Section Five SYSTEMS

This reporting year we supported improved crime and safety through systems development, enhancement and process improvement. We streamlined procedures and legislation to reduce red tape; improved the usefulness, reliability, accessibility, integrity and value of our information, communication and technologies; we enhanced our internal controls; and promoted good practice within the NSW Police Force.

Systems and the State Plan

Core service delivery needs to be supported by improved systems and procedures. The 2008 crime reductions, improved safety and significant events have seen many system and process improvements to complement improved service delivery.

WHAT WE WANT TO ACHIEVE:

TARGETS:

- Increase police deployment to crime fighting and prevention (%)
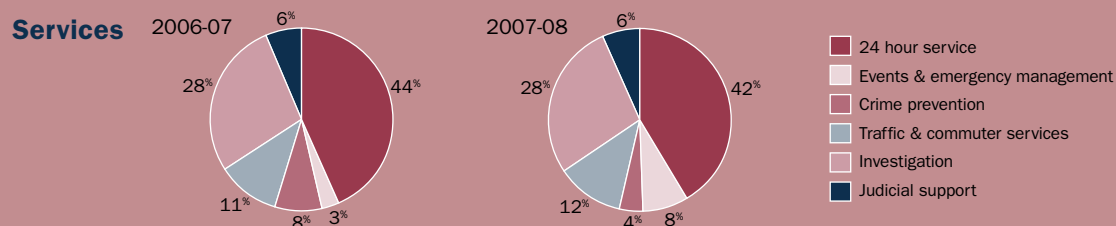
CORE STRATEGIES EMPLOYED:

- Streamline procedures and legislation (cutting red tape)
- Improve usefulness, reliability, accessibility, integrity and value of our information, communication and technologies
- Enhance internal controls
- Promote good practice

PERFORMANCE AND RESULTS:

The Computer Assisted Dispatch System (PoliceCAD) became fully operational in June 2007 and dedicated data links with voice over internet protocol (VOIP) ensures an unbroken service state wide.

Police radios are being progressively encrypted to prevent unauthorised access (listening in) on broadcasts, protecting confidentiality and improving officer safety.

Major Events & Incidents Group (Including Vikings Command) activities have increased and reflects a reclassification of activities from Crime Prevention to Events & Emergency Management. Major events such APEC and World Youth Day highlighted the need to focus specifically on major events management.

Services

2006-07

6% · 44% · 28% · 11% · 8% · 3%

2007-08

6% · 42% · 28% · 12% · 4% · 8%

- 24 hour service
- Events & emergency management
- Crime prevention
- Traffic & commuter services
- Investigation
- Judicial support

Source: Activity Based Information Management (ABIM) system.

Under State Plan enabling strategies the NSW Police Force is streamlining procedures and legislation to reduce red tape; improving our information, communication and technology systems; and promoting good practice. These strategies in action can be demonstrated through practical examples as illustrated in the following chapter.

Improved organisational capability to deliver our services

We're redesigning administration to better support operational policing

The **Corporate Services Efficiency Review** is an ongoing initiative designed to provide a more strategic, focused and efficient delivery of corporate services within NSW Police Force. Key principles for reform include supporting front line police, appropriate resourcing at the local level, enhanced opportunities and raised capability for administrative officers and better designed jobs.

This year the review established the positions of **general administrative support officer (GASO)** at local area commands across the state. The positions combine the duties of three previous roles: general support officer, court process officer and clerical officer. GASOs can be rostered for duty at times of high demand such as afternoons, weekends and court sitting days. This is providing administrative officers with skills development and in some cases promotion while giving commanders greater flexibility to respond to their operational needs.

We're continually improving the systems and processes that support operational policing

Operational policing systems developed or enhanced this reporting year include; Criminal Infringement Notices; i@Ask (external agency information request system); integrated licensing; promotions and transfer; Confiscation of Proceeds of Crime; Justice Agencies Exchange project; PCYC Penn Project; Online Injury and Incident Notification; the apprehended violence order (AVO) application system; and the SAP EFTPOS project.

We're leading the way in managing outstanding warrants

We're focusing on improved warrant management as a key strategy under the State Plan, with outstanding warrants down by 6,000 as a result of a targeted program begun in February 2007. Our Warrant Unit has developed high level investigative processes that play a key role in researching and locating offenders with outstanding warrants for offences including robbery, sexual assault and serious violence. The unit has also developed warrant management training packages for operational police and worked to improve the exchange of information with external agencies

such as the NSW Department of Corrective Services, Attorney General's Department of NSW, Department of Immigration & Citizenship and Centrelink. As a result of the unit's work, the NSW Police Force was able to enlist support for a national working party on the management of outstanding warrants.

We're saving police time by improving the AVO application system

The introduction of the AVO application system was the major deliverable of the **Apprehended Violence Order Legislative Alignment Project**. The new, electronic system improves the way police access and record AVO details, reducing paperwork, improving data integrity and automatically producing statements of service. All domestic violence liaison officers and education development officers have been trained on the system.

Red tape reduction initiatives

NSW Police Force has effectively driven red tape reduction during 2007-08. There were four core projects in this area including:

- the introduction of the Criminal Infringement Notices Scheme (CINS)
- local court reforms reducing police paperwork in brief preparation
- charge streamlining project
- NSW Police Force Complaints Streamlining Project.

Criminal Infringement Notices Scheme

On 1 November 2007 the NSW Police Force rolled out the Criminal Infringement Notices Scheme across the State. CINS allows police to issue an on the spot fine for minor offences, reducing police paperwork and allowing officers to remain on duty on the streets. CINS was piloted in 12 trial locations and evaluated by the Ombudsman in 2005. It was found that CINS would save considerable time for police and the scheme was rolled out across the State.

Red tape reduction in local court matters

In November 2007 the police portfolio, in conjunction with the Attorney General's Department of NSW, implemented a suite of red tape reduction measures for local court matters. These included:

- the 12 month trial of 'no briefs' and 'short briefs' for some local court matters, which commenced on 14 November 2007
- complementary reforms streamlining the brief preparation process, including improved police fact sheets, witness listing advices, and changes to when briefs are provided for more serious matters, which commenced on 14 November 2007.

These reforms are being independently evaluated and the results are expected by the end of 2008.

Charge Streamlining Project

This reporting year, the Premier's Delivery Unit (PDU) with support from NSW Police Force reviewed the police charging process in an attempt to identify potential time saving and red tape reduction opportunities.

The Charge Streamlining Project Report recommended that a number of proposals be implemented as soon as possible. A number of these proposals have been trialled and implemented across the state. The report also recommended that a number of longer term improvements be further investigated by the police portfolio. These proposals will be developed throughout 2008-09.

When taken as a whole, these proposed changes will cut paperwork and administration for police so they spend more time on the frontline, while improving police morale through better job satisfaction.

These changes will also continue to ensure that the current objectives of the arrest to charge process are maintained including quality of evidence for court; rights and safety of a person in custody, including vulnerable people; efficient use of police resources; and corruption resistance.

NSW Police Force Complaints Streamlining Project

The NSW Police Force has recently introduced a streamlined process for managing complaints. The new procedures have been developed as a result of a review initiated by the Premier in May 2006.

Prior to the introduction of the new streamlined processes, all complaints were referred to NSW Police Force Complaint Management Teams, formally investigated, and then quality reviewed. These processes were applied irrespective of the severity of the complaint, which could contribute to some complaint investigations taking months or longer to resolve.

The complaints handling system now includes a triage process that allows a complaint handler to make some initial inquiries to determine whether a matter is suitable for evidence based investigation, resolution or to be declined. The process will assist commanders to clarify complaint issues, determine the most appropriate way to manage the matters effectively, and to satisfy legislative administrative requirements. The improvements to the system also make it more responsive, flexible and proportionate to the levels of misconduct that can occur.

The new complaints procedures will effectively halve the time taken by police to deal with many complaints. The corporate standard for dealing with most complaints will be reduced significantly, saving time for police in the management of complaints.

> **Improved the usefulness, reliability, accessibility, integrity and value of our information, communication and technologies**

We provide specialised forensic crime scene support for criminal, coronial and incident investigations

A combination of expertise, science and advances in technology enables our forensic investigators to help police solve crime and resolve identification questions. Forensic investigators collect and examine physical evidence from major crime scenes. They also include scene of crime officers who attend volume crime such as break and enters. All forensic evidence is then analysed by scientists and other experts in a variety of disciplines including fingerprint and handwriting comparisons, ballistics, biology, microbiology, criminalistics, engineering, trace evidence, illicit drugs from clandestine laboratories and disaster victim identification.

We are expanding the use of DNA in criminal investigations

Through ministerial agreements, we can now share DNA profiles with other Australian police jurisdictions via the **National Criminal Identification DNA Database**. In 2007-08 there were 681 New South Wales crime scenes linked to people in another state. In addition several links have been made in previously unsolved cases.

- In 1995, a body with a bullet wound was found by the roadside in suburban Sydney. A DNA match has now been made with a person currently serving sentences in an interstate prison for murder.
- A fingernail clipping from an unsolved homicide in Sydney in 1991 has provided a DNA profile that linked the crime to a person on the Tasmanian database.
- There were previously no suspects in a sexual assault investigation involving two offenders. A match on the National Criminal Identification DNA database has been made to two people in two states with one of the persons also linked with an unsolved break, enter and steal offence in Sydney.
- A 2004 case in which a man was severely beaten has recently been reopened due to a DNA link with a person serving a prison sentence interstate.
- An empty soft drink bottle found at the scene of a break, enter and steal from a church in 2004 was DNA tested and linked with an interstate profile.

Another national project we're collaborating with other jurisdictions on is the **National Police Reference System**, which will enable Australian police to rapidly share information about warrants, missing persons, apprehended violence orders and warnings. The project is addressing current privacy impediments.

Our forensic investigators are results driven

In 2007-08 our forensic investigators responded to more than 64,000 crime scenes and incidents, providing analysis and interpretation of forensic evidence at those scenes. In addition, our forensic fingerprint specialists attended 4,575 crime scenes and identified 8,554 persons of interest from fingerprint marks found at scenes. This specialist support may provide irrefutable evidence or the defining link in an investigation.

The **Forensic Armed Robbery Unit (FARU)** provides a 24 hour, seven day response to investigations including armed hold ups and ram raids. This reporting year, FARU attended 1,204 jobs, collected 1,599 fingerprints, identified 271 persons of interests and collected 759 footwear marks at scenes.

In 2007-08 the **Clandestine Laboratory Unit** attended 54 crime scenes and collected 1,307 primary samples. The **Forensic Microanalysis Laboratory** analysed 107 samples for gunshot residue and the Document Examination Section conducted 602 examinations.

This reporting year we established the **Forensic Intelligence Team** to analyse forensic results across command and region borders, linking crimes across evidence types such as fingerprints, DNA and ballistics evidence.

We provide criminal history record screening for NSW residents

We provide a range of identification services across the justice system, to public sector agencies and to the community such as establishing the identity of people to New South Wales courts; providing criminal record histories for court determinations, employment screenings, visa and adoption applications; and other matters of significance to the community such as identifying missing persons.

In 2007-08 we provided 130,000 national criminal history checks and produced and released 283,000 criminal records for court purposes. We conducted 8,635 fingerprint checks for other government agencies to reduce employment risks. In addition, 16,600 national probity checks were undertaken for volunteers and employees involved in World Youth Day.

Record high number fingerprint identifications

A total of 12,622 fingerprint identifications relating to 5,567 persons of interest were made during the reporting period. This is the highest number of identifications ever made in one year by the **Fingerprint Operations Branch** in its 105 year history.

We are re-examining cold cases using modern forensic techniques

The **Cold Case Justice Project** resulted in the establishment of a strike force to reopen unsolved cases of major crime including murder, attempted murder, armed robbery, sexual assault and abduction. As at 30 June 2008, there have been six fingerprint identifications and five DNA links (three from interstate) from reopened major crime cases. This is in addition to the 38 cold case DNA links over the last five years, which led to the expansion of this project.

Our aim is to ensure we're always at the forefront of forensic investigation methods

Police are already using **Livescan** devices to electronically capture and transmit finger and palm prints in New South Wales for matching against the national database. There are now 126 of these devices in police stations across the state.

The **Interactive Scene Recording & Presentation System** allows police to record every detail of a crime scene and bring it to the court room as a 3D virtual floor to ceiling 'walk through', using advanced photographic techniques, specialised software and equipment such as the Spheron imaging system. This reporting year we purchased an additional Spheron unit for deployment to scenes

throughout the state. This system has been used by police to record more than 91 serious crime scenes including murders, shootings, violent assaults, sexual assaults, explosions, arsons and motor vehicle collisions. Other forensic imaging tools used for investigations include 303 facial identification drawings (COMFIT); 53 posters for court presentation; 100 specialised studio photography for exhibits; 241 computer assisted drawings to assist investigations; 127 surveys of outdoor scenes; and 610 videos of re-enactments or planned operations.

Also in development is a **mobile forensic laboratory**, designed to take forensic science to crime scenes, and the use of automated DNA analysis to help police identify suspects more quickly. In addition, this reporting year we replaced 296 of our traditional 'wet' film cameras with digital technology for photographing crime scenes.

We continue to build forensic capability through the **NSW Police Force Forensic Laboratory**, which opened in December 2006. A significant amount of work is involved such as purchasing specialised equipment; recruiting qualified personnel; developing standards and operating procedures; forging partnerships; and establishing systems and workflows.

Our capabilities now include Biology and Botany; Counter Terrorism & Disaster Victim Identification; Criminalistics; Forensic Microanalysis Laboratory; Chemical Drugs Intelligence Unit; Clandestine Laboratory Unit; Clinical Forensic Medicine Unit; Engineering Investigation Section; Forensic Imaging Section; Volume Crime Fingerprint Laboratory; Specialist Location Recovery; Document Examination Section; and Forensic Ballistics Investigation Section.

This year IBIS recorded 41 hits which linked 82 firearm related crimes

The Integrated Ballistics Identification System (IBIS), introduced in June 2000, enables police to store forensic information on bullets and fired cartridge cases, and make super fast automated comparisons against evidence collected at crime scenes and from confiscated firearms.

A hit means a fired bullet, cartridge case or firearm recovered from one crime scene has been linked to a fired bullet, cartridge case or firearm from another crime scene, including drive by shootings, attempted murders and homicides. As at 30 June 2008, the New South Wales IBIS database contained information on 22,009 fired cartridge cases and 8,318 bullets. Testing of NSW Police Force issue firearms continues as a standard procedure, as does testing for all new and refurbished security industry firearms.

Forensic Services Group passes rigorous accreditation process

In 2008, the Forensic Services Group was commended for its continual improvement philosophy and the high standards of quality by the **National Association of Testing Authorities** (NATA). Maintaining accreditation standards ensures test results are defensible in court, minimising the risk of failed prosecutions. This reporting year NATA conducted rigorous audits of the forensic sites at Penrith, Gosford, Coffs Harbour, Taree, Albury, Griffith, Queanbeyan, Nowra, Newcastle, Goulburn, Wollongong, Wagga Wagga, Tamworth, Inverell, Bathurst, Dubbo, Broken Hill and the Microbiology laboratory.

We are upgrading our computer, information storage and communications networks

Business & Technology Services (BTS) is responsible for the business and information technology (IT) systems operated by the NSW Police Force including the organisation's computer, information storage and communications networks. Major projects undertaken by BTS this reporting year include:

- **Mainframe redundancy project** provides significantly improved redundancy for NSW Police Force mainframe computer applications, including the Computerised Operational Policing System (COPS).

- **COPS modernisation project** includes the development of a number of technology based proof of concept projects and the preparation of a comprehensive expression of interest (EOI) document to engage a system integrator. The EOI is expected to be released to the marketplace in July 2008.

- **New Generation Mobile Data Terminals (NG-MDTs)** migrate the entire highway patrol car fleet from CDMA to Telstra's Next G network and begin the development of a proof of concept to deliver increased functionality.

- **Voice over internet protocol (VOIP)** was introduced to 104 police sites across the state, improving performance and reducing the operating costs of the NSW Police Force internal telephone service.

- **Major event support** provided computing and telephony services to the security operation for the APEC forum and Bathurst 1000 car race.

- **Police External Agencies Transfer System (PEATS)** facilitate the flow of information to media organisations according to agreed business rules ahead of the encryption of the police radio network across Sydney, Newcastle and Wollongong.

- **PoliceCAD (computer aided dispatch)** commenced operations on 26 June 2007. During its first full year of operations PoliceCAD managed nearly 2,500,000 Triple Zero (000) and other calls for police assistance. Enhancements to the system have improved redundancy, mapping and functionality to the field and

the operations of police radio (VKG) and the Police Assistance Line.

- **Major upgrades** of services were provided to new or upgraded policing facilities at Lismore, St Marys, Dubbo, Campsie, Mona Vale, Wagga Wagga, Orange, Corrimal and Yamba. 36 minor capital works projects were also completed and more than 3,000 requests for service finalised.

We've streamlined our internal structures to provide more efficient and effective technology services to the NSW Police Force

The new BTS structure separates 'business as usual' activities from our project delivery areas and introduces improvements to key processes and services around client engagement, project management, governance and architecture. As part of the restructure, we have begun a comprehensive program of continuous improvement driven largely by an enhanced BTS statewide service centre.

We're upgrading our radio communications network

Our **Radio Communications Maintenance Program** is replacing and upgrading communications infrastructure. The program will replace outdated base stations, communications infrastructure and equipment, target radio black spots, particularly in areas of rapid development, and update radio dispatch equipment and the car radios and portables used by police in the field.

The NSW Police Force has received NSW Treasury approval for $16.7 million for radio communications maintenance during the 2008-09 financial year.

Radio channel switching is supporting policing and providing critical operational backup

Our police communications centres in Sydney and regional New South Wales are now using dedicated data links and **voice over internet protocol** (VOIP) to improve operational support and ensure unbroken service. The new links do this by allowing police radio channels to be switched to and operated from any communications centre, either to support large scale policing operations such as APEC and World Youth Day or to ensure uninterrupted coverage during an unplanned outage.

Court processes remain steady

Context

Under State Plan priority R1 – reduction of crime, particularly violent crime, police target repeat offenders and ensure that all offences are professionally investigated and prosecuted. Police are required to submit high quality briefs of evidence to the court to assist the prosecution of offenders. Improved quality of briefs is expected to lead to more successful prosecutions.

Desired result

A higher proportion of offences proven.

Findings

The proportion of offences successfully proven at court remained steady at 87% between 2006-07 and 2007-08. Juvenile diversions increased from 14,535 in 2006-07 to 15,575 in 2007-08. Juveniles are currently diverted to caution or conference in 55% of cases, which is in accord with the requirements of the *Young Offenders Act 1997*.

Offences prosecuted

Year	% offences successfully prosecuted	Total, offences prosecuted
2003/2004	88.91%	266,902
2004/2005	88.90%	283,748
2005/2006	87.95%	276,814
2006/2007	87.20%	284,949
2007/2008	86.54%	287,318

— % offences successfully prosecuted
■ Total, offences prosecuted

Source: NSW Police Force, Computerised Operational Policing System
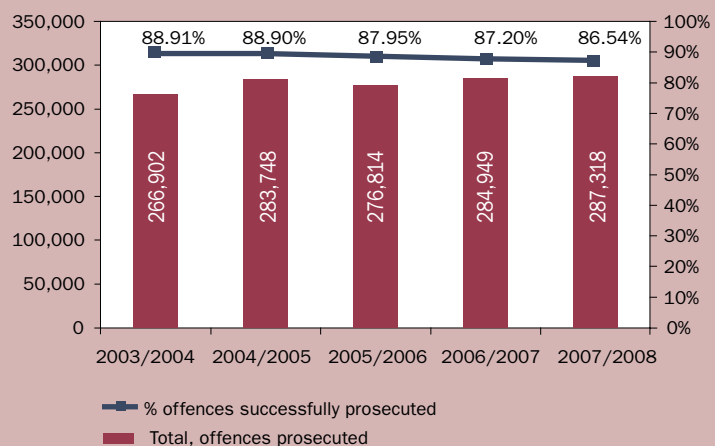
Note

Court results relate to matters finalised in the current period. Delay in the hearing of court matters means that information relates to legal actions initiated earlier. The non-attendance of witness/victim dramatically reduces the chances of success at court. Each legal action may include more than one offence. Counts exclude breach of bail offences.

Future actions under the State Plan for 2008-09

We will:

- increase the number of trained investigators
- conduct a 12 month trial of standardised statement of facts in lieu of full briefs for some minor offences
- review charging and custody processes to reduce red tape and improve efficiencies
- develop a whole of government domestic and family violence strategy focusing on prevention, early intervention, justice, protection and support for victims
- ensure police prosecutors pursue all available prosecution opportunities for high risk repeat offenders.

We've encrypted our metropolitan radio networks, increasing information security

More than 4,000 police radios in 53 local area commands in Sydney, Newcastle and Wollongong are **now fully encrypted**, preventing criminals and others from listening in on police broadcasts. The **Police External Agencies Transfer System** (PEATS) was launched concurrently with the encryption program to provide registered media organisations and their employees with information about policing activities while ensuring network security is maintained.

Representatives of peak media bodies were consulted extensively during the development of PEATS and ongoing consultation on a regular basis ensures the system continues to deliver information of public interest to media outlets while protecting the privacy of individuals and ensuring the confidentiality of police transmissions.

We have enhanced our internal controls

We have improved how we manage complaints

A major review of the complaints system commenced in 2006 and as a result, a new model for handling complaints was developed by the Professional Standards Command for the NSW Police Force. The NSW Ombudsman, Police Integrity Commission and Police Association of NSW performed key advisory roles in the development of the model.

A trial was conducted for six months in 13 commands across the NSW Police Force to ensure that the new model was both effective and efficient. All commands began using the new police complaint triage and resolution processes from 30 June 2008.

We promote good practice

We established the Office of the General Counsel and the Police Prosecutions Command

As a result of an internal review, Legal Services was devolved in February 2008. The Office of the General Counsel (OGC) now has responsibility for all civil law matters involving the NSW Police Force and comprises the Commercial Law, Insurance Litigation, Dispute Resolution and Employment Law units. In February 2008 the OGC was expanded to incorporate the Subpoena Unit, Privacy & Discrimination Law Unit and Administrative Law Unit.

We outsource more legal matters

The 2006 Vickers Review recommended the outsourcing of more legal matters to private firms and to the Crown Solicitor. Following an extensive tender process, 19 legal firms, including the Crown Solicitor's Office, have been awarded three year contracts to provide legal services in the areas of administrative law, commercial law, common law, coronial law, employment law, property law and workers compensation law.

Managing the strategic direction of police properties

The NSW Police Force provides overall direction for the NSW Police Force property portfolio. The Police Property Steering Committee provides the mechanism for coordination between NSW Police Force, the Ministry for Police and the State Property Authority.

During the 2007-08 financial year, $13.45 million was committed to minor capital works within our property portfolio, with a total of 20,969 additional repairs and maintenance jobs carried out.

Major capital works have included the opening of new police stations at Campsie, Corrimal, Fairfield, St Marys and Lismore with a total investment of approximately $49 million and the commencement of construction on The Rocks, Wagga Wagga, Dubbo and Orange.

The **minor capital program** has included general refurbishments as well as security upgrades to police stations, and air conditioning upgrades in both police stations and residences. We have continued to implement initiatives with residential housing for police and their families deployed to more remote localities, with a particular focus on delivering suitable housing in both Southern and Western Regions.

This financial year we began to review customer service areas, using the expertise of the Government Architect's Office.

We identify better practices by analysing trends reported by the Productivity Commission

The *Report on Government Services* provides information on a range of performance indicators for each Australian state or territory policing service. The information generally becomes available well after the reference period and cannot be used operationally to adjust services in the short term. Caution must be exercised in use of the data provided in the report, owing to the different operating environments, police systems and processes. The *Report on Government Services* is available from the Productivity Commission website: www.pc.gov.au.

We recognise the importance of the protection and privacy of personal information

The Computerised Operational Policing System (COPS) is an extensive database that holds information on crimes and other incidents reported to police. Personal details of the people police have contact with are kept on this database for investigative and intelligence purposes. Identifiers such as names and dates of birth, residential addresses

and other contact details are kept to enable follow-up inquiries. The *Privacy & Personal Information Protection Act 1998* provides police with exemptions on sharing personal information for law enforcement purposes while providing safeguards on the release of that information. We rigorously audit access to records held on COPS and other systems, and all staff are required to abide by the *Code of Best Practice for Information Management*. De-identified information from COPS records (defined under the *Privacy Rule* as information that does not identify an individual) is passed to the NSW Bureau of Crime Statistics & Research, Australian Bureau of Statistics and other agencies for crime statistics compilation.

This reporting year six applications for internal review were received by our Privacy & Discrimination Unit under the provisions of Part 5 (s53) of the *Privacy & Personal Information Protection Act* (PPIP). Six internal reviews were conducted by the NSW Police Force pursuant to section 53 of the PPIP Act. In respect of these reviews, three applicants sought further review by the Administrative Decisions Tribunal (ADT) pursuant to section 55 of the PPIP Act. These are still the subject of litigation before the ADT. No applications for further reviews were received from the remaining three applicants.

We have upgraded our corruption resistance planning processes

The Professional Standards Command reviewed the corruption resistance planning processes in line with corporate objectives of continuous improvement and identified that:

- corruption resistance planning often failed to address local command issues
- corruption resistance plans often unnecessarily duplicated corporate strategies, especially the Command Management Framework
- documentation of corruption resistance planning and decision making was often absent

- there was insufficient corporate monitoring of and support for corruption resistance planning
- significant variations in the structure of corruption resistance plans made corporate review difficult.

The key objectives of the new process are to ensure quality and consistency in corruption resistance planning while ensuring commands identify and manage local risks. An additional objective is to ensure that the planning process is practical and not unnecessarily resource intensive.

The key features of the new process are:

- it requires commands to think locally
- it is based on Australian / New Zealand Risk Management Standards already familiar to the field
- documentation is a key foundation (files need to be kept)
- duplication of other corporate systems (e.g. CMF) or unnecessary overlap with corporate corruption resistance policies will be discouraged
- plans need to be registered with PSC to allow corporate review.

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Outlook for 2008-09

In the coming year, we will:

- Continue to streamline procedures and legislation (cutting red tape)
- Deliver ongoing improvement in usefulness, reliability, accessibility, integrity and value of our information, communication and technologies
- Continue to enhance internal controls
- Continue to promote good practice

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