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APPENDIX 1: NSW Police Force Staff

Summary of total strength details as at 30 June 2013

Employee	2008-09	2009-10	2010-11	2011-12	2012-13
Police officers*	15,720	15,633	15,943	15,977	16,371
Administrative officers	3,770	3,700	3,687	3,700	3,721
Ministerial officers	190	183	202	202	194
TOTAL	19,680	19,516	19,832	19,879	20,286

* Includes officers on secondment to other public sector agencies.

Strength details (police officers) as at 30 June 2013

Rank	Internal police		External seconded external funded		External seconded internal funded		Total	
	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13
Executive officers*	21	19	0	0	0	0	21	19
Commissioned officers [#]	870	871	1	2	2	1	873	874
Snr Sgt & Sgt	2,916	3,006	9	8	3	1	2,928	3,015
Snr Cst, Cst & Prb Cst	12,143	12,448	6	8	6	7	12,155	12,463
TOTAL	15,950	16,344	16	18	11	9	15,977	16,371

* Includes officers at the rank of commissioner, deputy commissioner and assistant commissioner.

[#] Includes officers at the rank of superintendent and inspector.

Police senior executive service* (PSES) officers

PSES*	No of officers June 2009		No of officers June 2010		No of officers June 2011		No of officers June 2012		No of officers June 2013	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Above 6	3	1	3	1	3	1	3	1	3	1
Level 6	0	0	0	0	0	0	0	0	0	0
Level 5	13	4	17	4	15	3	18	2	17	2
Level 4	4	2	3	1	2	1	2	1	1	1
Level 3	0	0	0	0	0	2	0	2	0	2
Level 2	0	2	0	1	0	0	0	0	0	0
Level 1	0	0	0	0	0	0	0	0	0	0
TOTAL	20	9	23	7	20	7	23	6	21	6

* Refer to Appendix 13 on page 104 for the name of, position held by and level and remuneration package of each executive officer of or above level 5 holding office at the end of the reporting year.

Police separations 2012-13

Rank	Retire		Death		Resign		Medically unfit**		Appointment annulment		Dismissed S80(3) ^{tt}		Removed S181D ^t		Contract terminated		Transfer		Total	
	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13
Executive officers*	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2
Commissioned officers#	6	4	0	1	1	0	55	39	0	0	0	0	0	0	0	0	1	0	63	44
Senior sergeant and sergeant	11	9	2	3	6	10	174	76	0	0	0	0	0	0	0	0	1	4	194	102
Constables (all)	7	15	6	5	184	180	481	201	0	0	10	6	4	4	0	0	3	6	695	417
TOTAL	24	29	8	9	191	190	710	317	0	0	10	6	4	4	0	0	5	10	952	565

* Includes officers at the rank of commissioner, deputy commissioner and assistant commissioner.

Includes officers at the rank of superintendent and inspector.

** Medically unfit may also include officers who have retired/resigned due to medical grounds.

^{tt} Dismissal orders are served on constables appointed on probation. Dismissal orders made under section 80(3) of the Police Act 1990 can be the subject of review by the Industrial Relations Commission. This may result in a variation in the recording of the method of separation from the NSW Police Force.

^t Removal orders are served on the confirmed police officers. Removal orders made under section 181D of the Police Act 1990 can be the subject of review by the Industrial Relations Commission. This may result in a variation in the recording of the method of separation from the NSW Police Force. The date of the removal of an officer under section 181D is the date the Commissioner signs that order. However for entitlement calculations the date of service of the order is used.

Administrative and ministerial officer separations 2012-13

Category	Retire		Death		Resign		Medically unfit**		Appointment annulment		Contract terminated		Dismissed		Temporary		Transfer		Secondment		Secondment to other govt body		Voluntary redundancy		Total	
	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13
Clerical	29	24	3	6	87	102	1	14	6	4	1	0	0	0	9	12	20	20	2	0	0	0	9	1	167	183
Professional	6	5	1	2	12	11	1	0	1	0	0	0	0	0	2	6	8	5	1	0	0	0	5	2	37	31
Other	3	5	1	1	32	38	3	4	1	1	0	0	0	1	6	3	4	4	0	0	0	0	4	0	54	57
Ministerial	3	4	0	0	8	5	0	0	2	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	14	11
TOTAL	41	38	5	9	139	156	5	18	10	5	1	0	0	1	17	21	33	31	3	0	0	0	18	3	272	282

There were a number of movements in wages, salaries and allowances this reporting year, *The Crown Employees (Police Officers-2009) Award* was varied to provide all police with increases to salaries and allowances of 3.2% from 1 July 2012.

The *Crown Employees (NSW Police Administrative Officers & Temporary Employees) Award 2009* was varied to provide a salary increase of 2.5% to the majority of administrative officers from 1 July 2012. Other groups such as medical officers, nurses and special constables were provided with similar increases in pay following variations to their industrial awards.

In response to the commencement of employer obligations under the Commonwealth Paid Parental Leave Scheme, an information guide was developed to assist commanders, managers and employees. During the reporting period the guide has been updated to incorporate Dad & Partner Pay.

APPENDIX 2: Equal Employment Opportunity (EEO)

TRENDS IN EEO TARGET GROUPS

Percentage of total staff^{1, 2}

EEO target group	Benchmark or target	2011	2012	2013
Women	50%	34.3%	34.5%	34.5%
Aboriginal people & Torres Strait Islanders	2.6%	2.4%	2.5%	2.7%
People whose first language was not English	19.0%	7.3%	7.5%	8.3%
People with a disability	N/A	0.9%	1.0%	1.1%
People with a disability requiring work-related adjustment	1.5%	0.3%	0.3%	0.3%

Distribution index³

EEO target group	Benchmark or target	2011	2012	2013
Women	100	94	94	94
Aboriginal people & Torres Strait Islanders	100	96	95	92
People whose first language was not English	100	87	89	93
People with a disability	100	114	111	103
People with a disability requiring work related adjustment	100	114	110	104

Source: NSW Department of Premier & Cabinet, Public Sector Workforce Profile 2013

1. Staff numbers are as at 30 June 2013.

2. Excludes casual staff.

3. A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

APPENDIX 2: Equal Employment Opportunity (continued)

The NSW Police Force continues its commitment to the implementation of a range of workplace diversity strategies (including **Equal Employment Opportunities**).

The **Workforce Equity & Diversity Strategic Plan 2012-2016** represents the organisation's strong commitment to a fair, safe and diverse workplaces. It is supported by workforce strategies that acknowledge and reasonably accommodate differences in background, perspective and family responsibilities of its employees. A number of initiatives have been progressed during the reporting period. They include:

- review of workplace diversity training, promotion of career opportunities through the Horizon Program which focuses on superintendent, senior officer and above
- review and implementation of human resource policies and procedures relating to working from home, family and community service (FACS) leave and personal carer's leave, and parental leave.

During the reporting period the organisation has also continued to implement and progress strategies under the **Women in Policing Strategic Plan**. This has included:

- conducting the Women's Leadership Program
- conducting My Mentor Program
- proactive engagement with workplaces with less than 10% women
- review and consolidation of existing information relating to flexible work arrangements as part of the broader Flexible Work Practices Project
- participation in the Diversity Leadership Skills Training Program under the Melbourne Business School Gender Equality Project.

The NSW Police Force continues to support the **Ready, Willing & Able** (RWA) disability employment program through the promotion of the RWA Information Guide.

The **Community Language Allowance Scheme** continues to be promoted to employees who speak a language other than English. During the reporting period the number of employees receiving the Community Language Allowance has increased from 128 employees to 140 employees, covering 26 languages.

APPENDIX 3: Disability Plans

Our commitment to people with disabilities

The NSW Police Force continues to host the Disability Advisory Council (DAC), which is chaired by Assistant Commissioner Denis Clifford, the NSW Police Force Corporate Sponsor for Vulnerable Communities. The DAC is made up of 10 members with expertise in disability issues, and meets four times per year. This year, the DAC has considered a wide range of issues affecting victims, witnesses and defendants with a disability, and has also established an Issues Log to track progress.

The NSW Police Force is also represented on a range of interagency committees working on issues for people with a disability in the criminal justice system.

APPENDIX 4: Multicultural Policies

NSW Police Force Multicultural Policies & Services Forward Plan 2011-2014

The plan titled *NSW Police Force Police Priorities for Working in a Culturally, Linguistically & Religiously Diverse Society and Multicultural Policies & Services Forward Plan 2011 - 2014* complies with the *NSW Principles of Multiculturalism* as required by the *Community Relations Commission and Principles of Multiculturalism Act 2000*.

The Plan takes into account the diversity of the community in which the NSW Police Force operates with a particular focus on how this diversity impacts its core business. The plan contains six broad priority areas that are linked to and support operational policing priorities. Each of these priorities outlines our commitments, responsibilities and performance indicators for achieving NSW Police Force objectives for working with culturally, linguistically and religiously diverse backgrounds. The six priority areas are:

1. **Targeted programs to reduce and prevent crime:** Increase the capacity and confidence of communities from diverse linguistic, cultural and religious backgrounds to work with police to report crime and contribute to reducing the rates of crime and violence in the broader community.
2. **Working with victims, witnesses, offenders and communities from diverse cultural, linguistic and religious backgrounds:** Barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them.
3. **Community consultation and participation:** Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory boards, significant committees and consultations.
4. **Staff capacity building and support:** The capacity of the agency is enhanced by the employment and training of people with linguistic and cultural expertise.
5. **Operational planning and capacity:** Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency.
6. **Leadership and accountability:** Chief executive officers and senior managers actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and the wider community.

Frontline commands with a significant population of diverse communities and specialist commands have local Multicultural Policies & Services Programs (MPSP) with specific strategies under each priority area. Local multicultural community liaison officers (MCLOs) support police and help build strong community relations. They also provide assistance with victim support, information and crime prevention projects in partnership with local community agencies and other specialist liaison officers.

Major gains have been achieved in areas such as:

- establishing and maintaining community and agency partnerships at local, regional and corporate levels
- increased enrolment and graduation of recruits from culturally and linguistically diverse backgrounds following a targeted recruitment campaign
- the development of the Bias Crimes Portfolio, aimed at raising awareness among police and communities about bias-motivated incidents and crimes
- the Multicultural Community Liaison Officer Program, which celebrated its 25th anniversary. A two-day conference spanning the past, present and future of the program recognised the positive contributions of the program and confirmed the agency's commitment
- increased focus on the safety of international students in line with federal and state government directions. Internal research, active participation on state committees and increased local liaison with international student and education service providers led to the development of appropriate strategies.

APPENDIX 4: Multicultural Policies (continued)

The following key multicultural strategies are proposed in the coming year:

Priority 1: Targeted programs to reduce and prevent crime

While there is a strong emphasis on programs targeting young people, newly arrived refugees and migrants, the NSW Police Force will reach out to other groups at risk of victimisation, including older people, those with disabilities and asylum seekers in community detention or on bridging visas.

Priority 2: Working with victims, witnesses, offenders and communities

The roll out of the Language Services Policy will enable consistent and efficient service delivery across the organisation. We will also explore the development of a multilingual communications strategy to support a range of resources and modes of communication.

Priority 3: Community consultation and participation

The revised Commissioner's Police Multicultural Advisory Council will be a significant point of reference and help identify emerging priorities. We will also review our community engagement guidelines to provide greater information on levels of engagement and how these efforts are measured.

Priority 4: Staff capacity building and support

We will continue with targeted recruitment from diverse cultural and linguistic backgrounds, and improve monitoring and support of these recruits and staff who receive the Community Language Allowance.

Priority 5: Operational planning and capacity

Local MPSP plans will be supported through targeted workshops and focus group discussions as well as exploring collaborations across business units to reduce costs and effort. Particular attention will be paid to specialist commands to ensure they are able to meet the MPSP objectives.

Priority 6: Leadership and accountability

We will explore the benefits of establishing an agency MPSP planning and monitoring committee to ensure the Principles of Multiculturalism are integrated into all business planning processes.

Our commitment to use independent professional interpreters

For investigative and court purposes we use independent accredited interpreters when communicating with people who are not able to speak or understand English, or who have a speech or hearing impairment.

An agreement between the Community Relations Commission for a Multicultural NSW and the Department of Attorney General & Justice allows police to book interpreters for victims of domestic and family violence, and for all offenders on behalf of local courts for first court appearances and mentions.

APPENDIX 5: Government Information & Public Access

The NSW Police Force Information Access & Subpoena Unit administers and fulfils the NSW Police Force's obligations under the *Government Information (Public Access) Act 2009* (GIPA). The GIPA Act replaced the *Freedom of Information Act 1989* on 1 July 2010.

The total number of valid GIPA Act applications processed this reporting year was 5,523.

Table A: Number of applications^a by type of *APPLICANT* and outcome^b

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether info is held	Application withdrawn
Media	22	11	22	11	4	0	0	1
Members of Parliament	2	3	0	0	0	2	0	0
Private sector business ^c	4	13	6	0	0	0	0	0
Members of the public (via legal representative) ^c	538	1,595	397	4	1	11	1	44
Members of the public (other) ^c	19	38	19	0	0	0	0	0
Not for profit org or community group ^c	129	947	153	0	0	6	0	13

Table B: Number of applications^a by type of *APPLICATIONS* and outcome^b

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether info is held	Application withdrawn
Personal information applications ^c	998	2,754	729	4	1	12	1	55
Access applications (other than personal info applications)	11	9	21	6	0	10	0	3
Access applications that are partly personal info applications and partly other	1	13	2	0	0	0	0	0

a. Due to constraints with the existing database, not all valid applications have been coded to source or type of application. A database enhancement is in progress.

b. More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such application.

c. A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant.

APPENDIX 5: Government Information & Public Access (continued)

Table C: Invalid applications^a

Reason for Invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	403
Application is excluded information of the agency (section 43 of the Act)	2
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	405
Invalid application that subsequently became valid applications	2

Table E: Other public interest considerations against disclosure: Matters listed in table to section 14 of Act^a

	Number of occasions when application successful ^b
Responsible and effective government	285
Law enforcement and security	348
Individual rights, judicial processes and natural justice	2,929
Business interests of agency and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	15
Exempt documents under interstate Free of Information legislation	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters as listed in Schedule 1 to Act^a

	Number of times consideration used ^{bc}
Overriding secrecy laws	24
Cabinet information	1
Executive council information	0
Contempt	0
Legal professional privilege	4
Excluded information	125
Documents affecting law enforcement and public safety	3
Transport safety	1
Adoption	0
Care and protection of children	3
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

a. Due to constraints with the existing database, not all valid applications have been coded to source or type of application. A database enhancement is in progress.

b. A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant.

c. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

Table F: Timeliness^{ab}

	Number of applications
Decided within statutory timeframe (20 days plus any extensions)	3,533
Decided within 35 days (by agreement with applicant)	111
Not decided within time (deemed refusal)	1,424
TOTAL	5,068

Table G: Number of applications^{ab} reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	TOTAL
Internal review	269	27	293
Review by Information Commissioner ^c	2	2	4
Internal review following recommendation under 93 of the Act	4	1	5
Review by Administrative Decisions Tribunal	1	6	7
TOTAL	276	36	309

Table H: Applications^{ab} for review under Part 5 of the Act (by type of applicant)

	Number of applications
Applications by access applicants ^d	298
Applications for persons to whom information the subject of access application relates (see section 54 of the Act)	0

a. Due to constraints with the existing database, not all valid applications have been coded to source or type of application. A database enhancement is in progress.

b. Includes applications for review received in 2012-13.

c. The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

d. Not all matters under review this reporting year have been finalised.

APPENDIX 6: Injuries & Workers Compensation Claims

The NSW Police Force has received one improvement notice in the year 2012/2013. The requirements of this notice have been addressed. The WorkCover Authority of NSW commenced one prosecution against the NSW Police Force on 7 September 2012 and is ongoing.

Claim frequency rate by mechanism of injury

	2008-09	2009-10	2010-11	2011-12	2012-13	Difference 11-12 and 12-13
Being hit by moving objects	3.42	2.97	3.44	3.37	3.59	0.22
Biological factors	0.59	0.91	1.22	0.92	1.15	0.23
Body stressing	5.47	5.47	4.98	4.60	3.66	-0.94
Chemicals and other substances	0.26	0.32	0.25	0.27	0.33	0.06
Falls, trips and slips of a person	2.56	2.04	2.60	2.58	1.96	-0.62
Heat, electricity and other environmental factors	0.05	0.07	0.09	0.07	0.08	0.01
Hitting objects with a part of the body	0.71	0.62	1.09	1.22	1.02	-0.19
Mental stress	3.59	4.12	4.86	3.15	2.16	-0.99
Sound and pressure	0.06	0.07	0.07	0.10	0.05	-0.05
Vehicle incidents and other	3.28	3.43	2.62	1.47	1.16	-0.31
TOTAL	20.00	20.02	21.22	17.74	15.16	-2.58

Source: Treasury Managed Fund Data Warehouse current at 31 July 2013

Note: Claims include all claims reported to the NSW Police Force insurer by sworn and non-sworn employees covered by the Workers Compensation Act 1987. Claims are reported per 100 full time equivalent employees (FTE). These FTE figures were obtained from the December 2012 wage declaration. Claim numbers are subject to minor revision in subsequent years as details of individual claims are updated. The mechanism of injury categories are based on the Types of Occurrence Classification System Version 3.1.

APPENDIX 7: Staff Drug & Alcohol Testing

Drug and alcohol testing supports a safe workplace

The NSW Police Force recognises the safety and integrity risks posed by the use of illegal drugs and alcohol by staff. An extensive drug and alcohol testing program is in place to identify and deter illegal drug use and inappropriate alcohol use.

Testing includes:

- random drug and alcohol testing of sworn officers
- random drug and alcohol testing of students of policing
- targeted drug, steroid and alcohol testing of sworn officers / students of policing
- mandatory testing for drugs and alcohol in circumstances required by legislation.

Program results	2011-12		2012-13	
	Type	Positive	Type	Positive
DRUG				
Random – sworn officers	4,811	3	4,532	1
Random – students	128	0	95	0
Targeted	26	5	18	3
SUBTOTAL	4,965	8	4,645	4
ALCOHOL				
Random – sworn officers	13,411	8	10,055	6
Random – students	2,265	6	1,095	3
Targeted	9	1	9	4
SUBTOTAL	15,685	15	11,159	13
OTHER				
Targeted steroid	6	1	8	2
Mandatory testing	102	0	95	0
SUBTOTAL	108	1	103	2
TOTAL TESTS	20,758	24	15,907	19

Note: Revisions to previously published data reflect delays between taking samples and receiving results. Figures published here will be similarly revised. It should be noted that in addition to the four positive drug tests in the 2012/13 year to date, three officers tendered their resignation rather than undergo the drug test.

APPENDIX 8: Privacy & Personal Information

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

The NSW Police Force collects, holds, uses and discloses personal and health information about individuals on a daily basis. The Computerised Operational Policing System (COPS) is an extensive database used to capture, access and analyse crime information and intelligence. 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 and Personal Information Protection (PPIP) Act 1998* and the *Health Records and Information Privacy (HRIP) Act 2002* provide members of the community with legally enforceable rights and safeguards about how government agencies, including the NSW Police Force, must deal with their personal and health information. These Acts also provide police with a number of exemptions when exchanging personal information with other agencies or third parties for law enforcement or community protection purposes. We 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*.

To guide NSW Police Force employees in the management of personal and health information of individuals, we have created a *Privacy Code of Practice* and a *Privacy Management Plan*. These documents assist us in managing our responsibilities under the PIPP Act.

De-identified information from COPS records is provided to the NSW Bureau of Crime Statistics & Research, Australian Bureau of Statistics and other agencies for crime statistics compilation.

This reporting year four applications for amendment of personal information were received by our Employment Law Unit under the provisions of section 15 of the PPIP Act. Nine applications for internal review were received under the provisions of Part 5 (section 53) of the PIPP Act. Of these reviews, five applicants sought further review by the Administrative Decisions Tribunal pursuant to section 55 of the PIPP Act.

APPENDIX 9: Complaints against Police

We strive to improve our services as a result of complaints and consumer suggestions.

There was a 5.7% decrease in the number of complaints against police officers received this reporting year. There was also a 0.4% decrease in the number of issues identified within these complaints during this time.

The NSW Police Force remains committed to resolving complaints quickly and efficiently. To support this we have streamlined our complaints system and introduced informal processes to help resolve minor matters quickly. This reporting year more than 86% of complaints against police officers were successfully resolved without needing a formal investigation. We continue to focus on the release of complaint information in accordance with procedural fairness and government policy and our management systems continue to focus on remedial approaches to managing the conduct of police officers.

The survey relating to Complainant Satisfaction has been deferred in 2013 while consultation occurs with the NSW Ombudsman in relation to improving its design and efficacy.

For further information about the extent and main features of the complaints we have received refer to the table: Issues raised in complaints received (on page 97).

Issues raised in complaints received

Category	2008-09	2009-10	2010-11	2011-12	2012-13	Difference 11-12 and 12-13
Academic misconduct (category introduced in 2010-11)	n/a	n/a	53	59	25	-57.6%
Arrest	124	136	158	129	135	4.7%
Corruption/misuse of office	407	332	408	361	376	4.2%
Custody	160	135	159	165	148	-10.3%
Customer service related (category introduced in 2010-11)*	n/a	n/a	1,632	1,550	1,533	-1.1%
DNA evidence and sampling	0	2	2	3	2	-33.3%
Drugs (other than searches or evidence matters)	123	83	106	116	98	-15.5%
Evidence	170	185	179	172	162	-5.8%
Failure to observe service standards	32	62	69	47	56	19.1%
False complaint	12	11	5	5	8	60.0%
Harassment and discrimination	370	344	375	329	418	27.1%
Investigations	813	965	1,117	1,094	1,150	5.1%
Local management issues*	2,973	2,731	1,740	1,804	1,688	-6.4%
Misconduct	194	224	218	169	184	8.9%
Misuse of information and information systems	463	406	392	360	383	6.4%
Other criminal act or omission (not specified elsewhere)	318	292	337	324	301	-7.1%
Property and exhibits	233	201	211	240	236	-1.7%
Prosecution	243	282	331	329	281	-14.6%
Searching	123	117	122	132	119	-9.8%
Service delivery*	1,373	1,515	840	871	968	11.1%
Theft/misappropriation	50	71	51	39	31	-20.5%
Traffic offences	123	112	112	153	88	-42.5%
Unreasonable use of force (including assault)	662	570	567	539	533	-1.1%
Untruthfulness/lying/dishonesty	193	230	173	164	209	27.4%
Use of organisational resources	110	91	108	78	59	-24.4%
TOTAL	9,269	9,097	9,465	9,232	9,191	-0.4%

* The data listed under Service Delivery and Local Management Issues prior to 2010-11 is not comparable to that published in previous years' Annual Reports, due to the introduction of the Customer Service Related category.

In 2012-13 there were 4,928 complaints made against police officers. These contained 9,191 separate issues or allegations, 19% of which were sustained. These statistics are based on data extracted from c@ts.i at 30 June 2013 and include complaints from both staff and members of the community. Previously published figures are revised as new complaints are received and entered onto the system.

APPENDIX 10: Requests for Assistance

In this reporting period the NSW Police Force answered 90% of Triple Zero (000) calls within 10 seconds with an average answer time of eight seconds. Calls to the Police Assistance Line (131 444) were answered in an average of 40 seconds per call. The number of contacts we received is outlined in the chart below.

	2008-09	2009-10	2010-11	2011-12	2012-13
Triple Zero (000)	865,306	830,710	797,415	791,687	772,710
Police Assistance Line (131 444)	519,485	497,401	499,514	563,561	601,502
Hold-up alarms	10,729	6,905	4,004	3,257	2,518
Alarms (for alarm companies)	26,028	2,455	1,493	1,252	1,037
Crime Stoppers (1800 333 000)	48,510	46,412	53,328	60,149	64,679
Customer Assistance Unit (1800 622 571)	25,216	23,929	23,770	28,619	24,220
Police Switchboard (9281 0000)	146,732	128,379	111,254	97,120	90,213
Missing Persons Unit after hours (1800 025 091)	281	297	280	258	207
Injury Management Hotline (1800 996 336)	669	436	289	253	212
Child Wellbeing Unit	N/A	19,271	34,522	33,109	33,241
TOTAL	1,642,956	1,556,195	1,525,869	1,579,265	1,590,539

Source: PoliceLink telephony systems

Note: These figures do not include phone calls and face to face visits made to police stations and in the field. Decreases in calls from alarm monitoring companies are a result of changes to procedures between the NSW Police Force and alarm companies, including a direct access service freeing up Triple Zero (000).

APPENDIX 11: Significant Judicial Decisions

Beckett v New South Wales [2013] High Court of Australia 17

Reversed the established law in Australia that a person subject to a nolle prosequi (plaintiff declares they wish to discontinue the action) in criminal proceedings must then prove their innocence before they were entitled to receive damages for malicious prosecution. No such proof is now necessary.

Clavel v Savage [2013] NSW Supreme Court 775

(The State of New South Wales was the third of three defendants) – confirmed the existence of the tort of intentional infliction of harm in Australia – also confirmed that dismissal under section 10 of the *Criminal (Sentencing Procedure) Act 1999* is not “favourable termination” for the purposes of a claim for damages for malicious prosecution (previously no decisions in NSW on this point). *Note: This decision is under appeal by the plaintiffs.*

Beck v State of NSW [2012] NSW Supreme Court 1483

His Honour found that the plaintiff urinating on a public street in Sydney CBD was not offensive behaviour as the plaintiff had not been actually observed in the act (notwithstanding the fact that he had admitted to the conduct). *Note: This decision is under appeal by the State of New South Wales.*

Jacobs v R [2013] NSW Supreme Court 633

This decision is authority for the proposition that legal professional privilege will attach to a “legal advice” which is prepared by a non-legally qualified person (for example a police prosecutor or paralegal) when that advice is prepared at the direction of and in consultation with a supervising solicitor who subsequently endorses the advice as their own.

Michael McDiarmid v Commissioner of Police, Industrial Relations Commission

Section 173 reviewable action regarding inappropriate off duty Facebook comments by a sergeant to a probationary constable (following similar pattern of conduct). Commissioner successfully upheld an order for a reduction in rank (albeit limited to six months). This matter has significant implications for off duty conduct, use of social media / Facebook, pattern of conduct disciplinary issues, and appropriate behaviour between senior and junior officers.

Commissioner of Police v Eaton [2013] High Court of Australia 2

The NSW Police Force successfully appealed the NSW Court of Appeal Decision regarding the dismissal of probationary constables. The Commissioner of Police may dismiss any such probationary police officer from the NSW Police Force at any time and without giving any reason without any recourse to the Industrial Relations Commission.

AEZ v Commissioner of Police, NSW Police Force [2013] – Administrative Decisions Tribunal 90

Information held on COPS was not subject to amendment or deletion under *Privacy and Personal Information Protection Act (NSW)*.

Robinson v Commissioner of Police, NSW Police Force [2013] Federal Court of Australia Full Court 64

Disability discrimination – Decision upholding Robinson v the NSW Police Force [2011] Federal Court of Australia 1081 dismissing an appeal against an earlier decision that the NSW Police Force was not providing a service to a person when performing particular public duties (investigating crime).

APPENDIX 12: Legislative Changes

On 6 July 2012 the *Firearms Act 1996* was amended to authorise police officers to seize licences and permits that are suspended, revoked or otherwise cease to be in force. Before the amendments, police only had the power to seize a person's firearms.

On 20 July 2012 the *Evidence (Audio and Audio Visual Links) Act 1998* was amended to allow accused detainees to appear in first appearance bail proceedings via an audio or audio visual link during the Local Court Annual Conference. During the conference the majority of local court complexes were closed to enable magistrates to attend.

On 17 August 2012 the *Oaths Regulation 2011* was amended to require police to produce only their identification card when swearing a statutory declaration or affidavit before an authorised officer. This amendment is most relevant for police applying for warrants.

On 24 August 2012 the *District Court Rules 1973* were amended to require an application for a ‘Judge alone’ trial in the Supreme Court or District Court to be in writing in the approved form.

On 1 September 2012 the *Children and Young Persons (Care and Protection) Regulation 2000* was repealed and remade (with minor amendment) as the *Children and Young Persons (Care and Protection) Regulation 2012*. The repeal was part of the automatic staged repeal process under the *Subordinate Legislation Act 1989*.

On 1 September 2012 the *Criminal Assets Recovery Regulation 2006* was repealed and remade (with minor amendment) as the *Criminal Assets Recovery Regulation 2012*. The repeal was part of the automatic staged repeal process under the *Subordinate Legislation Act 1989*.

APPENDIX 12: Legislative Changes (continued)

On 1 September 2012 the *Law Enforcement (Controlled Operations) Regulation 2007* was repealed and remade (with minor amendment) as the *Law Enforcement (Controlled Operations) Regulation 2012*. The repeal was part of the automatic staged repeal process under the *Subordinate Legislation Act 1989*.

On 1 September 2012 the *Prevention of Cruelty to Animals Regulation 2006* was repealed and remade (with minor amendment) as the *Prevention of Cruelty to Animals Regulation 2012*. The repeal was part of the automatic staged repeal process under the *Subordinate Legislation Act 1989*.

On 1 September 2012 the *Rural Lands Protection Regulation 2010* was amended to permit the riding of camels on public roads and travelling stock reserves. The amendments also extended the regulation of transport of stock under Part 10A of the *Rural Lands Protection Act 1998* and applied to various animals.

On 4 September 2012 the *Drug and Alcohol Treatment Regulation 2012* commenced, creating the legislative framework for a statewide regime of involuntary detention in treatment centres for people with severe substance dependence.

On 13 September 2012 the *Crimes Act 1900* was amended to create a number of new indictable offences relating to gambling. The offences include engaging in conduct that corrupts a betting outcome; facilitating conduct that corrupts a betting outcome, encouraging a person to conceal conduct that corrupts a betting outcome; using corrupt conduct information for a betting purpose; and using inside information for a betting purpose.

On 21 September 2012 the *Road Transport (Safety and Traffic Management) Regulation 1999* was amended to enable authorised officers to remove vehicles that are parked illegally on freeways if they are causing (or are likely to cause) danger to the public or undue traffic congestion.

On 24 September 2012 the *Crimes Act 1900* was amended to create a new offence of kidnapping with intent to commit an indictable offence. The maximum penalty for the new offence is imprisonment for 14 years. The amendments also abolished the common law rule that a person cannot be found guilty of an offence involving failing to disclose a crime committed by the person's husband or wife or de facto partner. Further, amendments were made so that a 16 or 17 year child is taken to be under the special care of the de facto partner of their parent, guardian or foster parent for the purposes of the offence of having sexual intercourse with a child under special care.

On 24 September 2012 the *Criminal Procedure Act 1986* was amended to extend the meaning of sensitive evidence to include certain audio recordings.

On 24 September 2012 the *Crimes (Domestic and Personal Violence) Act 2007* was amended to enable a guardian under the *Guardianship Act 1987* to make an application for an apprehended violence order on behalf of that person.

On 24 September 2012 the *Crimes (Serious Sex Offenders) Act 2006* was amended to provide that the offence of kidnapping with intent to commit an indictable offence is a serious sex offence. Accordingly, a person who is sentenced to imprisonment for this offence may be subject to extended supervision orders and continuing detention orders.

On 24 September 2012 the *Young Offenders Act 1997* was amended to authorise the disclosure of information relating to warnings, cautions and conferences under that Act to the Bureau of Crime Statistics & Research.

On 24 September 2012 the *Young Offenders Regulation 2010* was amended to provide that the disclosure of information relating to warnings, cautions and conferences under the *Young Offenders Act 1997* is only permitted if the information will be used for research and statistical purposes and will not, if published, identify the child.

On 24 September 2012 the *Sporting Venues (Offenders Banning Orders) Act 2005* was repealed.

On 1 October 2012 the *Sydney Olympic Park Authority Regulation 2007* was repealed and remade (with minor amendment) as the *Sydney Olympic Park Authority Regulation 2012*.

On 5 October 2012 the *Police Regulation 2008* was amended to provide that the Commissioner of Police is not under a duty to make available certain documents if those documents would be privileged from production in legal proceedings on the grounds of legal professional privilege.

On 5 October 2012 the *Police Regulation 2008* was amended to enable samples of urine provided by targeted officers to be initially screened for the possible presence of prohibited drugs. Before the amendments only samples obtained from random sampling could be subject to initial screening.

On 12 October 2012 the *Passenger Transport Regulation 2007* was amended to provide for a 12 month trial of a taxi fare pre-payment scheme for specified taxi zones in Kings Cross. The amendments also created various penalty notice offences relating to the trial.

On 26 October 2012 the *Law Enforcement and National Security (Assumed Identities) Regulation 2010* was amended to declare various laws from the Commonwealth, Queensland, South Australia, Victoria, Tasmania and the Australian Capital Territory as laws that correspond to the *Law Enforcement and National Security (Assumed Identities) Act 2010*.

On 29 October 2012 the *Crimes (Interstate Transfer of Community-based Sentences) Act 2004*, *Parole Orders (Transfer) Act 1983* and the *Prisoners (Interstate Transfer) Act 1982* were amended to enable police to arrest (under warrant issued by the Commissioner of Corrective Services) certain interstate offenders, convey them to the place specified in the warrant and deliver them to interstate law enforcement officers.

On 29 October 2012 the *Law Enforcement (Powers and Responsibilities) Act 2002* was amended to authorise police officers to use dogs for general drug detection (without a warrant) on the streets and other public places within the Kings Cross precinct.

On 29 October 2012 the *Law Enforcement (Powers and Responsibilities) Regulation 2005* was amended to authorise police officers to use dogs for general drug detection (without a warrant) on all suburban train lines operated by CityRail.

On 29 October 2012 the *Tattoo Parlours Act 2012* was amended to confer on police increased entry and search powers, prohibit unlicensed tattooists from performing body art tattooing procedures on licensed premises and to impose additional licence conditions.

On 1 November 2012 the *Road Rules 2008* were amended to further address the use of mobile phones by drivers and to further clarify various driving offences including those related to roundabouts.

On 1 November 2012 the *Security Industry Act 1997* was amended to extend the investigatory powers of enforcement officers (including police and certain unsworn members of the NSW Police Force).

On 1 November 2012 the *Security Industry Regulation 2007* was amended to change licence requirements, reporting obligations and signage conditions. The amendments also exempted certain classes of people from being subject to the provisions of the *Security Industry Act 1997*.

On 20 November 2012 the *Bail Act 1978* was amended to authorise the courts to impose enforcement conditions on a grant of bail. An enforcement condition is a bail condition requiring the accused to comply with certain directions issued by police for the purpose of monitoring or enforcing compliance with an underlying bail condition.

On 1 December 2012 the *Liquor Act 2007* was amended to change the list of licensed premises that are subject to special licence conditions.

On 7 December 2012 the *Liquor Regulation 2008* was amended to prescribe additional licence conditions in respect of licensed premises in the Kings Cross precinct.

On 7 December 2012 the *Passenger Transport Act 1990* was amended to include provisions relating to railway ticketing and conduct. The amendments also extended the definition of "authorised officer" under that Act to include police, enabling them to issue penalty notices under that Act.

On 7 December 2012 the *Passenger Transport Regulation 2007* was amended to extend the provisions dealing with ticketing to include train travel.

On 10 December 2012 the *Children (Community Service Orders) Act 1987* was amended to require a court making a community service order under that Act (in relation to an offence under the *Graffiti Control Act 2008*) to impose a condition requiring that the graffiti be removed.

APPENDIX 12: Legislative Changes (continued)

On 10 December 2012 the *Crimes (Sentencing Procedure) Act 1999* was amended to require a court making a community service order under that Act (in relation to an offence under the *Graffiti Control 2008*) to impose a condition requiring that the graffiti be removed.

On 1 January 2013 the *Classification (Publications, Films and Computer Games) Enforcement Act 1995* was amended to provide for the enforcement of provisions relating to R18+ classified computer games. The amendments created various offences relating to the advertisement, sale and demonstration of such games.

On 1 January 2013 the *Director of Public Prosecutions Act 1986* and the *Director of Public Prosecutions Regulation 2010* were amended, changing the duty to disclose sensitive information to the Director of Public Prosecutions. The amendments imposed increased disclosure requirements and introduced a new form for making such disclosures.

On 7 January 2013 the *Smoke-free Environment Act 2000* was amended to extend the prohibition on smoking in enclosed public places to certain outdoor public places including near children's play equipment, swimming pool complexes, public transport stops/stations, pedestrian access points and commercial outdoor dining areas.

On 18 January 2013 the *Liquor Regulation 2008* was amended to extend trading hours for hotels and clubs on certain Sundays during the Tamworth Country Music Festival and various sporting events.

On 31 January 2013 the *Tattoo Parlours Regulation 2013* commenced prescribing additional requirements for applicants for licences under the *Tattoo Parlours Act 2012*, imposing further conditions on licence holders, extending the grounds on which applications can be refused, creating certain offences in connection with the misuse of licences and to prescribe certain offences as being penalty notice offences.

On 8 February 2013 the *Passenger Transport Regulation 2007* was amended to rewrite certain conduct offences for public passenger vehicles to extend them to include trains.

On 15 February 2013 the *Rail Safety (Offences) Regulation 2008* was repealed.

On 28 February 2013 the *Crimes (Appeal and Review) Act 2001* was amended to enable the Supreme Court to determine an appeal made by a prosecutor against an order for costs in the Local Court by setting aside the costs order and making such other order as the court thinks fit or by dismissing the appeal.

On 1 March 2013 the *Firearms Regulation 2006* was amended to provide for a new type of permit called an ammunition permit and to provide the circumstances in which the Commissioner of Police may issue such permits. The amendments also exempt club armourers from certain requirements under the *Firearms Act 1996*.

On 4 March 2013 the *Firearms Act 1996* and the *Firearms Regulation 2006* were amended to require licensed firearms dealers to keep records of purchases and sales of ammunition.

On 19 March 2013 the *Crimes (Serious Sex Offenders) Act 2006* was amended and renamed the *Crimes (High-risk Offenders) Act 2006* to provide for the continued supervision and detention of certain high-risk violent offenders as well as serious sex offenders. The amendments also extended the operation of the Act to apply to certain offences committed by juveniles in appropriate cases.

On 25 March 2013 the *Crimes (Sentencing Procedure) Act 1999* and the *Criminal Appeal Act 1912* were amended to enable a court when sentencing a person for murder (who was under the age of 16 at the time of the offence and who is still a juvenile at the time of sentence) to impose a sentence of imprisonment on a provisional basis.

On 28 March 2013 the *Criminal Records Regulation 2013* was amended to enable the Commissioner of Police to disclose records of spent convictions to the Australian Commission for Law Enforcement Integrity.

On 3 April 2013 the *Crimes (Criminal Organisations Control) Act 2012* was amended so that the Supreme Court (rather than an eligible judge) can make a declaration that an organisation is a criminal organisation under the Act. The amendments are modelled on Queensland provisions that have withstood a challenge to the High Court.

On 3 April 2013 the *Law Enforcement (Controlled Operations) Act 1997* was amended to provide for a secondary law enforcement officer to exercise the functions of a principal law enforcement officer in authorised controlled operations whenever the principal law enforcement officer is unavailable.

On 3 April 2013 the *Surveillance Devices Act 2007* was amended to permit the use of listening devices by authorised controlled operations that include civilian participants.

On 8 April 2013 the *Firearms Act 1996* was amended to prevent the sale of ammunition by a licensed firearms dealer to a shooter unless the purchaser is the registered owner of, or has a permit to acquire, a firearm that takes the ammunition.

On 13 May 2013 the *Criminal Procedure Act 1986* was amended to make a person found guilty of offences in summary proceedings before the local court automatically liable to pay a court costs levy. The levy is equal to the current filing fee (\$83). Before the amendments, a local court magistrate could exercise discretion in relation to making such orders.

On 17 May 2013 the *Privacy and Personal Information Protection Regulation 2005* was amended to exempt local councils from certain provisions of the *Privacy and Personal Protection Act 1998*. The amendments enable the NSW Police Force to receive real time CCTV footage from council cameras installed in public places.

On 24 May 2013 the *Intoxicated Persons (Sobering Up Centres Trial) Act 2013* commenced establishing the legislative framework for a trial of a scheme that provides for the detention and care of intoxicated people.

On 31 May 2013 the *Liquor Act 2007* was amended to change the list of licensed premises that are subject to special licence conditions.

On 31 May 2013 the *Liquor Regulation 2008* was amended to allow hotels and clubs to trade until midnight on certain Sundays when certain special events will be held (including the National Rugby League Grand Final).

On 15 June 2013 the *Child Protection (Offenders Registration) Act 2000* was amended to extend the reporting requirements under that Act to volunteering arrangements.

On 15 June 2013 the *Child Protection (Working with Children) Regulation 2013* commenced prescribing various matters (including specifying work as child-related work, manner of notifications and certain exemptions) under the *Child Protection (Working with Children) Act 2012*.

On 21 June 2013 the *Law Enforcement (Controlled Operations) Act 1997* was amended to prescribe the *Criminal Investigation (Covert Powers) Act 2012* of Western Australia as a corresponding law.

On 21 June 2013 the *Law Enforcement and National Security (Assumed Identities) General Regulation 2010* was amended to declare the *Criminal Investigation (Covert Powers) Act 2012* of Western Australia as a corresponding law.

On 21 June 2013 the *Evidence (Audio and Audio Visual Links) Act 1998* was amended to allow accused detainees to appear in first-appearance bail proceedings via an audio or audio visual link during the Christmas/New Year period in each year and the Local Court Annual Conference. During these times the majority of local court complexes are closed.

On 21 June 2013 the *Local Court Act 2007* was amended to provide for the appointment of a legally qualified and admitted police prosecutor as a member of the Local Court Rule Committee when the committee is exercising functions in respect of matters relating to the court's criminal jurisdiction.

On 21 June 2013 the *Young Offenders Act 1997* was amended to enable the NSW Police Force to disclose records of, or relating to, warnings, cautions and conferences under the *Young Offenders Act 1997* to the Department of Attorney General & Justice for the purposes of the department's *Youth on Track* scheme.

APPENDIX 13: Senior Executive Service

The following performance reports have been prepared with regard to the officers' agreed performance criteria. There have been no performance incentives offered or paid to any senior executive officers this reporting year.

ANDREW PHILLIP SCIPIONE APM

POSITION	Commissioner of Police
SES LEVEL	8 (1 September 2007 – present)
TOTAL REMUNERATION PACKAGE	\$476,177 per annum (as at 30 June 2013)

Andrew Scipione APM joined the NSW Police Force in 1980 and was appointed Commissioner in September 2007. He holds a Masters Degree in Management (Macquarie University), a Graduate Diploma in Police Management (Macquarie University) and a Graduate Certificate in Security Management (Edith Cowan University). He is a Fellow of the Australian Institute of Management, a Member of the Australian Institute of Company Directors and a Graduate of the FBI National Executive Institute. In April 2013 Commissioner Scipione was awarded an Honorary Doctor of Letters from Macquarie University and he is an Adjunct Professor at the University of Western Sydney's School of Social Sciences & Psychology. The following is a statement of performance for Commissioner Scipione.

Key achievements

1. Continued to lead strategies focusing on delivery of a safe and secure New South Wales through ongoing reductions in crime, improved strategic management of resources and a targeted response to firearms and organised crime.
2. Continued to lead efforts to curb alcohol-related offending by delivering public safety messages and a high-visibility policing presence.
3. Oversaw counter terrorism and disaster planning, and strategic reforms to enhance cross jurisdictional capability.
4. Continued to work with other emergency services agencies to drive a state-based coordination of emergency management including the response to extreme weather events (flood and bushfires).
5. Oversaw a strategic review of intelligence focused on the development of a future direction for the NSW Police Force's intelligence capability.
6. Continued improvements and reforms in the areas of leadership development, deployment, injury prevention and injury management, including the implementation of a Safety Management System across the NSW Police Force.
7. Continued to engage with agencies within and outside government to ensure there was productive early intervention with people at risk of committing or becoming victims of crime and ongoing improvements in victim care through the NSW Police Force Customer Service Program.
8. Managed expenditure responsibly and in keeping with budget and government expectations.

Signed: The Hon Michael Gallacher MLC, Minister for Police & Emergency Services

CATHERINE JUDITH BURN APM

POSITION	Deputy Commissioner, Specialist Operations
SES LEVEL	7 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$356,614 per annum (as at 30 June 2013)

Catherine Burn APM joined the NSW Police Force in 1984 and commenced as Deputy Commissioner Corporate Services in July 2010. She was appointed to the position of Deputy Commissioner Specialist Operations in October 2012. Her qualifications include a Bachelor of Arts degree, an Honours Degree in Psychology, a Masters of Management and the Department of Premier & Cabinet Executive Development Program (2004). Deputy Commissioner Burn was named Telstra Australian Business Woman of the Year in November 2011. The following is a statement of performance for Deputy Commissioner Burn.

Key achievements

1. As Deputy Commissioner Corporate Services, continued with the reform of injury management within the NSW Police Force through the Workforce Improvement Program as well as reform of the NSW Police Force property portfolio.
2. As Deputy Commissioner Specialist Operations, led the establishment of Operation Apollo, a coordinated State Crime Command and local area command approach to targeting firearms and organised crime using centralised and shared intelligence to identify trouble spots and known or suspected criminals.
3. Provided leadership to the Information & Communication Technology Enabled Crime Committee, focused on enhancing NSW Police Force responsiveness to cybercrime and achieving innovation in criminal investigation.
4. Led a strategic review of the intelligence function across NSW Police Force commands, culminating in a COMPASS thematic assessment to optimise and determine the future direction of the NSW Police Force's intelligence capability.
5. As the Corporate Sponsor for Customer Service, oversaw continued improvements to victim care, enhanced community confidence in the NSW Police Force, and responsiveness to feedback received through the Mystery Shopper and Community Awareness of Policing Programs.

Signed: A P Scipione APM, Commissioner of Police

DAVID WILLIAM HUDSON APM

POSITION	Deputy Commissioner, Corporate Services
SES LEVEL	7 (1 March 2013 – present)
TOTAL REMUNERATION PACKAGE	\$356,614 per annum (as at 30 June 2013)

David Hudson APM joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Corporate Services in February 2013. Prior to this he acted as Deputy Commissioner Specialist Operations from December 2011 to October 2012 and Deputy Commissioner Corporate Services from October 2012 to February 2013. He holds a Masters of Public Policy & Administration and a Graduate Certificate in Criminology. Deputy Commissioner Hudson is a graduate of the FBI National Academy Program. In 2007 he studied at the Scottish Police College and visited a number of agencies in the United Kingdom with a focus on exploring strategies relating to the investigation of serious and organised crime. The following is a statement of performance for Deputy Commissioner Hudson.

Key achievements

1. Managed the NSW Police Force budget and capital program within government requirements, and negotiated the settlement of the Stage 2 wage claim of the *Crown Employee (Police Officers – 2009) Award*.
2. Oversaw the process of environmental scanning and consultation to develop the *NSW Police Force Corporate Plan 2012-2016*.

APPENDIX 13: Senior Executive Service (continued)

3. Managed the development and implementation of a range of workforce improvement programs to ensure injured police are provided with the support and opportunity to return to employment.
4. Implemented the Safety Management System, an integrated policy framework that places the health and safety of all workers as an organisational priority in accordance with the *Work Health & Safety Act 2011*.
5. Introduced a range of major information and communication technology projects including custody enhancements, police initiated AVO applications and iLEARN2, a fully integrated web-based training and development system.

Signed: A P Scipione APM, Commissioner of Police

NAGUIB (NICK) KALDAS APM

POSITION	Deputy Commissioner, Field Operations
SES LEVEL	7 (1 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$356,614 per annum (as at 30 June 2013)

Nick Kaldas APM joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Specialist Operations in March 2008. In August 2011 he was appointed to the position of Deputy Commissioner Field Operations. In 2004 he was seconded to the Federal Government and deployed to Iraq as Deputy Chief Police Adviser to the Iraqi Government to help rebuild the Iraqi National Police. In 2009-2010, he took up the role of Chief of Investigations in the Special Tribunal for Lebanon which was established by the United Nations Security Council to investigate the assassination of the former Lebanese Prime Minister, Rafiq Hariri, and a number of related assassinations and attempted assassinations. Deputy Commissioner Kaldas was a negotiator for more than 10 years, achieving national counter terrorist level, and completed the FBI Hostage Negotiator's Course in Quantico, Virginia, USA. He holds a Master's Degree in Public Policy & Administration (Charles Sturt University) and is a graduate and former visiting Fellow of the Management of Serious Crime Program (AFP). The following is a statement of performance for Deputy Commissioner Kaldas.

Key achievements

1. Oversaw strategic and effective service delivery across all Field Operations commands, achieving reductions in crime in a range of categories this reporting year, including motor vehicle thefts, assaults on licensed premises, break and enter from non-dwellings and robberies without firearms, steal from person and malicious damage to property.
2. Provided leadership to Strike Force Zambezi, a major policing initiative in south west Sydney targeting hydroponic indoor cannabis cultivation, which led to the execution of more than 190 search warrants, resulting in the seizure of more than 21,000 cannabis plants, large quantities of other drugs, cash and firearms.
3. As the State Emergency Operations Controller, provided leadership to the response to bushfires and floods experienced during extreme weather events in parts of regional NSW in January 2013.
4. As the Corporate Spokesperson for Cultural Diversity managed high-level engagement with community leaders from a range of diverse communities following public order disturbances in the central business district of Sydney in September 2012.
5. Additionally, as the Corporate Spokesperson for Cultural Diversity, oversaw the creation of the Commissioner's Police Multicultural Advisory Council, comprising community and government agency representatives who offer the Commissioner high-level advice and support on issues around diversity that impact on operational policing.

Signed: A P Scipione APM, Commissioner of Police

PETER BARRIE APM

POSITION	Commander, Operational Communications & Information Command
SES LEVEL	5 (1 December 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Barrie.

Key achievements

1. Successfully delivered a major technology refresh of the police radio network consoles and core to provide a platform for the future and allow proactive monitoring of the network to reduce outages and provide better and more reliable service for police in the field.
2. Achieved an upgrade of the Shared Imagery Management System to address the significant growth in digital images available to police to aid in investigations.
3. Successfully migrated the Radio Communications Maintenance Program to governance under the Managing Successful Programs (MSP) and Prince2 (a process-based approach for project management), achieving radio black spot reductions, increased access to digital communications and ongoing enhancements to improve reliability of the radio network.
4. As the NSW Police Force representative on a number of national committees, including Chair of the Law Enforcement & Security Radio Spectrum Committee, strongly advocated for law enforcement agencies to have access to vital radio spectrum to meet future public safety requirements.
5. Conducted a review to identify an appropriate workforce allocation model for Specialist Operations and Corporate Services.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

ALAN JOHN CLARKE APM

POSITION	Commander, Major Events & Incidents Group
SES LEVEL	5 (21 October 2009 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Clarke.

Key achievements

1. Managed the diverse operations of the Major Events & Incidents Group.
2. Worked closely with the NSW Department of Premier & Cabinet, Department of Prime Minister & Cabinet and the Office of the Treasury to oversee planning for all major events including preparations for G20 meetings to be held in Sydney during December 2013 and February 2014.
3. Performed the role of Deputy State Emergency Operations Controller during major emergencies affecting New South Wales and contributed to emergency management policy development as a member of the State Emergency Management Committee and State Rescue Board.
4. As chair of the NSW Police Force Taser Executive Committee ensured a high-level of governance of Taser use by police officers and managed the response to the NSW Ombudsman's investigation into the use of Tasers by NSW police.
5. Supported local, regional and statewide crime operations through Operation Vikings, including Operation Unite (targeting alcohol abuse and antisocial behaviour) and Operation Avert (targeting offenders through warrants and forensic evidence).

SIGNED: N Kaldas APM, Deputy Commissioner Field Operations

APPENDIX 13: Senior Executive Service (continued)

DENIS JOHN CLIFFORD APM

POSITION	Commander, North West Metropolitan Region
SES LEVEL	5 (1 January 2006 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Clifford.

Key achievements

1. Provided effective crime, people and financial management within the North West Metropolitan Region.
2. Contributed to the governance of the Operational Policing Program (OPP) as a member of the project board, senior business representative on the OPP Board of Governance and Chair of the Senior User Group.
3. Chaired the Northern and Western Sydney Region Emergency Management Committee, the District Rescue Committees and the Police Disability Advisory Council, and contributed to the prioritisation of major capital projects for the NSW Police Force as a member of the Investment Advisory Committee.
4. Provided strategic leadership and management for the Corporate Spokesperson portfolios of Bushfires, Elder Abuse, *Sporting Venues (Offenders Banning Orders) Act 2005* and Vulnerable Communities.
5. Contributed to governance of IT projects as a member of the Information & Communication Technology Board.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

MICHAEL JOHN CORBOY APM

POSITION	Commander, Education & Training Command
SES LEVEL	5 (3 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Corboy.

Key achievements

1. Implemented iLEARN (Innovation, Learning, Education, Administration, Resources Network) which has revolutionised online learning for the NSW Police Force by transforming how sworn and unsworn staff access learning and development activities both within the classroom and through web-based courses.
2. Introduced the Applied Leadership Training Program, created to address the strategies within the Workforce Improvement Plan, with a focus on high-quality leadership and managerial responsibilities.
3. Consolidated the Quality Assurance Framework to ensure continuous improvement of educational practices and processes.
4. Continued promotion and representation as the chair of the ANZPAA (Australia New Zealand Policing Advisory Agency) Australasian Professionalisation Forum, Training & Education Working Group, and as deputy chair of the Australian Institute of Police Management Board of Studies.
5. Delivered senior police leadership development opportunities within the Police Leadership Centre through the provision of formal education and training programs focused on contemporary research of management and leadership practices.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

PETER EDWARD DEIN APM

POSITION	Commander, Counter Terrorism & Special Tactics Command
SES LEVEL	5 (3 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Dein.

Key achievements

1. Provided effective management to the Counter Terrorism & Special Tactics Command while promoting the 'anti-complacency' and 'remaining vigilant' messages in the counter terrorism environment.
2. Continued operational efforts in partnership with the Australian Federal Police, Australian Security Intelligence Organisation, NSW Crime Commission, and other national and international agencies.
3. Maintained strong community links through the Community Contact, Business Liaison and Protection Programs Units to ensure community engagement and security for crowded places, critical infrastructure, major hazard facilities and national icons.
4. Enhanced counter terrorism capabilities through international collaboration and as a representative on a number of committees and working groups under national counter terrorism arrangements.
5. Oversaw the continued support of frontline police through armoury services, the resolution of high-risk incidents, rescue and bomb response and the deployment of canine assets.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

MICHAEL JOHN FULLER APM

POSITION	Commander, Professional Standards Command
SES LEVEL	5 (1 December 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner Fuller was appointed to the position of Commander, Professional Standards Command on 14 April 2013. Prior to that, he held the position of Commander, Southern Region. The following is a statement of performance for Assistant Commissioner Fuller.

Key achievements

1. As Commander, Southern Region, provided strategic oversight of crime, people and financial management for the Region, and delivered proactive operations to target high-risk crime categories, repeat offenders and large scale events.
2. Advanced the *Caring for our People and our Communities* strategy, which significantly reduced sick leave and workplace injury in Southern Region.
3. As the Corporate Spokesperson for Uniform Standards, implemented the *NSW Police Force Dress Policy* and maintained the uniform standards campaign *Wear it with Pride*.
4. Commander, Professional Standards Command, continued to focus on and improve performance in people management and human resources within the Command.
5. Continued to develop and promote products and services that help strengthen the professional conduct standards of the NSW Police Force.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

APPENDIX 13: Senior Executive Service (continued)

PETER GALLAGHER APM

POSITION	Director, Special Projects
SES LEVEL	5 (3 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Gallagher.

Key achievements

1. Commenced implementation of local area command restructures
2. Delivered the trial Leadership & Injury Management Training and Senior Officer's Program, and finalised best practice guidelines in the engagement and deployment of sick and injured officers who are returning to the workplace.
3. Oversaw the development of a Duty Officer Allocation & Duty Model to ensure local communities in rural and remote locations have an identified contact with their LAC's Senior Management Team.
4. Led research into the use of all command vehicles across the state with a view to improving their proactive use. This resulted in new minimum requirements for each vehicle.
5. Commenced trials to examine the efficiency of diverting office telephones to a police vehicle, providing for more direct contact with local police.

Signed: A P Scipione APM, Commissioner of Police

JOHN DOUGLAS HARTLEY APM

POSITION	Commander, Traffic & Highway Patrol Command
SES LEVEL	5 (31 October 2012 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Hartley.

Key achievements

1. Led the development and implementation of the newly created Traffic & Highway Patrol Command.
2. Oversaw the creation of the Motor Cycle Response Team to address traffic congestion and improve the effective free flow of traffic within the Sydney central business district.
3. As the Corporate Spokesperson for Road Safety & Traffic Policing issues, represented the NSW Police Force on the Australian Road Policing Forum, Ministerial (Roads) Advisory Council, Tow Truck Advisory Council, and was reappointed in the role of Federal Road Safety Ambassador.
4. Initiated improvement projects for all highway patrol vehicles and the replacement of ageing technology with the next generation devices.
5. Led statewide operations targeting road safety, including Operation Safe Arrival, Operation Drink Drive, Operation Safe Return, Operation Tortoise and coordinated operations with Roads & Maritime Services and other police jurisdictions targeting heavy vehicle compliance.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

CLAIR SHARON HODGE

POSITION	General Counsel
SES LEVEL	5 (11 April 2011 – present)
TOTAL REMUNERATION PACKAGE	\$288,922 per annum (as at 30 June 2013)

The following is a statement of performance for Ms Hodge.

Key achievements

1. Provided effective leadership to lawyers within the Office of the General Counsel to ensure timely and accurate legal advice on civil matters to all levels of the organisation.
2. Led the delivery of an education program to all staff, with the aim of improving knowledge and skills on privacy issues. This program was also provided to the Privacy Commissioner as a case study.
3. Provided assistance and resources to SiCorp in its establishment of a whole-of-government law firm panel.
4. Chaired a significant Lessons Learnt Working Group.
5. Assisted the Department of Attorney General & Justice by chairing a working group to review the requirements for standardised reporting of legal expenditure across government.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

AIDAN GERARD HUGHES

POSITION	Director, Finance & Business Services
SES LEVEL	5 (1 February 2012 – present)
TOTAL REMUNERATION PACKAGE	\$312,133 per annum (as at 30 June 2013)

The following is a statement of performance for Mr Hughes.

Key achievements

1. Provided effective management of the portfolio of services delivered by Finance & Business Services including finance, fleet services, commercial services, capital management, property and strategic procurement.
2. As Chief Financial Officer, provided support and advice to the Commissioner's Executive Team with regard to strategic financial and service-delivery related issues.
3. Managed the production of the 2013-14 budget and supporting Four Year Capital Strategy, targeting the delivery of NSW Police Force operational objectives in the face of growing fiscal challenges for the organisation within the NSW State Budget.
4. Led the development of a revised property governance and management model for the NSW Police Force property portfolio. This included the design, negotiation and execution of significant contracts for the delivery of new property services and contract management arrangements from 1 July 2013.
5. Represented the interests of the NSW Police Force in national forums and Justice Cluster corporate and shared services reform initiatives.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

APPENDIX 13: Senior Executive Service (continued)

MARK OSWELL JENKINS APM

POSITION	Commander, State Crime Command
SES LEVEL	5 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner Jenkins was appointed to the position of Commander, State Crime Command on 17 March 2013. Prior to that, he held the position of Commander, Human Resources. The following is a statement of performance for Assistant Commissioner Jenkins.

Key achievements

1. As Commander Human Resources Command, delivered improvements in operational police strength, supported the review of commands, and managed a review into the processes of support, health and wellbeing.
2. Implemented new systems to support changes to Death & Disability Scheme and a proactive approach to injury management.
3. As Commander of State Crime Command, provided strategic leadership, specialist advice and oversight of the management and investigation of serious and organised crime.
4. Led the implementation of significant reforms to the security industry legislation, the implementation of the Government Licensing System, and the development of the tattoo parlour regulatory scheme.
5. Led specialist support of Operation Apollo and Operation Unification targeting other gun related incidents, and strengthened partnerships with other law enforcement agencies through Operation Polaris, a joint agency initiative targeting serious and organised criminal activity at cargo terminals.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

JEFFREY ALLEN LOY APM

POSITION	Commander, Northern Region
SES LEVEL	5 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner Loy commenced in the position of Commander, Northern Region on 23 June 2013. Prior to this, he held the position of Commander, Forensic Services Group. The following is a statement of performance for Assistant Commissioner Loy.

Key achievements

1. Delivered a more effective and sustainable model of forensic analytical services to the NSW Government through the realignment of scientific resources and associated technology from NSW Police Force to NSW Health.
2. Delivered financial and efficiency savings across the command through ongoing structural reform and revised business practices.
3. Improved service delivery to criminal investigators, the community and the justice system through improved evidence recovery processes and timely access to exhibit analysis and management information.
4. Led the successful implementation of interagency electronic information exchange for court attendance notices and apprehended violence orders.
5. Achieved the elimination of backlogs in fingerprints and ballistics and improved firearms identification and tracking capability (internationally).

Signed: N Kaldas APM, Deputy Commissioner Field Operations

KENNETH CHRISTOPHER MCKAY APM

POSITION	Commander, Special Services Group
SES LEVEL	5 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner McKay has been on leave since 15 August 2012. Superintendent Mark Noakes has been acting in the position of Commander, Special Services Group since 25 February 2013.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

GEOFFREY ALLAN MCKECHNIE APM

POSITION	Commander, Western Region
SES LEVEL	5 (2 May 2012 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner McKechnie.

Key achievements

1. Led the ongoing enhancement of cross command collaboration within Western Region, including the establishment of formal pathways for intelligence sharing between LACs.
2. Played a key role in the review of the Transfer & Tenure Policy advising entitlements for transferred officers and those in remote and special remote locations.
3. As Corporate Spokesperson for Rural Crime Issues, raised the profile and awareness of rural crime issues. Drove the Rural Crime Working Party and Rural Crime Advisory Committee and initiated targeted operations dealing with rural crime in Western Region.
4. As Corporate Spokesperson for Cross-Border Issues, represented the NSW Police force at Tri-State and Bi-State Cross Border meetings, which established formal and informal agreements in key cross-border locations (QLD, VIC and SA).
5. As the Corporate Spokesperson for Aboriginal Issues, led the planning and development of the Aboriginal Strategic Direction (ASD) for NSW Police Force 2012-2017 and ongoing chairmanship of the ASD steering committee.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

APPENDIX 13: Senior Executive Service (continued)

CARMINE (FRANK) MENNILLI APM

POSITION	Commander, South West Metropolitan Region
SES LEVEL	5 (3 March 2008 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Mennilli.

Key achievements

1. Continued to provide effective crime, people and financial management in the South West Metropolitan Region.
2. Oversaw a number of operations within the region aimed at reducing crime and fear of crime, including Operation Spartan which provided a high-visibility policing response to public-place shooting incidents.
3. Oversaw Operation Zambesi, an urban hydroponic cannabis house eradication program. Operation Zambesi's ongoing program has resulted in the seizure of street drugs worth more than \$64 million to date.
4. As the Corporate Spokesperson for Custody & Corrections, progressed a number of projects addressing Audio Visual Link technology (AVL) and conducted a statewide review of the transport arrangements for prisoners.
5. Facilitated the introduction of the *NSW Bail Act 2013*, providing police with clear powers to impose different types of bail and a simplified test for making bail decisions.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

MAX MITCHELL APM

POSITION	Commander, Police Transport Command
SES LEVEL	5 (7 June 2012 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Mitchell.

Key achievements

1. Provided strong leadership in managing staff and finances while developing the NSW Police Transport Command and strategies to impact on crime in partnership with government and external agencies.
2. Continued a collaborative approach with government and external stakeholders in developing enhanced use of processes, systems and technology to improve communications and timeliness in reporting of crime.
3. Optimised the deployment of policing resources, led by and facilitated through the implementation of a Joint Intelligence Fusion model between the NSW Police Force and Transport for NSW.
4. Established strategies and initiatives to support vulnerable groups, improve customer experience and increase patronage on the NSW public transport system.
5. Built the capacity and capability of transport emergency management, counter terrorism arrangements and preparedness in collaboration with government and external agencies.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

MARK JOHN MURDOCH APM

POSITION	Commander, Central Metropolitan Region
SES LEVEL	5 (29 August 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

The following is a statement of performance for Assistant Commissioner Murdoch.

Key achievements

1. Continued to achieve sustained reductions across all major crime categories and provide strong and effective management of the region's human and financial resources.
2. Successfully delivered a number of major public events and multi-agency operations focused on reducing the community's perception of violence, crime and fear by targeting alcohol-related harm and antisocial behaviour.
3. Led the implementation of the Kings Cross Plan of Management and the establishment, on a trial basis, of an authorised Sobering Up Centre.
4. Continued to promote the Central Metropolitan Region as a corporate leader of innovative service delivery and staff development strategies including the Mobile Technology Strategy, technology advocacy, and targeted leadership training.
5. As Corporate Spokesperson for Domestic & Family Violence, led the delivery of Police Issued Apprehended Domestic Violence Orders, the Risk Assessment Management Project, and strategies to provide for the sharing of information between agencies and non-government service providers.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

MARK RAYMOND NOAKES

POSITION	Commander, Special Services Group
SES LEVEL	5 (25 February 2013 – present)
TOTAL REMUNERATION PACKAGE	\$237,031 per annum (as at 30 June 2013)

Superintendent Noakes has been acting as Commander, Special Services Group since 25 February 2013. The following is a statement of performance for acting Assistant Commissioner Noakes.

Key achievements

1. Led a continued focus on strategic partnerships with state, national and international agencies to enhance specialist operational capabilities.
2. Continued the expansion of technical equipment across the state to provide criminal investigators with timely access to specialist capabilities.
3. Enhanced the awareness and provision of electronic evidence gathering capabilities across the state in support of criminal investigations.
4. Oversaw the commissioning of three new fast response vessels to provide an enhanced water police response to marine related crime.
5. Contributed and oversaw the expansion of the Aviation Support Branch (Polair) Community Engagement Program in support of local area commands.

Signed: C J Burn APM, Deputy Commissioner Specialist Operations

APPENDIX 13: Senior Executive Service (continued)

CHRISTOPHER JAMES ROBSON

POSITION	Chief Information Officer, Business & Technology Services
SES LEVEL	5 (31 January 2012 – present)
TOTAL REMUNERATION PACKAGE	\$292,433 per annum (as at 30 June 2013)

The following is a statement of performance for Mr Robson.

Key achievements

1. Ensured provision of support for more than 200 systems, improving end user satisfaction with IT support services. Commenced implementation of the Information Security Management System aligned to NSW Government Policy and ISO standards.
2. Resolved outstanding software asset management issues with a number of key suppliers.
3. Completed first phase of Joined-up-Justice program to improve the efficiency of data exchange between police and the courts. Apprehended violence order applications have now been successfully automated in a reliable end-to-end process.
4. Implemented key infrastructure and software upgrades necessary to assure the continued reliable operation and availability of NSW Police Force systems. Upgraded the core SAP system to the latest supported levels and refined WebCOPS to enable full adoption.
5. Supported the evaluation and deployment of tablet and smart phone technology in multiple initiatives such as Project EyeWatch. Developed framework for new custody system within the COPS modernisation activities of the Operational Policing Program to support Sobering Up Centres which began operations in early July 2013.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

WAYNE GEORGE STARLING

POSITION	Commander, Southern Region
SES LEVEL	5 (1 June 2013 – present)
TOTAL REMUNERATION PACKAGE	\$237,031 per annum (as at 30 June 2013)

Superintendent Wayne Starling has been acting in the position of Commander Southern Region since 1 June 2013. The following is a statement of performance for Acting Assistant Commissioner Starling.

Key achievements

1. Continued to provide effective leadership within Southern Region through the strategic management of people, crime and finance and a strong commitment to the Command's Strategic Priorities Program.
2. Continued the delivery of a strong, coordinated response to natural emergencies throughout the region including the Kiama / South Coast tornado incidents and bushfire activity around the Shoalhaven, Harden and Cooma areas. In concert with partner agencies this resulted in the development of best practice emergency management to control broad-ranging asbestos contamination incidents.
3. As Chair of the Uniform Standards Committee, continued the corporate implementation of the *NSW Police Force Dress Policy* and significant advances in uniform design, trial and functionality.
4. Implemented the Health & Safety Duty Officer program in cooperation with Workforce Safety Command, to ensure successful implementation of the Safety Management System within Southern Region. This program has been successfully replicated across all regions to ensure compliance with the Everyone Home Safely vision of the NSW Police Force.

Signed: N Kaldas APM, Deputy Commissioner Field Operations

CARLENE ANNE YORK APM

POSITION	Commander, Human Resources
SES LEVEL	5 (28 July 2010 – present)
TOTAL REMUNERATION PACKAGE	\$275,965 per annum (as at 30 June 2013)

Assistant Commissioner York was appointed to the position of Commander, Human Resources on 31 March 2013. Prior to that appointment, she held the position of Commander, Northern Region. The following is a statement of performance for Assistant Commissioner York.

Key achievements

1. Effectively managed Northern Region's crime, public safety, community partnerships and personnel while providing sound financial management and delivering significant improvements in the management of overtime through better rostering and deployment.
2. Led the development of a placement strategy and provided strategic human resource support for the Local Area Command Amalgamation Project.
3. Led the final stages in the negotiation and implementation of the Tranche 2 of the *Crown Employees (Police Officer-2013) Award*.
4. Provided the Commissioner's Executive Team with strategic advice and support in relation to contemporary human resource and workforce management issues. This included the successful management of the continued development of the Horizon Program and legislative amendments to police promotion process.
5. Provided strategic leadership and support for the Women in Policing strategy.

Signed: D W Hudson APM, Deputy Commissioner Corporate Services

APPENDIX 14: Research & Development

Table 1 Completed projects

NSW Police Force involvement completed	Other agencies involved	Funding and status
Evaluation of simulated leadership training exercises using the HYDRA suite of programs	Charles Sturt University	PhD project. In kind support. No police funding
Identifying and removing barriers to gender equity	University of Melbourne, Australia & New Zealand Banking Group, Corrs Chambers Westgarth, Santos Limited, Westpac Group	Police contribution \$35,200
Intelligence and counter-intelligence interviewing: A comparative analysis of practices and procedures in Australia, Indonesia, Malaysia and Singapore	Charles Sturt University, Federal Bureau of Investigation, University of Texas	Federal Bureau of Investigation. In kind support. No police funding
Investigative thinking styles	Queensland University of Technology	PhD project. In kind support. No police funding
Police attitudes towards people with a mental illness and the impact of training	University of New South Wales	PhD project. In kind support. No police funding
Space, policy and professional practice: An analysis of child wellbeing policies in the professional practice areas of education, health and policing	Charles Sturt University	PhD project. In kind support. No police funding
The use of alternative metals for the development of finger marks in the vacuum metal deposition chamber	University of Technology Sydney	Honours project. In kind support. No police funding
The use of titanium dioxide suspension with a blood agent and sulfosalicylic acid for the development of latent and blood marks	University of Technology Sydney	Honours project. In kind support. No police funding
Examining the effects of the NSW Police Force Community Engagement Model	University of Western Sydney	Police contribution \$22,000
The path to radicalisation	University of Western Sydney	Attorney-General's Department Counter Terrorism Sub-committee. In kind support. No police funding
Reducing violence in groups - Phase 1: School Anti-bullying Program	University of Western Sydney	Attorney-General's Department Counter Terrorism Sub-committee. In kind support. No police funding
The effective detective	Griffith University and Charles Sturt University	No police funding
High-Functioning Autism Spectrum Disorder and Police	Sydney University	Honours project. No police funding
An investigation into the current Australian processes and legislation in relation to sexual assault	Sydney University	Honours project. No police funding
What are the operational policing challenges and opportunities for NSW police of social networking on the internet.	Australia and New Zealand School of Government	Executive Masters project. No police funding
Blood pressure and fatigue links to shift work in police officers	University of Technology Sydney	Honours project. No police funding
Motor vehicle pursuit-related fatalities in Australia, 2000-11	Australian Institute of Criminology	No police funding

Table 2 Current projects

Current projects	Other agencies involved	Funding and status
An examination of Muslim religious practices in the workplace and their implications for management	Macquarie University	PhD project. In kind support. No police funding
Forensic platform technologies for drug testing	Flinders University, Australian Federal Police, South Australia Police, Forensic Science South Australia, National Institute of Forensic Science	Australian Research Council and partner agencies. In kind support. No police funding
Homicide Investigation Manual	Charles Sturt University	In kind support. No police funding.
Looking beyond the trees: police educators' conceptions of and approaches to growing and developing as teachers	Charles Sturt University	PhD project. In kind support. No police funding
Mental health frequent presenters to police: Who are they and what can we do	University of New South Wales	PhD project. In kind support. No police funding
Police leadership in the 21st century: Redesigning roles and practices	Charles Sturt University, Australian National University, Western Australia Police, University of Otago, Police Association of NSW	Australian Research Council linkage project. Police contribution \$50,000 per annum over three years
Resilience in the NSW Police Force	Australian National University	Police contribution \$100,000 per annum over three years
The partial defence of provocation	Deakin University	No police funding
Impact of arrest on rates of crime and recidivism	Griffith University and NSW Bureau of Crime Statistics & Research	In kind support plus contribution of \$5,000
Women's career progression	Macquarie University	PhD project. In kind support. No police funding
Quantification of physical demands on NSW Police Force officers	NSW Police Force Workplace Health and Safety Unit	Police contribution \$46,200
The impact of incarceration on children's care: A strategic framework for good care planning	Monash University, Department of Human Services, Vic, Department of Human Services Victoria Child Safety Commissioner, Department of Justice, Victoria, Prison Fellowship Australia Victoria, SHINE for Kids Cooperative Ltd, VACRO Victorian Association for the Care and Rehabilitation of Offenders	Australian Research Council and partner agencies. No police funding
A discourse-based understanding of the social construction of ethical leadership in the NSW Police Force	University of Sydney	PhD project. No police funding
Reporting victimisation to LGBTI (lesbian, gay, bisexual, transgender, intersex) police liaison services: a mixed methods study across two Australian states.	Griffith University, University of Sydney	Criminology Research Council. No police funding
Learning to do inter-agency domestic violence work: a practice-based approach	University of Technology Sydney	PhD project. No police funding
Evaluation of Your Choice early intervention project	ARTD Consultants	Police contribution \$130,000
International longitudinal study of police officers in the first five years of employment	Charles Sturt University, Ontario Police College, Victoria Police, China Criminal Police University, Shenyang	No police funding

APPENDIX 14: Research & Development (continued)

Current projects	Other agencies involved	Funding and status
Measuring police integrity with ethical scenarios	Griffith University, Michigan State University, John Jay College of Criminal Justice, City University of New York	No police funding
Interviewing Techniques to Secure Cooperation by High-Value Detainees	Charles Sturt University, Federal Bureau of Investigation, University of Texas at El Paso	Federal Bureau of Investigation. In kind support. No police funding
Exploring links between violent extremism and gang violence	Australian Institute of Criminology	Commonwealth Department of Attorney General & Justice. No police funding
The function of intelligence in policing major sports events within NSW Australia	Charles Sturt University	Masters project. No police funding
Gender choices in specialist policing roles	Charles Sturt University	No police funding
The inter and intra tester reliability of the functional movement screen in the police physical trainer population	Bond University	Police funding of \$1,000 for all 5 fitness projects
The use of the progressive shuttle run assessment as a predictor of physical resilience in police recruits	Bond University	Police funding of \$1,000 for all 5 fitness projects
The use of the 30-15 IFT as a predictor of physical resilience in police recruits	Bond University	Police funding of \$1,000 for all 5 fitness projects
The use of ability based training as determined by the 30-15 assessment in the physical training of police recruits	Bond University	Police funding of \$1,000 for all 5 fitness projects
The importance of grip strength in a police recruit population	Bond University	Police funding of \$1,000 for all 5 fitness projects

APPENDIX 15: Environmental Reporting

We're reducing our impact on the environment

This reporting year 53 tonnes of paper and cardboard waste was captured at NSW Police Force Headquarters (PHQ) in Parramatta for recycling. This is the equivalent of 148 cubic metres of landfill.

Energy efficiency measures continue at PHQ include the reduction of the operating hours of air conditioning and installing energy efficient LED light fittings where possible.

A grant was received from the Office of Environment & Heritage for a sustainable 'retrofit' at 18 sites in the Hunter and Illawarra Regions. The program focused on energy efficient light and water fittings. Works were carried out and completed at all 18 sites during the 2012-13 reporting year.

As a further initiative, following an Office of Environment & Heritage loan, the following energy efficiency improvements at the Sydney Police Centre have been undertaken:

- upgraded all office lighting to LED tubes
- installed movement detectors in toilets and intermittently used rooms
- upgraded the car park lighting to LED tubes
- replaced the domestic hot water system with a solar system
- installed a sub metering system
- installed carbon monoxide sensor controls for the car park fans
- fitted water flow restriction devices on taps and showers.

As a longer term initiative, the NSW Police Force is also improving energy efficiency through design improvements for new police stations by introducing features such as:

- multiple small air conditioning units that are isolated to provide more efficient coverage at 24 hour locations
- solar or solar boosted hot water service
- recycled roof water for toilet flushing and washing of cars
- standard Water Efficiency Labelling & Standards Scheme (WELS) water efficient fittings
- movement detectors rather than standard light switches used wherever possible to reduce electricity wastage
- thermal treated glazing, supplemented by window awnings, are used to reduce heat loads in buildings and therefore reduce the demand on air conditioning.

Green vehicle management

In keeping with the government's commitment to providing improved public services and efficient resource management, we have implemented policies and management initiatives that are contributing to the overall green vehicle strategy. These include:

- increasing the number of LPG vehicles in our fleet. We specifically source more efficient models that use direct injection or liquid injection technology engines using ethanol fuels and increasing the number of vehicles that are ethanol compatible
- evaluating emerging energy saving technologies
- evaluating vehicle energy efficiency and green rating prior to inclusion in the NSW Police Force fleet
- where possible, replacing six cylinder vehicles with more economical four cylinder options without compromising operational capability
- undertaking fleet reviews with each command to ensure their vehicles are fit for purpose, sustainable and efficient.

APPENDIX 16: Overseas Travel

Operational travel 2012-13

Name	Purpose	Country
One officer	Investigative inquiries	Canada, United States
Two officers	Extradition	Italy
Two officers	Extradition	Republic of Ireland
One officer	Investigative inquiries	Singapore, Hong Kong, Macau
Two officers	Extradition	United Kingdom
Two officers	Extradition	United Kingdom
One officer	Investigative inquiries	Canada
Two officers	Investigative inquiries	United States
Two officers	Investigative inquiries	New Zealand
Two officers	Extradition	United Kingdom
Two officers	Investigative inquiries	Brazil
Two officers	Extradition	New Zealand
One officer	Investigative inquiries	United States
One officer	Investigative inquiries	United Kingdom
One officer	Investigative inquiries	Canada
One officer	Investigative inquiries	Solomon Islands
Two officers	Investigative inquiries	Germany
Two officers	Extradition	United Kingdom
One officer	Investigative inquiries	United States
Two officers	Investigative inquiries	The Netherlands
One officer	Police duties	India

Non-operational travel 2012-13

Name	Purpose	Country
Sergeant Craig Lamb	Agency visit	United States
Sergeant Stephen Cooper	Conference, Agency visit	United States
Senior Sergeant Colin Richards	Conference, Agency visit	United States
Detective Senior Constable Jason Dickinson	Conference	New Zealand
Senior Constable Scott Chester	Conference	New Zealand
Detective Superintendent Scott Cook	Conference	Taiwan
Special Constables Graeme Gleeson, Andrew Wilson and Tim Calman	Flight Training	United Kingdom
Detective Senior Constables Matthew Napper and Matthew Taylor	Conference	United States

Name	Purpose	Country
Detective Inspector Fran Poole	Conference	The Netherlands
Inspector Joel Murchie and Sergeant Matthew Ireland	Conference	United States
Ms Catherine Fleay	Training	New Zealand
Ms Fiona Jackson	Conference	The Netherlands
Detective Senior Sergeant Cliff Harris	Conference, Agency visit	France, Germany
Detective Sergeant Bruce Groenewegen	Training	United States
Detective Senior Constable Jarrod Noble	Scholarship	United States, United Kingdom
Detective Inspectors David Gawel and Caroline O'Hare and Inspector Brenton Charlton	Conference	Israel
Sergeant Ross MacRaid, Dr Robert Fearn, Detective Senior Constable Adam Nissen and Mr Michael Cheng	Training	The Netherlands
Detective Inspector Wayne Walpole	Conference	United States
Inspector Darren Mobbs	Conference	United States
Chief Inspector Joshua Maxwell	Conference	United States
Detective Supt Nick Bingham	Training	Indonesia
Detective Inspector Ian Rotsey	Conference	Estonia
Detective Sergeant Bruce Groenewegen	Conference	The Netherlands
Detective Superintendent Peter McErlain	Conference, Agency visit	United States, Mexico and Panama
Assistant Commissioner John Hartley	Conference	New Zealand
Constable Anton Park	Conference	Republic of Korea
Detective Superintendents Greig Newbery and Murray Chapman	Conference, Agency visit	United States
Superintendent Mark Noakes	Conference	Malaysia
Chief Superintendent Stephen Cullen and Sergeant Matthew Chalmers	Conference	New Zealand
Superintendent Mark Hiron and Senior Sergeant Peter Davis	Conference	New Zealand
Chief Superintendent Julie Middlemiss	Trade delegation	India
Superintendent Bruce Lyons and Leading Senior Constable Mohit Kumar	Trade delegation	India
Superintendent John Stapleton	Conference	United States
Superintendent David Driver	Training	Solomon Islands
Detective Inspector Bruce van der Graaf	Training	Hong Kong
Superintendent Mark Holahan	Training	Solomon Islands
Sergeants Duncan Abernathy and Sean McDowell	Training	New Zealand
Dr Tony Raymond and Mr Daniel Coughlin	Conference	New Zealand
Detective Superintendent Scott Whyte and Detective Sergeant Darryal Abeyasekara	Law Enforcement Torch Run	Republic of Korea
Leading Senior Constables Lateisha Lomas and Wade Jacob	Training	United Kingdom

APPENDIX 16: Overseas Travel (continued)

Name	Purpose	Country
Mr Colin Richards	Training	United States
Superintendent Mark Jones	Staff visit	Solomon Islands
Assistant Commissioner Mick Corboy	Training	Cambodia
Dr Tony Raymond	Conference	Singapore
Detective Sergeant Cameron Forsyth	Conference	New Zealand
Detective Inspector Caroline O'Hare	Conference	Singapore
Detective Chief Superintendent Peter Cotter, Sergeant Karen Peasley, Senior Constable Terrance Hanson and Constable Steve Bushnell	Training	United States
Assistant Commissioner Jeff Loy	Conference	France, United Kingdom
Detective Inspector Michael Cook	Conference	New Zealand
Detective Superintendent Peter McErlain	Conference	Vietnam
Detective Inspector Mark Porter	Conference	Vietnam
Reverend Stephen Neuhaus	Conference	New Zealand
Deputy Commissioner David Hudson	Training	Thailand
Detective Senior Constables Russell Ng and Luke Gibbons	Training	Hong Kong
Detective Inspector Jason Smith	Conference	New Zealand
Assistant Commissioner Peter Dein	Conference	United States
Commissioner Andrew Scipione	Conference	The Netherlands
Inspector Gordon Dojcinovic	Agency visit	United Kingdom, Italy
Sergent Andrew Nelmes	Training	New Zealand
Deputy Commissioner Catherine Burn and Assistant Commissioner Peter Dein	Meeting	New Zealand
Ms Judy Saba	Conference	New Zealand
Superintendent Robert Redfern	Research	United Kingdom

APPENDIX 17: Property Disposals

In 2012-13 the NSW Police Force sold four properties for a total of \$2.326 million nett.

Site	Proceeds \$ million
85 Georgetown Road, Waratah	\$ 0.922
9 Morshed Street, Ashmont, Wagga Wagga	\$ 0.225
Unit 1, 79 Gould Street, Bondi	\$ 0.627
Unit 2, 79 Gould Street, Bondi	\$ 0.552

There were no properties disposed of which had a value of more than \$5.0 million.

In accordance with court orders, the sites of former Malabar Police Station and Hamilton Police Station were transferred to the La Perouse and the Awabakal Local Aboriginal Land Councils respectively, with a combined value of \$2.483 million.

There was no family or business association between any of the buyers and the person responsible for approving disposal.

All properties disposed of were no longer suitable or were surplus to NSW Police Force requirements. All proceeds were retained by NSW Police Force and used for re-investment in new buildings.

All properties disposed of in 2012-13 were sold in accordance with government policy. Documents relating to property disposal may be accessed under the *Government Information (Public Access) Act 2009*.

APPENDIX 18: Annual Report Production Costs

The 2012-13 NSW Police Force Annual Report was produced by the Public Affairs Branch. The total production cost was \$1,500 (exclusive of GST). The Annual Report is available on the NSW Police Force website www.police.nsw.gov.au.

APPENDIX 19: Consultants

(a) Engagements costing \$50,000 or greater: Nil

(b) Engagements costing less than \$50,000:

The consultants were engaged to assist with the following services:

- Information Technology - OPP Firewall Simplification Proposal. The cost was \$9,600.

APPENDIX 20: Creditors Payments & Credit Cards

Payment of accounts

1(a) Accounts due or paid within each quarter

Accounts due or paid within each quarter				
Measure	September 2012	December 2012	March 2013	June 2013
All suppliers				
Number of accounts due for payment	83,031	101,547	76,958	95,904
Number of accounts paid on time	74,784	90,660	65,790	83,749
Actual percentage of accounts paid on time (based on number of accounts)	90%	89%	86%	87%
Dollar amount of accounts due for payment \$'000's	\$152,895	\$150,265	\$128,199	\$231,790
Dollar amount of accounts paid on time \$'000's	\$123,316	\$106,820	\$89,327	\$192,087
Actual percentage of accounts paid on time (based on \$)	81%	71%	70%	83%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (\$) actual	-	-	-	-

1(b) Creditors aged analysis as at 30 June 2013

Quarter	Current \$'000	Between 30 and 60 days overdue \$'000	Between 60 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers				
September	11,897	866	294	629
December	11,567	337	334	1,548
March	16,037	238	268	2,708
June	491	212	229	76
Small Business Suppliers				
September	66	-	-	-
December	26	-	-	-
March	42	-	-	-
June	14	-	-	-

The above information is extracted from the Aged Accounts Payable Analysis as at September and December, 2012 and March and June, 2013. It includes data provided by NSW Police Force's external property service provider.

Penalty interest paid during the year: Nil

2 Commentary

The new payment of accounts policy on the small business supplier payment of accounts performance disclosures became fully operational from 1 January 2012.

2(a) Problems affecting prompt processing of payments during the year:

- Delays were experienced in the finalisation of accounts payable preparation by business units prior to work flowing back to Shared Services for payment. This was as a result of the announcements in relation to the realignment of local area commands.
- SAP upgrade resulted in downtime of the system which impacted the payment performance.

2(b) Initiatives implemented to improve payment performance:

- Vendors are requested to supply bank details for payment by EFT as part of the ongoing initiative to reduce cheque printing and dispatch.
- Consolidation of multiple accounts from vendors where possible to improve payment processes and controls.
- Greater use of Purchase Card system in NSW Police Force. Purchase card transactions are excluded from this information.
- Discussions with major suppliers in 2013/14 to further automate the accounts payable process will result in further improvements in payment performances
- The implementation of the automated scanning system for accounts payable processing has resulted in an improved payment performance for NSW Police Force in comparison to 2011/12.

Credit Card Certification

The use of approved credit cards for payment of expenses, in accordance with official NSW Police Force business, is subject to Treasurer's Directions 205.08 of the *Public Finance and Audit Act 1983* and specific guidelines issued by the Premier from time to time.

The credit card facility available within NSW Police Force is the Corporate MasterCard. The card is issued to approved persons for official business expenses. Most transactions using the card were for minor maintenance and working expenses, and overseas travel purposes.

The use of credit cards within the NSW Police Force for the period 2012-13 was satisfactory and has been in accordance with the Premier's Memoranda and Treasurer's Directions.

APPENDIX 21: Matters Arising from 2012-2013 Audit

Property Management

Last year the Audit Office of NSW recommended that the State Property Authority and the private sector property management service provider continue to work together to resolve current property management issues and support the implementation of a new property management model. The 2012 NSW Ombudsman's report highlighted the NSW Police Force's failure to properly manage hazardous materials. This was largely due to the outsourced contractual model used to manage police properties and recommended the need for a new model.

A new model has since been implemented and Brookfield Johnson Controls Pty Ltd was appointed as the new service provider and awarded a five-year contract. GHD Pty Ltd was appointed as the new contract manager and awarded a three-year contract. Both contracts commenced from 1 July 2013.

As the service provider and contract manager are only recently appointed, the Audit Office of NSW could not monitor the effectiveness of the new arrangements and assess if the new model satisfies improvements to the NSW Police Force's property arrangements. The Audit Office of NSW will monitor the new arrangements during the 2013-2014 audit.

Response

During the 2012-13 reporting year the NSW Police Force moved to establish new property management and governance arrangements from 1 July 2013, to coincide with the natural expiry of the then existing property services contract on 30 June 2013. The new arrangements address all issues raised by both the NSW Ombudsman and the Audit Office of NSW.

APPENDIX 22: Insurance Activities

Workers Compensation

The workers compensation insurance policy covers workplace related injuries for all unsworn staff and all sworn officers recruited after 1st April 1988. For 2012-13, the workers compensation premium decreased by 30%. This was due to a decrease in claims experience.

Public Liability

The public liability insurance policy covers all claims resulting from police activities for which the NSW Police Force is legally liable. For 2012-13, the premium increased by 12%. The premium increase was due to an increase in claim numbers and costs for small claims.

Motor vehicle

The motor vehicle insurance policy covers damage to any vehicle used by NSW Police Force for authorised police operations and activities. For 2012-13, the motor vehicle premium increased by 11%. The premium increase was due to an increase in fleet size and claims experience.

Property

The property insurance policy covers loss or damage to property (other than motor vehicle) owned, used, or in the control of the NSW Police Force. For 2012-13, the premium increased by 16%. The premium increase was due to an increase in declared asset values and claims costs.

Miscellaneous

The miscellaneous insurance policy covers personal accident for volunteers, air travel and personal effects. The 2012-13 premium increased by 27% which was due to an increase in claims experience.

APPENDIX 23: Internal Audit

The NSW Police Force Risk Management & Audit Committee consists of an independent chair, an independent member and an executive member appointed by the Commissioner of Police.

The committee provides independent assurance to the Commissioner by overseeing and monitoring the NSW Police Force's governance, risk management, compliance and control frameworks, and its external accountability requirements. The committee reviews all internal and external audit reports and provides advice to the Commissioner on significant issues identified in the audit reports. The committee also monitors management's implementation of audit recommendations.

The committee ensures all internal audit functions are consistent with the relevant standard, Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing and any additional practice requirements set by the Internal Audit & Risk Management Policy.

NSW Police Force Internal Audit & Risk Management Statement for the 2012-13 Reporting year

I, Andrew Scipione, Commissioner of Police, am of the opinion that the NSW Police Force has an internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit & Risk Management Policy.

I, Andrew Scipione, Commissioner of Police, am of the opinion that the Risk Management & Audit Committee for NSW Police Force is constituted and operates in accordance with the independence and governance requirements of *Treasury Circular NSW TC 09/08*. The chair and members of the Risk Management & Audit Committee are:

- Independent Chair, Ms Carol Holley for a term of four years from 2010
- Independent Member, Mr Arthur Butler for a term of four years from 2010
- Non-independent Member, Deputy Commissioner Catherine Burn Corporate Services from 2010 to September 2012.
- Non-independent Member, Deputy Commissioner David Hudson Corporate Services for a term of four years from November 2012.



A P Scipione APM
Commissioner of Police

Internal audits and reviews

Our Internal Audit & Review Unit provides an independent, objective assurance and advisory service to improve the organisation's operations. The Unit reviews the administrative, financial, information and human resource management functions that support the delivery of core policing services.

The Unit completed three audits and five consultancies for 2012-13 including:

- continuing Education & Training framework for operational frontline police
- a review of the NSW Police Property Group
- ongoing advice during the SAP Upgrade Project as a member of the Project Management Team and the Project Board
- advice to Performance Improvement & Planning Command in the conduct of the *Law Enforcement and National Security (Assumed Identities) Act 2010* audit.

APPENDIX 23: Internal Audit (continued)

- advice to Operational Programs Command about Youth Program and to Performance Improvement & Planning Command about Workforce Improvement Program Evaluation Plan, as to methods for defining program logic and evaluating programs.
- ongoing expenditure cycle continuous controls and transaction monitoring
- advice on financial requirements to the project team for the implementation of the Government Licensing System within the Security Licensing & Enforcement Directorate
- advice to the project team on security controls for the creation of electronic personnel files.

In addition, the Institute of Internal Auditors Australia completed a quality assessment of the Unit with respect to its efficiency and effectiveness, opportunities for improvement and conformity to the International Standards for the Professional Practice of Internal Auditing.

The recommendations from these audits and consultations have resulted in improved compliance with legislation and our own guidelines, better accountability and improved internal controls to assist in the achievement of corporate objectives.

External audits and reviews

During the year the Audit Office of NSW issued performance audit reports relating to government agencies. One of which included the operations of the NSW Police Force.

Managing drugs and other high-profile goods

The audit examined how well the NSW Police Force effectively and efficiently managed the storage and disposal of drug exhibits and other high-profile goods once they are recorded in police systems and stored in secure police facilities. The audit did not examine the collection or safe keeping of such goods before that point.

The report identified that the NSW Police Force has improved the effectiveness and efficiency of the management of drug exhibits and other high-profile goods it holds with the introduction of its Electronic Exhibits, Forensic Information & Miscellaneous Property System (EFIMS) in 2011. Nonetheless the report noted that there is still room for improvements in the transport and disposal of drug exhibits and other high-profile goods, which are being addressed by the NSW Police Force.

APPENDIX 24: Asset Purchase & Protection

The purchase of assets is undertaken under delegation from specific asset acquisition allocations and recorded in the Fixed Assets Register. For each asset, a description, serial number, cost and location by cost centre are recorded. Individual administrative units run monthly validation reports to verify the expenditure incurred and the assets purchased.

Asset audit listings at a cost centre level are available for review as required by managers. A physical audit of assets against the Fixed Assets Register is undertaken annually with a certificate provided by each administrative unit to the Chief Financial Officer. These certificates are available to the Auditor General during his audit of the NSW Police Force accounts.

APPENDIX 25: Major Works in Progress

PROJECT	DUE FOR COMPLETION	COST TO 30/06/13 \$'000
Building		
Bowral Police Station	2017	637
Coffs Harbour Police Station	2016	3,259
Deniliquin Police Station	2017	1,272
Lake Illawarra Local Area Command	2014	18,141
Lake Macquarie Local Area Command	2016	987
Liverpool Police Station	2016	6,162
Manly Police Station	2015	6,388
Moree Police Station	2014	16,441
Parkes Police Station	2014	13,335
Riverstone Police Station	2015	1,787
Tweed Heads Police Station	2017	1,690
Walgett Police Station	2015	1,674
Digital CCTV in Police Station Charge Areas	2014	23,131
Hazardous Materials Management Program	2017	27,102
Police Transport Command Fit-out & Equipment	2014	5,556
Prisoner Handling Upgrades at 14 Locations	2014	16,908
Information and communication technology		
Disaster Recovery for Legacy Systems	2016	384
iLEARN Facilities Management Phase 2	2014	1,489
Joined Up Justice	2014	2,998
OPP Technical Migration	2014	660
SIMS Storage Extension	2014	1,685
TRIM Records Management Upgrade Stage 2	2014	691
Fleet Management System	2014	574
Forensic Services Imaging	2014	598
Global Savings Project	2014	1,876
Government Licence System	2014	1,294
Livescan Hardware Refurbishment	2014	2,145
Mobile Data Terminal Replacement	2015	3,520
Enterprise Resource Planning Upgrade	2014	2,967
Upgrade of Core Operating Police System Phase 2	2014	50,158
Upgrade of Information Technology Equipment Phase 2	2014	36,769

PROJECT	DUE FOR COMPLETION	COST TO 30/06/13 \$'000
Plant and equipment		
Surveillance Equipment Replacement	2016	417
Class 4 Marine Vessels	2014	2,286
Prisoner Transport Vehicles	2014	488

This appendix lists major capital works in progress managed by the NSW Police Force and the actual cost of those works from project inception to 30 June 2013. Completion dates are estimates as published in the 2013-14 Budget Paper No.4 and may be subject to change.

APPENDIX 26: Marine Compliance Taskforce

The Marine Compliance Taskforce was formed in April 2013 to ensure more effective use of multi-agency assets and resources.

Member agencies include the NSW Police Force, Department of Primary Industries, Roads & Maritime Services, Office of Environment & Heritage, and the State Emergency Service (observer).

Since its formation the taskforce has begun scoping an integrated agency co-location trial at Botany Bay, commenced preparing a two-year strategic plan for better use of assets, developed a consultation program to engage staff and unions, launched a webpage, and established a sub-committee to consider appropriate vessel types and procurement opportunities.

More information about the Marine Compliance Taskforce information is available on www.transport.nsw.gov.au by searching for "Marine Compliance Taskforce".

APPENDIX 27: Public Interest Disclosures

We recognise the importance of corruption prevention and resistance.

The *Public Interest Disclosures Act 1994* sets in place a system to encourage public officials to report serious wrongdoing.

Under the NSW Police Force *Public Interest Disclosures Policy & Guidelines*, the *Code of Conduct & Ethics* and the *Corruption Resistance Plan* all staff, irrespective of their position, are expected to contribute to corruption resistance.

These plans however, do not exist in isolation. They rely on all staff managing corruption and misconduct risks through their own professional and ethical conduct, and on the effective application of the Command Management Framework, good supervisory practices and compliance with relevant corporate policies and procedures.

- The number of officers who made public interest disclosures this reporting year: 21
- The number of public interest disclosures received in total: 33
- The number of public interest disclosures received relating to:
 - (i) corrupt conduct 26
 - (ii) maladministration 7
 - (iii) serious and substantial waste of public money 0
 - (iv) government information contraventions 0
 - (v) the number of public interest disclosures finalised 14

APPENDIX 28: Honours & Awards

Commissioner's Valour Award (VA)

Awarded to sworn police for acts of exceptional bravery while on duty.

Det Insp Bryson Anderson (awarded posthumously)	Cst Justin James Knight
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Commissioner's Commendation – Courage

Awarded to officers for action in the line of duty where outstanding courage is required.

L/Snr Cst Kelly Thomas	Det Snr Cst Nathan Deery	L/Snr Cst Mark Hilton Hevers
Snr Cst Brian Ware	Sgt Geoffrey Thornton	Snr Cst Samuel Stevens
Snr Cst Robert Parkin	Snr Cst Scott Curtis	Snr Cst Stanley Sitoou
Snr Cst Simon Ross	Snr Cst Troy Christian Simmons	Cst Simon Meehan
Det Sgt Ashley Stokes	Snr Cst Caroline Tomek	L/Snr Cst Paul Doherty

Commissioner's Commendation – Service

Awarded to officers to recognise outstanding service.

Mr Steven Lowy	Det Sgt Michael Handley	AC Mark Murdoch APM
Sgt Samantha Barlow	Supt Greg Rolph APM	

Commissioner's Commendation – Community Service

Awarded to officers for outstanding service to the community.

Supt Mark Walton	Ms Joanna Gray	Snr Cst Murray Alcock
Insp Gavin Wood	Insp Glenn McDougall	

APPENDIX 28: Honours & Awards (continued)

Commissioner's Unit Citation

Awarded to officers who come together for a common purpose and perform outstanding service which may involve bravery or other acts of merit.

AC Frank Mennilli APM	Snr Cst Benjamin Robinson	Cst Michael Porteous
Supt Stuart Smith APM	Snr Cst Sally Ann Rodgers	Cst Adam Thompson
Insp Michael Rochester	Snr Cst Christopher Wills	Sgt Gregory Frail
Insp Gus Viera	Snr Cst Kristy Sheldrick	Sgt Troy Handley
Det Sgt Andrew Panigyrakis	Snr Cst James Dunphy	L/Snr Cst Jay Maleckas
Det Sgt Cameron Henshaw	Snr Cst Andrew Devlin	Cst Stephen Lewis
Sgt Anthony Skinner	Snr Cst Michael Nolan	Cst Robert Johnin
Sgt John Purcell	Snr Cst Christopher Hill	Cst Kirsten Grech
Snr Cst Eli Naylor	Cst Abraham Baidengan	Prb Cst David Willis
Snr Cst Bane Zekanovic	Cst Ashley Ray	Prb Cst Matthew Krauce
Snr Cst Wade Goddard	Cst Timothy Reynolds	Sgt Ronnie John Tarlington
Snr Cst John Perugini	Cst Arthur Lim	Cst Jessica Kate Senior
Snr Cst Chloe Smith	Cst Brendan Sirol	Cst Shaun Hambly
Cst Kiera Piggott	Cst Ashur Oshana	Cst Philip Paul Bogaerts
Cst Gagandeep Singh	Cst Ashley Young	Insp Christopher Smith
Cst Joshua Paroci	Cst Iosefo Fale	Insp Anthony Compton
Cst Jacob van der Hout	Cst James D'Morais	Sgt Paul Navin
Cst Maurice Preston	Cst Stephen Waddington	Sgt Peter Balatincz
Cst David Pang	Cst Kevin Law	Sgt Stuart Trevallion
Snr Cst Sofia Higgins	Cst Sarah Robinson	Sgt Bryan Jackson
Cst Joshua Boland	Cst Trent Kelly	Sgt Andrew Garner
Cst Lina Bastoncino	Snr Cst Nicholas Walters	L/Snr Cst Kristian Ghost
Cst Brett McGlynn	Snr Cst Paul Roper	L/Snr Cst Simon Burke
Sgt Gary Broadhurst	Snr Cst David Wells	L/Snr Cst Adam Mundy
Sgt Anthony Beckett	Snr Cst Christopher Tegart	Snr Cst Ashley May
Sgt Warren Metcalfe	Sgt Mark Hawthorne	Snr Cst Scott Robertson
Sgt Robert Harper	L/Snr Cst Carmen Bagust	Snr Cst Todd Seydler
Sgt Simon Telfer	Snr Cst Murray Britton	Mr Eric Barrow
Snr Cst Vladimir Kutle	Snr Cst Cameron Goodchild	

Commissioner's Certificate of Merit

Awarded to officers for exceptional performance of duty.

Supt Philip Flogel APM	Ms Victoria Toole	Ch Insp Colin Green
Insp Leith Gardiner Kennedy	Insp Glenn McDougall	Cst Jacob Gow
Snr Cst Lisa Hoggard	Insp Peter Hansen	Mr Dylan Enyon
Dr Jean Edwards	Insp Joshua Trevillion	Mr Travis Lamb
Cst Todd Kirk	Sgt Richard Martin	Mr Asher Licciardi
Prb Cst Usman Assad	Sgt Anthony Bear	Sgt Geoffrey Alan Norris
Sgt Robert Toynton	Det Sgt Samantha Richards	Chief Insp Dean Olsen
L/Snr Cst Michael Masters	Ms Prudence O'Reilly	L/Snr Cst Timothy Wilson
Cst Paul Morrison	Det Snr Cst Andrew Fraser	Cst Scott Bruce
Prb Cst Cameron Turner	Snr Cst Andrew Pearce	Cst Christopher Neill
Cst Paul Drozdowski	Cst Jared Kendall	Sgt Chad George
Mr Conrad Sampson	Cst James Morgan	Snr Cst Mark Davies

NSW Police Diligent & Ethical Service Medal

Awarded to officers for 10 years of diligent and ethical service. A numbered clasp is awarded for each additional five years of diligent and ethical service. Forty-three retrospective medals were awarded to former police officers.

AUSTRALIAN HONOURS & AWARDS

Bravery Medal (BM)

Retired Sgt Stephen de Lorenzo	Snr Cst Shane Pedler
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Commendation for Brave Conduct

Snr Cst Stephen William Case	L/Snr Cst Sean Potocki	Snr Cst Dennis Rutland
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Group Bravery Citation

Snr Cst Shane Pedler

APPENDIX 28: Honours & Awards (continued)

Australian Police Medal (APM)

Awarded for distinguished service by a member of an Australian police force.

Det Sgt John Robertson	Supt Darren Spooner	Det Ch Insp Daniel Sharkey
Insp Edward Bosch	Supt John Stapleton	Supt David Gregory Simmons
Insp Guy Guiana	Supt Luke Freudenstein	Ch Supt Anthony Trichter
Insp Stephen Henkel	Supt Mark Alan Hiron	Supt Mark Steven Walton
Sgt Kevin Daley	Det Snr Sgt Roslyn Keys	Det Supt Scott Whyte
Det Sgt Peter Lunney	Snr Cst Imants Ramma	

Public Service Medal (PSM)

Awarded for outstanding service by employees of the Australian Government and state, territory and local government.

Ms Dawn Gloria King	Ms Nicole Anne Rose
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Medal of the Order Of Australia (OAM) in the General Division

Awarded for service worthy of particular recognition.

Snr Cst Ken Anderson APM	Retired Sgt Brian Friend	Retired Snr Cst Paul Dixon APM
Retired Snr Sgt Don Eyb APM		

National Police Service Medal

720 medals were awarded to sworn officers for 15 years of diligent and ethical service.

National Medal

Awarded to sworn officers for 15 years of diligent and ethical service. A numbered clasp is awarded for each additional 10 years of diligent and ethical service.

National police long service awards are currently on hold pending the introduction of an automated system to allow more efficient processing of these awards. The following awards were issued to eligible serving officers on their death.

2 medals awarded	3 x 1 st Clasp awarded	1 x 2 nd Clasp awarded
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ROYAL LIFE SAVING NSW – NSW POLICE AWARD

Awarded for outstanding attempt at saving human life.

Sgt Glenn Price	L/Snr Cst Shane Eastham	Snr Cst Timothy McTaggart
Sgt Grant Hughes	Snr Cst Mark Cutugno	Cst Adam John Kendall
Cst Ben Leckey	Cst Andrew Drylie	Ch Insp Colin Green
Snr Cst Craig Battley	Cst Barry Turnbull	Snr Cst Joshua Critchley
Snr Cst Paul Smith	Snr Sgt Scott Ortlipp	Snr Cst Nicole Parker
Sgt Robert Minns	Snr Cst Peter Bell	Cst Kylie Morris
Snr Cst Matthew Berry	Snr Cst Samuel Stefanac	Cst William Broadbridge
Prb Cst Lyndsay Bradbury	Sgt Lance Stebbing	Prb Cst Dylan Lunn
Det Sgt Paul Roberts	Snr Cst Jamie Farrar	Prb Cst James Oram
Snr Cst Daniel Bishop	Det Cst Daniel John Lovell	Cst Dale Gordon Holmes

181D Section of the *Police Act 1990* under which a police officer is removed from the NSW Police Force

ABS Australian Bureau of Statistics

ACLOs Aboriginal community liaison officers

ADT Administrative Decisions Tribunal

ADVOs Apprehended Domestic Violence Orders

AFP Australian Federal Police

AGD Attorney-General's Department

AIC Australian Institute of Criminology

AIPM Australian Institute of Police Management

ALEC Alcohol & Licensing Enforcement Command

AM Member of the Order of Australia

ANPR Automated number plate recognition

ANSTO Australian Nuclear Science & Technology Organisation

ANZPAA Australia New Zealand Policing Advisory Agency

APM Australian Police Medal

ASD Aboriginal Strategic Direction

ASGS Australian Statistical Geography Standard

ATM Automated teller machine

BM Australian Bravery Medal

BOCSAR NSW Bureau of Crime Statistics & Research

BTS Business & Technology Services

c@ts.i Complaints Management System

CAD Computer Aided Dispatch

CALD Culturally and linguistically diverse

CAPP Community Awareness of Policing Program

CART Child Abuse Response Team

CCTV Closed circuit television

CET Commissioner's Executive Team

COMPASS Command Performance Accountability System

COPS Computerised Operational Policing System

CSU Charles Sturt University

Cth Commonwealth

D&FV Domestic and family violence

DAC Disability Advisory Council

DAGJ Department of Attorney General & Justice

DAL Division of Analytical Laboratories

DET Department of Education & Training

DNA Deoxyribonucleic acid, or a set of genetic blueprints

DV Domestic violence

DVI Disaster Victim Identification

eAVO Electronic apprehended violence orders

EEFRP Electronic Evidence First Responders Program

EEO Equal employment opportunity

EFIMS Electronic Exhibits, Forensic Information & Miscellaneous Property System

FBI Federal Bureau of Investigation

FOI Freedom of information

FSG Forensic Services Group

FTE Full time equivalent employees

G20 Meeting of the Group of 20 finance ministers and central bank governors from 20 of the world's largest economies

GIPA *Government Information (Public Access) Act 2009*

GST Goods and Services Tax

HR Human resources and human resource management system

HRIP Act *Health Records and Information Privacy Act 2002*

HVP High-visibility policing

HWP Highway patrol

IAU Information Access Unit

ICAC Independent Commission Against Corruption

ICT Information & Communication Technology

IED Improvised explosive device

iLEARN Innovation, Learning, Education, Administration, Resources Network

IPROWD Indigenous Policing Recruitment Out West Delivery

IRC Industrial Relations Commission

ISO International Standards Organisation

ISSN International Standard Serial Number

IT Information technology

JIRTs Joint Investigation Response Teams

LACs local area commands

LEPRA *Law Enforcement (Powers & Responsibilities) Act 2002*

LGAs Local government areas

MAC Marine Area Command

MCLOs Multicultural community liaison officers

MDMA methylenedioxymethamphetamine, a synthetic illicit drug commonly known as ecstasy

MDTs Mobile data terminals

Methylamphetamine a synthetic illicit drug commonly known as crystal meth

MHIT Mental Health Intervention Team

MobileCAD Mobile Computer Aided Dispatch

MPSP Multicultural Policies & Services Programs

MSP Managing Successful Programs

NIFS National Institute of Forensic Science

NSCSP National Survey of Community Satisfaction with Policing

NSW 2021 The State Plan

OMCG Outlaw motorcycle gang

OPP Operational Policing Program

PAL Police Assistance Line

PASAC Police Aboriginal Strategic Advisory Council

PCA Prescribed concentration of alcohol

PHQ Police Force Headquarters

PMAC Police Multicultural Advisory Council

PORS Public Order & Riot Squad

PPD partial and permanent disability

PIIP Act *Privacy and Personal Information Protection Act 1998*

PSES Police Senior Executive Service

PSM Public Service Medal

PTC Police Transport Command

RES Region Enforcement Squad

RMS Roads & Maritime Services

RTA Roads and Traffic Authority

SA1 Statistical Area Level 1 is the smallest geographic area

SAP NSW Police Force's electronic finance

SEOCON State Emergency Operations Controller

SOPs Standard operating procedures

SSG Special Services Group

SWSI South Western Sydney Institute

TAFE Technical and further education

TASER Electronic control devices

TMF Treasury Managed Fund

TPD Total and permanent disablement

UWS University of Western Sydney

VIP Volunteers in Policing

VKG Police radio

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POLICE, FIRE, AMBULANCE

Triple Zero (000)

In an emergency

Use Triple Zero (000) only for emergencies or life threatening situations.

POLICE ASSISTANCE LINE 131 444

For non-emergencies and general enquiries

If you are a victim of a crime, other than life threatening or time critical emergency situations, contact the Police Assistance Line (PAL).

CRIME STOPPERS 1800 333 000

www.nsw.crimestoppers.com.au

Report crime information anonymously

If you have information about people who are wanted by police; unsolved crimes or a crime being planned; suspicious or unusual activity, contact Crime Stoppers on 1800 333 000 or at www.nsw.crimestoppers.com.au. You don't have to give your name and the information will be passed immediately to relevant investigators.

CONTACTS

NSW Police Force Headquarters

1 Charles Street PARRAMATTA NSW 2150

Postal address: Locked Bag 5102 PARRAMATTA NSW 2124

Website: www.police.nsw.gov.au

Telephone: Triple Zero (000) – 24 hours (Telstra ask for police)

Police Assistance Line: 131444 – 24 hours

Customer Assistance Unit: 1800 622 571 – 24 hours (free call)

Crime Stoppers: 1800 333 000 – 24 hours (free call)

www.nsw.crimestoppers.com.au

Police Switchboard: General enquiries 131 444 – 24 hours

TTY (deaf and hearing impaired): (02) 9211 3776 – 24 hours

REGION OFFICES

Central Metropolitan

Level 7, Sydney Police Centre
151-241 Goulburn Street
SURRY HILLS NSW 2010
(02) 9265 4920 – Business hours

North West Metropolitan

Level 10, Ferguson Centre
130 George Street
PARRAMATTA NSW 2150
(02) 9689 7638 – Business hours

South West Metropolitan

6 Fetherstone Street
BANKSTOWN NSW 2200
(02) 8700 2499 – Business hours

Northern

Newcastle Police Station
Cnr Church and Watt Streets
NEWCASTLE NSW 2300
(02) 4929 0688 – Business hours

Southern

Level 3, 84 Crown Street
WOLLONGONG NSW 2500
(02) 4226 7705 – Business hours

Western

143 Brisbane Street
DUBBO NSW 2830
(02) 6883 1704 – Business hours

Police are listed under 'Police NSW' in the White Pages – Business and Government

WE WELCOME YOUR FEEDBACK ON OUR PERFORMANCE

The NSW Police Force welcomes constructive feedback on the performance of our officers and staff so that we can improve the service we provide to you.