

# Section Four PEOPLE

This reporting year we continued to focus on our people. We enhanced our capabilities through aligning flexible rostering to reduce and prevent crime; delivered professional development of our staff and fostered workforce diversity to reflect our community; built a safe and supportive work environment which progressed a culture of workplace safety; supported our people; and reinforced individual accountability and ethics at all levels.

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## People and the State Plan

To promote State Plan strategies and methodologies among police, the State Plan Coordination Unit developed an effective rollout and communication program designed towards NSW Police Force frontline and support personnel, which consisted of tailored presentations and a user friendly intranet website and education package.

### WHAT WE WANT TO ACHIEVE:

#### TARGETS:

- Maintain mandatory police training
- Development/learning days for civilian staff
- Reduce hours lost (sick, work and non-work related)
- Reduce police turnover (%)

#### CORE STRATEGIES EMPLOYED:

- Building organisation capabilities
- Promoting and developing a safe and supportive workplace

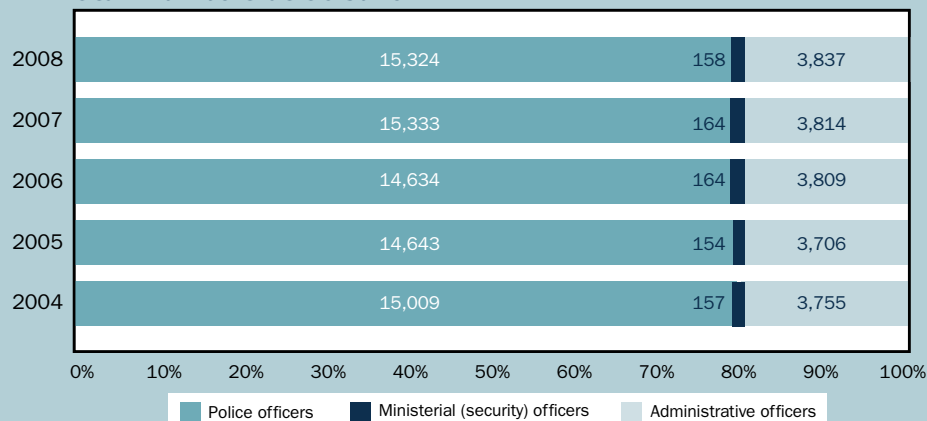
## PERFORMANCE AND RESULTS:

The actual number of police officers has been maintained at a level near our authorised strength.

Turnover – resignation and retirement – of police fell slightly during the year, from 5.2% in 2006-07 to 5.1% in 2007-08.

Approximately 98% of police officers work in operational commands – Field and Specialist Operations.

Staff numbers at 30 June



Source: HR Appendix 3

Under the State Plan enabling strategies, the NSW Police Force is focusing on flexible rostering, professional staff development and workplace diversity. These strategies in action can be demonstrated through practical examples as illustrated in the following chapter.

## Enhanced capabilities

### Align flexible rostering to reduce and prevent crime

The NSW Police Force recognises the increasing importance of flexible work options and family friendly work practices in maintaining a diverse, adaptive and high performing workforce able to meet current and future policing needs.

NSW Police Force employees continue to have access to a variety of flexible work arrangements to assist them to achieve work life balance such as part time work, flexible working hours, parental leave, family and community service and personal carers' leave.

A working party was established this reporting year to examine a range of issues relating to the impact and management of flexible work practices on operational and specialist commands.

### We're developing a work environment that suits the needs of our officers, while improving service delivery to the community

In December 2007 the **NSW Audit Office** released its performance report into *Police Rostering: NSW Police Force*. During the 1990s many police organisations began to modify police rosters to better match resources to demand, and to improve the working conditions of officers. The NSW Police Force implemented a flexible roster model across the organisation in 1995.

The focus of this audit was on general duties policing and whether rosters provide for the flexible deployment of

staff, whether rosters meet the needs of the community and victims of crime, and what impact rosters have had on officers and the NSW Police Force.

The Audit Office made a number of recommendations to address issues identified, including a review of the *Flexible Rostering Guidelines* and parameters that have been in place since 1995, and examining the impact of fatigue on our officers.

## Deliver professional development of our staff

### Scholarship winner studied ways to improve child exploitation investigation techniques

Detective Senior Constable Ann Hogan of the State Crime Command's Child Exploitation Internet Unit, won this year's **Michael O'Brien Memorial Scholarship**. Detective Senior Constable Hogan's research project involved procedures to identify victims of online child exploitation and improve and provide further training and information to NSW police. During her study tour she travelled to France, the USA and Canada, completed the Innocent Images workshop with INTERPOL and an online undercover course with the FBI.

The Michael O'Brien Memorial Scholarship is sponsored by the Commissioner of Police and perpetuates the memory of Detective Superintendent Michael O'Brien, who died in August 1989. The scholarship provides overseas study opportunities in major criminal investigation or investigative support activities for members of the NSW Police Force up to and including the rank of inspector or equivalent.

### Significant changes have been planned to improve police education and training

This reporting year we reviewed Education Services and the Commissioner's Executive Team endorsed implementing the recommendations from that review, known as **Operation Viente**.



Operation Viente is part of a larger change management, team based approach within the Education & Training Command. The review included administrative procedures, reform of the delivery method for police education, and the establishment of regional training centres, including a training facility at Hurstville.

**Operation Viente recommendations** addressed the key themes of command structure, strategy, human resource management, business administration and reform of the key education and training delivery platforms, with an emphasis on weapons training.

### To be employed as a constable in the NSW Police Force, you must pass the Constable Education Program

Students are awarded the **Associate Degree in Policing Practice** (ADPP) on completion of their studies. The University of Western Sydney's Bachelor of Policing and Charles Sturt University's Bachelor of Justice Studies programs also support the Constable Education Program via distance education.

Police applicants generally complete two 14 week sessions of residential training at the NSW Police College, Goulburn and are attested as probationary constables. Session one allows students the choice to study part time via distance education, which takes 28 weeks. The distance education students join the residential students for session two at the college.

Steeped in ceremony and tradition, the **attestation parade** is when policing students take their Oath or Affirmation of Office and is the point at which students become sworn police officers. Probationary constables complete a final year of academic subjects and workplace assessments before being confirmed as Constables of Police and awarded the ADPP.

### Graduates of the NSW Police College

Over the last 12 months we have attested 725 probationary constables. As at 30 June 2008, 1,236

officers have completed their Associate Degree in Policing Practice with Charles Sturt University and been confirmed as constables. As at 30 June 2008 there are **975 probationary constables** attached to local area commands throughout the state.

To guide and mentor these officers, there are 80 full time education and development officers (EDOs) throughout the state with an additional 40 trained 'back up' EDOs. In addition, 551 officers were trained as field training officers (FTOs) this reporting year to provide field based teaching and support to probationary constables.

We also employ an indigenous lecturer to oversee the Aboriginal issues component of the ADPP. Students undertake lectures in policing and public order, society and law in practice and vulnerable populations as they relate to Aboriginal people and communities.

### Training our detectives

Education & Training Command provided general criminal investigation training to 1,350 police this reporting year. Specialist criminal investigation training was provided to 367 police in areas of sexual assault, child protection, drug investigation, arson investigation and investigation management.

Two hundred and twenty eight police were designated as detectives via the nationally accredited Advanced Diploma of Public Safety (Police Investigations). Up to 250 Police per year attend the Detective Education Program (DEP), a 12 month course that supports the Advanced Diploma in Public Safety (Police Investigations).

## Foster workforce diversity to reflect our community

### Aboriginal employment strategies

We want to achieve an overall employment balance that reflects the diversity of people in the community. Towards this aim, we are in the process of developing a new *Aboriginal Employment Strategy 2008-2011* to facilitate



employment and career development opportunities in a supportive inclusive environment for Aboriginal people within the NSW Police Force. It has the specific aim to increase the number of Aboriginal people recruited into and retained by NSW Police Force and maximise opportunities for Aboriginal employees to enhance skills and pursue career options.

### We support school based traineeships in policing for Aboriginal students

In January 2008 the Murra Project was formed to establish school based traineeships in policing for Aboriginal students from years 11 to 12. The partnership included Lake Illawarra LAC, TAFE NSW, Department of Education & Training, Department of Education, Employment & Workplace Relations and Warrigal Care Employment. The project provides students with 100 days of paid employment with Lake Illawarra LAC and our partner agencies over the course of the traineeship, while at the same time completing a Certificate III level qualification for recruitment to the NSW Police College.

### We're supporting flexible bridging courses for adults

The **Indigenous Police Recruitment Out West Delivery Project (IPROWD)** began in April 2008 and is a partnership between the NSW Police Force and the Western Institute of TAFE. Our aim is to deliver a bridging course for adults (also known as the Vocational & Study Pathways Course in TAFE) that is designed in a flexible learning model. This allows Aboriginal people to obtain the language, literacy and learning skills required for entry into the NSW Police Force. The course is an 18 week Certificate III level course and is fee exempt. It is delivered to students by distance learning using satellite technologies located throughout the Western Region. The technology is available for students in remote locations such as Tibooburra, Wanaaring, Ivanhoe, Goodooga and Enngonia.

We successfully completed our **Structured Training & Employment Projects (STEP)** contract with the Department

of Education, Employment & Workplace Relations this year, having more than met the targets set for the employment of new Aboriginal staff over the last two years with 37 new appointments. A new STEP contract is being negotiated.

### We have been specifically marketing to other culturally and linguistically diverse groups

In an effort to attract members from culturally and linguistically diverse communities to join the NSW Police Force, we have hosted the annual multicultural police career day, attended large expo events and local community group activities, distributed flyers and posters and discussed recruitment over radio broadcasts. We also use an interactive voice recording system for inquiries, with translations available.

**Cultural diversity training** has been offered to police both by integrating it within specialist modules for police training of superintendents, detectives, domestic violence liaison officers and youth liaison officers, as well as tailoring programs to meet the needs of local area and specialist commands. This reporting year we also started to focus on diversity components for recruit training, which will remain a growing priority.

Such recruitment and training initiatives are intended to encourage increased cultural awareness among police and enable the organisation to better respond to our communities while improving relationships to build a safe, harmonious workplace.

### We have implemented a number of strategies under our Action Plan for Women

The *NSW Government Action Plan for Women* and the NSW Government Commitment to Women outline government's commitments and priorities for women and is grounded on the principles of equity, access rights and participation. The NSW Police Force actively implements these principles with a focus on increasing the representation of women in decision making positions and promoting and supporting the Spokeswomen's Program. A number of key strategies



were implemented during the life of the *2004-06 Action Plan for Women in NSW Police Force*.

Some of our achievements this reporting year:

- NSW Police Force employees continue to have access to a range of flexible work arrangement to assist them to achieve greater work/life balance.
- We continue to explore various flexible work options that would improve greater flexibility in women's employment.
- We will, over the next reporting period, focus on a range of strategies that improve the recruitment and retention of women in the NSW Police Force.

The NSW Police Force benefits from a very active Spokeswomen's Network which provides professional development, networking, contributions to policy development, and engaging in initiatives that empower women to achieve career success and gain a greater voice.

The Spokeswomen's Network has been proactive in its organisation of local development days for women in various regions. The number of women attending these sessions has led to an increased knowledge in flexible work arrangements and opportunities for career development.

In August 2007 a number of women were sponsored to attend the Australasian Council of Women & Policing (ACWAP) Conference in Melbourne. A number of women

from NSW Police Force were recognised by ACWAP with awards for their outstanding achievements.

In February, the Commissioner recognised Senior Constable Justine Housego from Newtown LAC with the *2007 Commissioner's Perpetual Award for the Advancement of Women in Policing*. Senior Constable Housego was nominated by her command as a superior role model. She is a woman in general duties policing who balances her passion for policing with her love of being a mother.

The NSW Police Force website: [www.police.nsw.gov.au](http://www.police.nsw.gov.au) provides further information about women, family and domestic violence, and victims.

**We are encouraging a work environment that is safe, fair, equitable and free from harassment and discrimination.**

Our *Equal Employment Opportunity (EEO) Management Plan 2007-08* represents the organisation's ongoing commitment to improving equity and diversity in its workforce and aims to establish:

- A diverse and skilled workforce
- Improved employment access and participation by EEO groups
- A workplace culture displaying fair workplace practices and behaviours.

## Trends in the representation and distribution of EEO target groups

### Percentage of total staff<sup>1,2</sup>

EEO target group	Benchmark or target	2004	2005	2006	2007	2008
Women	50%	33%	33%	34%	34%	34.0%
Aboriginal people & Torres Strait Islanders	2%	1.5%	1.9%	2.0%	2.1%	2.1%
People whose first language was not English	20%	2%	3%	4%	5%	6.0%
People with a disability	12%	2%	2%	2%	1%	1.0%
People with a disability requiring work-related adjustment	7%	0.7%	0.6%	0.6%	0.5%	0.5%

### Distribution Index<sup>3</sup>

EEO Target Group	Benchmark or target	2004	2005	2006	2007	2008
Women	100	86	88	88	90	91
Aboriginal people & Torres Strait Islanders	100	89	94	96	96	97
People whose first language was not English	100	76	84	85	84	85
People with a disability	100	114	112	112	113	112
People with a disability requiring work-related adjustment	100	113	111	109	111	111

Notes: 1. Staff numbers are as at 30 June. 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.

Following the release of Chris Ronalds' *Report on the Inquiry into Sexual Harassment & Sex Discrimination in the NSW Police Force*, we have been implementing a range of initiatives to ensure the principles of equity and diversity are consistent with, and integral to, achievement of NSW Police Force objectives.

This reporting year we:

- established a new Workplace Equity Unit to develop, implement and evaluate equity and diversity programs and strategies
- created dedicated positions of regionally based workplace equity officers to provide support and advice for both managers and staff, and to resolve equity concerns at the lowest possible level
- finalised and promulgated the new policy on *Harassment, Discrimination & Bullying* to ensure a clear commitment to zero tolerance of such behaviour in the workplace
- commenced training across the state, with presentations and awareness raising sessions relating to the Workplace Equity Unit, the role of the workplace equity officers and the new policy
- established a new equity intranet site for the information of all staff
- identified 118 employees accredited to receive payment under the Community Language Allowance Scheme, making 27 languages available.

## A safe and supportive work environment

### We're building a culture of workplace safety as an organisational priority

We continue to build safety awareness and reinforce a positive safety culture by integrating safety into training and promotion requirements for all levels of

the organisation. Attendees are able to demonstrate competence in implementing their safety obligations, complying with legislation and preventing injury. To reinforce key safety messages, an internal Annual Safety Award now recognises excellence in developing and implementing solutions to identified health and safety issues.

### We sponsored the National Police Safety Benchmarking Forum

Safety professionals from all Australian policing jurisdictions met in Sydney this reporting year to benchmark performance, share best practice, discuss issues and identify projects that could benefit from national collaboration. The resulting information sharing has led to emerging safety concerns being solved across jurisdictions. We also held an Occupational Health & Safety (OHS) forum in December 2007 to improve safety culture and communication throughout the NSW Police Force through better use of internal OHS committees.

### We're focused on continuous safety improvement

We have revised our safety risk management processes and developed a comprehensive framework to improve how we manage safety risk throughout the state.

### We're working with the Police Association of NSW on effective fatigue management strategies

Our goal is to provide a structured, risk based approach to fatigue management to ensure employee welfare both on and off duty. This joint project analysed the planned and actual working rosters for a sample of officers to provide comparative fatigue information. From this we developed fatigue management guidelines, educational material for all employees and appropriate tools for managers and supervisors to enable the successful management of the rigours of shift work.



**We have improved injury management practices**

We have implemented a number of strategies this year to improve our performance surrounding workers' compensation, sick leave and restricted duties. We have focused on early intervention and have introduced new injury notification processes, an accountability framework and governance processes. Our achievements have included:

- a 30% increase in the number of injury notifications reported within the legislative timeframe
- a 5% increase in the number of officers returning to pre-injury duties
- approximately 65% of officers return to full or restricted duties
- a 10% reduction of officers referred for medical discharge.

**We're performing well in returning injured staff to work**

We're performing better than average for the Treasury Managed Fund (TMF) regarding placing injured workers into suitable duties within two weeks of medical clearance. We have also met the targets set by the Department of Premier & Cabinet relating to the number of officers still off work at eight, 12 and 26 weeks following injury, and are performing significantly better than other TMF agencies.

**We have revised both our safety and injury management policies**

We have also:

- developed guidelines for managing officers at risk of self harm
- developed bushfire standard operating procedures in relation to officer's safety equipment
- revised medical standards for new recruits.

**We're focused on reducing the impact of trauma and distress**

We are implementing initiatives aimed at reducing stressors, improving resilience and communication, and increasing the breadth, quality and awareness of support programs.

One hundred and sixty five of our leaders attended eight workshops with the Black Dog Institute between July and December 2007. These workshops aimed at educating our leaders in the early detection of mental distress in their workplaces, and improving management practices for staff who develop early signs of mental distress.

**Workers compensation: We continue to improve our performance**

There were no **WorkCover** prosecutions or prohibition notices imposed during this reporting year. However, WorkCover issued nine improvement notices for safety concerns at two locations, and all have been actioned.

**The 10 mechanisms for significant causes of accidents or incidents this year**

Cause	2005-06	2006-07	2007-08	Difference 06-07 and 07-08
Body stressing	3.09	4.09	2.99	-1.10
Being hit by moving objects	4.28	4.06	3.83	-0.23
Falls, trips and slips of a person	2.36	2.52	1.75	-0.77
Mental stress	2.07	2.26	2.28	+0.02
Other and unspecified mechanisms	1.48	1.82	2.21	+0.39
Biological factors	0.65	1.26	1.03	-0.23
Chemicals and other substances	0.36	0.31	0.32	+0.01
Heat, radiation and electricity	0.06	0.09	0.05	-0.04
Sound and pressure	0.06	0.05	0.04	-0.01
Hitting objects with a part of body	0.82	0.77	0.58	-0.19

Note: We have reported on those incidents that resulted in an injury which was reported to our insurer, Allianz. The data presented are per 100 employees to allow comparisons between commands, police locations and years.

**Workers compensation for sworn staff who commenced post 1988 and administrative staff**

Significant and non-significant claims comparison for claims reported in 2005-06, 2006-07 and 2007-08

Claim type	2005-06	2006-07	2007-08	Difference	Percentage
Significant	1,890	1,598	1,686	88	5.51
Non-significant	1,072	1,033	1,156	123	11.91
Total claims	2,962	2,631	2,842	211	8.02

Our **workers compensation premium** for 2008-09 has decreased by 11%. This is due to a number of factors driven primarily by improved injury and claims management practices. We received 2,842 workers compensation claims for injuries sustained on duty, which equates to 17.3 per 100 staff. This compares to 17.2 per 100 staff for the same period last year. As an organisation we are constantly working towards reducing these numbers.

We conducted 15,063 **random alcohol tests** (98.2% of sworn officer strength equivalent) of which seven were positive. Compared with last year, this showed a 37% increase in tests conducted, with a 56% reduction in detections. We conducted 2,381 **random drug tests** (14.8% of sworn officer strength equivalent), one of which was positive for cannabis. Compared with last year, this showed a 5% increase in tests conducted, while detections remained at one.

We continued our program of random alcohol testing of students and this year conducted 2,196 tests with 27 positive results. We conducted 151 random drug tests for students with none testing positive. Legislation introduced in February 2007 requires that we report on the number of tests conducted for **steroid use**. Three tests were conducted during this year with no positive results.

### We have reduced the number of officers on long term sick leave

The NSW Police Force continues to focus on injury management and early return of officers to work. Strategies implemented this year include an electronic notification of injuries system and the requirement for injury management staff to contact all injured officers within 24 hours of the notification being received. Injury management staff also have a requirement to maintain fortnightly contact with affected officers. This contact is in addition to the welfare support provided by the command.

Injury management staff liaise closely with the nominated treating doctors to encourage return to work and aim to ensure that suitable duties are provided within one week of an officer being certified fit to return to work. In addition, monthly reviews are conducted to ensure officers are progressing appropriately.

Twice a year the Human Resource Command reviews the management of sick leave, both short term and long term, within each command. The focus is to work in partnership with the commands to support the consistent application and implementation of sick leave policy. We also identify positions within the organisation which may be offered to persons who are unable to return to full duties.

## Supporting our people

### We reviewed our free counselling service, the Employee Assistance Program (EAP)

This reporting year we invited tenders for an enhanced service focused on improved responsiveness to the needs of our staff. A new provider commenced in March 2008 to assist staff and their immediate families with problems such as emotional stress, marital or family issues, workplace conflict or anxiety and depression. It also provides managers with advice in managing a range of workplace situations. This reporting year 1,116 employees and 182 family members used the EAP counselling services. The majority of concerns were of a personal nature, with 43% being early intervention for work related matters.

When an officer or group of officers is involved in a traumatic event we provide them with the opportunity to discuss it with a qualified psychologist. We also follow up on how the event impacts on them in the following weeks. This reporting year, following an internal review, we outsourced this service to an organisation with a **dedicated trauma team**. During the year this external group responded to 317 requests for debriefing as a result of attendance at a traumatic incident.

Our **Wellcheck program** continues to form part of the psychological screening process for employees working in the highest risk areas. Wellcheck provides assistance to reduce the risk of psychological harm before issues escalate. As at 30 June 2008, 992 sworn and administrative officers were enrolled in the Wellcheck Program.

There are approximately 1,100 trained peer support officers who continue to provide support for their colleagues in the workplace. **Police chaplains** provide counselling and pastoral care, including support to police at emergency situations.

### We implemented a new promotions process

The implementation of the new police promotion system continued throughout the reporting period. Promotion lists for all superintendent and inspector ranks have been finalised and nine appointments at superintendent level have been made.

The 2008 process has commenced with the pre-qualifying assessments and examinations completed for all ranks, and the sergeant level eligibility programs commencing at the NSW Police College, Goulburn.

### We have improved pay and conditions for staff

In accordance with the *Crown Employees (Police Officers – 2005) Award*, all police received salary increases of 2% on 1 July 2007 and 1 January 2008. New salary structures introduced for sergeants, inspectors and superintendents incorporating the former ranks of chief inspector and chief



superintendent in July 2006 have been fully implemented enabling transfers between commands to be more easily accommodated.

Salaries for administrative staff as provided within the *Crown Employees (NSW Police Administrative Officers & Temporary Employees – Salaries 2006) Award* provided an increase of 4% from 1 July 2007.

### Our Code of Conduct & Ethics and Statement of Values

The *Commissioner's Statement of Professional Conduct* was issued in 2005 to assist NSW Police Force employees in understanding the standards of professional conduct expected of them. The Statement was intended to be read in conjunction with the revised *Code of Conduct & Ethics*, issued in 2006.

The *Code of Conduct & Ethics* and the *Statement of Values* are now established documents and have been acknowledged by all employees. They are expanded and fully explained in the *Standards of Professional Conduct* booklet available to all staff on the intranet site. Accordingly, the *Commissioner's Statement of Professional Conduct* was retired in April 2008.

### How complaints can be made against a NSW Police Force employee

Often the most effective way to resolve customer service matters is to talk to us. Improving our customer service to the community is a priority for the NSW Police Force. However, if you need to complain about NSW Police Force employees, you can contact the **Customer Assistance Unit** on ph: 1800 622 571. You can also visit your local police station.

**To lodge a formal complaint** you must do so in writing. Written complaints can be left at or mailed to your local police station, or mailed to the Customer Assistance Unit at PO Box 3427, Tuggerah, NSW 2259. Or you can lodge

a complaint online at [www.police.nsw.gov.au](http://www.police.nsw.gov.au) (under "How to..." in the left side menu).

You can also complain about the conduct of NSW Police Force employees through the **NSW Ombudsman** ([www.ombo.nsw.gov.au](http://www.ombo.nsw.gov.au)) or the **Police Integrity Commission** ([www.pic.nsw.gov.au](http://www.pic.nsw.gov.au)). In most circumstances complaints received by these agencies will be referred to the NSW Police Force to resolve.

Section 167A of the *Police Act 1990* makes it an offence for a person to make a false complaint about the conduct of a police officer or to give false information in the course of an investigation of a complaint.

### Local commanders and managers are responsible for the management of complaints

Within each command, **Complaint Management Teams (CMTs)** provide advice, supervision and direction to ensure that complaints are dealt with in a timely and effective manner. CMTs comprise the commander or manager, an executive officer, a crime manager (or equivalent) and other specialist staff as required.

### Complaints management is supported by the Professional Standards Command

The Professional Standards Command (PSC) has developed a number of resources for CMTs and provides consultancy services; provides specialist investigative advice and resources; conducts audits of complaint records; and reports on trends and performance. The PSC also maintains close liaison with the **Police Integrity Commission** and the **NSW Ombudsman** to ensure that the issues of interest to those agencies are considered within the NSW Police complaint management framework.

### The number of complaints against police has fallen

The total number of complaints against police (from both internal and external sources) decreased by nine percent



Police complaints and issues	2003-04	2004-05	2005-06	2006-07	2007-08	Difference (%)
Complaints received	5,556	5,875	5,801	5,601	5,101	-9%
Internal complaints	2,368	2,583	2,347	2,404	2,175	-10%
External complaints	3,188	3,292	3,454	3,197	2,926	-8%
Issues raised	8,405	9,179	9,286	8,924	7,662	-14%

Note: all figures based on data extracted from C@ts.i on 30 June 2008. Some figures may differ from those published last year. This is due to the late receipt or removal of complaints from the database this reporting year.

Issues raised	2004-05	2005-06	2006-07	2007-08	2007-08	Difference (%)
Arrest	124	156	183	133	131	-2%
Corruption/misuse of office	322	307	349	364	294	-19%
Custody	171	161	205	160	114	-29%
DNA evidence and sampling	3	2	7	1	1	0%
Drugs (other than searches or evidence matters)	138	131	103	88	104	18%
Evidence	242	237	239	200	133	-34%
Failure to observe service standards	310	34	37	35	30	-14%
False complaint	18	20	10	10	2	-80%
Harassment and discrimination	356	362	340	329	245	-26%
Investigations	849	812	817	808	609	-25%
Local Management Issues	2,026	2,951	3,049	3,142	2,922	-7%
Misconduct	175	199	189	188	147	-22%
Misuse of information and information systems	303	378	398	419	365	-13%
Other criminal act or omission (not specified elsewhere)	215	276	274	221	257	16%
Property and exhibits	209	190	173	208	189	-9%
Prosecution	225	226	260	239	167	-30%
Searching	122	125	106	100	65	-35%
Service delivery	1,568	1,471	1,424	1,276	940	-26%
Theft/misappropriation	81	74	77	62	66	6%
Traffic offences	120	127	115	86	94	9%
Unreasonable use of force (including assault)	623	666	664	608	559	-8%
Untruthfulness/lying/dishonesty	129	188	185	176	154	-13%
Use of service resources	76	86	82	71	74	4%
	8,405	9,179	9,286	8,924	7,662	-14%

Note: all figures based on data extracted from C@ts.i on 30 June 2008. Some figures may differ from those published last year. This is due to the late receipt or removal of complaints from the database this reporting year.

in 2007-08 (compared to 2006-07). This decrease was made up of an overall 10% decrease in the number of internal complaints received, while in the same period, the number of external complaints (that is, complaints by the public) decreased by eight percent. The total number of issues identified (a complaint can contain a number of issues) dropped in line with the decrease in complaints, down 14%.

**The Commissioner has the power to remove police officers from the Force**

Under section 181D of the *Police Act 1990*, if the Commissioner no longer has confidence in an officer's suitability, he has the power to remove them from office. This reporting year, the Commissioner lost confidence in 30 officers, compared with 29 last year. Of those 30, two were reinstated, three were re-employed, 15 still have matters pending with the Industrial Relations Commission, six have settled (other than by reinstatement) and three applications that were made to the Industrial Relations Commission for review of the Commissioner's decision were withdrawn by the relevant officer. One matter was dismissed by the Industrial Relations Commission. One officer appealed to the Full Bench of the Industrial Relations Commission where the appeal was upheld and remitted to a single judge of the IRC for re-hearing. The Commissioner appealed to the Full Bench of the IRC in respect of another officer, which is still pending. The Commissioner issued 88 'show cause' notices pursuant to section 181D(3)(a) during the reporting year. Note: these 'show cause' notices may or may not relate to the 30 officers which he removed in the same period.

During 2007-08, 114 initial complaint matters were dealt with concerning civilian staff and formal discipline action was undertaken in respect of 25 civilian staff.

**We contribute to ethical policing within Australasia**

The NSW Police Force continued to contribute to the maintenance and enhancement of ethical policing within Australasia through contributions to the Australasian Police Integrity Forum (APIF). An executive officer attended the 16th APIF which focused on 'Recruitment and professionalism in policing in relation to police conduct' and examined topics including:

- recruitment of staff to internal affairs
- whistle blowing
- proactive targeting of 'at risk' police officers
- unauthorised release of information
- probity and integrity checking
- promoting a professional internal reporting culture
- illicit drug use by police.

**Outlook for 2008-09**

In the coming year, we will:

- Continue to align flexible rostering to reduce and prevent crime
- Deliver ongoing professional development of our staff
- Continue to foster workforce diversity to reflect our community
- Progress a culture of workplace safety
- Continue to support our people
- Further reinforce individual accountability and ethics at all levels



