number of young Aboriginal missing persons. Police / community develop greater awareness of Aboriginal missing persons issues.	Assessed annually by MPU and PCYC. Reported to the ASD Steering Committee and Youth Justice Advisory Board.

Objective Five: Establish an integrated approach to managing Aboriginal family violence (domestic violence and sexual assault).

5A. Domestic Violence.

RCIADIC Link:

- No Recommendations in the RCIADIC specifically relate to family violence. NSW Police will implement and monitor its response to this issue as identified but not limited to the following strategies. This will also take into consideration the various external agency reports and recommendations regarding this issue.

AJP link:

- Strategic Direction 1 – Aboriginal Children – Action – 3.
- Strategic Direction 2 – Young People – Action – 1.
- Strategic Direction 3 – Community Well Being – Actions – 1, 2, 3, 7, 8.
- Strategic Direction 4 – Sustainable Economic Base – Action – 2.
- Strategic Direction 5 – Criminal Justice System – Actions – 2, 3, 5.
- Strategic Direction 6 – Systemic Reform – Actions – 3, 4.
- Strategic Direction 7 – Leadership and Change – Actions – 1, 2.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Establish a corporate structure to oversight and monitor NSW Police Force planning and implementation of an integrated response to Aboriginal family violence.	Explore the feasibility of establishing Aboriginal Men's Business and Aboriginal Women's Business groups. Consult the ASD Steering Committee re: most appropriate reporting and monitoring structure. Identify and ensure linkages between all external and internal committees and structures currently in place to address Aboriginal family violence issues.	Commissioner's Inspectorate ACT ASD Steering Committee	Appropriate structures set up and functioning. Consultation Workshop held with ASD Steering Committee. All existing committees and structures mapped and identified. Improved communication between police and Aboriginal people. Partnerships established between police and members.	Structure established within 18 months of the launch of the ASD.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Improved identification of Aboriginal victims of family violence.	<p>Improve recording of Aboriginal status of victims on COPS.</p> <p>Provide information to police on importance of requesting and recording Aboriginal status of victims.</p> <p>Provide information to victims on importance of police collecting this information.</p>	<p>All Police</p> <p>ACT to develop pamphlets</p> <p>ACT to develop pamphlets</p>	<p>Reduction in % of victims where Aboriginal status is unknown or not recorded on COPS.</p> <p>Establish reliable baseline data.</p> <p>Pamphlet produced and disseminated at information sessions.</p> <p>Pamphlet produced and disseminated at information sessions.</p>	<p>Reviewed every 6 months by Commissioner's Inspectorate.</p> <p>Developed within 6 months of the launch of the ASD.</p>
Improved identification of Aboriginal offenders of family violence.	<p>Improve recording of Aboriginal status of offenders of family violence on COPS.</p> <p>Provide information to police on importance of requesting and recording Aboriginal status of offenders.</p>	<p>All Police</p> <p>ACT</p>	<p>Reduction in % of offenders where Aboriginal status is unknown or not recorded on COPS.</p> <p>Pamphlet produced and disseminated at information sessions.</p>	<p>Reviewed every 6 months by Commissioner's Inspectorate.</p> <p>Developed within 6 months of the launch of the ASD.</p>
Notification to the Office of the Director, Public Prosecutions.	<p>Police to notify Witness Assistance Service of Aboriginal victims of serious personal violence.</p>	<p>CP&SCS</p> <p>Commissioner's Inspectorate</p> <p>All Police</p>	<p>CP&SCS and Commissioner's Inspectorate to develop and promote Notification Form.</p> <p>All police to implement where necessary.</p> <p>Assistance provided to Aboriginal victims.</p>	<p>Form developed and implemented within 6 months of the launch of the ASD.</p> <p>Ongoing.</p>
Encourage increased reporting of family violence by Aboriginal victims.	<p>Provide regular and ongoing domestic violence awareness training to ACLOs.</p> <p>Inform Aboriginal communities re: police response to family violence and support available to victims.</p>	<p>Education Services and Education Centre Against Violence (ECAV)</p> <p>LACs</p> <p>DVLOs</p> <p>ACLOs</p>	<p>All ACLOs trained in Domestic Violence Awareness.</p> <p>ACLOs able to recognise factors and encourage follow-up with DVLO.</p> <p>Increased % of Aboriginal victims reporting as recorded on COPS.</p> <p>Information sessions / programs held for Aboriginal communities re: police response to family violence.</p>	<p>Training provided as required.</p> <p>Discussed at LACACCs or other forums as required.</p> <p>Ongoing.</p>

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
<p>Improve police response in accordance with Family and Domestic Violence Standard Operating Procedures (SOPs);</p>	<p>Provide domestic violence training to police. Provide Aboriginal cultural awareness training to police. Seek feedback from Aboriginal victim support groups on police response to domestic violence.</p>	<p>Education Services Education Services Crime Manager DVLO ACLO</p>	<p>No. of police receiving domestic violence training and Aboriginal cultural awareness training. Feedback process conducted with Aboriginal victim groups / agencies.</p>	<p>In place and ongoing within 12 months of the launch of the ASD.</p>
<p>Reduce incidence of Aboriginal family violence.</p>	<p>Target repeat offenders. Target repeat victims.</p>	<p>DVLO DVLO</p>	<p>Reduction in police involvement by identified repeat offenders and victims. Reduction in number of repeat incidents.</p>	<p>Ongoing and as required.</p>
<p>Improve interagency response to Aboriginal family violence.</p>	<p>Identify community and government agencies to collaborate with re: Aboriginal family violence issues. Actively engage in interagency projects / programs on family violence in Aboriginal communities.</p>	<p>LAC LAC</p>	<p>Key Aboriginal government and community stakeholders identified. Working relationships established between police and identified stakeholders. Police involvement in interagency initiatives</p>	<p>Ongoing and as required.</p>
<p>Extend Domestic Violence Intervention Court Model (DVICM) pilot to other areas with Aboriginal populations.</p>	<p>Record good work practices in pilot areas re: victim support, offender referrals, and interagency work. Identify LACs where these practices can be extended. Work with identified LACs to implement identified practices.</p>	<p>Wagga Wagga LAC Campbelltown LAC Commissioner's Inspectorate ACT Family and Domestic Violence Unit</p>	<p>DVICM Pilot report identifies good practices with respect to victim support, offender referrals and interagency work. LACs identified and process initiated to extend DVICM pilot good practices. Improved outcomes for victims.</p>	<p>Ongoing and as required.</p>

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Encourage Aboriginal community involvement in the identification of and response to Aboriginal children at risk of family violence.	Identify Aboriginal community stakeholders. Highlight discrepancies in external agency response to Aboriginal children at risk of family violence in interagency forums. Actively participate in establishment of government or community process to prevent Aboriginal children from becoming victims of family violence.	DVLO ACLO (where appropriate)	Identification of individuals and networks willing to address issues of Aboriginal children at risk of family violence. Aboriginal child victims issues raised in appropriate forums. Improved community and police response to Aboriginal family violence.	Ongoing and as required.
Review and evaluate all identified strategies.	Ensure evaluation mechanisms are identified and articulated for each strategy. Ensure evaluation occurs and report on evaluation outcomes to ASD Steering Committee.	Commissioner's Inspectorate ACT with LACs	Evaluation mechanisms for each strategy identified and recorded. Evaluation reports written. Outcomes disseminated to LACs.	Ongoing and as required.
Supporting Aboriginal women.	Employ more female ACLOs. Train ACLOS in family violence awareness. Encourage LACACC participation. Strategies included in LAC Aboriginal Action Plans.	Commissioner's Inspectorate ACT LACs	Increase in the number of Aboriginal women in the ACLO role. Increased reporting of family violence by Aboriginal women and children.	Ongoing and as required.
Aboriginal Family Violence Working Group.	Establish Aboriginal Family Violence Working Group. Monitor / coordinate police response to Aboriginal family violence.	Corporate Spokesperson for Aboriginal Issues Commissioner's Inspectorate ACT	Working Group established. Increased identification rates of family violence. Policy and program response improved.	Within 18 months of the launch of the ASD.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Standard Operating Procedures (SOPs).	Develop Aboriginal specific SOPs to improve police management of domestic violence. Promote throughout NSW Police Force.	Commissioner's Inspectorate ACT	SOPs developed and distributed. Promote awareness of SOPs to Police. Improved management of Aboriginal family violence by police. Increased reporting by Aboriginal community.	SOPs developed within 18 months of the launch of the ASD.

5B Sexual Assault.

RCIADIC Link:

- No Recommendations in the RCIADIC specifically relate to family violence. NSW Police will implement and monitor its response to this issue as identified but not limited to the following strategies. This will also take into consideration the various external agency reports and recommendations regarding this issue.

AJP Link:

- Strategic Direction 1 – Aboriginal Children – Action – 3.
- Strategic Direction 3 – Community Well Being – Action – 3.
- Strategic Direction 5 – Criminal Justice System – Actions – 3, 5.

NSW Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities 2006-2011 Link:

- Statewide Actions - Actions 9-12

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Aboriginal Sexual Assault SOPs.	Develop Aboriginal specific SOPs to improve police management of sexual assault. Promote throughout NSW Police Force.	ACT Commissioner's Inspectorate CP&SCS	SOPs developed and distributed. Promote awareness of SOPs to police. Improved management of Aboriginal sexual assault by police. Increased reporting by Aboriginal community.	SOPs developed within 18 months of the launch of the ASD.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Improved identification and monitoring of Aboriginal victims of personal violence.	Improve recording of Aboriginal status in relation to victims of personal violence crimes on COPS. Information provided to police on importance of requesting and recording Aboriginal status of victims. Information provided to victims on importance of police collection of this information.	All Police ACT to develop pamphlets ACT to develop pamphlets	(Reduction in) % victims where Aboriginal status unknown or not recorded on COPS. Establish reliable baseline data. Pamphlets / information sessions provided.	Developed within 6 months of the launch of the ASD. Ongoing for implementation.
Notification to the Office of the Director, Public Prosecutions.	Police to notify Witness Assistance Service of Aboriginal victims of serious personal violence.	CP&SCS Commissioner's Inspectorate All Police	CP&SCS and Commissioner's Inspectorate to develop and promote Notification Form. All police to implement where necessary.	Developed and implemented within 6 months of the launch of the ASD. Ongoing implementation by Police.
Encourage improved reporting by Aboriginal victims of personal violence offences.	Investigators are appropriately trained to respond to victims of sexual assault. Provide awareness training or education to ACLOs on recognising and responding to child abuse (including mandatory reporting).	Commissioner's Inspectorate Education Services Education Services	% of investigators undertaking sexual assault investigations that have completed adult sexual assault course. All ACLOs receive core training in child protection.	Training to commence within 6 months of the launch of the ASD. Ongoing implementation for Police. Training to commence within 6 months of the launch of the ASD. Ongoing implementation as required.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Encourage improved reporting by Aboriginal victims of personal violence offences. (Continued)	Inform Aboriginal communities of the role of CP&SCS and JIRT's in investigating child abuse and sexual assaults. Liaise with other agencies such as NSW Health or non-govt. support agencies to establish list of available resources for communities such as ECAV for community education and support programs.	All Police Child Protection and Sex Crimes Squad (CP&SCS) DVLOs ACLOs	Resource list established. Establishment of liaison with local Aboriginal women's groups or men's groups as appropriate. Information provided on child protection and support services.	To commence within 6 months of the launch of the ASD. Ongoing implementation.
	Regular liaison between the ACLOs, DVLOs and Joint Investigation and Response Teams (JIRTs) to ensure JIRTs maintain awareness of local community issues and concerns relating to child protection and communities are informed as necessary of child protection strategies.	CP&SCS Joint Investigation and Response Teams (JIRTs) DVLOs ACLOs	Schedule regular meetings (as required) to share information. Identify responses / options based on community demographics. Greater awareness of roles across portfolios by participants.	First meeting scheduled within 3 months of the launch of the ASD. Ongoing.
	All JIRT officers to receive Corporate and local Aboriginal cultural awareness training. All JIRT officers to receive training on family violence as it relates to Aboriginal people.	CP&SCS Education Services LAC	% JIRT officers trained in Aboriginal cultural awareness; % JIRT officers trained in local cultural awareness	Officers to gain placement on existing training calendar. Ongoing as required.
Professional service provided to victims when they report sexual assault (in accordance with NSW Police Force Adult Sexual Assault SOPs).	All victims referred to support services. Victim statements not recorded on ERISP.	All Police	% victims referred to NSW Health Sexual Assault Service. % victims referred to Rape Crisis Centre telephone counselling service. No. complaints of poor service or response by Police to sexual assault victims % victim statements recorded on ERISP.	Ongoing and as required.
ACLO Training.	Provide ACLOs with awareness training with regard to sexual assault.	Education Services	All ACLOs trained. Greater awareness of sexual assault issues. Improved service to Aboriginal community.	All ACLOs trained within 12 months. Ongoing as required.

Objective Six: Develop a strategic response to Aboriginal substance abuse.

RCIADIC Link:

- Recommendation Nos. 59, 70, 79, 81, 82, 84, 85, 133, 143, 223, 272 and 276.

AJP Link:

- Strategic Direction 2 – Aboriginal Young People – Actions – 1, 4, 5.
- Strategic Direction 3 – Community Well Being – Actions 2, 4, 8.
- Strategic Direction 5 – Criminal Justice System – Actions – 2, 8.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Aboriginal Substance Abuse Plan.	Develop plan to address substance abuse in Aboriginal communities.	State Crime Command DAC ACT	Coordinated response to substance abuse. Strategies identified to support LACs. Improved management by police.	Within 12 months of the launch of the ASD. Reviewed by the ASD Steering Committee and PASAC.
Develop harm minimisation strategy.	Police to consult Aboriginal people regarding alcohol supply in rural or remote communities. Police to raise awareness of drink spiking and identify / promote strategies.	State Crime Command DAC Licensing Officers CPO ACLO	Coordinated response to substance abuse. Strategies identified to support LACs. Improved management by Police. Greater awareness of issue by Aboriginal community. Reduction in Alcohol related crime.	Within 12 months of the launch of the ASD. Reviewed by the ASD Steering Committee and PASAC.
Determine impact of substance abuse from Police data.	Conduct Environmental Scan of Aboriginal substance abuse including Paint / Petrol sniffing.	State Crime Command DAC ACT NSW Health	Greater awareness of issue by police. Strategies identified to support LACs. Improved management by police. Funded partnerships developed with NSW Health.	Within 12 months of the launch of the ASD. Reviewed by the ASD Steering Committee and PASAC.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Build community support for alcohol and drug law enforcement strategies.	Discuss with communities damage caused by alcohol, inhalants and illegal drugs. Discuss with communities impact re: crime and incarceration of Aboriginal people. Seek support for whole of community strategies. Identify partnerships with other government agencies.	State Crime Command DAC LAC CPO ACLO (where appropriate) Licensing Officers NSW Health Aboriginal Medical Services Aboriginal NGOs	Community awareness of the impact of drug and alcohol related crime in the community. Substance abuse strategies developed in partnership with Aboriginal community and service providers. Whole of community response to substance abuse management. Reduction in crime.	Ongoing and as required.
Negotiate Liquor Accords in liaison with Aboriginal communities.	Police to consult with Aboriginal community and Licensed premises.	State Crime Command DAC Licensing Officers CPO ACLO	Strategies identified to support LACs. Improved management by Police. Greater awareness of issue by Aboriginal community. Identify options for program support funding. Reduction in Alcohol related crime.	Within 12 months of the launch of the ASD. Reviewed by the ASD Steering Committee and PASAC.
Provide leadership and strategic direction in responding to substance misuse amongst Aboriginal communities.	Ensure that all policies, programs and guidelines developed by DAC are culturally appropriate and reflect the special needs of Aboriginal communities. Ensure policies and guidelines are relevant and acceptable to Aboriginal communities by engaging in comprehensive consultation with Aboriginal communities and agencies.	DAC ACT	Policies and guidelines are inclusive of Aboriginal issues where appropriate, and reflect national and state strategic directions. Level of consultation / engagement with Aboriginal communities and agencies in development of policy.	Ongoing. Ongoing.
Substance abuse awareness programs for Aboriginal youths.	Identify available services. Identify issues through LACACC. Identify Aboriginal young people who may benefit from referral through LACACC. Assist in delivery of programs where appropriate.	CMU EDO YLO ACLO (where applicable) DAC	Register of service providers established. Number of referrals by Police. Number of occasions where Police have been requested to present information. Fewer young people coming under Police notice assessed against previous 2002 figures.	Within 12 months of the launch of the ASD. Ongoing support assessed through LACACC.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
<p>Improve police corporate knowledge and understanding of Aboriginal substance abuse issues and enhance police responses.</p>	<p>Seek NDLERF research funding to examine substance misuse among urban Aboriginal communities.</p> <p>Monitor trends and patterns of drug offences among Aboriginal populations.</p> <p>Maintain current drug and alcohol information on the police intranet.</p> <p>Continue to work through Community Drug Action Teams (CDATS) to develop appropriate local projects to raise awareness of substance misuse amongst Aboriginal communities and to reduce use.</p> <p>Presentation of Aboriginal substance misuse issues at ACLO and YLO Conferences.</p>	<p>State Crime Command DAC ACT</p>	<p>Secure NDLERF funding to examine substance abuse among urban Aboriginal communities.</p> <p>Develop a paper on NSW trends in Aboriginal substance misuse and its impact on crime.</p> <p>Current research and other material uploaded on the Drugs, Alcohol and Aboriginal Issues Knowledge Maps.</p> <p>Number of projects undertaken by CDATS which focus on Aboriginal substance misuse.</p> <p>No. of presentations.</p>	<p>Funding to be obtained by July 2007.</p> <p>Position paper developed by December 2007.</p> <p>Ongoing.</p> <p>Ongoing.</p> <p>Ongoing.</p>
<p>Improve / enhance police capacity to respond to volatile substance misuse (VSM).</p>	<p>Undertake a needs analysis to determine the nature and extent of the problem.</p> <p>Review available literature and secondary data sources to develop police position paper.</p> <p>Develop a plan of action from the position paper.</p> <p>Ensure current information on VSM is available in the Drugs Knowledge Map.</p> <p>Develop SOPs to guide police in their responses to VSM.</p> <p>Develop a model MoU with other relevant agencies to a better government response.</p> <p>Develop police training to be available on the Police Intranet.</p>	<p>State Crime Command DAC ACT</p>	<p>Development of a police position paper on VSM.</p> <p>Develop an action plan.</p> <p>Training package, model MoU and SOPs available on the police intranet.</p> <p>Updated information on VSM and relevant research available on police intranet.</p>	<p>Position paper developed by June 2007.</p> <p>Action plan developed by June 2007.</p> <p>December 2007.</p> <p>Ongoing.</p>

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
<p>Improve Aboriginal representation in drug diversion schemes.</p>	<p>Continue to monitor and evaluate Aboriginal participation rates in the Cannabis Cautioning Scheme (CCS) and Magistrates Early Referral into Treatment (MERIT). Examine potential barriers to Aboriginal participation in diversion schemes particularly with respect to the appropriateness of program criteria and processes. Seek amendments to the programs where appropriate to enhance Aboriginal participation. Liaise with Aboriginal Legal Service to encourage a better understanding of these diversionary schemes and to improve participation by their clients. Develop Aboriginal youth specific "Your Choice" program (Underage drinking diversion program) as part of overall "Your Choice" strategy Develop culturally appropriate resources to encourage a better understanding of diversionary schemes among Aboriginal communities.</p>	<p>DAC ACT NSW Health Attorney-Generals Department</p>	<p>Position paper developed on Aboriginal participation in CCS. Regular reporting of Aboriginal participation rates in CCS. Meetings established with Aboriginal Legal Service. Diversion information resources developed for Aboriginal offenders and communities.</p>	<p>Position paper developed in December 2007. Monitoring commenced in July 2007. Meetings established in 2007. Resources developed by July 2008.</p>
<p>Improve police training on alcohol, drug and substance misuse issues.</p>	<p>Redevelop Management of Alcohol Related Crime (MARC) Course – to be renamed Licensing Officer Course. Develop Alcohol and other Drug Awareness Course with specific Aboriginal issues component.</p>	<p>Education Services DAC ACT</p>	<p>No. of Licensing Police trained. No of ACLOS trained. No of CMU staff trained.</p>	<p>Ongoing for police. Within 12 months for ACLOS and as required.</p>

Objective Seven: Reduce offending and over-representation of Aboriginal people in the criminal justice system.

RCIADIC Link:

- Recommendation Nos. 60, 86, 87, 88 and 95.

AJP Links:

- Strategic Direction 2 – Aboriginal Young People – Action – 5.
- Strategic Direction 3 – Community Well Being – Actions – 2, 3, 7, 8.
- Strategic Direction 4 – Sustainable Economic Base – Actions – 1, 2.
- Strategic Direction 5 – Criminal Justice System – Actions – 1, 2, 3, 5, 8.
- Strategic Direction 6 – Systemic Reform – Actions – 2, 6, 7.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Establish an Aboriginal program budget.	Establish a corporate budget to fund Aboriginal crime prevention programs and support Aboriginal cultural activities. Financial support to administer LACACCs and Aboriginal Support Groups. Identify employment opportunities to enhance police response to Aboriginal issues. Identify employment opportunities to improve police management of specific Aboriginal issues.	Commissioner's Inspectorate ACT Corporate Human Resources Corporate Human Resources	Budget established. Programs supported. Evaluate success of programs and post on the police intranet (Aboriginal Issues Knowledge Map). New employment options created. New employment options created.	Budget established within 12 months of the launch of the ASD. Ongoing and as required for other Actions.
Aboriginal Night Patrols.	Support the establishment of night patrols. Identify local working partnerships.	Attorney-General's Department LACs ACLOs for local links	Police to monitor success through local data or through LACACC meetings.	As required.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Develop and implement a model of Aboriginal community policing.	Conduct literature review. Identify / promote best practice. Establish pilot in Aboriginal community.	Commissioner's Inspectorate ACT AJAC	Identify best practice models through literature research. Seek police corporate support. Seek support from external agencies. Reduction in summary offences by 10% during trial period.	Trial to commence in identified location by March 2009. Review and evaluation by March 2010.
Encourage the appropriate use of discretionary Police power.	Assess knowledge of police. Ensure supervisory involvement in decision making. Encourage the use of discretionary powers as an alternative to arrest.	EDO for training in discretionary power. Supervisor for consultation and day to day guidance.	Training provided to all police. No. of police attending training quarterly. Reduction in summary offences against Aboriginal people.	Within 3 months of the launch of the ASD. EDO to develop a training calendar.
Offence Targeting.	Participate in the development of offence targeting strategies with other justice agencies.	Commissioner's Inspectorate ACT LACs	Strategies developed and promoted to police. Justice agency support for implementation. Reduction in particular offences by Aboriginal people.	Currently being implemented by Attorney-General's Department. Police participation at identified LACs and ACT.
Program / project management.	Establish standards for developing, implementing, planning and evaluating Aboriginal crime prevention programs.	Commissioner's Inspectorate ACT	Consistency in crime prevention programs. Improved outcomes in the management of crime prevention initiatives. Register of existing programs to be recorded by Commissioner's Inspectorate.	Within 12 months of the launch of the ASD. Ongoing for implementation.
Monitor COPS Data.	Prepare reports on Aboriginal involvement in the criminal justice system.	LACs for Aboriginal Environmental Scan Commissioner's Inspectorate (Organisational Review and Support for PASAC).	Improved data collection. Assess outcomes from prevention initiatives. Identify hotspots. Improve / assess police response in identified areas.	Annually for Aboriginal Environmental Scans. Every six months for PASAC.

Strategies	Action	Accountability	Performance Indicator / Outcome	Timeframe
Extend lessons learnt from Integrated Case Management model and extend to other LACs.	Participate in cross-agency forums to ensure service provision to Aboriginal families or individuals.	LACs – Commanders Commissioner's Inspectorate	Whole of Government approach. Improved local management of Aboriginal issues. Greater outcomes for partner agencies.	As required.
Aboriginal Community Justice Groups.	Encourage police participation in Aboriginal Community Justice Groups where established.	Commander LAC, Aboriginal Issues Officer ACLO	Police accessing Aboriginal Justice Group members to identify and support local initiatives and share information.	As required.

Section Three

Principles underpinning the Aboriginal Strategic Direction.

1. POLICE AND ABORIGINAL COMMUNITY OWNERSHIP

For the ASD and LAC Aboriginal Action Plans to be successful, LAC personnel must take ownership. No officer can revoke his/her responsibility for its implementation. Accordingly, when officers are transferred to a LAC that has an Aboriginal Action Plan they will be held personally accountable for its implementation within their level of responsibility or delegation. This will ensure ongoing commitment to the LAC Aboriginal Action Plan and the ASD.

Commands that have responsibility for implementing specific Aboriginal portfolios or who engage with Aboriginal communities: e.g. State Crime Command, Corporate Services and Police Citizens Youth Club (PCYC) State Office, must ensure that their work is corporately linked to the Aboriginal Strategic Direction.

The Aboriginal community should ideally co-own any LAC Aboriginal Action Plan developed. This includes the identification of crime and violence issues and strategies from an Aboriginal community perspective. This can be achieved through the LACACC and extensive consultation with Police.

2. IDENTIFYING AND RESPECTING THE ROLE OF ELDERS.

We recognise the significance of Aboriginal Elders as custodians of knowledge and teachers of lore and customs to Aboriginal people. It is important that we acknowledge the position of Aboriginal Elders in the community by seeking their input on matters affecting the community wherever possible.

Young People

This respect of Elders must be balanced with the knowledge that a significantly younger population represents the Aboriginal people of NSW. Of the 119,865 Aboriginal people in NSW 69,196 or 57% is younger than 25 years of age. It is important for Police to give young people a voice by including them in our consultative forums or simply through informal discussion.

3. MEN'S AND WOMEN'S BUSINESS.

Men's Business and Women's Business refers to cultural knowledge, history, stories and traditions that are shared or passed down to others based on gender. It is forbidden to discuss men's business in the company of women and vice versa.

Some Aboriginal stories and ceremonies are open to all genders. Others are disclosed only to people who have the right to know and are based on gender. This is called men's and women's business. Many Dreaming stories have

levels of meaning which are 'open' and can be accessed by all and other levels of meaning which are known only to men or to women or those who have the required level of knowledge. In Dreaming stories and in traditional Aboriginal society there were severe penalties for unauthorised access to or disclosure of knowledge.

It is important for Police to understand this when they are interacting with Aboriginal people as victims, offenders or through any other form of consultation or contact with the Aboriginal community.

4. SELF-DETERMINATION AND CULTURAL APPROPRIATENESS.

Self-determination and cultural appropriateness in deciding what is best or the best way to provide a service to Aboriginal people is a focus of NSW Government Agencies. However this can mean different things to different Aboriginal people as individuals or as a community. We will work with Aboriginal people to explore what self-determination and cultural appropriateness means for them with regard to how leadership on law and justice issues can be achieved locally. The forum to achieve this will be through our Aboriginal Advisory Committees and other means of community consultation e.g. Aboriginal Community Justice Groups, Community Working Parties.

5. ABORIGINAL SUPPORT GROUPS.

RCIADIC - Recommendation No 145 and 220- Operation of cell visitor schemes.

Aboriginal Support Groups have been established within NSW Police Force since 1995. Their primary function is to provide support to Aboriginal victims of crime and offenders. Members of Aboriginal Support Groups are volunteers who can be called on by Police on a twenty-four hour basis.

Terms of Reference, Guidelines for the establishment of Aboriginal Support Groups and a model of best practice have been prepared by the Aboriginal Coordination Team. We will continue to establish and maintain Aboriginal Support Groups across NSW.

6. EDUCATION AND TRAINING.

The initial education of Police is conducted through the Constable Education Program. After graduation the education is ongoing during the Officer's career. As policies and legislation change or are introduced, further education, training and development is necessary. Much of this training will be delivered locally.

All officers should be aware of Aboriginal issues. Such awareness is particularly relevant for those officers who are, or will be posted to communities with significant Aboriginal populations.

We need to be informed of the many social issues confronting Aboriginal people and how this impacts on the Aboriginal community. This understanding can be achieved through Aboriginal cultural awareness training. It is important that officers also understand the communities in which they work. In Aboriginal communities, proactive initiatives can improve communication. Getting to know the community and developing partnerships are essential for effective policing. Accordingly, Police posted to LACs with significant Aboriginal populations should be assessed for their suitability. This assessment can include their attendance at Aboriginal Cultural Awareness training and their views on how they envisage improving relationships and developing partnerships with Aboriginal people.

7. ABORIGINAL CULTURAL AWARENESS.

The Aboriginal Lecturer, Education Services delivers Aboriginal Cultural Awareness programs to police in partnership with ACLOs and local Aboriginal people throughout NSW. This is a two phased approach and is delivered in the following way.

Corporate Training

The Aboriginal Lecturer delivers a one-day Corporate Training module in Aboriginal Cultural Awareness. This training explores and discusses the “big picture” issues and is delivered at the Police College or locally, covering the following issues:

- Aboriginal specific policies impacting on NSW Police Force.
- Prehistory of Australia.
- The Beginnings of “Contact”.
- Strategies for working with Aboriginal people.

Local Area Command Training

Local Area Commands co-ordinate their own local Aboriginal Awareness Courses in partnership with members of the Aboriginal community as required. This aims to improve understanding of social and historical issues for Aboriginal people in the local area. The training includes the local history of Aboriginal and police relationships. As an officer transfers from one Aboriginal community to another they will be required to attend the local training again. This is required as Aboriginal language groups aren't based on police regional or LAC boundaries and they have their own stories and history relevant to the area.

8. ABORIGINAL CULTURAL PROFICIENCY.

Aboriginal Cultural Awareness is considered to be sufficient for student police and officers up to the level of senior constable. However, once an officer is promoted above senior constable level this education moves from an “awareness” of Aboriginal culture, history and society to “practical application” of this knowledge in the workplace. Through further training, officers will be provided skills to identify how they apply their knowledge of Aboriginal culture within their level of responsibility.

Aboriginal Cultural Proficiency will be incorporated into the Sergeant's course, the Inspector's course and the Superintendent's course. This process will be a staged approach to be fully implemented during the term of this ASD and will be ongoing.

9. ABORIGINAL CULTURAL AWARENESS PRIOR TO TRANSFER.

Any officer seeking promotion or transfer to a Local Area Command that has a significant Aboriginal population or a high incidence of legal actions against Aboriginal people must have completed the one-day corporate Aboriginal Cultural Awareness training prior to their transfer being approved. This will ensure that positive relationships and partnerships developed with the Aboriginal community are maintained regardless of any change in personnel at the Local Area Command. This process will be a staged approach to be fully implemented during the term of this ASD.

Section Four

Responsibility for Implementing the Aboriginal Strategic Direction.

The ASD is a corporate policy and as such each command must demonstrate how they meet the key objectives and the strategies they are applying under each objective. At a minimum, LACs must demonstrate how they are meeting the objectives. They can use the strategies provided or they can identify other strategies they choose to implement in order to meet the objectives. The ASD objectives include performance indicators or outcomes to measure progress. Measures ensuring the Aboriginal community is actively involved in the process and are aware of this policy must be demonstrated.

However, this document contains strategies which are significant in terms of moving the organisation forward. Larger commands with specific portfolio responsibility must demonstrate not only how they meet the objectives but also how they are implementing significant strategies e.g. family violence, substance abuse, education and training etc.

Commands must at a minimum establish and report on their:

- Aboriginal Environmental Scan;
- LAC Aboriginal Action Plan;
- Crime Prevention Initiatives;
- Local Area Command Aboriginal Consultative Committee; or
- Other corporate initiatives developed in response to meeting the stated objectives.

To assist in achieving the above, we have established a reporting and monitoring structure to ensure the implementation of the ASD is built into the reporting framework of the organisation. This structure further ensures that the management of Aboriginal issues across the organisation is focussed and relevant internal stakeholders are consulted. The following describes how this works.

I. CORPORATE SPOKESPERSON FOR ABORIGINAL ISSUES.

The Corporate Spokesperson for Aboriginal Issues is an Assistant Commissioner level officer and is one of many corporate spokespersons within NSW Police Force.

The aim of the Spokesperson Program is to assist the Commissioner's Executive Team (CET) in the strategic and professional development of the organisation.

The Spokesperson Program gives nominated senior officers the corporate responsibility to develop an overview of strategy, policy and operational practice in a particular portfolio; to maintain the corporate profile for the portfolio and to be an advocate for the area when required.

Spokespersons work closely with, and are advised by, identified subject specialists in the organisation. The Program is co-ordinated centrally by the Commissioner's Inspectorate in collaboration with the subject specialists, providing induction, administrative and subject research support (as required) and program monitoring.

2. ABORIGINAL STRATEGIC DIRECTION STEERING COMMITTEE.

This Committee is chaired by the Corporate Spokesperson for Aboriginal Issues and meets on a quarterly basis. The Committee has been established to monitor and drive the implementation of the ASD across the organisation. Membership includes Region Aboriginal Sponsors, Corporate Human Resources, Education Services, Recruitment, Workforce & Careers, Drug and Alcohol Coordination Team and the Commissioner's Inspectorate. The Committee monitors the progress of LACs and offers advice and support to LACs with regard to a range of Aboriginal issues. The Aboriginal Coordination Team provides Executive Support to this Committee.

The Corporate Spokesperson for Aboriginal Issues seeks quarterly reports from Commands on the progress of the implementation of the ASD. This information is collected by the ACT and is discussed and analysed at ASD Steering Committee meetings. Annual updates on Aboriginal Environmental Scans are also requested by the Corporate Spokesperson and analysed by the ASD Steering Committee.

Terms of Reference are available at the Appendices in this document.

3. COMMISSIONER'S INSPECTORATE.

The Commissioner's Inspectorate comprises the former units known as the Audit Group, Operations and Crime Review Team, Operational Readiness Audit, Executive Support Group and Crime Management Faculty (Research and Planning, Policy and Programs).

The primary task of the Commissioner's Inspectorate is to provide accurate and timely advice to both the Commissioner and the Commissioner's Executive Team on organisational performance, compliance, policy research and development. In doing this, the Commissioner's Inspectorate will:

- Strengthen relationships with key government agencies (Dept. of Community Services, Courts, NSW Health, Roads and Traffic Authority, etc);
- Provide support to corporate spokespersons;
- Contribute to good corporate governance by managing executive briefings and correspondence as well as undertaking command, thematic, strategic and project performance reviews;
- Improve organisational performance by identifying corporate risks and recommending appropriate treatment options; and
- Provide support to operational, specialist and corporate commands (i.e. crime management, behavioural science, investigations, intelligence, business planning, etc.).

4. ABORIGINAL COORDINATION TEAM.

Aboriginal units or Aboriginal policy officers have been part of NSW Police Force since the mid 1970s. The Royal Commission into Aboriginal Deaths in Custody (RCIADIC - 1991) recommendation No 225 states that - *Police to establish units to develop Aboriginal policies and programs.* The current Aboriginal Coordination Team is located within the Commissioner's Inspectorate.

The role of the ACT is to develop and implement corporate policy and respond to legislation in relation to Aboriginal issues and to support / lead the various structures that manage Aboriginal issues across the organisation.

Employees of the ACT are non-sworn officers (not police officers) and are of Aboriginal descent.

An overview of the ACT is available at the Appendices in this document.

5. REGION ABORIGINAL SPONSORS.

Region Aboriginal Sponsors are Superintendent level police officers whose role is to oversee the implementation of Aboriginal policy within their respective police region. The establishment of Region Aboriginal Sponsors within the organisation came about to ensure that information flowing into and out of each region concerning Aboriginal issues was centrally coordinated.

It is important to ensure that clear lines of communication are established to complement and support the work of the Corporate Spokesperson for Aboriginal Issues, the ACT and clarify where the responsibility for different aspects of Aboriginal issues is placed.

The role requires the Region Aboriginal Sponsor to develop an awareness of a range of Aboriginal issues and support other initiatives where appropriate. Region Aboriginal Sponsors report to the ASD Steering Committee on Region progress of the ASD.

Further information on the role of Region Aboriginal Sponsors is available at the Appendices in this document or is available from local Police on request.

6. LOCAL AREA COMMAND ABORIGINAL ISSUES OFFICERS.

Local Area Command (LAC) Aboriginal Issues Officers are Inspector level Police Officers and have a key role in the management of Aboriginal issues at the LAC. This role ensures the flow of information and the regular reporting on Aboriginal issues are maintained at the LAC.

The role requires the LAC Aboriginal Issues Officer to develop an awareness of a range of Aboriginal issues and support other initiatives where appropriate.

Further information on the role of LAC Aboriginal Issues Officers is available at the Appendices in this document or is available from local Police on request.

7. ABORIGINAL COMMUNITY LIAISON OFFICER.

Royal Commission Into Aboriginal Deaths in Custody recommendation No. 231 - Police Services to actively pursue improvements in its relationship with Aboriginal people - Different jurisdictions pursue their chosen initiatives for improving relations between police and Aboriginal people in the form of police aides, police liaison officers and in other ways; experimenting and adjusting in the light of the experience of other services and applying what seems to work best in particular circumstances.

ACLOs are employed to liaise, develop and maintain open communication with the Aboriginal community. The ACLO assists in the development of LAC Aboriginal Action Plans and other crime prevention initiatives within their community.

ACLOs are not police officers; they are field-based and are provided ongoing training and development that enables them to offer appropriate advice and assistance to the community. We will seek to ensure that female ACLOs are available to cater for Aboriginal women (“women’s business”).

ACLO forums are established to allow ACLOs to discuss many aspects of their work and to seek resolution of workplace issues. This also includes identifying trends across LACs and “Best Practice” methods of managing Aboriginal issues locally.

8. ABORIGINAL LECTURER.

RCIADIC – recommendation No – 210 - Training of government employees in Aboriginal traditions and culture – That:

- a. All employees of government departments and agencies who will live or work in areas with significant Aboriginal people be trained to understand and appreciate the traditions and culture of contemporary Aboriginal society;*
- b. Such training programs should be developed in negotiation with local Aboriginal communities and organisations; and*
- c. Such training should, wherever possible, be provided by Aboriginal adult education providers with appropriate input from local communities.*

NSW Police Force employs an Aboriginal Lecturer to oversee the Aboriginal Issues component of the Associate Degree in Policing Practice / Constable Education Program. Students undertake lectures in Policing and Public Order, Society and Law in Practice, and Vulnerable Populations as they relate to Aboriginal people or communities.

The Aboriginal Lecturer is responsible for the delivery of Aboriginal Cultural Awareness training and education to all Police and also presents information in the following courses:

- Advanced Diploma in Public Safety (Investigations) Detectives Education Program;
- Child Sexual Assault Investigators Course;
- Management of Alcohol Related Crime;
- Operations Refresher and Rejoinee Course; and
- Safe Custody Course.

9. POLICE ABORIGINAL EMPLOYMENT AND DEVELOPMENT INITIATIVE.

RCIADIC recommendation No 229 - Police to recruit more Aboriginal people of both genders - That all Police Services pursue an active policy of recruiting Aboriginal people into their services, in particular recruiting Aboriginal women. Where possible Aboriginal recruits should be taken in groups.

Employing people of various backgrounds, skills, different points of view and life experiences assists in changing the culture of an organisation. We have an organisational presence in most towns across NSW and are uniquely placed to offer employment to Aboriginal people.

We are committed to attracting Aboriginal people to the organisation. We will seek innovation in Aboriginal employment not only for full-time positions, but also for scholarships, traineeships, cadetships and temporary and part time employment opportunities. This will be achieved through the Police Aboriginal Employment Development Initiative Taskforce administered through Corporate Human Resource Services.

We will launch the Police Aboriginal Employment Development Initiative in 2007. Outcomes from the Police Aboriginal Employment Development Initiative will be reported to the Corporate Spokesperson for Aboriginal Issues, PASAC, the ASD Steering Committee and relevant external stakeholders.

Section Five

Measuring Performance.

I. COMMANDERS' PERFORMANCE AGREEMENTS.

The management of Aboriginal issues is included in the Performance Agreements of all Deputy Commissioners, Assistant Commissioners and Local Area Commanders (see below Performance Target – Performance Indicator). Senior officers are accountable for improving Aboriginal / police relationships and the development of proactive strategies within the organisation (Commands, Regions or LACs). Other key Commands such as State Crime Command, Education Services etc will also be required to assess their level of interaction and develop Aboriginal Action Plans in line with Aboriginal policy.

The rationale for Aboriginal measures in performance agreements is as follows:

- Ensure Aboriginal initiatives have a continuing focus;
- Ensure that all officers understand local issues and develop strategies that address Aboriginal disadvantage and are aware of their level of responsibility;
- Ensure that any initiative or strategy developed in partnership with Aboriginal people or other service provider is maintained;
- Assists the LAC to focus its reporting on Aboriginal achievements for the Operations and Crime Review (OCR) and other reporting requirements.

The performance targets and performance indicators are mandatory for senior officers who impact / influence decisions on policing Aboriginal communities or the provision of resources to police. The inclusion of Aboriginal issues in Commanders' Performance Agreements was previously endorsed by the Commissioner in the Aboriginal Strategic Direction 2003-2006. The current indicators in Commander's Performance Agreements are:

Performance Target:

- Implementation / management of the priorities within the Aboriginal Strategic Direction.

Performance Indicator:

- Implementation of core priorities within agreed timeframes to meet corporate priorities as determined in consultation with the Commissioner of Police / Deputy Commissioner / Assistant Commissioner (relevant officer).

2. REPORTING REQUIREMENTS.

As mentioned earlier in this document, all Commands are required to demonstrate how they are implementing the seven key objectives. The strategies under each objective will be core business for some Commands and must be implemented. For other Commands they should demonstrate the strategies they are adopting under each objective or alternately demonstrate other strategies they are implementing based on local issues.

Quarterly Reporting

Commands will report quarterly to the ASD Steering Committee on the implementation of the ASD. Quarterly reports will include:

- How the key ASD objectives are being met;
- Particular strategies being implemented by the LAC / Command;
- Partnerships with Government and non-government agencies, Aboriginal community organisations or community members;
- Programs being implemented in the LAC;
- What is working well (good news stories); and
- Problem areas requiring advice or assistance.

LACs are required to submit their LAC Aboriginal Action Plan quarterly to the Corporate Spokesperson for Aboriginal Issues via the Aboriginal Coordination Team. LAC Aboriginal Action Plans are provided and discussed with the Commissioner prior to LACs presenting at PASAC.

Police Aboriginal Strategic Advisory Council

Commands will be required to present to PASAC the current status of implementing the ASD. The Commissioner, the Corporate Spokesperson for Aboriginal Issues and PASAC members determine which Command is to present.

Presentations delivered by Commands at PASAC are posted on the Aboriginal Issues Knowledge Map (an internal Police information website).

3. ABORIGINAL ENVIRONMENTAL SCANS.

LACs will develop an Aboriginal Environmental Scan based on legal actions or criminal activity within the LAC from an Aboriginal perspective. The Aboriginal Environmental Scan provides a snapshot of offences committed within the LAC by Aboriginal people. The Scan will give a breakdown of crime types and will include youth, gender and general statistical data. The Scan will provide the LAC with information that will assist in identifying the key areas to focus its resources in relation to Aboriginal issues. A typical Aboriginal Environmental Scan should include general information about the Aboriginal community within the LAC such as:

- a) Aboriginal history of the LAC
 - Traditional owners of the land
 - Australian Bureau of Statistics data

b) An Overview

- Relating to number of persons charged

c) Statistical Attachments

- Legal Actions for the LAC
- Legal Action as a Region and State comparison

d) Aboriginal Crime Prevention Projects within the LAC

e) Local Aboriginal Community Services Directory

Aboriginal Environmental Scans will be developed annually by the LAC and submitted to the Corporate Spokesperson for Aboriginal Issues via the Aboriginal Coordination Team. Copies of LAC Aboriginal Environmental Scans are discussed with the Commissioner prior to LACs presenting at PASAC.

4. DATA REPORT.

The Commissioner's Inspectorate will present a Data Report (analysis of Aboriginal data) to PASAC every six months. This Report will compile data from across the organisation. Areas to report on will include; number of legal actions; type of offences; domestic violence; sexual assault; victims; diversion rates; gender breakdown; activity by LAC; age groups and juvenile charges.

The Report will assist in guiding and measuring the work of police to meet the Objectives of this policy and aims to reduce the incarceration of Aboriginal people in the criminal justice system. It will also be used to identify areas where PASAC members can assist police in addressing particular areas.

This information will be posted on the Aboriginal Issues Knowledge Map and be used as baseline data in the monitoring of Aboriginal offences.

5. RISK MATRIX.

Local Area Commands will develop a risk matrix with regard to the implementation of this policy and their interactions with the Aboriginal community. The matrix will be provided on a quarterly basis to the Corporate Spokesperson for Aboriginal Issues and discussed at ASD Steering Committee meetings.

The Risk Matrix will be designed and approved in consultation with the ASD Steering Committee and the Commissioner's Inspectorate.

6. THEMATIC INSPECTIONS.

Thematic Inspections of Local Area Commands are conducted by a review team within the Commissioner's Inspectorate. The inspections test a Command's compliance with a range of operational policy and procedures. The outcomes of the Thematic Inspection are provided through a detailed analysis report (by the review team) to the Operations and Crime Review (OCR). Aboriginal issues form part of the review process.

The ACT is consulted prior to Thematic Inspections taking place. This consultation seeks the ACT's view or input regarding the Command's management of Aboriginal issues and identifies areas for the review team to focus. The ACT participates in these Thematic Inspections on site where available.

7. OPERATIONS AND CRIME REVIEW.

The Operations and Crime Review is a process designed to ensure effective governance of Local Area Commands within NSW Police Force including the management of and response to Aboriginal issues.

The OCR process holds Commanders and Managers accountable for local and organisational objectives and to ensure appropriate corporate focus across the organisation. Specifically, it will assess command performance (Local Area and Support / Specialist) with respect to reducing crime, violence and improving public safety, implementation of good people management practices, compliance with stated policy, and effective financial management.

The ACT attends the OCR as required. Information from the OCR and the Thematic Inspections is provided to the ACT to assist in its management of Aboriginal policy and ensuring a strategic response to the ASD.

8. IMPLEMENTATION PROCESS TABLE.

NSW Police Force will measure its response to implementing the Objectives and Strategies in this policy through the following.

What		Why	When / Who
✓	Operations and Crime Reviews	Auditing LAC performance	Chaired by Commissioner (as scheduled).
✓	Thematic Inspections of LACs	Auditing LAC performance	Conducted by Commissioner's Inspectorate (as scheduled).
✓	LAC Aboriginal Action Plans	Developed and endorsed by police and the Aboriginal community through the LACACC to reduce / address crime	Plans to be reviewed every 3 months at each LACACC meeting by respective LAC.
✓	Aboriginal Environmental Scans	Analysing legal actions (offending behaviour) at each LAC	Conducted annually by each LAC.
✓	Local Crime Prevention Programs or Initiatives	In partnership with service providers or funding agencies to reduce / address crime	Based on local issues, as required by respective LAC.
✓	Data Report (COPS events, data, trends or statistics)	Assessing overall performance of NSW Police Force in response to Aboriginal crime / victims / policy	Six monthly report developed by the Commissioner's Inspectorate.
✓	Regional Aboriginal Action Plans	Developed with Aboriginal community and Regional Coordination Management groups to reduce / address crime	Based on Regional data, as required by respective Region.
✓	Community Safety Audits	Analysis of problem areas (built environment). Partnership with Local Government and community re: development of Community Safety Plans	Developed as required by respective LAC.
✓	Senior Management Performance Agreements	Corporate ownership for cultural change	Reviewed annually by Senior Police.
✓	Aboriginal Strategic Direction Steering Committee	Analysing LAC and Region performance	Meeting every 3 months, chaired by Corporate Spokesperson
✓	Police Aboriginal Strategic Advisory Council	Analysing Command performance	Meeting every 3 months, chaired by Commissioner.
✓	Royal Commission into Aboriginal Deaths in Custody	Ensure compliance with RCIADIC Recommendations	Ongoing by ACT.
✓	Consultation with the Aboriginal community	Seeking awareness of and ownership of process to reduce / address crime	Ongoing and as required by NSW Police Force.

NSW POLICE FORCE ABORIGINAL CONTACTS.

Corporate Spokesperson for Aboriginal Issues.

Assistant Commissioner/Commander, Northern Region (02) 4929 0602

NSW Police Force Northern Region Command
Level 2, Cnr. Church and Watts Streets
NEWCASTLE NSW 2300

Aboriginal Coordination Team:

Manager	(02) 8835 9129
ACLO State Coordinator	(02) 8835 9545
Aboriginal Family Violence Officer	(02) 8835 8003
Program Officer	(02) 8835 9130
Program Support Officer	(02) 8835 8918

Commissioner's Inspectorate

Level 8A
NSW Police Force Headquarters
1 Charles Street
PARRAMATTA NSW 2150

Aboriginal Lecturer	(02) 9689 9416
Crime Management Programs	
Continuing Education Directorate	
NSW Police College	
Westmead NSW 2145	

Aboriginal Recruitment Officer	(02) 8835 9876
Police Recruitment Branch	
Level 7A	
NSW Police Force Headquarters	
No 1 Charles Street	
PARRAMATTA 2150	

Assistant Human Resource Officer (Aboriginal)	(02) 8263 6440
Human Resources Equity & Diversity	
Level 15, Police Executive Offices	
NSW Police Force	
201 Elizabeth Street	
SYDNEY NSW 2000	

Aboriginal Community Liaison Officers

Police Station	Address	Phone No.
ARMIDALE	1 Moore Street ARMIDALE NSW 2350	(02) 6771 0699
BOGGABILLA	96 Merriwa Street BOGGABILLA NSW 2409	(07) 4676 2222
BOURKE	46 Oxley Street BOURKE NSW 2840	(02) 6870 0899
BREWARRINA	96 Bathurst Street BREWARRINA NSW 2839	(02) 6839 2104
BROKEN HILL	252 Argent Street BROKEN HILL NSW 2880	(08) 8087 0299
CAMPBELLTOWN	65 Queen Street CAMPBELLTOWN NSW 2560	(02) 4625 7844
CASINO	70 Walker Street CASINO NSW 2470	(02) 6662 0099
COFFS HARBOUR	20 Moonee Street COFFS HARBOUR NSW 2450	(02) 6652 0299
CONDOBOLIN	8 Denison Street CONDOBOLIN NSW 2877	(02) 6895 2577
DARETON	Sturt Place DARETON NSW 2717	(03) 5027 4529
DUBBO	143 Brisbane Street DUBBO NSW 2830	(02) 6881 3299
GILGANDRA	12 Myrtle Street GILGANDRA NSW 2827	(02) 6847 8911
GLEBE	1 - 3 Talfourd Street GLEBE NSW 2037	(02) 9552 8099
GRAFTON	2 Duke Street GRAFTON NSW 2460	(02) 6642 0222
GRIFFITH	60 - 66 Ulong Street GRIFFITH NSW 2680	(02) 6962 1144
INVERELL	109 Otho Street INVERELL NSW 2360	(02) 6722 0599
KEMPSEY	6 Sea Street KEMPSEY NSW 2440	(02) 6562 6444
LAKE ILLAWARRA	3 - 15 Lake Entrance Road WARILLA NSW 2528	(02) 4295 2699

LISMORE	40 Molesworth Street LISMORE NSW 2480	(02) 6623 1599
MACKSVILLE	51 River Street MACKSVILLE NSW 2447	(02) 6568 1044
MARRICKVILLE	89 – 101 Despointes Street MARRICKVILLE NSW 2204	(02) 9568 9299
MAROUBRA	136 Maroubra Road MAROUBRA NSW 2035	(02) 9349 9299
MOREE	60 - 66 Frome Street MOREE NSW 2400	(02) 6752 9499
MOUNT DRUITT	Corner Luxford Road and Kelly Close MOUNT DRUITT NSW 2770	(02) 9625 0000
NARRANDERA	129 Larmer Street NARRANDERA NSW 2700	(02) 6959 5999
NAROOMA	98 Campbell Street NAROOMA NSW 2546	(02) 4476 2044
NOWRA	80 Plunkett Street NOWRA NSW 2541	(02) 4421 9699
ORANGE	117 Byng Street ORANGE NSW 2800	(02) 6361 5499
REDFERN	TNT Building Tower 1, 1 Lawson Street REDFERN NSW 2016	(02) 8303 5361
TAMWORTH	40 - 42 Fitzroy Street TAMWORTH NSW 2340	(02) 6768 2999
TAREE	83 Albert Street TAREE NSW 2430	(02) 6552 0399
TORONTO	97 Carey Street TORONTO NSW 2283	(02) 4950 3699
TWEED HEADS	52 Recreation Street TWEED HEADS NSW 2485	(07) 5536 0939
WAGGA WAGGA	2 - 6 Sturt Street WAGGA WAGGA NSW 2650	(02) 6921 0544
WALGETT	57 Wee Waa Street WALGETT NSW 2832	(02) 6828 6899
WELLINGTON	5 - 7 Maughan Street WELLINGTON NSW 2820	(02) 6845 1922
WILCANNIA	Lot 8 Reid Street WILCANNIA NSW 2836	(08) 8091 5000

Appendices

Three Tier Aboriginal Consultative Committees

Communication with the Aboriginal community is a fundamental principle driving the ASD. To achieve this, we have established the following committees which also aim to strengthen relations with Aboriginal people across NSW:

1. Local Area Command Aboriginal Consultative Committee (LACACC);
2. Regional Aboriginal Advisory Committee (RAAC); and
3. Police Aboriginal Strategic Advisory Council (PASAC).

These committees aim to:

- Break down the barriers between police and Aboriginal people;
- Provide a forum for Aboriginal people and police to participate in decision making;
- Identify strategies in the development of joint action plans; and
- Address Aboriginal issues at a local and regional level as well as those that have a state-wide implication.

Local Area Command Aboriginal Consultative Committee

The LACACC is the first tier of the advisory bodies and meets bi-monthly (or as required). LACACCs are established in areas with high Aboriginal populations. The Local Area Commander (or appropriate representative) chairs these committees and Aboriginal membership is voluntary. Not all LAC's will need a LACACC. The ACLO assists in the establishment of the LACACC, ensuring that representation from the Aboriginal community includes women and youths. The NSW Police Force Aboriginal Coordination Team oversees their establishment as well as monitoring and providing ongoing support.

LACACC Terms of Reference

- Provide advice to the Local Area Commander about local Aboriginal issues.
- Establish and maintain channels of communication.
- Identify and resolve local issues.
- Monitor the implementation of Local Area Command Aboriginal Action Plans.
- Contribute to the development of local programs focussing on crime prevention.
- Contribute to local cultural awareness training for police and the community.
- Refer matters that cannot be resolved locally or have broader implications to the Regional Aboriginal Advisory Committee.

The role of the LACACC is to:

- Be a voice for local Aboriginal communities within the LAC;
- Develop programs for youths, men and women;

- Monitor the implementation of the Aboriginal Strategic Direction; and
- Provide feedback to the Commissioner of Police through the RAAC.

Sub-LACACCs (or sector LACACCs)

In some LACs it may be necessary to establish sub-LACACCs to ensure wide consultation. Aboriginal communities and language groups aren't based on police region or LAC boundaries. Different Aboriginal language groups or communities within the LAC may choose to bring their issues to the LAC. Geographic issues such as the size of the LAC and the ability of Aboriginal people to attend meetings across the LAC need to also be considered when establishing a LACACC. A representative of a sub-LACACC may attend the central LACACC to ensure appropriate consultation.

Regional Aboriginal Advisory Committee

The RAAC is the middle rung of the police Aboriginal advisory structure and will be established in each police region. The RAAC meets on a bi-monthly basis (or as required) and is chaired by the region commander or appropriate representative.

The RAAC looks at issues that cannot be resolved at a LACACC level or have implications across a number of LACs. Representation should include an Aboriginal Community Liaison Officer (on a rotational basis), a member of the Aboriginal Justice Advisory Committee (AJAC) and members of the Aboriginal community, including women and youths. ACLOs assist in the establishment of the RAAC.

The role of the RAAC is to:

- Be a voice for local Aboriginal communities and Local Area Commands within the Region;
- Oversee the development of programs for youths, men and women;
- Monitor the implementation of the Aboriginal Strategic Directions; and
- Provide feedback to the Commissioner of Police through the PASAC.

RAAC Terms of Reference

- Maintain links with the LACAAC.
- Promote best practice and ensure accountability.
- Focus on and resolve issues identified at a local level, which could not be resolved at the LACACC.
- Maintain links through both Aboriginal community representatives and region AJAC representative.
- Monitor the implementation of the Aboriginal Action Plans.
- Review / audit LACACC Aboriginal Action Plans.
- Liaise with the Corporate Spokesperson for Aboriginal Issues.
- Refer matters with state-wide implications to the Corporate Spokesperson for Aboriginal Issues.

The Aboriginal Coordination Team oversees their establishment as well as monitoring and providing ongoing support.

Police Aboriginal Strategic Advisory Council

PASAC meets four times a year and is chaired by the Commissioner. The Aboriginal Coordination Team provides executive support to PASAC. Membership of PASAC includes the NSW Police Force Corporate Spokesperson for Aboriginal Issues, representatives from the Aboriginal Justice Advisory Council, the Department of Aboriginal Affairs, the Ombudsman's Office, the Department of Community Services, the Aboriginal Child, Family and Community Care State Secretariat, the Attorney-General's Department, the NSW Aboriginal Land Council, NSW Health and the Department of Education and Training. The community is represented through the police Regional Aboriginal Advisory Committees.

The role of the PASAC is to:

- Oversee the implementation of the Aboriginal Strategic Direction;
- Monitor the performance of the LACACC and the RAAC;
- Monitor corporate policies on Aboriginal justice issues;
- Identify solutions to Aboriginal issues that have state-wide implications.

PASAC Terms of Reference

- To provide advice to NSW Police Force on the delivery of fair, just and equitable services to all Aboriginal people.
- To identify, advise and deal with issues that contribute to the involvement of Aboriginal people as victims of crime or offenders.
- To monitor achievements in meeting the objectives of the Aboriginal Strategic Direction.
- To promote policies and strategies which contribute to improving the relationship between Aboriginal people and police.
- Maintain links with the Aboriginal Justice Advisory Council and refer matters with broad justice implications to that Council.

Aboriginal Strategic Direction Steering Committee – Terms of Reference

This Committee is chaired by the Corporate Spokesperson for Aboriginal Issues and meets on a quarterly basis.

The role of the ASD Steering Committee is to:

- Monitor achievements in meeting the objectives of the Aboriginal Strategic Direction.
- Provide advice, support or assistance to police on the implementation of the Aboriginal Strategic Direction.
- Through the Aboriginal Strategic Direction, seek to ensure a delivery of a fair, just and equitable service to all Aboriginal people.
- Identify and advise on issues which contribute to the involvement of Aboriginal people in decision making and partnerships with Local Area Commands.
- Monitor the development of Aboriginal Action Plans developed by Local Area Commands in partnership with Aboriginal people.

- Monitor Local Area Command Aboriginal Consultative Committees and Region Aboriginal Advisory Councils.
- Promote policies and strategies which contribute to improving the relationship between Aboriginal people and police.
- Monitor and advise on the provision of education and training to police including Aboriginal Cultural Awareness.
- Monitor the employment and career development of Aboriginal people within NSW Police Force.
- Ensure that LACs provide regular reports to the Steering Committee on the implementation of the Aboriginal Strategic Direction.
- Provide advice to the Police Aboriginal Strategic Advisory Council.

Aboriginal Coordination Team

Aboriginal units or Aboriginal policy officers have been part of NSW Police Force since the mid 1970s. The Royal Commission into Aboriginal Deaths in Custody (RCIADIC - 1991) recommendation No 225 states that - *Police to establish units to develop Aboriginal policies and programs.* The current Aboriginal Coordination Team is located within the Commissioner's Inspectorate.

The role of the ACT is to develop and implement corporate policy and respond to legislation in relation to Aboriginal issues and to support / lead the various structures that manage Aboriginal issues across the organisation.

Employees of the ACT are non-sworn officers (not police officers) and are of Aboriginal descent. The role of the ACT includes:

- Point of contact for in-service enquiries regarding variety of Aboriginal issues.
- Point of contact for external enquiries regarding variety of Aboriginal issues.
- Collect and analyse data and report on trends/incidents in policing and their impact on the Aboriginal community.
- Investigate improved methods of service delivery with regard to the police and the Aboriginal community with particular reference to fostering goodwill between police and Aboriginal people.
- Coordinate, support and negotiate training and development of all ACLOs.
- Monitor the implementation of recommendations (Aboriginal) from the NSW Summit on Alcohol Abuse 2003.

Key responsibilities include:

- Implement and review the Aboriginal Strategic Direction (in consultation with the Corporate Spokesperson and other stakeholders).
- Provide advice on programs and policy issues to the Corporate Spokesperson, operational police, Commander, Commissioner's Inspectorate, the Commissioner's Office, and the Ministry for Police.
- Liaise and consult with other policy units and other operational areas across the state.
- Coordinate, provide advice and support the Police Aboriginal Strategic Advisory Council meetings (meets

- quarterly, includes community members, govt. representatives, chaired by the Commissioner).
- Coordinate, provide advice and support the Aboriginal Strategic Direction Steering Committee meetings (meets quarterly, includes a range of internal stakeholders, chaired by the Corporate Spokesperson for Aboriginal Issues).
- Support the establishment of Regional Aboriginal Advisory Committees (meets bi-monthly or as required and is chaired by the Region Commander or appropriate representative).
- Support the establishment of Local Area Command Aboriginal Consultative Committees (meets bi-monthly or as required and is chaired by the Local Area Commander or appropriate representative).
- Participate in meetings with key external stakeholders as required with regard to Aboriginal justice matters.

Aboriginal Community Liaison Officers

Overview

The key role of the ACLO is to open lines of communication between police and Aboriginal people. They contribute to local project management as it relates to crime prevention, engage in community development processes, participate in community consultations, analyse information and foster joint initiatives.

Examples of ACLO work

- Establishment of networks and communication channels between local Aboriginal communities and police i.e. LACACC.
- Victim support – within relevant level of responsibility, making an assessment of the information and support needs of the victim, explaining procedures, ensuring interpreters are made available if needed, provide information on support services, and provide court support and follow-up.
- Liaising across neighbouring LACs if particular Aboriginal communities are scattered across different LACs (Aboriginal communities not based on police regions or LAC boundaries).
- Organising information sessions for police.
- Making presentations to community groups, annual ACLO conferences and police.
- Implementing cross-cultural skills - engaging range of communities from local area.
- Participating in programs for youth at risk or men's and women's groups.
- Encouraging communities to report crime.

Often police, Aboriginal people and ACLOs themselves, have conflicting expectations of the ACLOs role, responsibilities and conditions of employment. Questions of whether ACLOs are there to assist police in dealing with Aboriginal people or are there to assist Aboriginal people in dealing with the police have often been asked. These issues should be clarified locally through LACACCs or seeking advice from ACLOs and police.

Challenges and constraints:

- Balancing police and community interests.
- Gaining trust and respect from police and community groups.

- Lack of funding for appropriate equipment and to organise adequate resources for Aboriginal programs.
- Community not aware when ACLOs are rostered on or off duty and communities seeking to utilise ACLOs on a 24 hour basis.

Region Aboriginal Sponsors

Region Aboriginal Sponsors have a key role in the management of Aboriginal issues across the region. This role is the responsibility of a Superintendent and ensures the flow of information and the regular reporting on Aboriginal issues is maintained.

Region Aboriginal Sponsors are required to develop an awareness of a range of Aboriginal issues and support other initiatives where appropriate. The Region Aboriginal Sponsor would be required to:

- Act as the Region Spokesperson for Aboriginal issues;
- Provide support to LACs and Aboriginal Community Liaison Officers (ACLOs);
- Have an awareness of regional Aboriginal issues;
- Coordinate regional correspondence on Aboriginal matters where required;
- Liaise with the ACT as required to maintain a region based contact;
- Provide a region based contact for the Corporate Spokesperson for Aboriginal Issues;
- Act as a sponsor for all regional based ACLO meetings;
- As required, act as a contact officer for the Police College regarding the provision of Aboriginal Cultural Awareness training in the region;
- Ensure Aboriginal staff receive appropriate training and development opportunities (including attendance at Aboriginal Employee Network meetings);
- Assist or advise in the implementation of Corporate Aboriginal initiatives within the region (e.g. Aboriginal Strategic Direction etc.);
- Support LAC Commanders to establish Local Area Command Aboriginal Consultative Committees;
- Attend quarterly Aboriginal Strategic Direction Steering Committee meetings;
- Assist in the identification of Aboriginal issues for the Police Aboriginal Strategic Advisory Council;
- Support Aboriginal employment initiatives;
- Undertake Aboriginal Cultural Awareness training; and
- Assist in the identification of Aboriginal issues for the Regional Aboriginal Advisory Committee.

The identified benefits are:

- Improved communication with internal and external stakeholders;
- Structured management of Aboriginal issues within the region and across the organisation;
- Support LACs that have existing ACLOs;
- Ensuring appropriate level of approval for region based activities;
- Coordinated dissemination of information across the region;

- Proactive management of Aboriginal issues through identification of regional trends;
- Provision of strategic advice to LACs and region commanders; and
- Provide clarity and support to LACs where requests are made for Aboriginal employees to attend training and development or meetings within or external to the region.

In addition to the above Region Aboriginal Sponsors attend PASAC where LACs from their region are presenting on the implementation of the Aboriginal Strategic Direction.

LAC Aboriginal Issues Officer

Local Area Command (LAC) Aboriginal Issues Officers have a key role in the management of Aboriginal issues at the LAC. This role is the responsibility of an Inspector and ensures the flow of information and the regular reporting on Aboriginal issues is maintained.

LAC Aboriginal Issues Officers are required to develop an awareness of a range of Aboriginal issues and support other initiatives where appropriate. LAC Aboriginal Issues Officers would be required to:

- Monitor and assist in the implementation of Corporate Aboriginal initiatives across the LAC (i.e. Aboriginal Strategic Direction, LAC Aboriginal Action Plan, Aboriginal Support Group, Cautioning Aboriginal Young Person protocol etc.);
- Prepare the LAC Aboriginal Environmental Scan;
- Prepare quarterly reports on the implementation of the Aboriginal Strategic Direction;
- Update Aboriginal issues on the LAC homepage (intranet);
- Be the LAC contact for the Region Aboriginal Sponsor and the Aboriginal Coordination Team;
- Act as a contact officer for the Police College regarding the provision of Aboriginal Cultural Awareness training at the LAC;
- Liaise with the Aboriginal Coordination Team on corporate Aboriginal issues where required;
- Undertake Aboriginal Cultural Awareness training;
- Support the commander to establish a Local Area Command Aboriginal Consultative Committee (LACACC);
- Assist in the identification of Aboriginal issues for the LACACC;
- Provide executive support to the LACACC (including prepare agenda in consultation with LACACC members);
- Chair sub-LACACC Committees (where appropriate);
- Support Aboriginal employment initiatives;
- Assist in the preparation of the LAC Aboriginal Action Plan;
- Attend and support Region Aboriginal Advisory Council meetings where required; and
- Distribute agenda and minutes and ensure Aboriginal community involvement.

The LAC Aboriginal Issues officer may also be requested to attend ASD Steering Committee meetings when the Region Aboriginal Sponsor is not available.

The identified benefits are:

- Improved communication with local internal and external Aboriginal stakeholders ;
- Structured management of Aboriginal issues within the LAC;
- Support for LACs that have existing ACLOs;
- Ensure appropriate level of support for LAC based activities;
- Coordinated dissemination of information across the LAC;
- Proactive management of Aboriginal issues through identification of LAC trends; and
- Provision of strategic advice to LAC Commanders and other LAC Officers.

