



NSW Police Force
www.police.nsw.gov.au

ANNUAL REPORT 2008-09

committed to customer service



our VISION

A safe and secure New South Wales.

our PURPOSE

To work with the community to reduce violence, crime and fear.
(Police Act 1990)

our VALUES

EXCELLENCE

Having the highest professional standards and integrity.

TRUST

Promoting community faith and confidence in their police.

HONOUR

Acting with pride and admiration for the policing profession.

IMPARTIALITY

Fair and objective decision making without prejudice.

COMMITMENT

Dedication and devotion in the performance of your duties.

ACCOUNTABILITY

Acknowledging ownership and being answerable for your actions.

LEADERSHIP

Acting as a role model for the community and your colleagues.

our SERVICES

We serve 6,984,172 people (approximately one third of Australia's total population).

We respond to crime, emergencies and other calls for assistance.

We investigate crime, detect and prosecute offenders.

We patrol identified crime hot spots, provide a police presence at public events and contribute to the security of critical infrastructure.

We provide response services by land, air and sea.

We patrol roads, waterways and public transport corridors, and investigate major traffic crashes.

The STATE PLAN provides a strategic direction for the State of NSW

The *NSW State Plan* drives all government agencies in terms of ownership of key objectives and delivery of key strategic indicators. These objectives are divided into the following sections:

- rights, respect and responsibility
- delivering better services
- fairness and opportunity
- growing prosperity across New South Wales
- environment for living.

The Government divided each of these into a number of core priorities for New South Wales and ownership of these priorities was attributed to the most appropriate lead agency. The NSW Police Force became the lead agency for **R1: Reduced rates of crime, particularly violent crime** and **R3: Reduced levels of antisocial behaviour**. These core areas became the focal point for the development of the NSW Police Force Corporate Plan 2008-2012.

In addition, we partner other lead agencies in terms of their core priorities in areas such as corrections and reoffending (R2), community participation (R4), safer roads (S7), mental health (F3), early intervention and prevention (F4) and child neglect (F7). All agencies need to drive improved customer service (S8).

This annual report has been based on the *NSW State Plan* and the *NSW Police Force Corporate Plan 2008-2012* (summarised on page 4 of this report). The six chapters that reflect our key performance areas have been colour coded to make it easier for you to assess our performance in terms of the *State Plan* and the *NSW Police Force Corporate Plan 2009-12*.

CRIME (State Plan R1)

- Reduced rates of crime, particularly violent crime

PUBLIC SAFETY (State Plan R3)

- Reduced perception and fear of crime
- Reduced levels of antisocial behaviour
- Safer public transport and roads

COMMUNITY & PARTNERS (State Plan R3 and S8)

- Increased community confidence in police

PEOPLE (State Plan enabling strategies)

- Enhanced capabilities
- A safe and supportive work environment

SYSTEMS (State Plan enabling strategies)

- Improved organisational capability to deliver our services

LEADERSHIP (State Plan enabling strategies)

- Clear direction and support

Each key performance area has a clear outline of what we're striving to achieve, how success will be measured and achievements to date in terms of our delivery of core policing services and the *NSW Police Force Corporate Plan 2009-12* and *State Plan* strategic directions.

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Produced by the NSW Police Force Public Affairs Branch in conjunction with the Office of the Commissioner

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Cultural approval for all Aboriginal content and photographs has been provided by Manager, Aboriginal Programmes & Strategy, Ms Doreen Peters of the Gamilaroi people at Walgett.



31 October 2009

The Hon Michael Daley MP
Minister for Police
Parliament House
SYDNEY NSW 2000

Dear Minister,

I am pleased to submit the NSW Police Force Annual Report for the year ending 30 June 2009, for tabling in Parliament.

The report was prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985* and the *Annual Reports (Departments) Regulation 2005*, as amended. It complies with the standardised reporting formulae for financial statements, approved by the Treasurer.

Following the report's tabling in Parliament, it will be available for public access on the NSW Police Force website www.police.nsw.gov.au.

Yours sincerely,

A handwritten signature in white ink, appearing to read 'A P Scipione'. The signature is stylized and cursive.

A P Scipione APM
Commissioner of Police





our HISTORY

- The NSW Police Force is one of the largest police organisations in the English speaking world.
- It began as the first civilian police force in Australia, formed by Governor Arthur Phillip in 1789 to guard Sydney Town, known as the Night Watch.
- In 1862 all Watch Teams were combined under the *Police Regulation Act 1862* to form the NSW Police Force.
- That Act was later replaced by the *Police Regulation Act 1899*.
- In June 1987, the NSW Police Force (which had carriage of operations) and the NSW Police Department (which had carriage of policy and administration) were amalgamated.

our CHARTER and the LEGISLATION we operate under

- Today the NSW Police Force operates under the *Police Act 1990* and *Regulations*.
- The NSW Police Force has 19,680 employees: 15,720 police officers and 3,960 administrative staff.
- We serve 6,984,172 people (approximately one third of Australia's total population) according to the Australian Bureau of Statistics as at 31 December 2008.
- 80 local area commands (LACs) operate from more than 474 police locations delivering policing services to communities.
- Specialist commands complement the general duties operational capability, covering land, sea and air operations.
- During 2008-09 the NSW Government funded the NSW Police Force at a net cost of \$2.5 billion (up from \$2.3 billion in 2007-08).

For more information about our governance and structure, turn to page 54.

KEY PERFORMANCE AREAS

To help you navigate this report, we have organised its chapters according to the six key performance areas of our Corporate Plan. Each chapter has been colour coded accordingly.

	STRATEGIES WE'RE IMPLEMENTING
CRIME	<p>REDUCED RATES OF CRIME, PARTICULARLY VIOLENT CRIME</p> <ul style="list-style-type: none"> • Coordinate resources dedicated to crime prevention • Target repeat offenders and crime hotspots • Target alcohol and drug related crime • Strengthen our response to domestic and family violence • Combat organised and serious crime • Continue to bring offenders to justice
PUBLIC SAFETY	<p>REDUCED PERCEPTION AND FEAR OF CRIME</p> <ul style="list-style-type: none"> • Increase community engagement with a focus on vulnerable groups • Enable local solutions to local problems <p>REDUCED LEVELS OF ANTISOCIAL BEHAVIOUR</p> <ul style="list-style-type: none"> • Increase and improve coordination of visible authority • Target antisocial behaviour <p>SAFER PUBLIC TRANSPORT AND ROADS</p> <ul style="list-style-type: none"> • Targeted traffic enforcement • Encourage responsible driving and behaviour on public transport
COMMUNITY & PARTNERS	<p>INCREASED COMMUNITY CONFIDENCE IN POLICE</p> <ul style="list-style-type: none"> • Respond to calls within a reasonable time • Provide professional customer service • Collaborate with community and partners • Embed prevention and early intervention • Cooperate and coordinate with other law enforcement jurisdictions • Rigorously administer legislation and regulations
PEOPLE	<p>ENHANCED CAPABILITIES</p> <ul style="list-style-type: none"> • Align flexible rostering to reduce and prevent crime • Deliver professional development of our staff • Foster workforce diversity to reflect our community <p>A SAFE AND SUPPORTIVE WORK ENVIRONMENT</p> <ul style="list-style-type: none"> • Progress a culture of workplace safety • Support our people • Reinforce individual accountability and ethics at all levels
SYSTEMS	<p>IMPROVED ORGANISATIONAL CAPABILITY TO DELIVER OUR SERVICES</p> <ul style="list-style-type: none"> • Streamline procedures and legislation (cutting red tape) • Improve usefulness, reliability, accessibility, integrity and value of our information, communication and technologies • Enhance internal controls • Promote good practice
LEADERSHIP	<p>CLEAR DIRECTION AND SUPPORT</p> <ul style="list-style-type: none"> • Encourage talented, dedicated and innovative staff • Influence people to achieve community, government and corporate priorities • Communicate effectively • Ensure succession planning • Support delegated authority to make day to day decisions

INDICATORS OF SUCCESS

TARGET FOR 2012

<ul style="list-style-type: none"> Fewer personal victims of assault, sexual assault and robbery¹ Fewer household victims of attempted break and enter, and motor vehicle theft¹ Increase local government areas with decreasing/stable crime rates (%)² Reduce alcohol related assaults² Increase legal actions (charges) for serious crime 	<ul style="list-style-type: none"> ≤ 5.1% victimisation ≤ 6.2% victimisation ≥ 94% decrease increase
<ul style="list-style-type: none"> Increase the % of the community who feel safe walking/jogging alone after dark in their neighbourhood (%)³ Reduce the % of the community who perceive louts/gangs to be a problem in their neighbourhood (%)³ Reduce the % of the community who perceive graffiti or other vandalism to be a problem in their neighbourhood (%)³ Reduce the % of the community who perceive speeding cars, dangerous or noisy driving to be a problem in their neighbourhood (%)³ Increase the % of the community who feel safe using public transport alone after dark (%)³ Reduce road trauma⁴ 	<ul style="list-style-type: none"> ≥ national average ≤ national average ≤ national average ≤ national average ≥ national average road fatalities < 0.74 per 100 million vehicle kms travelled
<ul style="list-style-type: none"> Improve time taken to attend urgent calls² Increase the % of the community who were satisfied with the most recent contact with police (%)³ Reduce customer service related complaints Increase the % of the community who state they 'agree' they "have confidence in police" (%)³ Increase legal actions for domestic violence related assaults (%)² 	<ul style="list-style-type: none"> ≤ 10 minutes (80% of calls) ≥ national average decrease ≥ national average ≥ 60%
<ul style="list-style-type: none"> Maintain adequate police officers at local area commands (%) Maintain mandatory police training requirements Civilian staff receiving three or more learning/development days per year (%) Reduce police turnover (%) Reduce time taken to fill vacant positions Increase staff satisfaction (staff opinion survey: % agreeing) Reduce number police officers with over 456 accrued annual leave hours (%) Reduce hours lost (sick leave – work and non-work related) 	<ul style="list-style-type: none"> ≥ 80% ≥ 95% ≥ 90% ≤ national average decrease increase < 8% ≤ national average
<ul style="list-style-type: none"> Increase police deployment to crime fighting and prevention across LACs (%) Reduce the number of hours police are rostered for court Less time unavailable due to unscheduled computer system and communications outages (CAD & COPS) Increase in staff who consider core systems are easy to use, reliable (timely and accurate), responsive and can readily access data (staff opinion survey: % agreeing) 	<ul style="list-style-type: none"> ≥ 82% decrease decrease increase
<ul style="list-style-type: none"> Increase in staff who consider they have opportunities to use their skills/knowledge (staff opinion survey: % agreeing) Increase in staff who consider they are achieving priorities (staff opinion survey: % agreeing) Increase the % of the community who are satisfied with services provided by the police (%)³ Commands with a business plan (detailing initiatives and targets) Reduce vacant commander and senior officer positions within commands Financial result is in line with budget 	<ul style="list-style-type: none"> increase increase ≥ national average =100% decrease on budget

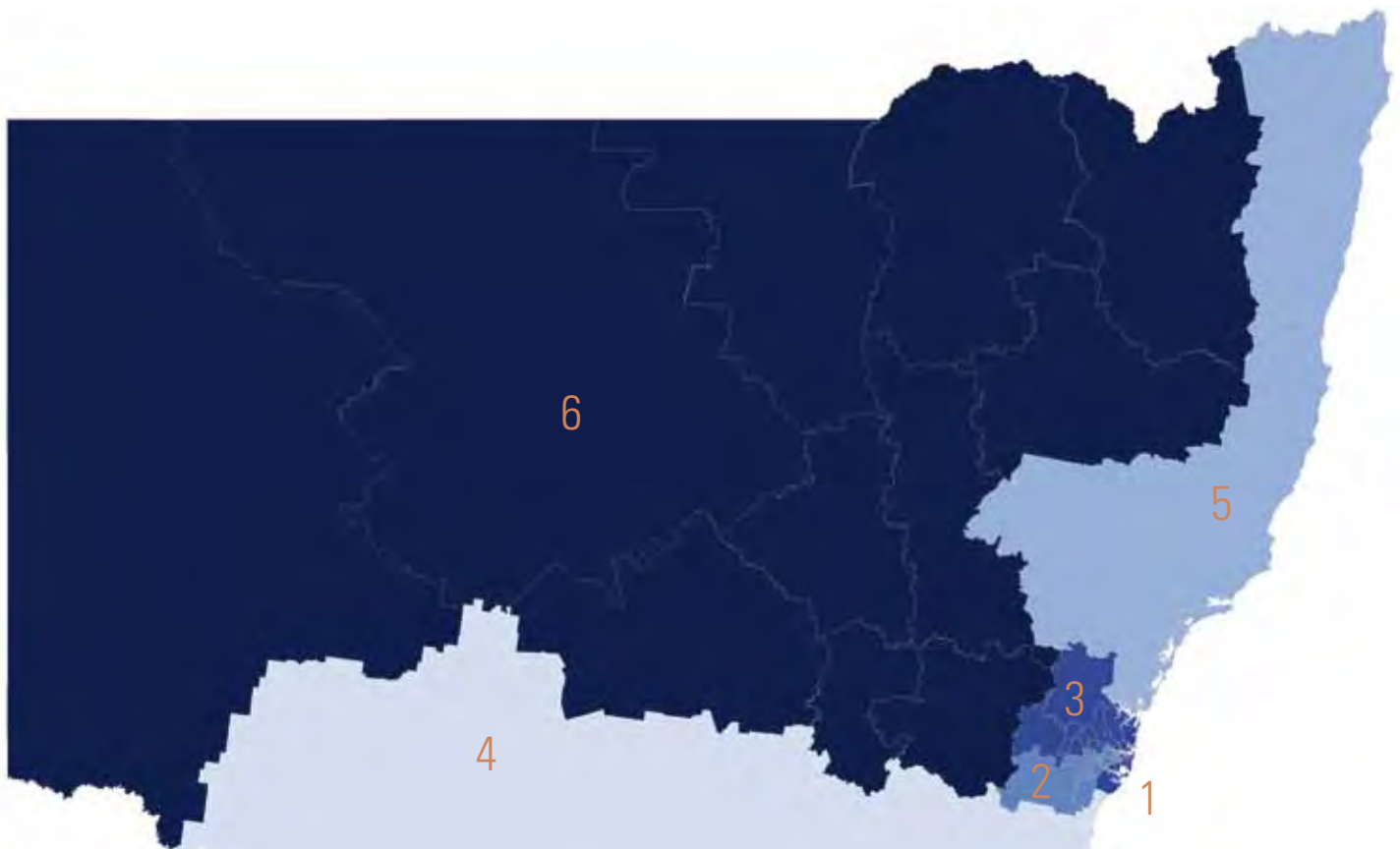
Notes:

¹Source – ABS Crime & Safety survey and State Plan

²Source – Results & Services Plan

³Source – National Satisfaction with Policing Survey

⁴Source – State Plan – S7 Safer Roads



our POLICE REGIONS

1 CENTRAL METROPOLITAN REGION

Area in square kilometres	542.1 sq km
Usual residents*	1,055,945
Number of police officers	2,619
Number of administrative staff	197

2 SOUTH WEST METROPOLITAN REGION

Area in square kilometres	3,445 sq km
Usual residents*	1,267,739
Number of police officers	2,265
Number of administrative staff	193

3 NORTH WEST METROPOLITAN REGION

Area in square kilometres	6,269 sq km
Usual residents*	1,765,492
Number of police officers	2,297
Number of administrative staff	202

4 SOUTHERN REGION

Area in square kilometres	199,700 sq km
Usual residents*	901,542
Number of police officers	1,669
Number of administrative staff	152

5 NORTHERN REGION

Area in square kilometres	70,050 sq km
Usual residents*	1,484,717
Number of police officers	2,328
Number of administrative staff	198

6 WESTERN REGION

Area in square kilometres	520,600 sq km
Usual residents*	508,737
Number of police officers	1,204
Number of administrative staff	147

These figures do not include staff (both police and administrative) who are centrally managed but deployed throughout the regions in specialist and corporate functions.

They support police and the community by providing operational information to support investigations; radio communications; call centres; forensic services; complaints and employee management, air and sea policing; specialist surveillance; canine and mounted support; media and public relations; counter terrorism and major crime investigation; police prosecutions; technology support; occupational health and safety; injury management; education and training including leadership development; human resource support and asset management.

*Note: *Changes in published figures reflect changes to police region boundaries.*



Commissioner's FOREWORD

This reporting year the NSW Police Force, in partnership with other government agencies, continued to provide an effective and efficient policing service across New South Wales to drive down crime and make our state safer.

Our total expenses this year were \$2,549.5 million, the vast majority of which was spent on salaries and employee related expenses.

This year we again invested considerable resources in reducing alcohol related crime and antisocial behaviour, including the targeting of hotspots. The newly established Alcohol & Licensing Enforcement Command (ALEC) played a significant role in coordinating a revised statewide licensing structure, focussing on the enforcement of additional licensing conditions at licensed premises with a high frequency of alcohol related assaults. It is most gratifying to note that there has been an 86% drop in 'glassings' at the Top 48 premises this reporting year.

Positive results were also achieved in relation to antisocial behaviour such as illegal street racing and car hoons, with more than 180 vehicles confiscated for this type of activity. A significant public order policing response was clearly visible at the camp grounds at this year's V8 Supercars Race at Bathurst, resulting in a safer environment for families.

One of our major challenges was ensuring the safety and success of major events such as World Youth Day 2008 (WYD08) in July 2008, all while maintaining day to day policing operations across metropolitan and country New South Wales.

WYD08 presented special logistical and operational challenges, including ensuring the safety, both on water and land, of Pope Benedict XVI and other dignitaries, and the hundreds of thousands of pilgrims, international visitors and community members who attended the celebrations. It was in fact, the single biggest gathering of youth on the planet in 2008.

In February 2009, more than 300 general duties and forensic staff volunteered to provide valuable policing support to their Victorian colleagues during the bushfire emergency, representing the largest ever interstate deployment of NSW Police Force officers.

I would like to thank all the men and women of the NSW Police Force, both sworn and civilian staff and volunteers, for their incredible efforts, not just in relation to WYD08 and the Victorian bushfires, but also for their enduring actions throughout the year to protect the people of New South Wales.

While public satisfaction with the service provided across our organisation remains high we are continuing to improve our customer relationships. As you will see in the following pages we are taking proactive steps to make this happen, including the introduction in November 2008 of the Customer Service Charter.

The charter is based on extensive consultation and feedback, and supports the provision of effective service to law abiding citizens, especially victims of crime. Input was gained from key stakeholders from the community, government, our partner organisations and from our own staff.

The Commissioner's Executive Team (CET) has endorsed Phase Three of the Customer Service Program. This includes a variety of improved measures for customer service delivery such as an extension to the mystery shopper campaign. There will also be a stronger focus on improving our interaction with victims to ensure the provision of information, follow-up and support for them. During this phase all NSW Police Force employees will receive comprehensive customer service training specific to their duties and responsibilities. Another key focus will be

on improving community engagement initiatives to ensure the NSW Police Force is meeting its commitments of being accessible, professional and helpful, taking appropriate action and keeping customers informed.

The NSW Police Force is committed to continuing to drive down crime across the state. It is extremely pleasing to note that for the 24 months to June 2009 crime across New South Wales was stable or on the decrease for 16 out of 17 crime categories (Bureau of Crime Statistics and Research (BOCSAR), NSW Recorded Crime Statistics Quarterly Update, June 2009).

I look forward in the coming year to continuing, with the support of the community, to improve our responses to crime and safety across New South Wales.

A P Scipione APM
Commissioner of Police

our CUSTOMER SERVICE CHARTER

The NSW Police Force is committed to providing the community and the people of our own organisation with responsive and meaningful customer service. Ensuring that we maintain quality customer service is one of the highest priorities of every officer. It is what the community demands, deserves and expects. It is also a key requirement of the NSW Government.

The Customer Service Charter simply and clearly states our commitment to our officers and to the diverse communities that we serve. These commitments will be measured and built into our training programs, business plans and other systems.

You said “BE ACCESSIBLE”

WE WILL:

- provide 24/7 assistance to all customers
- through the Police Assistance Line (131 444), provide information on your nearest available police station
- always give priority to emergencies. If police attendance is required, we will allocate a response priority in accordance with the level of seriousness
- be accessible to all persons regardless of their culture, language, age, sexuality, physical and mental ability, locality and socio-economic background.

You said “BE PROFESSIONAL AND HELPFUL”

WE WILL:

- listen to you and acknowledge your needs
- treat you fairly and with respect
- maintain your confidentiality
- show care and be accurate
- take ownership of your matter if it's a policing issue.

You said “TAKE APPROPRIATE ACTION”

WE WILL:

- when attending your incident, provide you with information regarding timeliness
- explain how your matter will be progressed and why
- where appropriate, investigate your matter and advise you of the outcome
- attempt to resolve your matter at the first point of contact, or contact and transfer your matter to the appropriate area or person of responsibility for resolution
- tell you when no further action will be taken and the reason why.

You said “KEEP ME INFORMED”

WE WILL:

- provide a reference number and contact officer for your matter
- if you are a victim, explain your rights and provide regular updates in accordance with the Charter of Victims Rights
- if you are a witness, offer to provide follow-up information
- communicate with communities about issues that affect them, via local media, meetings, forums and committees.



the VICTORIAN BUSHFIRES: WE LENT A HAND

The bushfires that burned through much of eastern Victoria in February 2009 were the worst on record.

With Victorian resources stretched beyond their limit, 300 members of the NSW Police Force, made up of general duties officers and specialists from the Forensic Services Group, volunteered at short notice to support their southern colleagues and allow them a very necessary break.

This was the largest ever deployment of New South Wales police officers to any interstate emergency.

A contingent of 150 officers flew to Melbourne for a week to undertake traffic and management duties around some of the worst affected areas of Kinglake and Marysville. The following week, a second contingent of 150 police was deployed.

Our officers undertook training in wild fire safety, Victorian Police Powers, Victorian legislation and were appointed as special constables in Victoria. All staff worked 10 hour shifts alongside their Victorian colleagues.

The NSW Police Force appreciates the assistance of Qantas for flying our officers from Sydney to Victoria, and the Australian Defence Force for accommodating and providing meals to our officers while they were in Victoria.

The NSW State Emergency Operations Controller, Deputy Commissioner Dave Owens APM visited the fire affected areas of Victoria to witness first hand the devastation and aftermath of 'Black Saturday.'

"The feedback from the Victorian community and other emergency services was extremely positive. All have praised the way members of the NSW Police Force performed their duties.

"We have seen our fair share of emergencies in New South Wales, but devastation to this degree is something I hope never to witness in New South Wales," Deputy Commissioner Owens said.

Victoria Police acknowledged each officer personally for their contribution and assistance during their deployments.

A police officer in a dark uniform with 'POLICE' written on the back, standing in a burnt forest. The officer is wearing a dark cap with a checkered band and has blonde hair tied back. The background shows a landscape of charred trees and a hazy sky, indicating the aftermath of a bushfire.

POLICE

WORLD YOUTH DAY 2008



We planned to minimise disruption and maximise protection

When we began planning for WYD08 in 2006, we approached the event as a festival and a celebration, and developed two clear guiding principles: minimise disruption and maximise protection. The men and women of the NSW Police Force delivered those outcomes in a most successful and collegiate way with government and church stakeholders.

World Youth Day rivalled both the Sydney Olympics in 2000 and APEC in 2007 in terms of the complexity of police planning, the demand for resources and the operational intricacies of deployment and command and control.

Journey of the Cross and Icon

WYD Security Command operations began on 1 July 2007, providing a coordinated policing response as the Cross and Icon travelled 80,000 kilometres around Australia in the year leading up to World Youth Day in July 2008. The Cross and Icon visited more than 400 Australian communities and were touched by almost 400,000 people.

The extent of WYD08 security operations was immense

More than 170 nations were represented at WYD08 in Sydney, with 223,000 people registered for pilgrim services, including 110,000 international visitors. Over 12,000 pilgrims stayed in Sydney Olympic Park throughout the week, while 100,000 slept in 400 schools and parishes, and 40,000 were billeted as part of the WYD08 HomeStay program. They were joined by 4000 priests and deacons, 420 bishops and 26 cardinals, along with 2000 accredited media.

The eyes of the world were on Sydney once again

WYD08 events were watched live by an estimated international TV audience of 500 million, with TV and internet audiences combined reaching one billion. Thirty large gatherings took place before and after WYD08, the largest being at the Domain on Monday 21 July 2008 which attracted more than 10,000 people. An average of 2500 pilgrims walked through the Vocations Expo every hour, while 350,000 people participated in the pilgrimage to St Mary's Cathedral.



Papal security was just one of our security challenges

The visit of Pope Benedict XVI was the longest single dignitary protection operation of its kind in Australia. In addition a number of other dignitaries required close personal security including the Vatican Secretary of State and the President of East Timor. Adding to the security challenge, the Papal program included nine major events in five days and two Papal accommodation sites in the one week.

Securing the Papal boat-a-cade and motorcades required the development of special tactics and training. The boat-a-cade required the biggest single deployment of police vessels and Marine Area Command staff in the history of the NSW Police Force and was the first deployment of the new Command Vessel Nemesis.

Police helicopters flew over 150 hours and more than 150 bicycle police rode an estimated 20,000 kilometres during WYD08. On Saturday 19 July 2008 for the Pilgrims Walk over Sydney Harbour Bridge to Randwick Race Course, police managed over 55 kilometres of road closures and staffed 370 individual traffic points.

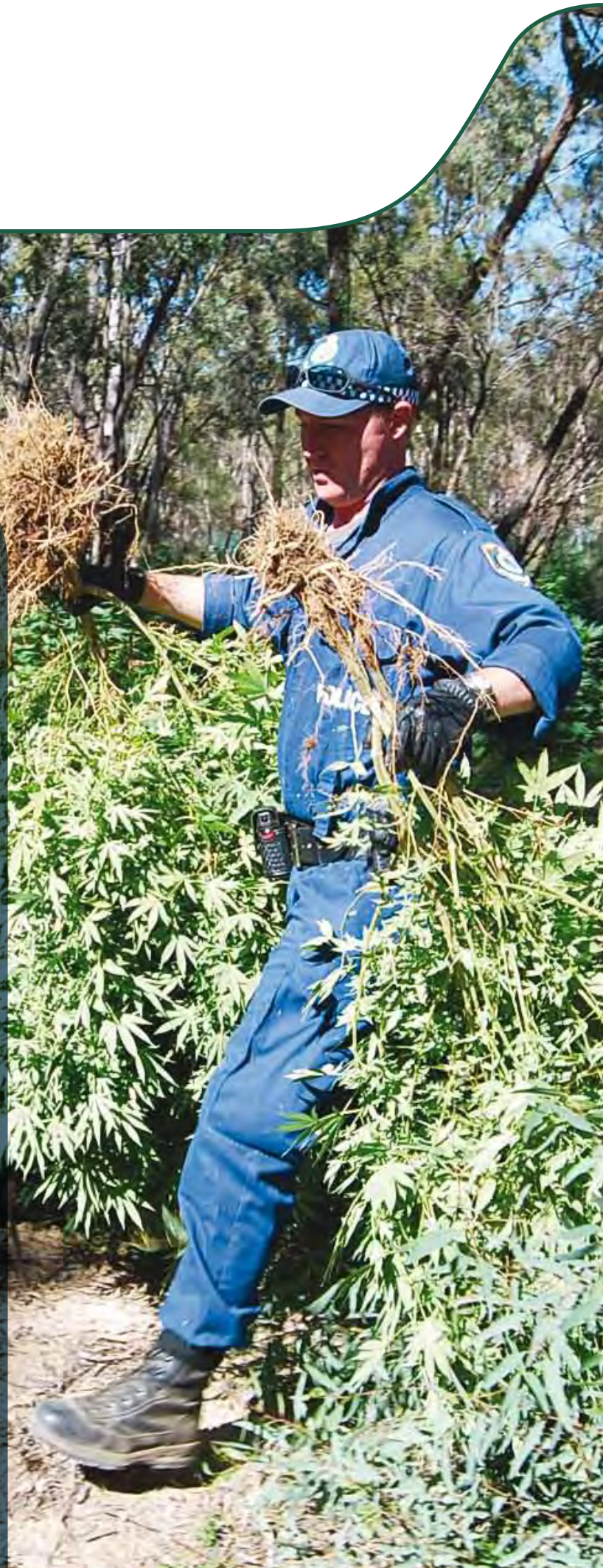
Over 3500 officers worked more than 20,000 shifts, and they were managed from 20 forward command posts stretching from Kenthurst in Sydney's northwest, to Rose Bay in the east and Terry Hills in the north. Police operations were supported by 400 volunteers from the Rural Fire Service, State Emergency Services and our own Volunteers in Policing.



section one **CRIME**

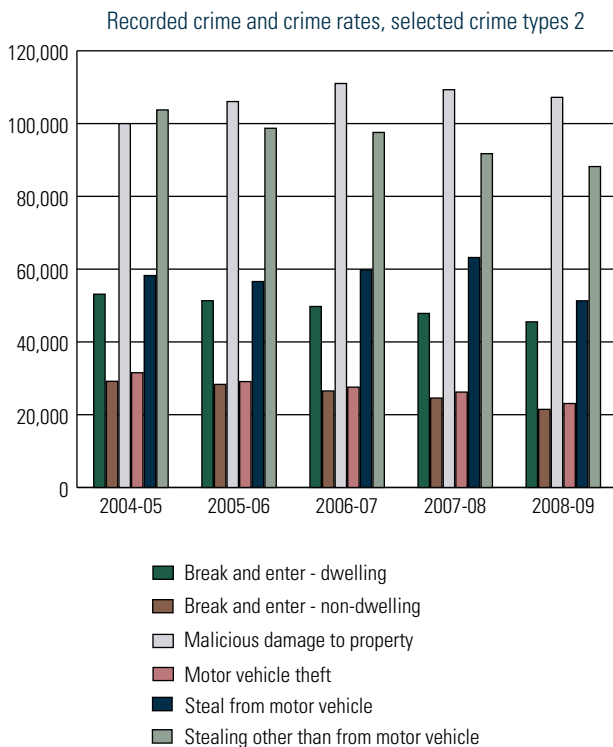
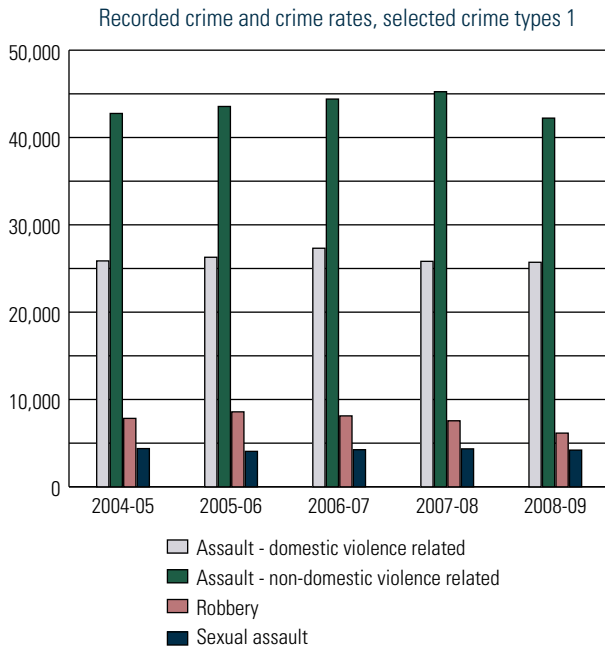
In this section

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- 14 We targeted repeat offenders and crime hotspots
- 15 We targeted alcohol related crime
- 15 We targeted drug related crime
- 18 We strengthened our response to domestic and family violence
- 19 We're combating organised and serious crime
- 20 We continue to bring offenders to justice



CRIME and THE STATE PLAN (R1)

This year crime reduction has been driven by the State Plan priority R1: Reduce rates of crime particularly violent crime.



Source: NSW Police Force COPS / EDW

WHAT WE WANT TO ACHIEVE:

TARGETS:

- Property crime reduction by 15% by 2016
- Violent crime reduction by 10% by 2016

Each of these are rolling targets in a 10 year plan. This reporting year we have reached all of the targets we set ourselves.

CORE STRATEGIES EMPLOYED IN 2008-09:

- Focus on crime reduction
- Target locations
- Target our operations
- Target crime types
- Target repeat offenders.

PERFORMANCE AND RESULTS

Recorded crime for most crime categories is the lowest since 1995-96.

Decreases were noted in recorded incidents of:

- break and enter dwellings (-4.7%)
- motor vehicle theft (-12.2%)
- assaults – non-domestic violence related (-6.6%)
- robbery (-18.5%).

State Plan driven strategies of focused crime reduction, including targeting locations, operations, crime types and repeat offenders, translated into operational results.

We coordinated resources dedicated to crime prevention

The State Crime Command was restructured in response to the changing face of crime and the needs of the community

The investigative component of the State Crime Command was separated into two crime directorates. The **Serious Crime Directorate** comprises the Fraud Squad, Homicide Squad, Property Crime Squad, Sex Crimes Squad, Joint Investigation Response Squad, and Robbery & Serious Crime. The **Organised Crime Directorate** comprises the Asian Crime Squad, Drugs Squad, Firearms & Organised Crime Squad, Gangs Squad, Middle Eastern Organised Crime Squad and Organised Crime Targeting Squad.

We launched the pride of our fleet

Police Launch Nemesis, a 32 metre offshore patrol vessel (OPV), commenced operations in July 2008 after its construction and delivery from Western Australia. Nemesis took two years to build and boasts advanced technology. With a range of 1,400 nautical miles, it is the largest police vessel in the southern hemisphere and is able to stay at sea for extended periods. This reporting year Nemesis has responded to offshore rescues, major events and multi-agency operations.

Polair crews continued to target crime hot spots from the air

In May 2009, the **Aviation Support Branch (ASB)** commemorated the 30 year anniversary of the introduction of helicopters to the NSW Police Force. The first of three helicopters that formed the Police Air Wing was purchased in 1979.

Polair conducted targeted patrols over known trouble spots and high crime areas. Air crews supported major events including the Bathurst car races, World Youth Day, New Year's Eve and Australia Day. Polair was also deployed to support searches for missing people and involved in transporting emergency service personnel into inaccessible areas, as well as flood recovery operations, investigations into fatal aviation accidents and investigations into aviation related crime.

DNA profiling is a useful tool in law enforcement

In 2008-09 we linked more than 7,000 DNA profiles from crime scenes to other crime scenes in New South Wales and to people around Australia. These links often provide vital information to investigators and can identify

persons of interest, eliminate people from investigations, prove or disprove that a person was at the scene of a crime; or they can link a person or piece of evidence to a crime where no previous connection was known.

In 2008-09 we achieved full matching for DNA across Australia

In 2008-09 there were 1,090 links between New South Wales crime scenes and people in another state where no charges had been made prior to the DNA link; and 416 New South Wales offenders linked to interstate crime scenes.

In one example, blood samples taken from an armed home invasion in suburban Sydney provided a DNA sample that linked the crime to a person on the Queensland database.

In July 2008 police laid charges for several sexual assault offences that occurred in 2001 following a national DNA profile link. The offender has been convicted and sentenced to four years of imprisonment.

A New South Wales / Queensland taskforce was established following the link between a break and enter crime scene in New South Wales and a murder in Queensland, and led to a person being charged with murder in Queensland.

Division of Analytical Laboratories achieves 10,000 cold links

The Division of Analytical Laboratories (DAL), operated by NSW Health, analyses DNA samples for the NSW Police Force. Sometimes police investigating a crime may not realise the offenders may be linked to other crime scenes. When a link is made that was previously unknown to police it is referred to as a 'cold link'. A milestone 10,000 cold links were achieved during the reporting period to assist police solve criminal investigations.

We targeted repeat offenders and crime hotspots

We led the way in managing outstanding arrest warrants

One strategy to meet our State Plan targets was to reduce outstanding warrants by 4,000 in 2008 which we exceeded with a total reduction of 5,705.

Strike Force McCabe was established to investigate the activities of a high profile criminal who was featured on various news and current affairs programs, as well as in

newspaper articles, discussing his former life of crime. The investigation was a joint effort between the NSW Police Force and Queensland Police, focusing on trafficking illegal firearms and illicit drugs across the state borders. Four people were subsequently charged in New South Wales and a further three people were arrested and charged by Queensland Police for serious drug offences. Police seized large commercial quantity of ecstasy tablets and five firearms.

We dismantled a large vehicle rebirthing syndicate, which extended across New South Wales and Victoria

In July 2008, detectives from the Middle Eastern Organised Crime Squad began to investigate all facets of the rebirthing cycle, including how orders were taken for specific types of stolen cars; the stolen vehicles being stripped at 'chop shops' and fitted with stolen parts; RTA registrations; and advertising and selling of the rebirthed vehicles. **Strike Force Deeble** detectives gathered evidence to strongly suggest that while each of these phases were performed independently, they were all ultimately controlled by the head of the syndicate. Following the execution of six search warrants, seven people were arrested in New South Wales and Victoria.

The prescription drug OxyContin® is an investigative challenge

In recent years, concern has grown about the dramatic increase in the abuse of the prescription drug OxyContin and other strong pain killers.

In late 2008, Barwon police received information that OxyContin was being sold illegally as an alternate to opiate based drugs in the township of Moree. In December 2008, **Strike Force Wamoon** was formed and detectives began investigating a Moree couple who were allegedly selling large amounts of OxyContin. Following an undercover operation, a search warrant was executed in April and both offenders were arrested and charged with supply a prohibited drug on an ongoing basis.

We targeted alcohol related crime

The new **Alcohol & Licensing Enforcement Command (ALEC)** commenced operation on 1 July 2008. It is focused on reducing alcohol related crime and antisocial behaviour by targeting identified hotspots and licensed premises. ALEC consists of 30 police including six region based licensing coordinators who deliver a statewide licensing structure that provides coordination, consistency and support to all local area commands.

ALEC and the **Office of Liquor Gaming & Racing (OLGR)** liaise quarterly to clarify organisation roles, exchange information and to develop a joint approach to licensing that includes education and enforcement strategies. The implementation of the **Alcohol Related Crime Information Exchange (ARCIE)** system enables the free exchange of information between police, the OLGR, NSW Office of State Revenue and the Bureau of Crime Statistics and Research (BOCSAR).

The *Liquor Amendment (Special Licence Conditions) Regulation 2008* commenced last December to provide additional licence conditions for targeted licensed premises with a high frequency of alcohol related assaults. These new laws and procedures are aimed at reducing incidents of alcohol fuelled violence in and about licensed premises.

Operation Jindalla was developed and implemented to ensure licensed premises complied with legislated conditions and was executed over the 2008-09 summer months providing a highly visible presence of uniformed police in targeted licensed premises the subject of special licence condition arrangements.

ALEC took a lead role in the coordination of resources from local area commands, Education & Training, Communications, region commands and the OLGR. In addition, the new Licensing Education Program has been established to train general duties and licensing police in relevant legislation and associated practices and procedures.

We targeted drug related crime

We dismantled a major drug syndicate operating in Western Region

In June 2008 Orana's rural crime investigators identified a local resident allegedly supplying amphetamines and illegal firearms in the Western Region. **Strike Force Vanda** was formed and a number of controlled purchases of amphetamines were made. The investigation broadened to target other suppliers within

We now share DNA profiles with other Australian police jurisdictions via the National Criminal Identification DNA Database





Strike Force Raptor was formed in March 2009 to target escalating violence among outlaw motorcycle gangs in New South Wales.

Orana LAC and eventually lead to a large supplier in Sydney. Given the level of evidence obtained following a covert investigation, police from Strike Force Hebbard began working with officers from the Firearms & Organised Crime Squad (FAOCS).

On 14 March 2009 officers from both strike forces executed six search warrants simultaneously in Dubbo and western Sydney. During those raids, police recovered cash, firearms, amphetamines and cannabis, precursor chemicals and equipment used to manufacture amphetamines.

We dismantled crime syndicates manufacturing MDMA

In October 2007, Drug Squad detectives identified members of a syndicate who were allegedly manufacturing MDMA (ecstasy). Following an investigation by **Strike Force Bildera**, 11 search warrants were executed across Sydney in October 2008. Police seized five clandestine laboratories, more than one tonne of precursors and other chemicals, a large quantity of scientific equipment and a tablet press. Quantities of prohibited drugs and firearms were also seized. Six people were arrested and charged for their involvement in the conspiracy to manufacture illicit drugs and supplying prohibited drugs.

Strike Force Leonello was formed to investigate a crime syndicate believed to be supplying MDMA on the Central Coast and also in North Sydney. Police arrested 10 people on 46 charges and seized 5,375 MDMA tablets with an estimated street value of \$160,000, along with anabolic steroids, cocaine, cannabis, cash and two shotguns.

We confronted the rise in violence between outlaw motorcycle gangs

In March 2009, **Strike Force Raptor** was formed immediately following an outbreak of violence between rival outlaw motorcycle gangs (OMCGs) in Sydney. The strike force comprised 81 officers drawn from the metropolitan regions, the Public Order & Riot Squad, highway patrol, the Alcohol & Licensing Enforcement Command and the Professional Standards Command.

As well as targeting the illegal activities of outlaw motorcycle gangs, **Strike Force Raptor** conducted intelligence based, high impact police operations targeting the illegal activities of, and aimed at preventing conflict between, OMCGs. Since its inception, the strike force has executed 30 search warrants, been involved in 4,350 proactive events, and charged 306 people for 600 offences. Investigators have also made significant seizures including 24 firearms, 30 prohibited weapons, over \$780,000 in cash, and a large quantity of prohibited drugs including 8.5 litres of the prohibited drug GHB (fantasy).

Gangs Squad detectives teamed up with police from North West Metropolitan and South West Metropolitan Regions to investigate 12 drive by shootings in Sydney's west in November and December 2008. Police believed they resulted from a conflict between the Rebels and Bandidos. Following the investigation detectives from **Strike Force Highcro** charged four members of the Bandidos OMCG with drive by shooting offences.

Following violent conflict between the Hells Angels OMCG and the Notorious criminal group, a joint investigation was formed between the NSW Police Force Gangs Squad, the Australian Crime Commission and the NSW Crime Commission. Since the commencement of the **Strike Force Wolsley**, 20 people have been arrested and charged with 65 offences. Police seized 23 firearms, three stun guns and



other prohibited weapons, a large quantity of ammunition and prohibited drugs. Investigators also located a clandestine laboratory. In addition arrests have been made in South Australia based on information provided by the strike force.

Strike Force Taran was an 11 month investigation conducted into the alleged drug manufacture and supply by members of the Rebels OMCG on the Central Coast. Four members of the gang were arrested and charged with significant offences including supply large commercial quantity of prohibited drugs. Police seized 6,000 MDMA (ecstasy) tablets at the time of arrests, and during subsequent search warrants, seized \$38,000 in cash and two motor vehicles.

Strike Force Kook was a long running covert operation undertaken by Surry Hills Region Enforcement Squad which resulted in well publicised arrests of prominent members of an outlaw motorcycle gang (OMCG) in New South Wales. Undercover police gathered considerable evidence on commercial drug manufacture and supply. Nine search warrants were executed on premises allegedly linked to the Rebels OMCG, including the clubhouse of the Cronulla Chapter. Police uncovered a clandestine drug laboratory and seized 6.5 kilograms of precursor chemicals, 60 litres of pseudoephedrine liquid and 600 grams of pure pseudoephedrine, along with ammunition and cannabis leaf. A number of alleged high level suppliers were arrested and charged with supplying commercial quantities of prohibited drugs.

In March 2009, Balmain detectives formed **Strike Force Emex** to investigate a criminal syndicate believed to have been supplying heroin in the inner Sydney area for sometime. Detectives coordinated a number of controlled heroin purchases from the targets, which led to the arrest of two men in possession of 60 bags of \$50 heroin deals.

Detectives then simultaneously executed two search warrants at Erskineville and Sans Souci. They seized an amount of heroin, \$503,000 in cash, valuable jewellery and two vehicles. Three men were charged with supply commercial quantity of heroin, supply prohibited drugs on an ongoing basis and two of the men were also charged with deal with proceeds of crime.

Three strike forces seized \$33 million worth of cannabis

Drug Squad detectives conducted six cannabis eradication programs this financial year under **Strike Force Aster** and seized 9,131 cannabis plants, worth an estimated \$18 million. Investigations covered huge rural areas on the far north coast of New South Wales, the New England area and the far south coast. A number of offenders were charged with cultivating a prohibited plant.

Detectives from **Strike Force Morvan** dismantled two crime syndicates allegedly involved in hydroponically growing and distributing cannabis in the Sydney metropolitan region. Police arrested 15 people on 53 charges, and seized 1,233 cannabis plants and 82.93 kilograms of cannabis leaf with an estimated potential street value of \$6,261,440.

Strike Force Pennington was formed to investigate the cultivation of cannabis at three homes in St Marys. In total, police seized 2,706 hydroponic cannabis plants with an estimated street value of \$9 million. In total, 17 people were charged with serious drug offences, the majority of whom pleaded guilty and have been sentenced at district court.

We strengthened our response to domestic and family violence

This reporting year, our focus has been on improving our systems and crime management practices to better respond to emerging trends and issues in domestic and family violence.

As the lead agency under the State Plan for domestic violence we're continuing to work with government and non-government organisations to deliver integrated, coordinated services to victims and their families.

Our Domestic & Family Violence Team monitors trends and emerging issues in domestic violence (DV) crime; coordinates the DV Liaison Officer Program; promotes compliance with corporate policies and procedures; helps to develop referral pathways for victims; identifies risk management strategies; reviews the performance of LACs in achieving corporate plan targets; as well as providing operational and strategic advice to internal and external stakeholders.

New Domestic & Family Violence Standard Operating Procedures were implemented in November 2008 to provide contemporary advice to operational police. These procedures were supported by the implementation of the NSW Police Force Domestic & Family Violence Policy, which is available to the public from our website. We're also continuing to implement the recommendations from the Ombudsman's Report Domestic Violence: improving police practice.

We targeted repeat domestic violence offenders

Crime management units target offenders with intrusive crime reduction strategies designed to disrupt and reduce domestic violence.

Investigating police continue to seek apprehended violence orders and suitable bail conditions to protect victims from immediate and ongoing danger during court proceedings and beyond. We have also introduced a Community Support Card which provides DV victims with contact details for a range of support and advocacy services.

The Domestic & Family Violence Policy the policing of domestic and

CRIME IS DOWN

Context

Being a victim of crime may have acute effects on the quality of life enjoyed by individuals and communities. The level of crime affects the perception of the safety of the environment and thereby the use of public space.

Desired result

A continuing reduction in the level of crime.

Findings

Recorded personal crime: Domestic violence related assaults decreased by 0.4% and non-domestic violence related assaults decreased by 6.6% between 2007-08 and 2008-09. Robberies fell by 18.5% and sexual assault incidents were 3.3% lower. **Recorded property crime:** Between 2007-08 and 2008-09 decreases were recorded in most incident categories – break and enter dwelling (-4.7%), motor vehicle theft (-12.2%), malicious damage (-2%), and stealing from a motor vehicle (-19.1%).

Future actions under the State Plan for 2009-10

We will:

- coordinate resources dedicated to crime prevention
- improve capability to respond to crime
- continue to focus on alcohol and drug related crime
- maintain focus on domestic and family violence
- coordinate patrols and presence of visible authority.

Note

Recorded crime statistics represent only those matters reported to police. A change in recorded crime may reflect changes in the propensity to report to police as well as the actual incidence.

We supported victims of crime from initial contact and through the investigation and prosecution of offenders

Domestic violence liaison officers (DVLOs) attend court to support victims and link them with appropriate court advocacy services for additional assistance. Our *Victims Support Policy and Guidelines*, and the *Charter of Customer Service* ensures support, advice and information are provided swiftly to victims. Changes were made to our computer system to capture and track information in relation to victims and the services provided to them during investigations.

Many first response police vehicles have been equipped with video and digital cameras to collect evidence relating to crime scene and victim injuries at domestic violence incidents. Police have been trained to use the kits to improve the quality of evidence put before courts.

We're combating organised and serious crime

Strike Force Kariboo was formed to investigate alleged arson attacks on commercial premises between 2006 and 2007 in metropolitan Sydney, which resulted in an estimated \$4 million worth of damage. An offender was charged with three serious arson offences in addition to a drug offence.

Strike Force Padley was established to investigate an organised crime group involved in supplying illegal firearms in the central west of New South Wales. As a result of this investigation, police seized 140 illegal firearms (rifles, pistols and shotguns); 70 prohibited weapons (firearm silencers, high powered sling shots, extended firearm magazines and hand grenades); and a large amount of ammunition. Five people were charged with serious firearm and prohibited weapon offences.

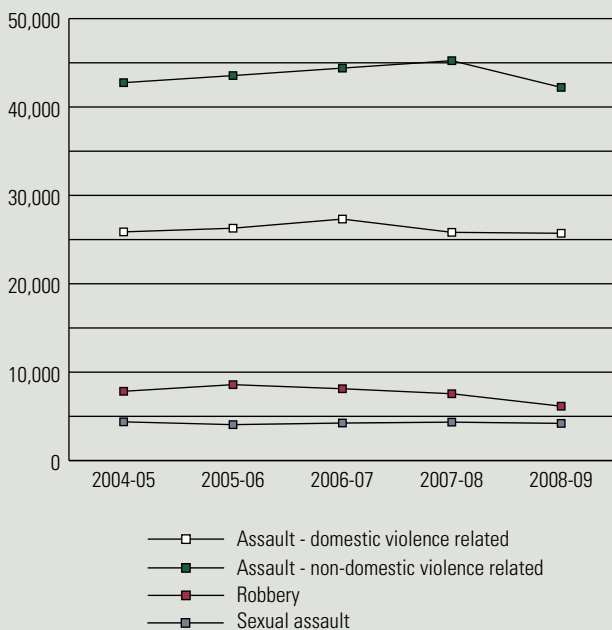
We're targeting Middle Eastern organised crime

Strike Force Skelton detectives charged 24 people with 141 offences relating to a range of alleged offences including major drug distribution, extortion, serious assaults, firearm offences, vehicle rebirthing, major credit card frauds and identify theft. The strike force was formed in April 2008 to investigate a high profile Middle Eastern organised crime syndicate operating in New South Wales and interstate.

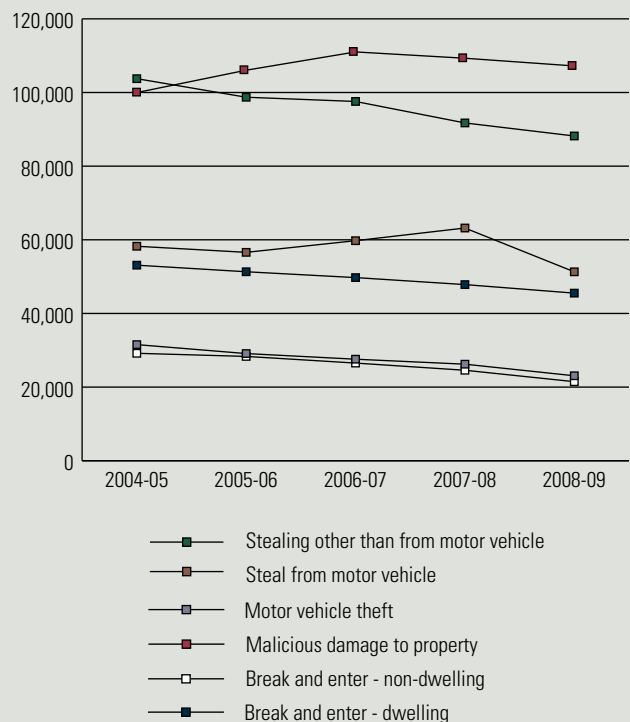
The **Middle Eastern Organised Crime Uniform Unit** monitors known criminals and disseminates contemporary intelligence reports to police across the state. The unit is supported by 50 uniform police including highway patrol and general duties officers. The MEOC Uniform Unit also conducts multi-agency operations with the Tow Truck Authority, Corrective Services, Customs and Centre Link. This reporting year, the unit has arrested 401 offenders on 813 charges. They have been involved in 7,065 vehicle stops and issued 1,323 traffic infringement notices.

and procedures are integral to the process of continually improving family violence. It's available on our website www.police.nsw.gov.au

Recorded crime and crime rates, selected crime types 1



Recorded crime and crime rates, selected crime types 2



Source: NSW Police Force COPS / EDW

Contact Crime Stoppers on 1800 333 000 if you have information about people wanted by the police, people who have committed a criminal offence, unsolved crimes, crimes being planned and suspicious or unusual activity.

We've arrested a gang involved in attacks on ATMs

Strike Force Piccadilly 2, which includes Detectives from the Property Crime Squad and local police, has resulted in the dismantling of a criminal group involved in explosive attacks on automatic teller machines (ATMs). As at 30 June 2009, police have arrested six people on 44 charges relating to ATM gas attacks and other offences. They also provided support to Queensland police, who arrested two people from New South Wales in relation to an explosive attack on an ATM in Queensland in December 2008.

Strike Force Luskin is a major investigation into organised container theft. A large number of shipping containers were being stolen from storage yards and warehouses with a substantial amount of property being stolen. Twenty people have been arrested for break, enter and steal offences involving approximately \$3.15 million worth of stolen property. Police were able to recover approximately \$2.91 million worth of stolen property. This strike force dismantled an entire organised crime syndicate, the majority of whom have pleaded guilty at court.

We arrested armed robbers

In August 2008, a group of heavily armed offenders began committing robberies on financial institutions in the city and inner suburbs. These robberies became increasingly violent and in one case, a firearm was discharged at bank staff. Following an investigation by the Robbery & Serious Crime Squad, detectives from Strike Force Youl identified three alleged offenders who were also linked to a shooting at Ingleburn. The offenders were arrested in a busy shopping centre, close to another bank. They were charged with 54 offences relating to six armed robberies.

Strike Force Townsville was formed following a spate of armed robberies on shops and jewellery stores in Sydney. In the most brazen attack, the offenders drove a vehicle through the front window while staff were still on the premises. In late 2008, detectives executed 12 search warrants and arrested eight offenders on 57 charges relating to 16 robberies.

The Robbery & Serious Crime Squad also investigated a number of daylight robberies of armoured security vans. In each incident, heavily disguised offenders armed with firearms threatened security guards as they made cash deliveries or collections. The offenders would then take significant sums of money and firearms from the guards before escaping in stolen luxury performance vehicles. During the investigations, Detectives from Strike Force Britannia identified a number of groups, one of which was preparing to rob an armoured vehicle as it delivered cash at Kellyville. In a carefully planned operation, the offenders were arrested as they waited in the car park for the arrival of the armoured vehicle. Specialist police continue to work with members of the cash in transit industry to review procedures and enhance their security arrangements.

We continue to bring offenders to justice

Mr Felipe Flores was murdered at Woolloomooloo in September 1991. Nearly 10 years after his death, the Homicide Squad's Unsolved Homicide Unit working with Tasmania Police, arrested a man. He has been extradited to New South Wales and charged with murder.



Under **Strike Force Strathnook**, the Unsolved Homicide Unit investigated the murder of Donna Hicks on 22 April 1995 at Minchinbury. DNA found on the body of the victim was linked to an inmate in Victoria. With this and other evidence obtained throughout the investigation, detectives have charged the inmate with the murder.

On 7 November 1998, Rachel Campbell was found in the grounds of a church at Rosebery. She had been stabbed several times. Investigators from **Strike Force Hillend** identified a man who had moved to Perth. With the help of Western Australian Police, the 32 year old was arrested, extradited to Sydney in January 2009 and charged.

We arrested sex offenders

In December 2008, members of the **Joint Investigation Response Squad (JIRS)** based in Port Macquarie commenced an investigation into 729,000 images of graphic child pornography and 2,700 videos of child pornography, many of which were located on the internet. An offender was identified and charged with a number of offences including child sexual abuse (48 occasions), use a child under 14 for child pornography, possess child pornography, and use a carriage service to transmit child pornography and to access child pornography. On 8 April 2009, the offender was sentenced to 24 years' imprisonment with a non-parole period of 18 years.

Strike Force Luxford was established to investigate a serial sex offender operating in western Sydney. Between 18 April and 22 August 2008, seven girls and young women, aged between 16 and 19 years, were attacked while on the street. The offences caused significant media interest and fear among local residents. With the assistance of the media, appeals for information were broadcast and more than 200 calls were received that provided detectives with a number of lines of inquiry. On 27 August 2008 a man was identified, arrested and charged with these offences.

We dismantled one of Sydney's crime gangs

Detectives from **Strike Force Rounce** arrested 40 gang members who were allegedly involved in organised extortion, intimidation and offences of violence committed at brothels, restaurants and entertainment venues within Sydney. They were charged with more than 115 offences including grievous bodily harm, shoot with intent to cause grievous bodily harm, malicious wounding, kidnapping, riot, affray and assault person. The charges also included breach of bail, custody of knife in public place, fraud, goods in custody, commercial quantity of prohibited drugs, pervert the course of justice and extortion. Detectives executed seven search warrants during the investigation and seized 12 machetes, one Samurai sword and more than 15 knives.

In January 2009 police attached to the Central Metropolitan Region Enforcement Squad formed **Strike Force Bachelor** to investigate a criminal syndicate using eBay to sell thousands of electrical and other items believed to be purchased through skimmed credit cards. A total of 24,000 items sold on eBay were believed to be obtained through fraud to the value of \$7 million. The items were purchased throughout Australia and resold in Sydney via two eBay seller sites. Investigators identified that the items were being forwarded through a number of Australia Post offices. Search warrants were executed on a post office and a number of items were seized. During March 2009 a further five search warrants were executed with approximately 60 electrical items, power tools and documentation relating to large scale fraud were located, as well as thousands of dollars worth of alcohol. A number of offenders were arrested and charged.

Outlook for 2009-10

- Use targeted operations (pre-planned police deployment) to combat organised and serious crime
- Use targeted operations to combat crime hotspots and repeat offenders
- Bail compliance operations: Targeting repeat offenders to ensure their compliance with bail conditions
- Strategic use of police resources and high visibility policing to reduce crime
- Conduct law enforcement activities targeting alcohol related crime, particularly relating to licensed premises
- Address five key crime types: assault non-DV, sexual assault, break enter and steal from dwelling, robbery, stolen vehicle/vessel



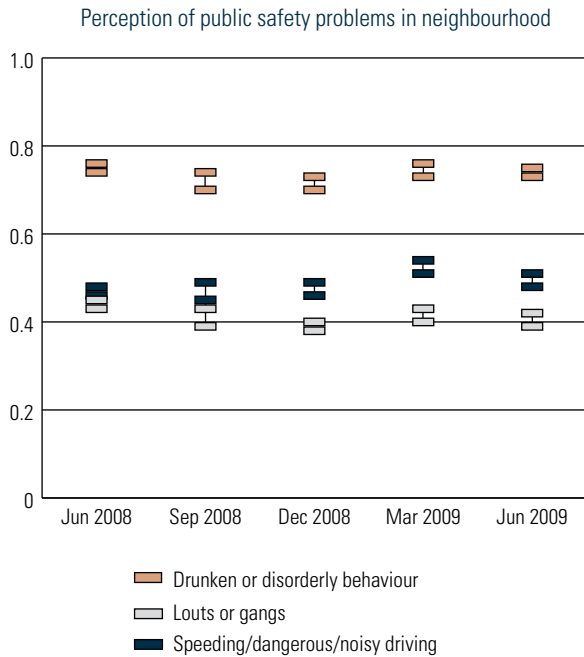
section two **PUBLIC SAFETY**

In this section

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PUBLIC SAFETY and THE STATE PLAN (R3)

This year public safety, and reduced fear and perception of crime has been driven by the State Plan Priority R3: Reduced rates of antisocial behaviour.



Source: National Community Satisfaction with Policing Survey

WHAT WE WANT TO ACHIEVE:

TARGETS:

- Reduce problems with louts, noisy neighbours, public drunkenness and hoons.

CORE STRATEGIES

EMPLOYED IN 2008-09:

- Reduce perception and fear of crime
- Reduce levels of antisocial behaviour
- Target traffic enforcement
- Share core messages to address fear and perception
- Provide safety from acts of terrorism in New South Wales
- Provide safety during major events.

PERFORMANCE AND RESULTS

The community's perception of public order problems improved during 2008-09. The percentage of people considering an issue to be a problem in the local neighbourhood changed:

- dangerous or noisy driving – down 4 percentage points
- louts or youth gangs – down 3 percentage points
- vandalism, graffiti and other property damage – down 2 percentage points
- drunkenness – down 4 percentage points
- illegal drugs – down by 8 percentage points
- physical assault – down by 6 percentage points.



State Plan strategies of reduced perception and fear of crime, reduced levels of antisocial behaviour, targeted traffic enforcement, and sharing of core messages to address fear and perception of crime translated into operational results.

We increased community engagement

We're supporting victims of crime

The NSW Police Force is building stronger victim support in all crime areas. We have revised our victim support policy and procedures and victims card, to focus more on police commitments under the *Charter of Victims Rights*. These initiatives also complement and reflect a strong emphasis on empathy with victims of crime under our *Customer Service Charter*, which is outlined on page 7, 8 and 9 of this report.

We're working with gay, lesbian, bisexual and transgender communities

Guided by the Government's Strategic Framework 2007-2012 *Working Together: Preventing violence against gay, lesbian, bisexual and transgender people*, the NSW Police Force has been involved in a number of partnership projects to build trust and confidence in police and to encourage the reporting of crimes. World AIDS Day on 1 December, the Mardi Gras Festival in February/March and the International Day Against Homophobia in May were supported by police gay and lesbian liaison officers (GLLOs), other specialist officers such as school liaison police, and the NSW Police Band.

We're enabling local solutions to local problems

Community Safety Precinct Committees have been established in each local area command, to help us to know and understand the policing needs of local communities. The committees have a broad community base and include representatives from resident groups, Community Safety Precinct Committees, domestic violence and youth groups.

We improved coordination of visible authority

Operation Vikings supported police at local area commands, the Marine Area Command and Traffic Services

High visibility policing (HVP) is the deliberate increase of police presence in the community through targeted tasking and deployment to reduce crime and improve public safety; to engender public confidence; and reduce the fear of crime. Operation Vikings began in 2002 as a significant HVP strategy targeting antisocial

behaviour, alcohol related crime, street level drug possession and traffic offences.

- **Operation Vision**, supported by State Rail transit officers, was an intensive operation targeting rail corridors in metropolitan Sydney as well as in Northern and Southern Region.
- **Operation Avert** was a statewide operation targeting offenders wanted for outstanding arrest warrants and those sought for offences following identification through forensic evidence such as DNA or fingerprints.
- **Operation Waterways and Basilisk** provided funding to enable all local area commands with small boats to deploy them onto local waterways to target marine random breath testing, licensing enforcement and safety issues.
- **Operation Wolfram** targeted robbery offences in high risk areas within South West Metropolitan Region.

More police shifts were allocated to **Vikings operations** this reporting year. To effectively reduce crime and increase high visibility, some Vikings operations extended across large areas over many months.

We're informing the public and addressing fear and perceptions of crime

The **Police Media Unit (PMU)** provided a high level media liaison service to police and media organisations 24 hours a day, seven days a week. This reporting year we issued 3,962 media releases and provided operational support to senior officers for 302 media conferences. The PMU played a crucial role this financial year in managing the media response to major incidents, emergencies, crimes and police operations.

Public Affairs officers helped communicate major initiatives such as the rollout of Taser electronic control devices and fingerprint scanners to general duties police. A significant media campaign was also conducted throughout December to reinforce the road safety message during the holiday period. The campaign played a part in keeping the 2008 road toll under 400 for the first time since 1945. To enhance the ability of police to communicate effectively with the community, we professionally train our officers to work with the media. More than 1,400 police officers received media training under the in-house program in 2008-09.

We work with the media to promote our messages and services

Public interest in policing has never been greater. We continue to promote core police messages and highlight the good work of our officers through involvement with commercial television shows. These programs included the Nine Network's *Missing Persons Unit*, Channel Seven's *The Force* and the *Recruits* on Channel 10.

We also worked with a large number of production companies, film makers and authors looking to feature the NSW Police Force image or staff in their productions, or who were seeking expert advice on policing procedure. These productions included high profile shows such as *Crash Investigation Unit*, *Recruits*, *Beyond the Darklands* and *Gangs of Oz*.

We targeted antisocial behaviour

New licensing legislation and alcohol restrictions have reduced crime in Bourke

In 2008, local police joined with community groups and other government agencies to tackle the problem of **alcohol related crime and domestic violence** head on, by restricting access to alcohol. The restrictions were implemented in February 2009 as part of a five year alcohol management plan. This resulted in an immediate reduction in both alcohol related crime and domestic violence (compared to the same period last year).

Operation Taipan targets illegal street racing and dangerous driving

Under the control of the Traffic Services Branch, **Operation Taipan** police have been detecting, disrupting and prosecuting illegal street

racers and car hoons. In almost 18 months, Operation Taipan police conducted more than 69,000 breath tests, issued more than 16,000 infringement notices to more than 8,400 people, laid more than 5,000 charges for both criminal and traffic matters, and confiscated more than 180 vehicles.

We targeted traffic enforcement

We increased resources committed to drug testing New South Wales drivers

The NSW Police Force drug testing operations have become a model for other law enforcement agencies, with interstate police inspecting our procedures and adopting similar methods for their drug testing programs. We have three purpose built drug testing vehicles operating in New South Wales.

Our traffic enforcement has been enhanced by new technology

Last reporting year we began installing Lion Intoxilyzer 800 breath analyser instruments into many police stations and RBT trucks across the state. The roll out to the Sydney metropolitan area is now complete. These 'smart technology' instruments, designed by police for police, are part of our ongoing commitment to providing operational officers with better equipment and more efficient processes.

We have put 425 new radar **speed measuring devices** into our highway patrol cars and integrated them with technology such as in-car video recorders. We have 26 **automatic number plate recognition (ANPR)** instruments in operation with 718 staff trained to use them. This technology was introduced in December 2005.

We're encouraging responsible driving and responsible behaviour on public transport

During the 2008 calendar year, 398 people were killed in motor vehicle crashes in New South Wales. This was 37 fewer than the previous year's record low of 435 and the lowest figure since 1945. The number of exceed speed offences detected on New South Wales roads was 219,641 in 2008, compared with 207,995 in 2007. The year 2008 saw 24,157 people injured in motor vehicle crashes compared to 25,929 in 2007; while 27,751 people were detected for drink driving offences in 2008 compared to 25,889 the previous year. Please note that figures may differ from those previously published. This is due to matters being removed from the road toll once cause of death is determined by the Coroner.

While the road toll has been at its lowest since 1945, there has been an increase in the first half of this calendar year which is not reflected in this data. The NSW Police Force is responding by using a number of enforcement strategies including targeted road operations. We are also working with a range of other agencies to reduce the road toll.

We're working with our public transport partner agencies

Together, we're working to improve the sharing of police intelligence and other information, and the deployment of resources on the network during major events.

To reduce antisocial behaviour on the transport network, we commenced a new program with Railcorp where visits by law enforcement to schools were supported by highly visible patrols of nearby railway stations after school hours.

The Charter of Victims Rights is published in full on our website www.police.nsw.gov.au

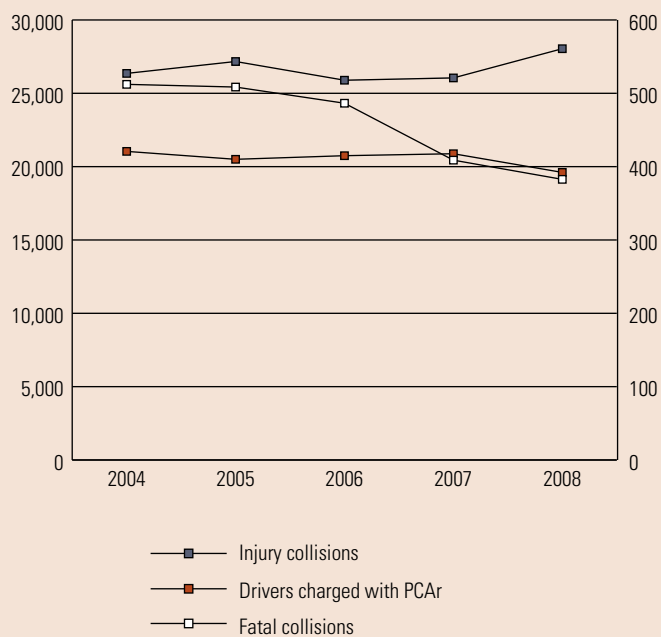


WE'RE FOCUSSING ON ROAD SAFETY

Context

The police response to road safety is governed by our strategies under State Plan priority R3 – Reducing antisocial behaviour, particularly hoon and noisy drivers. This is in conjunction with our partner agency responsibilities under S7 – Safer roads. Targeted police presence on the roads is intended to improve road user behaviour and lead to fewer traffic crashes and resulting trauma.

Injury and fatal crashes, PCAs



Source: NSW Police Force, Traffic Services

Desired result

- a reduction in the number of people who perceive problems with noisy and hoon drivers in New South Wales – to be at or below the national average of 74% - 75%
- a reduction in road trauma to less than 0.74 per 100 million vehicle kilometres travelled
- more random breath tests are expected to increase the perceived likelihood of being detected, resulting in fewer charges for prescribed concentration of alcohol (PCA)
- a reduction in the number of street racing incidents.

Findings

While fatal collisions fell from 405 in 2007 to 377 in 2008, there has been an increase in the first half of this calendar year which is not reflected in this data.

There were 1,245 less injury collisions during 2008 (19,230) compared to 2007 (20,475). Random breath tests conducted by police increased by 21% in 2008 (4,204,525) compared to 3,478,116 in 2007. Charges for prescribed concentration of alcohol (PCAs) also increased, by 7.6% (28,040 in 2008 compared to 26,048 in 2007). Concern about speeding cars or dangerous driving increased by 1 percentage point.

Future actions under the State Plan for 2009-10

We will:

- conduct high visibility police operations at identified car hoon/street racing hot spots
- continue joint operations with partner agencies
- encourage responsible driving through enhanced traffic enforcement and targeting drag/street racing
- target traffic related antisocial behaviour.

Note:

Factors such as road or weather conditions may contribute to road trauma. Figures provided in this section are provisional and are subject to change. Approved traffic reporting is standard based on calendar year data.



We provide safety from acts of terrorism in New South Wales

We are responsible for preparedness for, prevention of and response to acts of terrorism in New South Wales

The Counter Terrorism & Special Tactics Command (CT&ST) consists of a strong and unified team of specialists and support staff. Our four groups provide a capability across counter terrorism preparedness, prevention, response and recovery. We also provide protection for domestic and visiting dignitaries, the protection of witnesses and venues, and specialist tactics in support of domestic policing operations.

We have implemented a robust community engagement strategy

The Community Contact Unit proactively engages relevant community groups, obtaining their support to reduce the risk and fear of terrorism. The unit also works with a number of government agencies to minimise community dissatisfaction.

The CT&ST maintains strong relationships with a variety of government agencies including the Department of Premier & Cabinet, NSW Department of Health, State Emergency Management Committee, Commonwealth Office of Transport Security, the Australian Federal Police, the Australian Security Intelligence Organisation (ASIO) and the Australian Department of Defence. We also have firm working relationships with other emergency services, such as the Ambulance Service of NSW and NSW Fire Brigades, as well as owners and operators of public transport, critical infrastructure and industries involved in handling hazardous materials.

Through the framework of the National Counter Terrorism Plan, the CT&ST Command works with interstate and national policing and government agencies to consolidate counter terrorism initiatives and investigative efforts.

We provide safety during major events

Bathurst races: our second operation in a five year plan to improve public safety

Officers from Western Region and the Major Events & Incidents Group targeted crowd control and public order at the V8 Supercars as part of **Operation Mountaineer** in October 2008. This successful operation was the second in a five year plan to improve public safety at the annual Supercar event.

The success of last year's operation was reflected in an increase this year in families with children camping in areas that have seen serious public order incidents in previous years.

A significant public order response was clearly visible at the camp grounds at the top of the mountain and various checkpoints leading up to the mountain and pit areas. Within the township a targeted alcohol licensing operation increased public safety at the peak periods.

Outlook for 2009-10

- Continue to target traffic related and antisocial behaviour
- Set New South Wales crime prevention and reduction targets in line with the State Plan
- Engage with key government agencies, private sector, industry and stakeholder groups
- Monitor ongoing crime trends and lead responses to emerging problems
- Coordinate resources between three levels of government and other sectors
- Oversight of statewide crime prevention initiatives



section three

COMMUNITY&PARTNERS

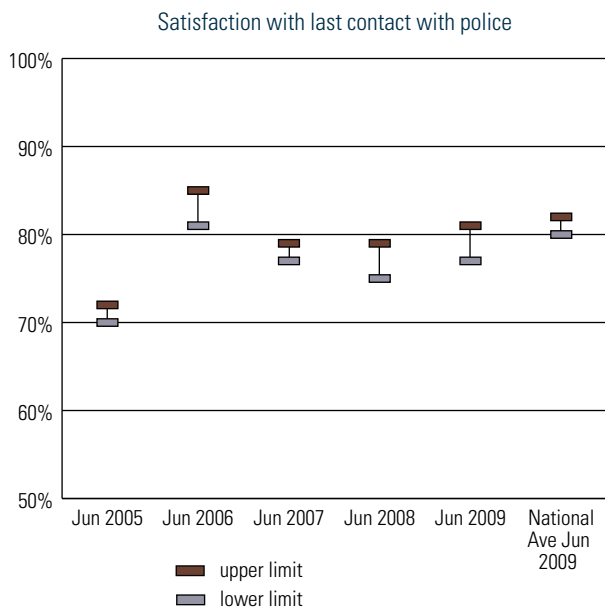
In this section

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COMMUNITY & PARTNERS and THE STATE PLAN (R1, R2, R3, R4, S7, S8, F3, F4 and F8)

This year community and partners has been strengthened through the State Plan. The NSW State Plan was developed from extensive community feedback. It strategically focuses agencies on working together as partners (partner responsibilities under R1, R2, R3, R4, S7, F3, F4, F6, F7) and commits to improved customer service within government agencies (S8).



Source: National Community Satisfaction with Policing Survey

WHAT WE WANT TO ACHIEVE

TARGETS:

- Improved customer service
- Meet partner obligations/strategies under the State Plan

CORE STRATEGIES EMPLOYED IN 2008-09:

- Support victims
- Build partnerships with Aboriginal communities
- Improve community networks and information
- Improve partnerships under State Plan (R1, R2, R3, R4, S7, F3, F4, F6, F7)
- Improve customer service (S8)

PERFORMANCE AND RESULTS

Public satisfaction with police and policing services remains high. There was no change in the percentage of people satisfied with:

- policing services generally (63-66%)
- last contact with police (77-81%)
- police dealing with public order problems (50-53%)
- police support for community programs (54-57%).

Similarly, the percentage of people who agree with the following remained unchanged:

- police perform their job professionally (78-81%)
- police are honest (75-77%)
- police treat people fairly and equally (64-67%).

State Plan strategies of supporting victims, building partnerships, improving community networks, and improving customer service translated into operational results.

We respond to calls within a reasonable time

In this reporting period NSW Police Force answered 93% of Triple Zero (000) calls in 10 seconds with an average speed of answer of 6 seconds. Calls to the Police Assistance Line (131 444) were answered with an average speed of 33 seconds per call. The number of calls we received is outlined in the chart below.

We provide professional customer service

We launched our new Customer Service Charter during 2009

As published on page 9 of this report, our new *NSW Police Force Customer Service Charter* (our commitments) along with practical Guidelines for all NSW Police Force employees were launched in November 2008. The Charter is available to members of the community from their local police station and electronically from the NSW Police Force web site: www.police.nsw.gov.au

There has been a 3.5% increase in the number of complaints received since last year

The NSW Police Force has focused on three complaint issues over the last year:

- customer service
- harassment, bullying, intimidation, discrimination, and
- complaint timeliness.

To respond appropriately to allegations of harassment, bullying, intimidation and discrimination in the workplace, the Commissioner has made it compulsory for all staff to complete the SafeTrac online training package. SafeTrac is designed to raise staff awareness of unacceptable behaviour towards others in the workplace and provides direction to staff on how to respond appropriately should such behaviour arise.

During 2008-09 the NSW Police Force introduced a new model for complaint management that streamlined how the organisation manages complaints. This model is expected to reduce the time and resources required to investigate complaints, providing police with more time for their core responsibility of protecting the community. For further information about the extent and main features of the complaints we have received refer to chart on page 31.

We're collaborating with the community and our partners

Crime Stoppers – campaigns and catchphrases

Crime Stoppers has worked consistently to promote the importance of a number of projects and initiatives developed by the NSW Crime Stoppers Board. These have included the continuation of the Copper Theft Program; Drug Reporting Initiatives; and the Child Sexual Exploitation, Graffiti and Marine Crime campaigns.

CONTACTS	2005-06	2006-07	2007-08	2008-09
Triple Zero (000)	509,296	674,052	706,202	865,306
PAL (131 444)	491,692	506,604	518,200	519,458
Hold up alarms	21,125	19,035	16,789	10,729
Alarms (for alarm companies)	65,994	63,720	64,020	26,028
Crime Stoppers (1800 333 000)	33,880	35,967	40,592	48,510
Customer Assistance Unit (1800 622 517)	27,092	18,620	17,458	25,216
Police Switchboard (9281 0000)	144,506	181,215	155,088	146,732
Missing Persons Unit After Hours (1800 025 091)	From October 2006	205	293	281
Injury Management Hotline (1800 996 336)	From September 2008			669
TOTAL	1,293,585	1,499,418	1,518,642	1,642,929

Source: PoliceLink telephony systems

Note: There were also contacts (both face to face and by telephone) at police stations and in the field, which are unable to be accurately counted.

Note: Decreases in house/business alarm figures is as a result of a memorandum of understanding between NSW Police Force and alarm companies for direct access for service freeing up the Triple Zero (000) line from these calls.

The Safe Party Notification Program was also promoted by Crime Stoppers, calling for young people to register their party at a police station or on the web at www.mynite.com.au. The aim is to inform young people of their legal rights and responsibilities and provide personal safety messages. The slogan, 'Remember nights out for the right reasons' promotes having fun responsibly in a safe environment.

We're communicating with the public online

The NSW Police Force web site (www.police.nsw.gov.au) is a vital source of information on police news, projects and initiatives, and is more popular than ever. This year we hosted more than 100,000 unique visitors to the website every month – a 30% increase over the previous year. We also enhanced the functionality of the site, implementing Google Search and Google Maps, and added information to make it easier for people to report crimes, join the police and apply for a security licence.

You can access a wide range of information and services through our internet site, including:

- better information on how people can find and contact their local police station
- improved information on how to report crime and emergency situations to police including enhancements to information on contacting Triple Zero, the Police Assistance Line and Crime Stoppers
- crime reporting and prevention advice for people of different ages, locations, and culturally and linguistically diverse backgrounds
- advice on community issues including alcohol, drugs, fraud and road safety
- NSW Police Force news
- details of the state's most wanted people and crimes, and the rewards that are offered.

VIPs are an integral part of the police team and through their work, police are able to concentrate on core duties and drive down crime across the state.

MAIN FEATURES OF COMPLAINTS	2004-05	2005-06	2006-07	2007-08	2008-09	Difference (%)
Arrest	156	183	133	134	113	-15.7%
Corruption/misuse of office	307	350	373	323	352	9.0%
Custody	161	205	161	124	138	11.3%
DNA evidence and sampling	2	7	1	1	0	-100.0%
Drugs (other than Searches or Evidence matters)	131	104	89	117	114	-2.6%
Evidence	237	240	201	140	150	7.1%
Failure to observe service standards	34	37	35	32	27	-15.6%
False complaint	20	10	12	2	10	400.0%
Harassment and discrimination	362	340	330	261	320	22.6%
Investigations	812	817	811	652	695	6.6%
Local management issues	2,951	3,052	3,155	3,039	2,671	-12.1%
Misconduct	199	189	196	165	167	1.2%
Misuse of information and information systems	378	398	421	391	386	-1.3%
Other criminal act or omission (not specified elsewhere)	276	274	223	281	241	-14.2%
Property and exhibits	190	173	209	203	199	-2.0%
Prosecution	226	260	241	175	218	24.6%
Searching	125	107	101	69	105	52.2%
Service delivery	1,471	1,425	1,286	1,033	1,188	15.0%
Theft/misappropriation	74	77	62	68	46	-32.4%
Traffic offences	127	115	87	101	113	11.9%
Unreasonable use of force (including assault)	666	665	609	584	589	0.9%
Untruthfulness/lying/dishonesty	188	185	182	188	157	-16.5%
Use of service resources	86	82	71	84	85	1.2%
TOTAL	9,179	9,295	8,989	8,167	8,084	-1.0%

Source: NSW Police Force, Customer Assistance Tracking System (C@ts.i)



Culturally responsive policing means police are able to use a range of skills and strategies to respond to the needs of the people they are working with, both in terms of the community and colleagues.

Our VIPs continue to provide an outstanding contribution

More than 800 volunteers in policing (VIPs) are assisting their local police at 120 locations across the state, which is in line with **R4 of the State Plan, community participation**. As representatives of the local community, the knowledge and contacts they bring is a particularly important policing and customer service resource. Volunteers are an integral part of the police team and through their work, our officers are able to concentrate on core duties. VIPs have contributed more than 1.6 million hours since the program commenced in 1995. They also made an invaluable contribution during World Youth Day events by supporting front line police officers.

We addressed policing and community needs by moving LAC boundaries in the Hunter

In July 2008 we restructured local area command (LAC) boundaries in the Hunter area which has enhanced police deployment, response times and customer service to the local communities. Newcastle City LAC was established from the amalgamation of Newcastle and Waratah LACs; while the former Lower Hunter LAC was split to form the new Central Hunter and Port Stephens LAC.

We're building stronger partnerships with Aboriginal communities

Our efforts to improve relations with and outcomes for Aboriginal people are guided by the *Aboriginal Strategic Direction 2007-2011*.

Many LACs work in partnership with local Aboriginal communities, government and non-government agencies to reduce and prevent crime. Project funding is provided under the *Aboriginal Strategic Direction 2007-2011 Crime Prevention Grants*. Some of those projects this financial year included:

- White Dove – encouraging victims to report family and domestic issues; and providing follow up support to victims
- Horse Whispering Youth Program – identifying and encouraging future potential leaders with the Aboriginal community, establishing networks for employment opportunities and improving relationships between police and Aboriginal people
- Nyakamuna Project – police and Aboriginal Elders conduct a series of team building camps for young Aboriginal people
- Healthy Living from Outback to the City: Keeping them Safe – supporting and assisting Aboriginal young people to think about a healthier lifestyle away from crime, alcohol and family violence
- Young, Black & Deadly – breaking the cycle of family related violence, and promoting positive change management and reduced crime within the community.

We developed culturally sensitive promotional brochures for Aboriginal communities

These focus on domestic and family violence, critical incidents and safe custody, as well as various NSW Police Force policy and programs, to help improve awareness and communication between police and Aboriginal people.

With the help of funding from the Commonwealth Department of Family & Housing, Community Services & Indigenous Affairs (FaHCSIA), we have begun recruiting four more female Aboriginal community liaison officers (ACLOs) to address the high incidence of family, domestic violence and sexual assault in Aboriginal communities. This will bring the number of ACLOs employed by NSW Police Force to 60.



We're policing in a culturally and linguistically diverse society

Police Priorities for Working in a Culturally, Linguistically & Religiously Diverse Society 2006-09 incorporates the **NSW Police Ethnic Affairs Priorities Statement (EAPS)** and informed our work with communities over the past year. Building on its achievements, implementing the principles of multiculturalism through local Ethnic Affairs Priorities Statements has become a growing focus for the Force and will be the central focus of the new EAPS Forward Plan, to be developed over the coming 12 months.

We implemented activities through EAPS to build stronger police and community relations

We're integrating skills around managing diversity into core police business, organisational goals and values. We have also continued to forge stronger strategic relationships between the community and members of the NSW Police Force through a number of initiatives.

We reviewed the **Commissioner's Advisory Council on Culturally Responsive Policing (CCRP)**. A new consultation model was endorsed to be more responsive to a changing policing environment, and the participation of diverse communities in our policy development. The new model includes wider community consultations and cyclical meetings with core members as well as on-call advice on urgent matters.

Our **Cultural Diversity Team** provides expert advice and support to staff on issues of appropriate service delivery and policing in a culturally and linguistically diverse society. The unit provides frontline as well as executive support on operational issues, training, community consultation, program implementation and policy development.

Our ethnic community liaison officers (ECLOs) facilitate dialogue and partnerships between local police and communities. ECLOs support local police with victim support, education and crime prevention. An independent review of the program will be commissioned in the second half of 2009 with a view to consolidating its successes, as well as developing an effective framework that will ensure consistent and quality service delivery across the organisation.

We use **professional interpreters and translators** when communicating with people who have difficulty with English. We are reviewing our language service policies and developing comprehensive guidelines to assist staff in managing language services.

We're providing a range of diversity training to assist the **professional development of staff** to deliver culturally competent policing. Diversity training is also delivered to specialist police such as detectives, custody officers, intelligence officers, crime prevention officers, domestic violence liaison officers and youth liaison officers.

Our future focus: implementation of the EAPS forward plan

The focus of the coming 12 months will be to report on implementation of the EAPS forward plan over the past three years, and moving towards a statewide implementation and reporting structure for local ethnic affairs priorities statements. This will provide the basis for the development of our *2010-2013 EAPS Forward Plan*.

An ethnic affairs agreement ensures that an interpreter is present

The NSW Police Force is a signatory to an agreement with the Community Relations Commission (CRC), which allows police to book interpreters for victims of domestic violence and for offenders on behalf of local courts for all first appearances and mentions.

CONFIDENCE IN POLICE REMAINS STEADY

Context

A primary community expectation is that the police will be there when needed. A high level of confidence in police is therefore a key indicator in the delivery of policing services. Low confidence may result in less reporting to police and a downward trend in the level of confidence.

Desired result

We aim to have the percentage of the community who have confidence in police at or above the national average.

Findings

Confidence in police is steady over the five years 2004 - 05 to 2008 - 09 (79 - 82%).

New South Wales is slightly below the range of the national average of 81 - 82%.

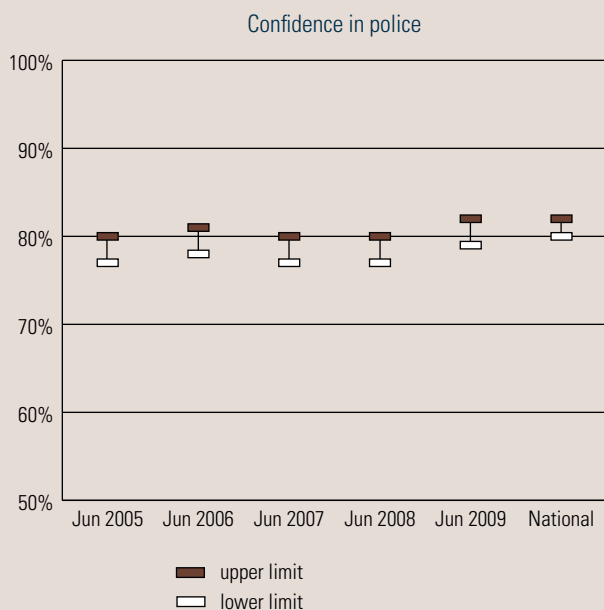
Future actions under the State Plan for 2009-10

We will:

- ensure the right resources are located in the right place at the right time
- continue to coordinate high visibility policing and targeted operations
- free up resources through red tape reduction
- improve police capability to respond to crime in support of major events.

Note

Survey estimates are subject to sample error. Perceptions are influenced by many factors, not necessarily related to police performance.



Source: National Community Satisfaction with Policing Survey

Our commitment to people with disabilities

The *NSW Police Force Disability Action Plan* remains under construction due to new guidelines and reporting requirements issued by the Department of Ageing, Disability & Home Care. It will be launched in the second half of 2009, and will be monitored and reviewed by the NSW Police Force's Disability Advisory Council and the commands responsible for implementing its strategies.

We have continued to advance other disability issues through the **NSW Police Force Disability Advisory Council**, which consults regularly with senior police on appropriate strategies and communications surrounding police interactions with people with disabilities.

We have also extended our commitment to people with disabilities by:

- continuing the **Disability Awareness Training** package under the Mandatory Police Continuing Education Scheme
- expanding the **Repeat offenders with an intellectual disability** project with the Department of Ageing, Disability & Home Care. This has produced a screening tool, draft referral and operating procedures for dealing with offenders who have an intellectual disability. Training in the use of these tools has been carried out at various pilot LACs in the North Western Metropolitan Region
- drafting an *Intellectual Disability & Criminal Justice Interagency Principles & Protocols* implementation plan. This plan derives from the Senior Officers Group on Intellectual Disability & the Criminal Justice System, which includes ongoing police representation
- signing a memorandum of understanding with the Office of the Public Guardian and the Ambulance Service of NSW to clarify respective roles when people under guardianship need to be re-accommodated for their own safety
- expanding our internal Vulnerable Communities Knowledge Map on the NSW Police Force Intranet to include training resources, contacts and relevant links on disability issues, ageing, guardianship and homelessness.

Our commitment to people with mental illness

The NSW Police Force is committed to responding to mentally ill people in the community where they pose a serious risk to their own safety, or that of others.

Corporately we're focusing on some key areas to reduce unnecessary police involvement with mental health patients. Primarily we are focusing on tightening the parameters of transportation of mental health patients, particularly inter-hospital transports and court issued transportation assessments from court to hospital.

The Mental Health Intervention Team (MHIT), a joint initiative between the NSW Police Force and NSW Health, concluded its two year pilot program in June 2009. During this time an intensive four day MHIT training course was developed and delivered to 115 frontline officers from three trial commands at Penrith, Eastern Beaches and Tuggerah Lakes. The MHIT initiative is being independently evaluated by Charles Sturt University. The MHIT was established as a fulltime unit within the NSW Police Force on 30 June 2009.

We're embedding prevention and early intervention

Crime prevention officers provide local area commands with the impetus to achieve successful outcomes

With the emphasis on improving customer service outcomes, crime prevention officers are proactively working with the community to reduce the fear of crime. They aim to educate residents, businesses and commercial premises, educational facilities and other organisations in how to reduce the possibility of becoming a victim of crime, and making recommendations to reduce or eliminate recurrences.

Many local councils now refer development applications to crime prevention officers for assessment to reduce the risk of crime and improve safety.

Crime prevention officers are also involved in **Bizsafe**, a crime prevention awareness program run in partnership with the NRMA for businesses and commercial premises; providing presentations to school students that highlight personal safety strategies; conducting community safety audits on perceived crime hot spots to reduce the fear of crime and prevent displacement of crime to surrounding areas.

We have a strong commitment to developing positive relationships between police and young people. Our Youth Policy Statement is published in full on the website www.police.nsw.gov.au

School liaison police address offending behaviours and maintain safety within schools

This year, high school staff and students have worked closely with school liaison police (SLPs) to improve relationships within school communities. SLPs have provided advice on policing related issues, assisted with student management plans, and liaised extensively with the School Safety & Response Unit to help manage serious school incidents. SLPs hold crime prevention workshops to target cyber crime and bullying, and continue to refer 'at risk' students to the NSW Police Force Youth Command and other youth support agencies as a diversionary intervention.

The School Safety & Response Unit is a partnership between NSW Police Force and the NSW Department of Education & Training

The unit provides government schools with 24 hour access to advice and support in the event of incidents involving violence, threats and intimidation, weapons, illegal drugs or major criminal activity. Staff identify patterns of criminal activity and develop strategies to increase the safety of students, staff and the school community. The unit also facilitates incident management training using simulation exercises for school executives across the state.

We're working with young people

The NSW Police Force has undertaken a number of successful programs focused on young people to help reduce youth crime and prevent reoffending. These programs are implemented by local youth liaison officers, school liaison police and crime prevention officers, often in conjunction with Police & Community Youth Clubs (PCYCs).

- **Keeping Me Safe** is a program that aims to help young children identify safe people in their community, as well as safe places to go when they are lost, feeling unsafe, frightened or in danger.

- **Your Choice and Supply Means Supply** are programs aim at addressing the challenges that face young people and the greater community when it comes to underage drinking and the illegal supply of alcohol to minors. Both programs have been running successfully in some areas of New South Wales for more than 10 years; and are now being updated and rolled out across the state.

- **Teenagers Volunteering Time** allows young people to do more for the community or the victims of their crimes. The program was established by a youth liaison officer at Windsor LAC who, while working with young offenders through the cautioning process or Youth Justice Conference, recognised their need to say sorry. Supported by their parents, these young people volunteer to remove graffiti in the local area. It is organised and supervised by the local youth liaison officer.

The **Police Youth Command** has also developed innovative programs through PCYCs to help reduce reoffending among young offenders, helping them become responsible members of the community.

The Switchback program (Blacktown PCYC) rewards young offenders for attending school, taking part in the program and reducing their contact with local police. The reward is a go-kart outing at the end of each month. In partnership with the Holden Racing Team, participants also receive motivational advice from V8 Supercar champions. The program works hand in hand with case management, and has seen several of the participants rejoin mainstream schooling. The program is now being developed to include automotive education through TAFE and funding is being sought to provide opportunities to join registered Kart clubs.

Club Café 2037 (Glebe PCYC) trains local young offenders to work in a commercial café environment. Training is provided in marketing and food hygiene, along with crime prevention and drug and alcohol counselling. Participants progress to earning wages through a special grant, while some have gained private employment within the industry.

Our Kokoda Dreaming project was chosen as the NSW winner of the 2008 Australian Crime & Violence Prevention Awards

Initiated by the **Far South Coast LAC**, the Wanga Idingii – Kokoda Dreaming 2007 project targeted potential future Indigenous leaders. High school principals on the far south coast were asked to identify possible candidates from Years 10 to 12 to participate in a structured 12 month leadership program, culminating in a trek to Kokoda with their mentors, who included police and ambulance officers, staff from Corrective Services, the Department of Education, and Aboriginal leaders. One of the participants was awarded the Eurobodalla Youth of the Year Award for 2007, while the project itself was also awarded the Eurobodalla NAIDOC Award of Excellence in October 2007 for strengthening relationships between police and the Aboriginal community. This year another group of Indigenous students will travel to the MacDonnell Ranges in the Northern Territory for the Wanga Idingii – Top End Together 2009 project.

The NSW Police Force and the Baulkham Hills Holroyd Parramatta Migrant Resource Centre worked with members of the Afghan community to host the **Afghan youth camp**. To develop friendship and understanding, six police officers spent three days on camp with 44 Afghan youth (30 boys and 14 girls) aged between 14 and 20 years old. They were accompanied by four ethnic community liaison officers, two Afghan community workers and two Afghan community volunteers. Police from Parramatta LAC

successfully applied for a government grant to fund the joint project, which fostered excellent working relationships among the partners, who designed and planned the long weekend at the Broken Bay Sports & Recreation Centre in October 2008.

We have developed a range of projects addressing Aboriginal substance abuse

Under the *Aboriginal Strategic Direction*, we have made a commitment to improving police knowledge and understanding of Aboriginal substance misuse and to enhance police response to Aboriginal communities across New South Wales. We have progressed a range of projects, including an environmental scan on inhalant use in New South Wales. While there is a need for further research on this issue, evidence suggests that the prevalence of inhalant abuse is higher among Aboriginals and young people.

We have also conducted research into the patterns and trends in drug detections among Aboriginal populations in New South Wales, to improve our understanding of the nature and dynamics of drug offending.

We're addressing youth substance abuse

In partnership with the Sydney Institute of Criminology, we hosted a forum in February 2009 aimed at enhancing strategies to address criminal and antisocial behaviour by young people under the influence of alcohol and other drugs. It attracted more than 150 participants including police and representatives from local government, legal practitioners, policy makers, youth and health workers.

We have developed new guidelines for police dealing with ice

These guidelines, *The management of people affected by methylamphetamine and other stimulant drugs*, were distributed to all LACs

in early 2009. We also developed mandatory training packages that include dealing with the effects of methylamphetamine (speed, ice), patterns of use, and safe dismantling of clandestine laboratories.

By diverting offenders into drug treatment, we're interrupting the drug crime cycle

Our drug diversion programs respond to the State Plan priority, Reduced rates of crime, particularly violent crime and Reduced levels of antisocial behaviour. The MERIT (Magistrates Early Referral into Treatment) Program is one example of the way in which drug diversion achieves this.

This reporting year we completed a major project to support and streamline police participation in drug diversion programs, particularly the Cannabis Cautioning Scheme (CCS) and the MERIT Program. We also developed a number of practical resources to help police in the field and to enhance police training and educational opportunities.

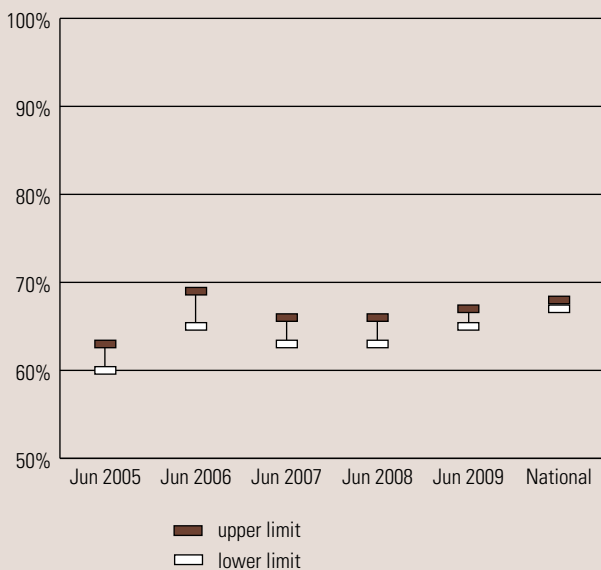
Our Drug Diversion Field Referral Kits now include a MERIT Field Referral Notice Book, the revised Cannabis Cautioning Scheme Notice Book, Constable Guidelines and a MERIT Team contact information card. We also produced a DVD, *Drug diversion and police*, with a facilitator's booklet. This 30 minute educational film achieved an Excellence in Law Enforcement Award at the National Drug & Alcohol Awards 2009.

Our Drug Diversion strategy is supported by a number of amendments to the COPS system. Our aim is to improve police capacity to administer, record and report diversion processes and outcomes.



COMMUNITY SATISFACTION REMAINS STEADY

Police treat people fairly/equally



Source: National Community Satisfaction with Policing Survey

Context

Under the State Plan priority S8, we are striving to increase customer satisfaction. In accordance with this, police are expected to maintain the rights of individuals, and to treat people fairly and with dignity, while upholding the rule of law.

Desired result

Our aim is to have the percentage of people in New South Wales who are satisfied that police treat people fairly and equally, at or above the national average.

Findings

The proportion of the population agreeing police treat people fairly and equally has been steady over the last two years, between 64 - 67%. This is equivalent to the national average range of 67 - 68%.

Future actions under the State Plan for 2009-10

We will:

- ensure customer service is a priority across the NSW Police Force
- maintain focus on reducing customer service complaints
- ensure every member of the NSW Police Force has been trained in providing customer service.

Other actions

We will continue to justly apply the *Bail Act 1978* and court diversionary procedures, such as youth cautions and conferences, cannabis cautions and use of criminal infringement notices.

Note

Survey estimates are subject to sample error. The community's perception of police treatment of people may be based on factors unrelated to performance, e.g. media reporting of specific incidents and court outcomes.

Drug diversion initiatives give offenders who use drugs the chance to undertake education and/or treatment aimed at helping them to stop using drugs and committing further crimes.



The NSW Police Marine Area Command's responsibility extends to all coastal areas of New South Wales to 200 nautical miles (370 kilometres) out to sea.

We cooperate and coordinate with other law enforcement jurisdictions

We support leadership across all Australian and New Zealand policing jurisdictions

The NSW Police Force has taken a leading role in supporting the Australia & New Zealand Policing Advisory Agency (ANZPAA), the organisation that provides coordinated policy and strategic advice, research, knowledge management and supports information sharing across all Australian and New Zealand policing jurisdictions.

In all, ANZPAA has amalgamated the functions and funding of a number of former national common policing services, ad hoc committees and working groups. With the assistance of NSW Police Force and other jurisdictions, ANZPAA is shaping its agendas into a strategic work program encompassing community policing, knowledge and information management, professionalism, science and technology, and workforce planning.

To promote excellence across jurisdictions, the NSW Police Force shares information with ANZPAA to address such matters as drug and alcohol use; community engagement (including policing in remote and isolated communities and young people); road safety; intelligence and information management; and occupational health and safety.

Organised crime is transnational, crossing state and national boundaries

To maximise the ability of all jurisdictions to disrupt organised crime, the State Crime Command has established a squad that works with other police jurisdictions under the *NSW Crime Commission Act*. Our new **Organised Crime (Targeting) Squad**, established on 1 December 2008, works collaboratively with the NSW Crime Commission and other agencies to identify, target and investigate high level organised crime identities and groups.

While members of the squad are under the direction and control of State Crime Command, the investigations are conducted under a NSW Crime Commission reference and therefore are subject to Section 27A of the *NSW Crime Commission Act*. Investigations are referred to the squad by a committee comprising senior police and officers from the NSW Crime Commission and the Australian Federal Police. This promotes cooperation between the agencies and ensures the exchange of intelligence.

We worked with the NSW Crime Commission on a major crime investigation in Lake Illawarra

In March 2008, the Lake Illawarra LAC commenced a local operation addressing organised crime within the Illawarra region. The size and scope of the organised criminal activity uncovered by local police was far more widespread than anticipated, requiring the additional use of Crime Commission resources. To date there have been 28 arrests and the execution of 15 search warrants. Police seized 75 cannabis plants valued at more than \$140,000 and 270.5 grams of amphetamine, as well as a number of precursor chemicals. In addition five firearms and cash totalling in excess of \$646,000 was also seized.

NSW Marine Area Command helps protect our coastline

Between 8 and 12 December 2008, the NSW Police Marine Area Command was involved a three day multi-jurisdictional operation targeting illegal activities in the Australian exclusive economic zone (200 nautical miles to sea). Our water police worked alongside officers from Australian Customs Service, Australian Fisheries Management Authority, NSW Department of Primary Industries, Australian Federal Police, NSW Maritime Authority and Queensland Water Police. Officers boarded and



inspected 21 target vessels for enforcement and compliance, search and seizure of illegal firearms/weapons, illicit drugs, and fisheries offences in Australian waters.

We rigorously administer legislation and regulations

Significant changes to various legislation this reporting year have had an impact on the administration of the **firearm laws**. These are outlined in Appendix 4, on page 121 of this report.

A three month **firearms amnesty** was conducted from 1 March to 31 May 2009 to target unregistered firearms and ensure that registered firearms are being safely stored within the community.

In excess of 8,000 firearms and other related items were surrendered at police stations and more than 24,000 firearm registration applications were received and processed during the amnesty. We commenced a program of safe storage inspections and licence holders were warned that no leniency will be given should firearm storage not comply with regulations.

In the past two years the Commissioner has defended a number of decisions to revoke or refuse to issue **security licences** in the Administrative Decisions Tribunal, using provisions available in the *Security Industry Act*.

In *Neilson v Commissioner of Police, NSW Police Force* [2008] NSWADT 186 the Commissioner revoked the security licence of a known member of an outlaw motor cycle gang on the basis he was not a "fit and proper person" to hold such a licence. The decision to revoke was based on the existence of confidential intelligence reports held in relation to the applicant.

Neilson appealed the Commissioner's decision to the ADT, which held: "Having reviewed the confidential information, which comprises a number of police intelligence reports... I am satisfied that the confidential information indicates Mr Neilson is not a fit and proper person to hold a security licence. The alleged conduct referred to in the confidential information is of a serious nature and, bearing in mind the context of Mr Neilson's work in the security industry, I am satisfied that the revocation of his licence is the correct and preferable decision."

In the Court of Appeal case of *Commissioner of Police, NSW v Gray* [2009] NSWCA 49 the NSW Police Force was successful in clarifying the proper construction of the 'confidential' provisions and what protection was available to material sought to be relied on by the Commissioner.

Outlook for 2009-10

- Crime prevention and early intervention: Support project based prevention initiatives as per the NSW Government Crime Prevention Framework, our Ethnic Affairs Priorities Statement and our Aboriginal Strategic Direction
- Combined joint interagency operations: Continue to cooperate and coordinate with other law enforcement agencies
- Enhance police response to family and domestic violence
- Insist on professional customer service
- Work with community and partners
- Continue to monitor and review legislation and regulations



section four **PEOPLE**

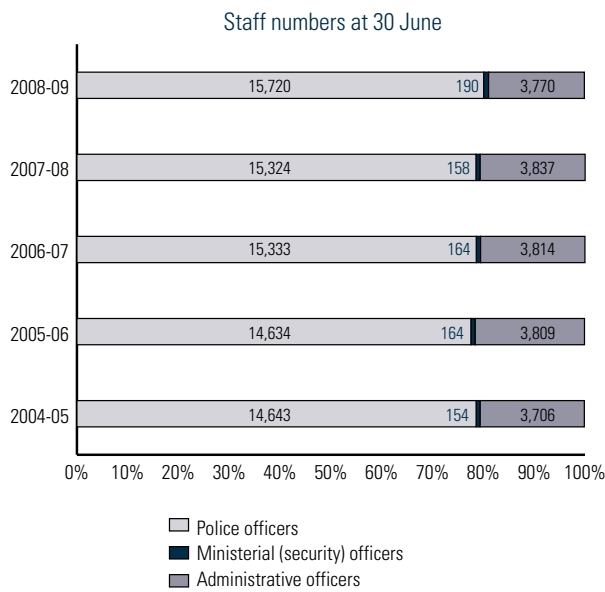
In this section

- 42 We support flexible working arrangements
- 42 We're delivering ongoing professional development of our staff
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- 45 We progressed a culture of workplace safety
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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 communication program designed towards NSW Police Force frontline and support personnel. It consisted of tailored presentations and a user friendly intranet website and education package.



Source: HR Appendix 3

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 IN 2008-09:

- 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 5.1% in 2007-08 to 4.2% in 2008-09.



Under the State Plan enabling strategies, the NSW Police Force is focussing on flexible working arrangements, professional staff development and workplace diversity.

We support flexible working arrangements

We continue to implement a range of strategies to help our employees achieve a work life balance. During this reporting period the NSW Police Force delivered training to senior managers on the policy, legislative and industrial framework supporting flexible work arrangements and effective management practices. NSW Police Force is also undertaking a review of policies and procedures relating to flexible work practices to ensure that they are contemporary and adopt good practices.

We're delivering ongoing professional development of our staff

This reporting year we have attested 1,007 probationary constables

As at 30 June 2009, 649 officers have completed their Associate Degree in Policing Practice with Charles Sturt University and have been confirmed as constables. As at 30 June 2009 there are **1,319 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, 433 officers were trained as field training officers (FTOs) this reporting year to provide field based teaching and support to probationary constables.

We're committed to leadership and management training

The Centre for Management & Leadership Development within the Education & Training Command has provided training and development opportunities for 1,467 middle and senior level police managers this reporting year. The NSW Police Leadership Centre, which was officially opened on 16 March 2009, operates independently within the grounds of the University of Western Sydney's Hawkesbury Campus. Students include officers at or above the rank of inspector, and equivalent grade administrative officers.

A scholarship winner studied ways to enhance behavioural investigative advice in criminal investigations

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.

Detective Sergeant Kirsty Hales of the State Crime Command's Joint Investigation Response Squad, won this year's Scholarship. Detective Sergeant Hale's research project involved the study and application of behavioural investigative advice in criminal investigations, including training, service provision, methodology and best practice. During her study tour she travelled to The Netherlands and the United Kingdom.

Our senior forensic psychologist was awarded a Churchill Fellowship

Manager of the Behavioural Science Team, Senior Forensic Psychologist Sarah Yule was awarded a **Churchill Fellowship**. This award enabled Sarah to visit behavioural investigative advisors in the UK's National Policing Improvement Agency, the Dutch National Police, and work with USA and Canadian profilers to explore the psychological techniques they apply specifically to missing persons cases, for the benefit of New South Wales and interstate police organisations.

We continue to foster workforce diversity to reflect our community

Our new Aboriginal Employment Strategy was endorsed in October 2008

We now have a total of 306 Aboriginal people in our workforce. Our aim is to have 4% of our employees being of Aboriginal descent. The strategy has three key goals involving pre-recruitment, recruitment and retention.

Pre-recruitment: We have developed partnerships with the Department of Education & Training to support school based traineeships (Murra Project) and flexible learning (IPROWD - NSWTAFF) for Aboriginal people choosing policing as a career. The Murra Project is a pilot with 17 students engaged in the project at Lake Illawarra. Murra has been successful

in providing Aboriginal students with work experience at police stations and with police mentors. All IPROWD (Indigenous Policing Out West Delivery Project) participants successfully graduated from the program, with six going on to enrol as student police.

Recruitment: We developed new marketing material for Aboriginal recruitment which includes the development of an Aboriginal recruitment DVD.

Retention: Our Aboriginal Employee's Network has been revitalised with meetings being held across New South Wales. Through the network, Aboriginal employees are provided peer support, training and development, mentoring and a forum to discuss issues important to them as both employees and Aboriginal people.

To ensure the success of our Aboriginal Employment Strategy we have negotiated a new Structured Training & Employment Projects contract with the Commonwealth government. Our organisation has established an Aboriginal Employment Programs Unit which will drive the implementation of the Aboriginal Employment Strategy across all commands.

While the number of women in the NSW Police Force exceeds the public sector target of 20% for representation of women in non-traditional occupations, the NSW Police Force's progress is ultimately benchmarked against the representation of groups in the community we serve.

We have an Aboriginal issues component of the Associate Diploma in Policing Practice

Students undertake lectures in policing and public order; society and law in practice; and vulnerable populations as they relate to Aboriginal people and communities. All recently attested probationary constables have undertaken the **Policing Aboriginal Communities Workshop** and received certificates of completion, which has been noted on their personnel file.

We're helping make the public sector work better for women

Making the Public Sector Work Better for Women is a sector-wide women's employment and development strategy that aims to support and develop women who are establishing their careers, and increase the proportion of women in non-traditional occupations such as policing. In particular, to increase women's representation and improve their experiences of work, their right to work in a harassment and discrimination free workplace, their professional networks, their career paths and their opportunities to work flexibly.

Trends in the representation and distribution of EEO target groups

Percentage of total staff ^{1,2}

EEO TARGET GROUP	Benchmark or target	2004	2005	2006	2007	2008	2009
Women	50.0%	33.0%	33.0%	34.0%	34.0%	34.0%	34.0%
Aboriginal people & Torres Strait Islanders	2.0%	1.5%	1.9%	2.0%	2.1%	2.1%	2.2%
People whose first language was not English	20.0%	2.0%	3.0%	4.0%	5.0%	6.0%	6.0%
People with a disability	12.0%	2.0%	2.0%	2.0%	1.0%	1.0%	1.0%
People with a disability requiring work related adjustment	7.0%	0.7%	0.6%	0.6%	0.5%	0.5%	0.4%

Distribution index ³

EEO TARGET GROUP	Benchmark or target	2004	2005	2006	2007	2008	2009
Women	100	86	88	88	90	91	93
Aboriginal people & Torres Strait Islanders	100	89	94	96	96	97	98
People whose first language was not English	100	76	84	85	84	85	85
People with a disability	100	114	112	112	113	112	112
People with a disability requiring work related adjustment	100	113	111	109	111	111	111

Source: NSW Premier's Department, Public Sector Workforce Profile

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.

As a major priority, the NSW Police Force is aiming to have injured police return to the work place as soon as practicable. Regular contact with injured staff maintains a sense of connectedness to the workplace.

Our Workplace Equity Unit oversees and coordinates all workplace equity matters. Its ongoing activities are aimed at eliminating discrimination in employment and promoting equal employment opportunity.

Major planned activities for the next reporting year focus on the development and implementation of a new Workforce Diversity Plan to strengthen a workplace culture that values fair and inclusive practices. The major focus areas will be around:

- leadership and accountability to improve diversity in our workforce
- creating a workplace culture that is a fair and inclusive
- developing capabilities and retaining staff from under-represented groups.

Some of our workplace equity achievements this reporting year

- Proactive steps to both reduce the risk of and better manage complaints of harassment, sexual harassment, discrimination and bullying including:
 - consolidating the Workplace Equity Unit, a specific area within Corporate Human Resources responsible for overseeing and coordinating these matters. Within the unit a dedicated officer has been allocated to each region and specialist command
 - requiring all NSW Police Force employees to undertake online training on harassment, sexual harassment, discrimination and bullying
 - strengthening Workplace Equity Resolution Procedures to ensure matters are appropriately managed.

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

CAUSE	2005-06	2006-07	2007-08	2008-09	Difference 07/08 and 08/09
Body stressing	3.09	4.09	2.99	5.42	2.43
Being hit by moving objects	4.28	4.06	3.83	3.62	-0.21
Falls, trips and slips	2.36	2.52	1.75	2.41	0.66
Mental stress	2.07	2.26	2.28	3.14	0.86
Other and unspecified mechanisms	1.48	1.82	2.21	2.92	0.71
Biological factors	0.65	1.26	1.03	0.66	-0.37
Chemicals and other substances	0.36	0.31	0.32	0.26	-0.06
Heat, radiation & electricity	0.06	0.09	0.05	0.05	0.00
Sound and pressure	0.06	0.05	0.04	0.06	0.02
Hitting objects with a part of body	0.82	0.77	0.58	0.68	0.10

Note: We have reported on those incidents that resulted in an injury that were reported to our insurer, Allianz. The data presented is per 100 employees.

There were no WorkCover prosecutions during this reporting year.

Workers' compensation for sworn staff who commenced employment post 1988 and administrative staff

Claim type	2005-06	2006-07	2007-08	2008-09	Difference	Percentage
Significant	1,890	1,598	1,686	1,976	290	17.20
Non-significant	1,072	1,033	1,156	1,226	70	6.06
Total claims	2,962	2,631	2,842	3,202	360	12.67

Note: A significant injury is where an officer is defined in the Workplace Injury Management & Workers Compensation Act 1998 as a workplace injury that is likely to result in the worker being incapacitated for work for a continuous period of more than seven days, whether or not any of those days are work days and whether or not the incapacity is total or partial or a combination of both.



- Our industrial awards and policies continue to provide a range of leave provisions to assist employees to achieve greater work life balance.
- Our Ethnic Community Liaison Officer program employs 33 officers from diverse cultural, linguistic and religious backgrounds to strengthen communication and relationships between police and all local communities. An important part of this is building the capability of our staff to work more effectively with diverse communities in the course of their core business, which includes appropriate and quality customer service. In July 2009 the title of this program was changed to Multicultural Liaison Officer Program.
- 118 employees are accredited to assist customers in 27 languages.
- We promoted the *E-mentoring Program for Women* coordinated by the Department of Premier & Cabinet, with 13 of a possible 45 places allocated to women in the NSW Police Force.
- The NSW Police Force continues to benefit from a robust Spokeswomen's Network, which proactively organises 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.

We progressed a culture of workplace safety

We're performing better than average in returning injured staff to work

The online incident notification initiative has resulted in an 85% increase in the number of incidents reported to our insurer within 48 hours of the injury occurring.

In March 2009, to assess our capability to manage injury and disability issues we participated in a **Consensus Based Disability Management Audit**, administered by Suncorp on behalf of the Treasury Managed Fund. We achieved a score of 75.5%, well exceeding the Australian average of 65.6%.

The audit's key findings

- We were commended for the establishment of the Safety Command and the comprehensive recruitment process we use for injury management staff to ensure injury management advisors have the appropriate skills, capability and knowledge.
- We consistently provide modifications to the job or workplace to allow an injured officer to perform tasks safely and with increased independence.
- The *NSW Police Force Corporate Plan 2008-12* and the *Safety Command Strategic Direction 2007-10* were commended for providing a comprehensive set of key performance indicators, objectives, strategies and timeframes for implementation.

Workplace safety is an organisational priority

We completed our delivery of the two day **Safety Science** courses to existing senior police managers this reporting year.

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 continue to focus management attention on sick leave

The NSW Police Force aims to have injured police return to the work place as soon as practicable. **Injury Management Panels**

continue to coordinate and oversee the management of injured officers ensuring welfare contacts, regular medical advice and supervision of ongoing absences.

We continue to concentrate management attention on long term sick by focusing command controls via COMPASS (Command Performance Accountability System). These reviews draw command attention to measuring and managing the overall sick leave challenge which filters down to individual results.

Those officers that are unable to return to pre-injury duties are reviewed for placement in roles within the organisation that facilitate a return to work and ongoing employment.

Drug and alcohol testing supports a safe workplace

We conducted 13,330 **random alcohol tests** of which three were positive. Eleven **targeted alcohol tests** were also conducted with four officers returning a positive result.

We conducted 2,284 **random drug tests**, three of which were positive, two for cannabis and one for MDMA (ecstasy). 20 **targeted drug tests** were conducted, with one officer returning a positive result for cannabis. We conducted five **target tests for steroid use** during the past year, with one positive result. We also conducted 28 mandatory testing incidents involving the testing of 90 officers, with nil positive results.

We continued our program of **random alcohol testing of students** and this year conducted 1,825 tests. Of these tests, six were positive. We conducted 153 **random drug tests for students** with no students testing positive.

Any police officer who tests **positive to the presence of a prohibited drug** is liable to dismissal. The Commissioner can apply the provisions of a S.181D order under the

Short term professional counselling for any matter is available to all staff 24 hours a day through the Employee Assistance Program.

Police Act 1990, unless that officer has had that positive drug test declared as accidental exposure by a commander or branch manager. If an officer is permitted to remain in employment following a positive test, they will be subject to unscheduled testing for five years. The officer will also be monitored by an approved counsellor and will be expected to comply with any rehabilitation program developed for them.

Officers who return a positive alcohol test are subject to appropriate management action, including referral for an assessment by a drug and alcohol counsellor, and then ongoing monitoring for a three years.

We now have an Aviation Drug & Alcohol Management Plan

In line with the *Civil Aviation Safety Regulations 1998 (CASR)*, we developed and implemented a drug and alcohol management plan covering anyone who performs a safety sensitive aviation activity. The plan and training package have been completed and implemented to conform to the CASA requirements.

We continue to support our people

We improved pay and conditions for our staff

A new *Crown Employees (Police Officers – 2008) Award* was made providing all police with salary increases of 2% from 1 July 2008 and a further 2% from 1 January 2009.

A new *Crown Employees (NSW Police Administrative Officers & Temporary Employees – Salaries 2009) Award* provided an increase of 4% to the majority of administrative officers from 1 July 2008.

Other groups such as medical officers and special constables (security) were provided with similar increases in pay following variations to their industrial awards.

Following a memorandum of understanding entered into between the NSW Government and the Public Service Association of NSW, a new *Crown Employees (NSW Police Force Administrative Officers & Temporary Employees Conditions of Employment) Award 2008* was made. This award provided enhancements to employment conditions for administrative staff.

We continued to provide counselling services to our staff and their families

The **Employee Assistance Program (EAP)** helps 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 1,253 employees and 287 family members used the EAP counselling services.

When officers are involved in a traumatic event we provide them with the opportunity to discuss it with a qualified psychologist. A **dedicated trauma team** also follows up on how the event impacts on those officers in the following weeks. During the year this external group responded to 434 requests for debriefing as a result of attendance at a traumatic incident.

We reviewed our WellCheck program for relevance, both in content and delivery.

WellCheck forms part of the **psychological screening** process for employees working in high risk areas. It helps to identify and reduce the risk of psychological harm before issues escalate. As at 30 June 2009, 1,164 sworn and administrative officers were enrolled in the program. This reporting year we began conducting our WellCheck program in house. We now have two dedicated psychologists working to deliver the program.



There are approximately 1,010 trained **peer support officers** who continue to provide support for their colleagues in the workplace. **Police chaplains** also provide counselling and pastoral care, including support to police at emergency situations.

We're reinforcing individual accountability and ethics at all levels

All our staff understand the standard of professional conduct expected of them

The *Statement of Values* and the *Code of Conduct & Ethics*, issued in 2006, have been acknowledged by all employees. Together they help our employees understand the standards of professional conduct expected of them. They are fully explained in the *Standards of Professional Conduct* booklet available to all staff on the intranet site.

Our customer service program is driving significant change throughout the organisation

Refer to page 7, 8 and 9 for information our new *NSW Police Force Customer Service Charter* and how to provide feedback on our performance. Our staff have received training, while selected officers at middle manager level are trained as customer service champions. Many of our systems have also undergone improvements with a renewed customer service focus.

We tested our customer service levels by introducing a mystery shopper program in February 2009 and **we achieved exceptional results**. An independent provider rated some police stations as achieving a score of 100% on their customer service measures, while the overall average was 87%.

Outlook for 2009-10

- Support and advance flexibility within the workplace
- Continue to deliver ongoing professional development of our staff
- Continue to foster workforce diversity to reflect our community
- Continue to build a culture of workplace safety
- Continue to support our people
- Further reinforce individual accountability and ethics at all levels.



section five SYSTEMS

In this section

- 50 We continue to streamline procedures and legislation (cutting red tape)
- 50 We're continually improving the systems and technology that support operational policing
- 51 We're improving the reliability of our equipment
- 51 We're improving our technology
- 52 We're improving our accessibility
- 52 We continue to enhance internal controls

SYSTEMS and THE STATE PLAN

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

WHAT WE WANT TO ACHIEVE:

TARGETS:

- Increase police deployment to crime fighting and prevention

CORE STRATEGIES EMPLOYED IN 2008-09:

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

PERFORMANCE AND RESULTS

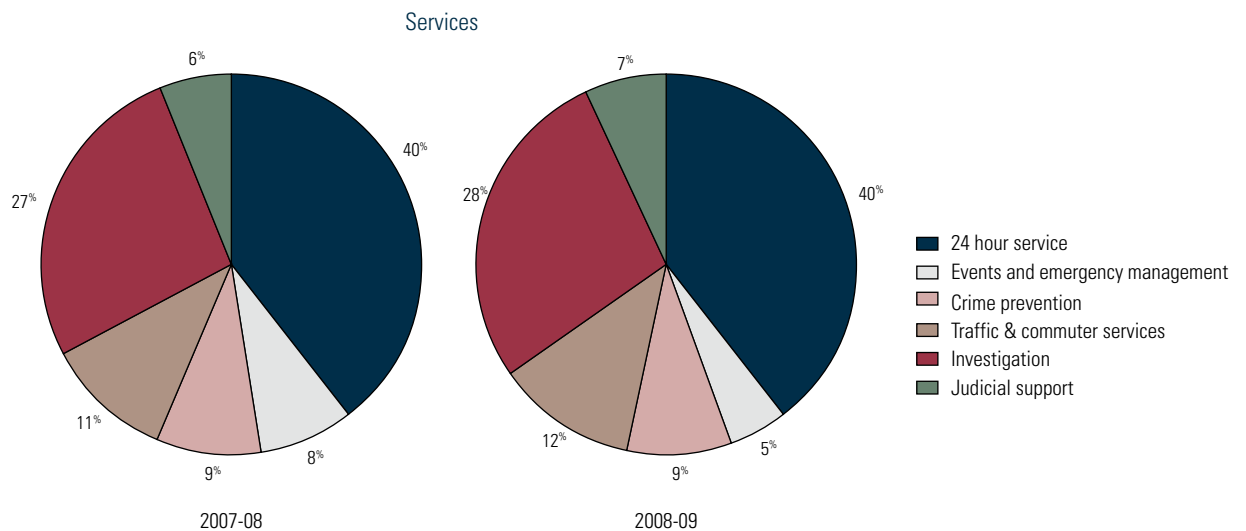
We're working with the Attorney General's Department to implement Justicelink to exchange all court related data.

We have streamlined our criminal records and fingerprint inquiries process.

We are expanding the use of DNA in criminal investigations.

The Field ID project is delivering portable fingerprint scanning devices to the field.

The Public Imagery Collection System (PICS) component of our VIEW project will allow members of the public to submit digital images via the internet to either Crime Stoppers, or direct to strike force investigations through the Crime Stoppers website.



Source: Activity Based Information Management (ABIM) system.

Note: Figures in this graph may sum to more than 100 due to rounding. For details of each service we provide, refer to the Results Logic on page 60. Details are contained within the row "What we do".

Under State Plan enabling strategies the NSW Police Force is streamlining procedures and legislation to reduce red tape, improving our information, communication and technology systems, and promoting good practice.

We continue to streamline procedures and legislation (cutting red tape)

We're constantly updating and improving our processes and procedures to provide a better service delivery to stakeholders, operational police, the community and the justice system.

We can now accept credit card payments over the counter

Present & Pay Net (PnPNet), allows our staff to accept credit card payments from members of the public. Transaction details are advised during the process, enabling the staff member to issue a receipt. Launched statewide in October 2008, PnPNet enables staff at police stations, the Firearms Registry and Police College, to accept credit card payments for any fees and charges.

As part of an **Organisation Efficiency Improvement Program (OEIP)** project, 15 finance forms have been automated through SAP, our electronic finance and HR management system.

We streamlined our criminal records and fingerprint inquiries process

In 2008-09 we provided 466,000 National Criminal History Record Checks, processed 216,300 court outcomes and released 88,500 criminal records for sentencing purposes at court, processed 77,000 charge fingerprints, processed 72,000 operational police requests and 50,000 state based name checks.

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

We're expanding the use of DNA in criminal investigations.

The **National Criminal Investigation DNA Database (NCIDD)** has helped police across Australia to detect and investigate interstate offenders. The benefits include standardisation of information between the NSW Police Force and other jurisdictions.

Inmate DNA tests link 8,000 crime scenes

The FSG State Prisoner Testing Team attends all New South Wales correctional centres to obtain DNA samples from convicted serious indictable offenders. The samples are analysed and placed on the New South Wales database. They then become part of the national DNA matching system.

Robotics and technology enhancements

In collaboration with the Division of Analytical Laboratories (DAL), we have installed a number of DNA liquid handling robots at DAL. A Laboratory Information Management System (LIMS) has been integrated with the robots to ensure samples can be tracked through the automated workflow. Three DNA mini robots have been installed at the Forensic Science Services Branch Laboratory. Additional enhancements include a laser microdissector, a sperm-finding microscope, genetic analysers and software for DNA analysis.

We're leading the fight against gun crime

The Integrated Ballistics Identification System (IBIS) compares and matches electronic images of firearm evidence such as cartridge cases and bullets. The system makes fast automatic comparisons against evidence collected at crime scenes and from guns confiscated from criminals. By 30 June 2009, 307 hits were achieved. The system contains the largest database of images, test firings and firearm evidence in Australia.

Business & Technology Services (BTS) is responsible for the business and information technology systems operated by the NSW Police Force including the organisation's computer, information storage and communications networks. This includes the maintenance of all IT hardware, including data storage systems in dedicated data centres, local and wide area networks and all IT and telephony communication technology. Desktop computers, laptops and mobile data terminals are also maintained and refreshed. Our staff strive to ensure critical frontline policing systems such as the Computer Aided Dispatch system (CAD) and the Computerised Operational Policing System (COPS) are available 24 hours a day, seven days a week.

We developed a number of enhancements to COPS, our main computer system

IT enhancements ensure that frontline police have access to the most accurate and complete information available; and enable police to enter information faster and more accurately. One of the enhancements developed this year included a link between the Computer Aided Dispatch System (CAD) and our central database (COPS). This allows Triple Zero (000) and other officers to extract information from the central database to place into dispatch jobs; removing the need to manually copy and re-enter information, thereby improving the speed in which a call for assistance can be relayed to the responding police officers.

We're replacing and upgrading communications infrastructure across the state through our Radio Communications Maintenance Program

We're targeting radio black spots, replacing obsolete base stations, communications infrastructure and equipment, and updating radio dispatch equipment, as well as the mobile radios and portables used by police in the field.

The NSW Police Force was allocated \$16.7 million for radio communications maintenance during the 2008-09 financial year.

We're improving the reliability of our equipment

As part of our long term IT strategy, we are progressively replacing 'end of life' IT equipment (computers, telephony network etc). The **Total Asset Refresh Program (TARP)** will update all BTS owned technical assets, including computer servers and data centre equipment, over three and a half years through to 2010.

The NSW Police Force's Radio Network Services is the largest private radio network in the southern hemisphere.

We are improving frontline service delivery to the NSW community

Mobile data terminals (MDTs), mounted in police vehicles, allow officers to perform person or vehicle checks in the field and allow 24 hour access to police systems wherever Telstra NextG network coverage exists. This reporting year, an additional 650 general duties police vehicles have been fitted with new generation mobile data terminals. By end of June 2009, police conducted 656,011 vehicle checks using mobile data terminals.

We're improving our technology

We're keeping up with the digital age

The **VIEW (video image evidence on the web) Programme** is a multimillion dollar programme that aims to revolutionise the way our police collect, manage and use multimedia imagery such as photos and videos. It addresses the need for the NSW Police Force to keep pace with the digital age and make more effective use of both digital video and photographs.

VIEW is in the process of delivering a CCTV register to assist police. Currently, in excess of 6,000 camera systems have been registered.

This year we began to develop the **Imagery Management System (IMS)** to enable officers to store, share, search and manage digital imagery. It's an integrated solution that has been designed to work with many of our existing corporate systems.

The **PhotoTrac Facial Recognition System** is undergoing a major upgrade. This will include the installation of a multi-modal biometric engine to allow PhotoTrac to use more than one biometric algorithm. This will improve the overall facial matching capability of the system as well as make PhotoTrac compatible with other facial recognition systems.

We are upgrading both our intranet and internet

Using web technology, our intranet has become a critical internal tool for publishing operational, legal and administrative information. It also serves as the portal to many web based operational, administrative and communication systems. In June 2009 it was substantially upgraded, providing much faster processing speed, simpler publishing and improved disaster recovery time.

We use the best scientific techniques to drive results

Our **Specialist Location & Recovery Unit (SLR)** achieved full operational capability over the past year and is the only unit of its type outside the UK. Staff from the unit attend major crime scenes throughout New South Wales and beyond to assist with the recovery of footwear and fingerprint evidence. The team routinely deploys equipment and techniques previously only available within a laboratory environment.



COMPASS operates as an accountability forum that contributes to the assessment and improvement of corporate performance, including crime reduction.

We're improving our accessibility

Integrated Voice Response answers calls in unattended police stations

We successfully trialled integrated voice response (IVR) technology at Cootamundra LAC. The IVR was introduced to improve community contact with police by redirecting calls from unattended police stations. To report an emergency callers are advised to hang up and call Triple Zero (000). If the caller stays on the line, they are provided three options:

1. Report a crime – the call is forwarded to the Police Assistance Line
2. Contact Crime Stoppers – the call is transferred to Crime Stoppers
3. All other enquiries – the call is transferred to nearest communications centre.

Following the success at Cootamundra LAC, we propose to extend the IVR capability statewide at police stations that are not operational 24 hours.

We provide national information to police on the road and in vehicles in real time

The National Police Reference System (NPRS) is being progressively rolled out in NSW. Police are now able to get a more complete picture of a person of interest by accessing information from all Australian police jurisdictions online and in real time, 24 hours a day, seven days a week. This information has increased officer safety and helped police make more informed decisions on the spot.

The Field ID project is delivering **portable fingerprint scanning devices** to the field. The device enables police to take fingerprints in the field and wirelessly transmit them for matching against the national fingerprint database. This project was completed in May 2009.

We're also protecting our systems against external network attacks

This reporting year, no less than 160 million unsolicited emails have been prevented from entering our staff inboxes. By preventing unsolicited emails, we're protecting our staff from unwanted distractions and protecting our systems from IT attacks.

We continue to enhance internal controls

The **Command Performance Accountability System (COMPASS)** is a web based application that covers key indicators in performance areas outlined in the *NSW Police Force Corporate Plan 2008-12* including crime, public safety, community and partners, people and leadership. It draws data from a number of different systems to present performance indicators to members of the police executive in easy to use dashboard style reports and charts.

COMPASS is used to:

- improve and broaden the organisation's level of accountability
- provide the executive with greater levels of assurance
- enhance the organisation's governance framework
- assist in meeting corporate performance, monitoring and reporting requirements
- facilitate continuous command improvement
- facilitate the communication of strategic directions of the Commissioner's Executive Team.

Each COMPASS forum is made up of the Commissioner's Executive Team and the commands being assessed. It is the peak NSW Police Force forum where commander and



director performance is assessed. The forum is a component part of the organisation's monitoring, assessment and reporting framework, regarding the NSW Police Force's obligations to government and the public. COMPASS operates as a significant accountability forum that contributes to the assessment and improvement of corporate performance.

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

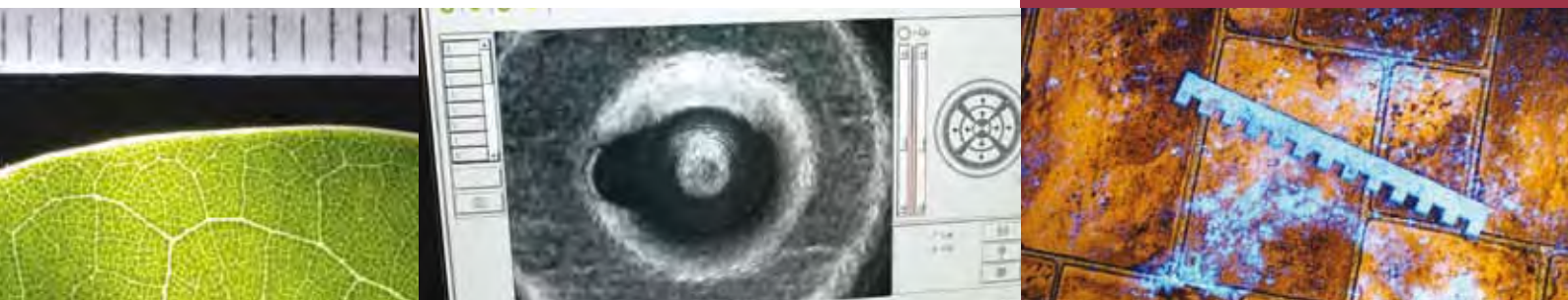
The Computerised Operational Policing System (COPS) is an extensive database that holds information on crimes and other incidents reported to police. Personal details of the people police have contact with are kept on this database for investigative and intelligence purposes. Identifiers such as names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

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

This reporting year six applications for internal review were received by our Privacy & Discrimination Unit under the provisions of Part 5 (s53) of the PIPP Act. Of these reviews, three applicants sought further review by the Administrative Decisions Tribunal (ADT) pursuant to section 55 of the PPIP Act.

Outlook for 2009-10

- Reduce red tape impediments on front line police
- Improved organisational capability to deliver our services
- Deliver effective technologies to enhance capabilities
- Increasing use of technology to improve efficiency
- Develop corporate mechanisms to enhance governance



section six **LEADERSHIP**

In this section

- 56 Our leadership team
- 57 The Audit Committee
- 57 Leadership and the State Plan
- 57 Improved accountability
- 60 What is the Results & Services Plan?
- 61 What is Results Logic?

LEADERSHIP and THE STATE PLAN

The NSW Police Force leadership team is guiding the progress of the organisation towards meeting the goals of the State Plan. State Plan targets and priorities have been incorporated into the performance agreements of the senior police executive, and these agreements form the basis of business plans for units and commands. This planning approach is led from the top and has resulted in State Plan strategies being embedded into front line policing practices. We have also driven environmentally responsible practices.

WHAT WE WANT TO ACHIEVE

TARGETS:

- Commands with a business plan (detailing initiatives and targets)
- Reduce vacant commander and senior officer positions within commands
- Financial results is in line with budget

CORE STRATEGIES EMPLOYED IN 2008-09:

- Encourage talented, dedicated and innovative staff
- Influence people to achieve community, government and corporate priorities
- Communicate effectively
- Ensure succession planning





Andrew Scipione APM



Dave Owens APM



Nick Kaldas APM



Fran McPherson PSM

**Andrew Scipione APM
Commissioner of Police**

joined the NSW Police Force in 1980 and was appointed Commissioner in September 2007. Commissioner Scipione is a recipient of the Australian Police Medal for distinguished service, the National Medal, the 1st Clasp to the National Medal, the NSW Police Medal and the 3rd clasp to this medal. He is also a recipient of the Commissioner's Commendation for Service and the 1st clasp to this award, the Commissioner's Olympic Commendation and a Commissioner's Unit Citation. Commissioner Scipione has been internationally regarded for his work, knowledge and contribution in the area of counter terrorism. Prior to his appointment as Commissioner, he worked as Deputy Commissioner Field Operations and Deputy Commissioner Specialist Operations. As Deputy Commissioner Field Operations he oversaw the planning and delivery of Operation Contego (2007 APEC Leaders' Week) and commenced the planning for Operation Angelus (World Youth Day 2008). His qualifications include a Masters Degree in Management (Macquarie University) and a Degree in Security Management (Edith Cowan University). Commissioner Scipione is a graduate of the FBI Academy, Quantico, Virginia. This reporting year Commissioner Scipione APM became an adjunct professor with the University of Western Sydney (UWS) School of Social Sciences. The Commissioner will give guest lectures and provide advice to UWS on the development of its policing and criminology curriculum.

**Dave Owens APM
Deputy Commissioner Field Operations**

joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Field Operations in December 2007. He has been awarded the National Medal, 1st Clasp to the National Medal, the Australian Police Medal, the NSW Police Medal and the 2nd Clasp to the NSW Police Medal. He is also a recipient of the Commissioner's Commendation for Service and the 1st clasp to this award, the Commissioner's Olympic Commendation and two Commissioner's Unit Citations. Deputy Commissioner Owens was the Operational Commander for Operation Contego (2007 APEC Leaders Week) and Commander for Operation Angelus (World Youth Day 2008). As Deputy Commissioner, he is the State Emergency Operations Controller and is responsible for overseeing whole of government responses to large scale emergencies. His qualifications include a Graduate Certificate in Management (University of Wollongong), Diploma in Criminology (University of Sydney) and Diploma in Human Resource Management (Sydney TAFE). Deputy Commissioner Owens has also successfully completed the Police Executive Leadership Program at the Australian Institute of Police Management, Manly. Deputy Commissioner Owens also participated in the National Executive Program conducted by the FBI.

**Nick Kaldas APM
Deputy Commissioner Specialist Operations**

joined the NSW Police Force in 1981 and commenced as Deputy Commissioner Specialist Operations in early 2008. He has been awarded the National Medal, 1st Clasp to the National Medal, the Australian Police Medal, the NSW Police Medal, the 2nd Clasp to the NSW Police Medal and the Humanitarian Overseas Service Medal. He is also a recipient of the Commissioner's Commendation for Service and the 1st and 2nd clasp to this award, the Commissioner's Olympic Commendation and two Commissioner's Unit Citations. Deputy Commissioner Kaldas commanded the Homicide Squad, Gangs Squad and was the Assistant Commissioner for the Counter Terrorism & Special Tactics Command. In 2000 he led the Crime Management Framework for the Sydney Olympic Games and in January 2004 he was seconded to the Federal Government and deployed to Iraq, then as Deputy Chief Police Adviser to the Iraqi Government under the Coalition Provisional Authority in Baghdad. In late 2005, Deputy Commissioner Kaldas was seconded to the Federal Government and redeployed to Iraq to assist in establishing the Iraqi Special Tribunal. He was a negotiator for over 10 years, achieving national counter terrorist level, and completed the FBI Hostage Negotiators Course in Quantico, Virginia in 1996. He holds a Masters Degree in Public Policy (Charles Sturt University). Deputy Commissioner Kaldas has also successfully completed the Police Executive Leadership Program at the Australian Institute of Police Management, Manly. Deputy Commissioner Kaldas APM has been seconded to the United Nations for a period of this reporting year. Assistant Commissioner Paul Carey APM has been acting as Deputy Commissioner Specialist Operations in his absence.

**Fran McPherson PSM
Executive Director Corporate Services**

joined the NSW Police Force in September 2005 as Executive Director Corporate Services. She has held a number of senior executive positions in the Roads & Traffic Authority (RTA), Office of the Coordinator-General of Rail, State Rail Authority and RailCorp. In 1998 Ms McPherson was presented with a Premier's Public Sector Award for her work in leading corporate services reform in the RTA. Her studies include the Executive Management Certificate (University of Technology) and Public Sector Management Course (Griffith University). She is also a Fellow of the Australian Institute of Management (FAIM). In June 2007, Ms McPherson was awarded the Public Service Medal for delivering significant improvements to the functioning of several public sector agencies. Ms McPherson has been seconded to the Office of Premier & Cabinet for a period of this reporting year. Mr John Karaboulis has been acting as Executive Director Corporate Services in her absence.

Our new
Corporate Plan 2008-12
is published in full on
our website
www.police.nsw.gov.au

Our governance structure

The Commissioner has primary responsibility for day to day governance of the organisation and is responsible to the Minister for Police for the overall direction and performance of the NSW Police Force. The Commissioner's Executive Team (CET) is the peak decision making body and is responsible for the overall direction of the NSW Police Force on behalf of the NSW Government. The role of CET involves:

- developing and implementing the overall strategic direction of the NSW Police Force
- future planning
- overseeing achievement of State Plan targets
- monitoring and overseeing corporate performance against targets and expectations
- ensuring compliance with external and internal controls and processes
- setting budgets and monitoring financial performance
- overseeing reporting to government
- overseeing reform in the NSW Police Force.

Members of the Commissioner's Executive Team

Chair: Commissioner

Members: Deputy Commissioner Field Operations, Deputy Commissioner Specialist Operations, Executive Director Corporate Services

Associate members: a representative from each of Field Operations, Specialist Operations and Corporate Services on rotation for six months

Ex-officio member: Director, Public Affairs Branch

The Audit Committee

The Audit Committee reports directly to CET and oversees internal audit functions and reports on the effectiveness of practices and procedures. It ensures all approved recommendations provided by internal and external auditors are implemented and tests the integrity and efficiency of accounting and financial reporting systems. The Audit Committee provides CET with assessments on the adequacy, effectiveness of and compliance with the

organisation's internal control frameworks. To ensure transparency and accountability of this internal auditing function, it is chaired by an independent professional, Ms Carol Holley.

Leadership and the State Plan

Our leadership team continues to guide the progress of the organisation towards meeting the goals of the State Plan. State Plan targets and priorities have been incorporated into the performance agreements of the senior executive of the police, and these agreements form the basis of business plans for units and commands. All commanders are now held accountable for these key performance areas.

Improved accountability

Revised performance and planning arrangements to enhance corporate and command performance

Our new *Corporate Plan 2008-12* provides a link between the priorities described within the NSW State Plan with the directions outlined in *Directions in Australasian Policing*, the *NSW Police Force Results & Services Plan*, command business plans and individual performance agreements.

The corporate plan has six key performance areas (crime, public safety, community and partners, people, systems, and leadership) which enables integration between the strategies and performance indicators used throughout our various plans and performance reports.

We measure performance through the Command Performance Accountability System

The Command Performance Accountability System (COMPASS) has been designed to assess the performance of commanders and directors in meeting corporate objectives and expectations. Refer to page 60 for more details about COMPASS.

Local risks are managed locally

All commands within the NSW Police Force identify and manage local risks using the **Command Management Framework (CMF)**, which was introduced in January 2005. The electronic version went live in December 2008.

The CMF is a risk based, self assessment process focused on compliance and is based on the *Australian Business Excellence Framework* and

the *Australia/New Zealand Risk Management Standard AS/ NZS 4360:2004*. It encourages the identification of local risks and the development of locally relevant process controls.

Internal audits and reviews

NSW Police Force’s Internal Audit & Review, which commenced operations from September 2008, provides independent, objective assurance and advisory services to improve the organisation’s operations. The unit reviews administrative, financial, information and human resource management functions that support the delivery of core policing services.

The audits commenced during 2008-09 include property management payment processes; cost recovery and user fees and charges; purchase cards and corporate credit cards; review of system enhancements for local banking arrangements; and review of processes and procedures used by the Police Armoury. A report on amendments to the processing of payroll electronic funds transfer payment was issued this reporting year and management actions to address the recommendations are still in progress. For the audit report issued, no major matters were observed.

Managing the strategic direction of police properties

During the 2008-09 financial year, \$13.014 million was committed to minor capital works while \$38 million was dedicated to major capital works within the property portfolio.

Major capital works have included the opening of new police stations at Dubbo, Lismore, Orange and Wagga Wagga. Construction has commenced on the Granville, Kempsey, Lake Illawarra and Windsor police stations. Planning and scoping has commenced for new police stations at Wyong, Tweed Heads, Liverpool, Glendale, Riverstone and Leichhardt.

The **minor capital program** has included residential works, station upgrades and security upgrades at various sites.

We’re committed to reducing our impact on the environment

This financial year the NSW Police Force Headquarters in Parramatta captured more than 59 tonnes of paper and cardboard waste for recycling, which equates to around 191 cubic metres of landfill. The building is fitted with movement sensors and energy efficient lighting, all of which assist in reducing power consumption.

We have a recycling scheme in place and purchase environmentally accredited office products. This year we purchased more than 500 recycled toner cartridges and thousands of reams of recycled paper. Certain uniform garments are also refurbished and redistributed, further reducing the NSW Police Force waste footprint. Through the process of refurbishing and re-issuing select garments, police have avoided what would otherwise equate to approximately 70 square metres of landfill.

All areas with NSW Police Force were consulted through face to face an intranet based survey prior to the development of our



We have also implemented a vehicle environmental performance plan, *The cleaner, greener fleet plan*, with the aim of reducing emissions in greenhouse gas and other noxious emissions. This has resulted in a significant shift in the number of four cylinder vehicles in the police fleet, which is now around 38%. Significant recent increases have also been achieved in the use of E10 fuel, which has seen an increase in volume sales by more than 45%.

Almost 2.2 million rounds of training ammunition are recycled each year

This ammunition consists of brass casings that can be reused between 15 and 20 times. Around five tonnes of expired brass primers and casings are sorted and recycled each year. In addition, more than 26 tonnes of lead in spent projectiles is recycled each year.

We continue to insist that tenderers demonstrate their environmental commitment and performance

Over the last year we have rolled out more than 1,500 computers which use Intel Core 2 Duo technology, replacing the previous Pentium 4 technology. These new processors typically reduce power consumption of computers by around 15%.

Outlook for 2009-10

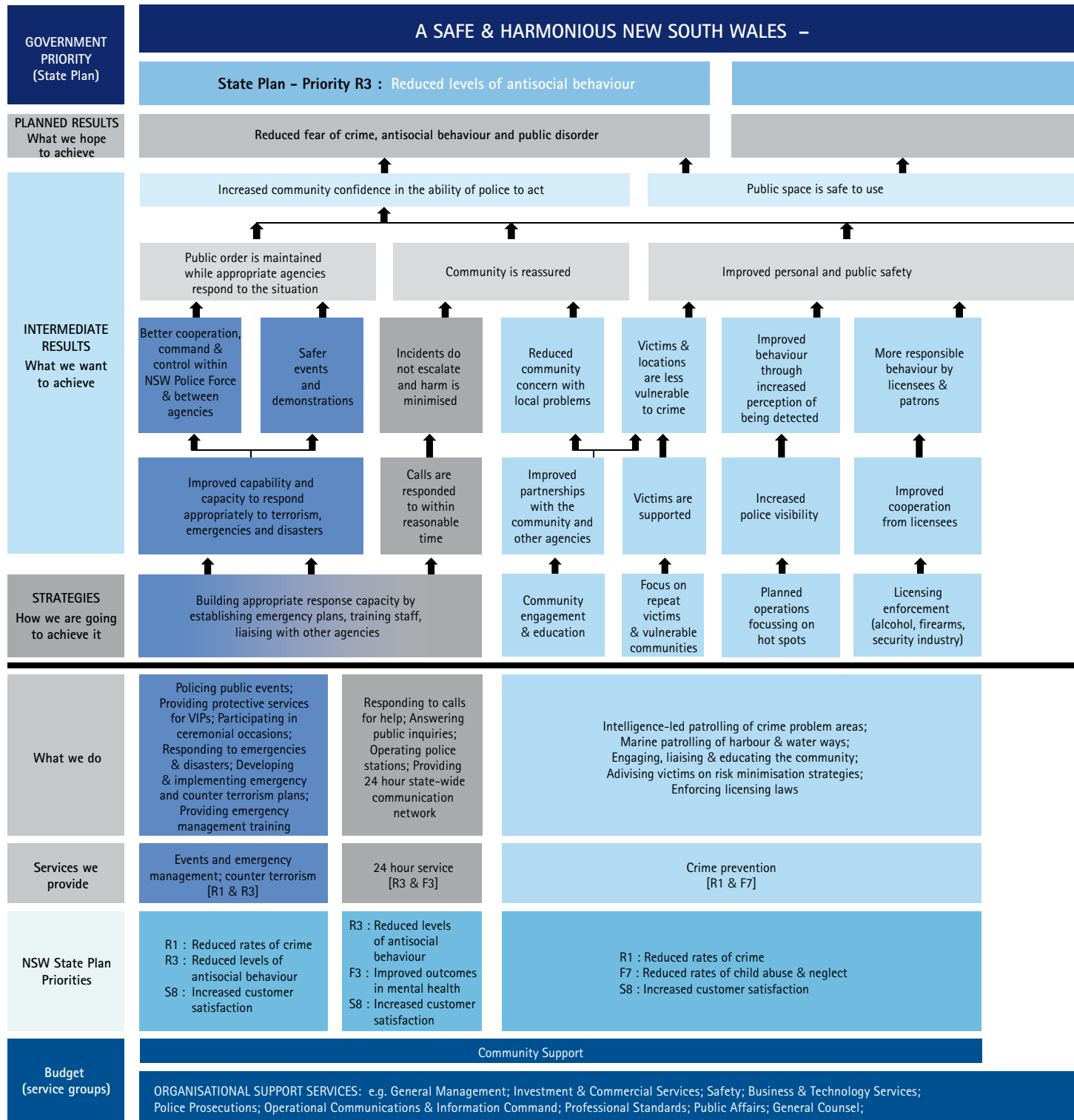
- Provide mechanisms to ensure effective governance of the NSW Police Force
- Ensure all staff observe the Code of Conduct & Ethics, professional standards and manage risk
- Monitor and manage key performance indicators linked to the Corporate and State Plans
- Effectively manage financial and other resources
- Manage accounting policies to ensure savings and efficiencies are achieved throughout the organisation
- Use COMPASS to discuss performance against objectives, including key performance indicators, as well as the impact of positive and negative factors

workshops and Corporate Plan.



What is the Results & Services Plan?

The Results & Services Plan (RSP) is a high level service delivery and funding plan that is required by NSW Treasury. The RSP helps agencies like the NSW Police Force demonstrate the relationship between the services delivered and the results that we are working towards.



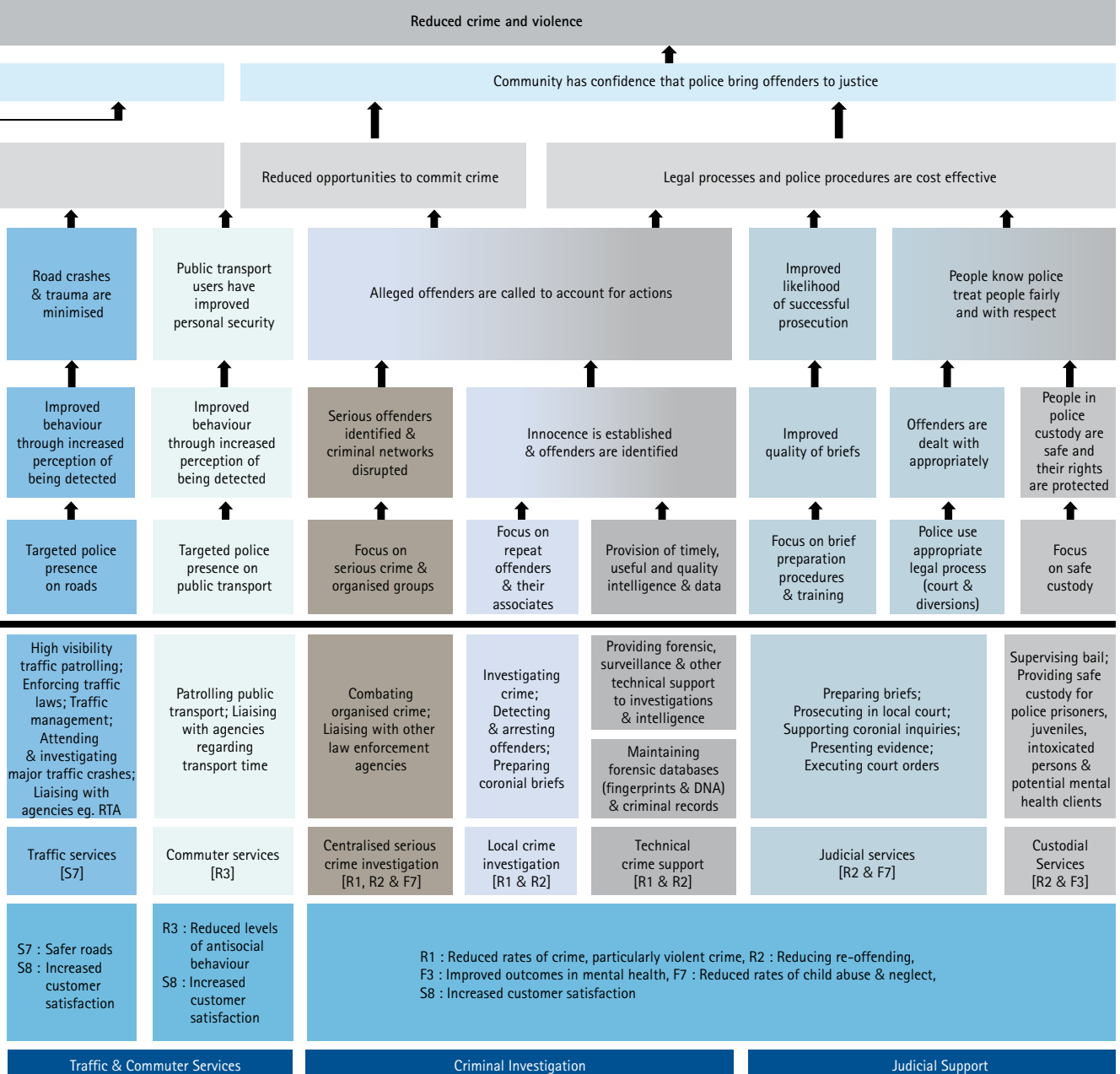
What is Results Logic?

The RSP Results Logic is a diagram that uses plain English to explain why and how the NSW Police Force delivers its range of services. The results logic describes the link between the services that the NSW Police Force provides and the desirable impact these services will have on society (results). Through a series of logical steps (intermediate results), the results logic diagram explains the purpose of NSW Police Force and the results that we must work towards in order to achieve our vision of a safe and secure NSW.

The *NSW Police Force Corporate Plan 2008-12* as well as command business plans have been structured to ensure alignment with RSP and Results Logic through the Results Management Framework.

Where rights are respected and everyone acts responsibly

State Plan – Priority R1: Reduced rates of crime, particularly violent crime and Priority R2 : Reducing re-offending



Human Resources; Education & Training; Financial Services and Audit; Policy and Programs, Performance Improvement and Planning.

section seven **FINANCIAL REPORT**

In this section

- 63 Financial summary
- 65 Financial statement of compliance
- 66 Independent auditor's report
- 68 Operating statement for the year ended 30 June 2009
- 69 Statement of recognised income and expense for the year ended 30 June 2009
- 70 Balance sheet as at 30 June 2009
- 71 Cash flow statement for the year ended 30 June 2009
- 72 Service group statements for the year ended 30 June 2009
- 74 Summary of compliance with financial directives for the year ended 30 June 2009
- 75 Notes to and forming part of the 2008-2009 financial report

FINANCIAL summary

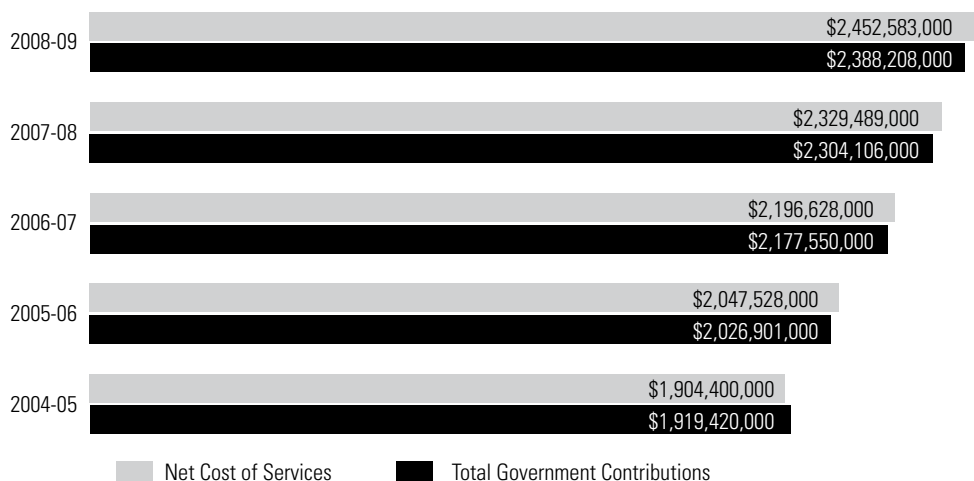
MAJOR EXPENSES

Total expenses including losses were \$2,549.5 million. About 79 per cent of this amount represented employee-related expenses (\$2,015.5 million), with \$1,476.6 million spent on salaries, wages and recreation leave entitlements. Employee-related expenses increased 5 per cent from 2007-08. Maintenance of property, plant and equipment totalled \$24.3 million.

CONTRIBUTIONS AND REVENUE

Total Government contributions were \$2,388.2 million. This contribution consists of a recurrent appropriation; capital appropriation and Crown acceptance of certain employee-related costs such as superannuation and long service leave expenses. Capital appropriation was \$120.0 million. Revenue from the sale of goods and services was \$35.3 million, about 3 per cent lower than 2007-08. \$18.6 million of this revenue was from minor user charges. Revenue from grants and contributions was \$35.7 million of which \$10.9 million was from World Youth Day Program. The Roads and Traffic Authority (RTA) contributed \$9.8 million as part of its Road Trauma Program.

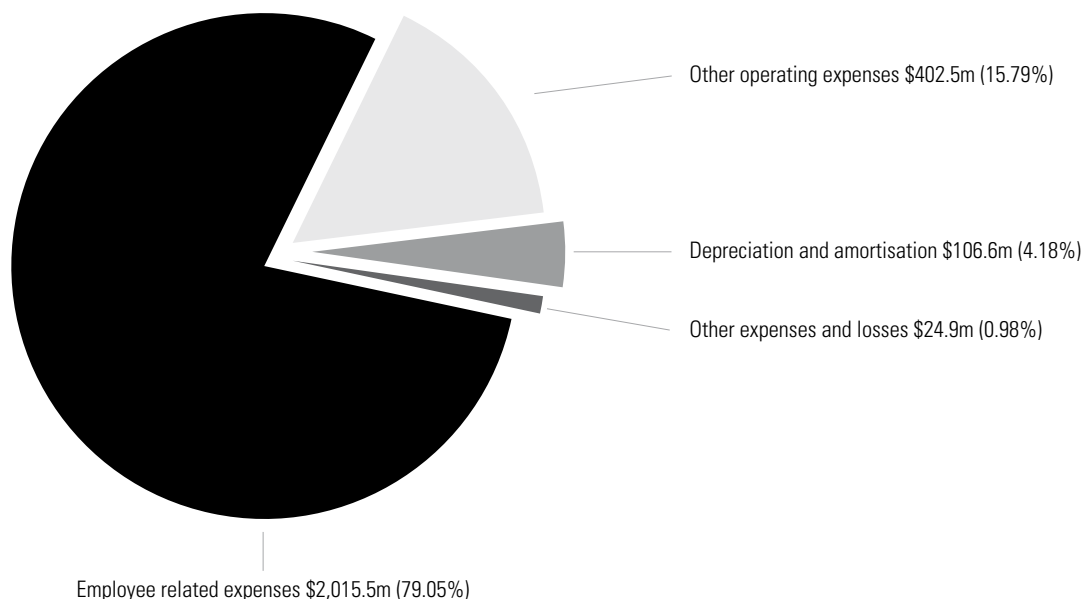
COSTS AND CONTRIBUTIONS



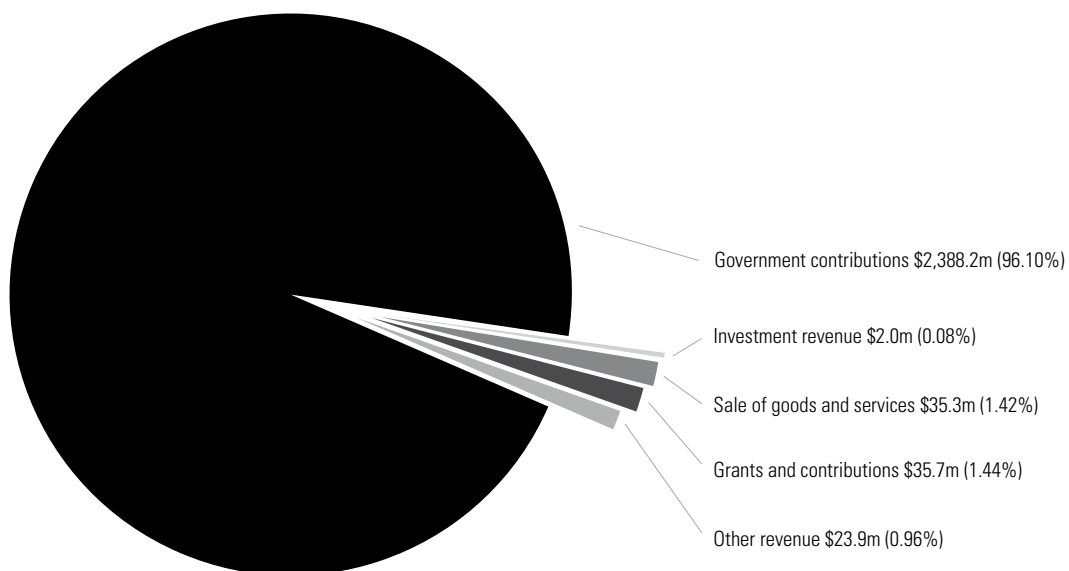
FISCAL IMPACT OF THE OPERATING ENVIRONMENT

Economic development and changes in the environment are often unpredictable and beyond the control of the NSW Police Force. Events like droughts and emergencies can cause change in a community's circumstances and impact on our ability to deliver our planned results. In the last year, there were no factors which affected the delivery of policing services generally, although increases in the cost of fuel and leasing required changes in operating procedures.

TOTAL EXPENSES AND LOSSES \$2,549.5 MILLION



TOTAL CONTRIBUTIONS AND REVENUE \$2,485.1 MILLION





NSW Police Force

**NSW POLICE FORCE
FINANCIAL REPORT
For the Year Ended 30 June 2009**

Pursuant to section 45F of the *Public Finance and Audit Act 1983*, we state that:

- (a) the accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the *Financial Reporting Code for Budget Dependent General Government Sector Agencies*, the applicable clauses of the *Public Finance and Audit Regulation 2005*, applicable Australian Accounting Standards, other mandatory professional reporting requirements and Treasury Accounting Policy Statements;
- (b) the statements exhibit a true and fair view of the financial position and transactions of NSW Police Force; and
- (c) we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

A.P. Scipione APM
Commissioner of Police
Dated: 30/9/09

A Diakos FCPA
Chief Financial Officer
Dated: 30/9/09.



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

New South Wales Police Force

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the New South Wales Police Force (the Force), which comprises the balance sheet as at 30 June 2009, the operating statement, statement of recognised income and expense, cash flow statement, service group statements and a summary of compliance with financial directives for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Force as at 30 June 2009, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

My opinion should be read in conjunction with the rest of this report.

Commissioner's Responsibility for the Financial Report

The Commissioner is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the Force's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Force's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My opinion does *not* provide assurance:

- about the future viability of the Force,
- that it has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



Peter Achterstraat
Auditor-General

2 October 2009
SYDNEY

NSW POLICE FORCE

OPERATING STATEMENT FOR THE YEAR ENDED 30 JUNE 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	2,015,488	1,856,340	1,910,509
Other operating expenses	2(b)	402,478	355,227	413,177
Depreciation and amortisation	2(c)	106,636	116,801	105,063
Grants and subsidies	2(d)	3,689	3,712	3,595
Finance costs	2(e)	13,026	12,508	13,097
Other expenses	2(f)	2,534	16,473	2,819
Total Expenses excluding losses		2,543,851	2,361,061	2,448,260
Revenue				
Sale of goods and services	3(a)	35,322	21,282	36,383
Investment revenue	3(b)	1,959	1,543	1,644
Grants and contributions	3(c)	35,739	10,087	63,483
Other revenue	3(d)	23,906	32,049	20,968
Total Revenue		96,926	64,961	122,478
Gain/(loss) on disposal	4	(5,438)	12,074	(3,454)
Other gains / (losses)	5	(220)	(26)	(253)
Net Cost of Services	23	(2,452,583)	(2,284,052)	(2,329,489)
Government Contributions				
Recurrent appropriation	6	2,100,960	2,040,348	2,026,157
Capital appropriation	6	120,029	136,667	142,239
Acceptance by the Crown Entity of employee benefits and other liabilities	7	167,219	143,687	135,710
Total Government Contributions		2,388,208	2,320,702	2,304,106
SURPLUS / (DEFICIT) FOR THE YEAR		(64,375)	36,650	(25,383)

The accompanying notes form part of these financial statements.

NSW POLICE FORCE

STATEMENT OF RECOGNISED INCOME AND EXPENSE FOR THE YEAR ENDED 30 JUNE 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
Net increase / (decrease) in property, plant and equipment asset revaluation reserve		84,072	7,500	28,511
Net increase / (decrease) in assets held for sale revaluation reserve		(571)	-	1,584
Net change in the asset revaluation reserve arising from a change in restoration liability		(2,712)	-	(701)
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY		80,789	7,500	29,394
Surplus / (Deficit) for the Year		(64,375)	36,650	(25,383)
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	19	16,414	44,150	4,011
EFFECT OF CHANGES IN ACCOUNTING POLICIES AND CORRECTION OF ERRORS	19			
Accumulated Funds		-	-	-
Reserves		-	-	-
		16,414	44,150	4,011

The accompanying notes form part of these financial statements.

NSW POLICE FORCE BALANCE SHEET AS AT 30 JUNE 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	9	16,448	20,110	11,450
Receivables	10	50,690	51,237	52,932
Non-current assets held for sale	13	1,318	2,797	2,797
Total Current Assets		68,456	74,144	67,179
Non-Current Assets				
Receivables	10	-	1,308	1,308
Property, Plant and Equipment				
- Land and Buildings	11	1,141,623	1,076,372	1,058,295
- Plant and Equipment	11	302,678	276,292	282,909
Total Property, Plant and Equipment		1,444,301	1,352,664	1,341,204
Intangible assets	12	90,181	118,448	90,468
Total Non-Current Assets		1,534,482	1,472,420	1,432,980
Total Assets		1,602,938	1,546,564	1,500,159
LIABILITIES				
Current Liabilities				
Payables	15	82,316	74,333	67,943
Borrowings	16	3,873	3,873	3,112
Provisions	17	388,096	286,986	286,986
Other	18	1,810	1,079	1,509
Total Current Liabilities		476,095	366,271	359,550
Non-Current Liabilities				
Borrowings	16	178,941	178,941	182,814
Provisions	17	92,760	118,409	118,409
Other	18	838	903	1,496
Total Non-Current Liabilities		272,539	298,253	302,719
Total Liabilities		748,634	664,524	662,269
Net Assets		854,304	882,040	837,890
EQUITY				
Reserves	19	471,145	400,947	393,447
Accumulated funds	19	383,012	479,146	442,496
Amounts recognised in equity relating to assets held for sale	19	147	1,947	1,947
Total Equity		854,304	882,040	837,890

The accompanying notes form part of these financial statements.

NSW POLICE FORCE

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(1,718,118)	(1,705,236)	(1,656,597)
Grants and subsidies		(3,689)	(3,712)	(3,595)
Finance costs		(12,000)	(12,208)	(12,207)
Other		(520,018)	(428,468)	(538,826)
Total Payments		(2,253,825)	(2,149,624)	(2,211,225)
Receipts				
Sale of goods and services		44,437	35,991	21,967
Interest received		2,604	1,543	1,431
Other		112,747	83,514	150,028
Total Receipts		159,788	121,048	173,426
Cash Flows from Government				
Recurrent appropriation		2,102,034	2,040,348	2,026,491
Capital appropriation		120,029	136,667	142,239
Cash transfers to the Consolidated Fund		(334)	-	(2,349)
Net Cash Flows from Government		2,221,729	2,177,015	2,166,381
NET CASH FLOWS FROM OPERATING ACTIVITIES	23	127,692	148,439	128,582
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Land and Buildings and Plant and Equipment	4	7,233	21,574	18,469
Purchases of Land and Buildings and Plant and Equipment		(120,905)	(125,012)	(139,010)
Other		(5,910)	(33,229)	(15,675)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(119,582)	(136,667)	(136,216)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings and advances		(3,112)	(3,112)	(2,385)
NET CASH FLOWS FROM FINANCING ACTIVITIES		(3,112)	(3,112)	(2,385)
NET INCREASE / (DECREASE) IN CASH		4,998	8,660	(10,019)
Opening cash and cash equivalents		11,450	11,450	21,469
CLOSING CASH AND CASH EQUIVALENTS	9	16,448	20,110	11,450

The accompanying notes form part of these financial statements.

NSW POLICE FORCE
SERVICE GROUP STATEMENTS¹ FOR THE YEAR ENDED 30 JUNE 2009

Supplementary financial statements

	Service Group 42.1 ²		Service Group 42.2 ²		Service Group 42.3 ²		Service Group 42.4 ²		Not Attributed		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
EXPENSES & INCOME												
Expenses excluding losses												
Operating expenses	1,083,153	1,034,547	554,852	522,738	242,020	232,764	135,463	120,460	-	-	2,015,488	1,910,509
• Employee related	219,704	230,826	109,858	109,856	46,344	47,180	26,772	25,315	-	-	402,478	413,177
• Other operating expenses	57,456	56,576	29,570	29,271	12,391	12,471	7,219	6,745	-	-	106,636	105,063
Depreciation and amortisation	1,987	1,936	1,023	1,001	429	427	250	231	-	-	3,689	3,595
Grants and subsidies	7,018	7,052	3,612	3,649	1,514	1,555	882	841	-	-	13,026	13,097
Finance costs	1,365	1,518	703	785	294	335	172	181	-	-	2,534	2,819
Other expenses	1,370,683	1,332,455	699,418	667,300	302,992	294,732	170,758	153,773	-	-	2,543,851	2,448,260
Total Expenses excluding losses												
Revenue												
Sale of goods and services	19,032	19,582	9,795	10,136	4,104	4,319	2,391	2,336	-	-	35,322	36,383
Investment revenue	1,055	885	543	458	228	195	133	106	-	-	1,959	1,644
Grants and contributions	22,074	47,511	2,348	3,595	10,744	11,549	573	828	-	-	35,739	63,483
Other revenue	12,881	11,291	6,629	5,842	2,778	2,489	1,618	1,346	-	-	23,906	20,968
Total Revenue	55,042	79,279	19,315	20,031	17,854	18,552	4,715	4,616	-	-	96,926	122,478
Gain / (loss) on disposal	(2,930)	(1,860)	(1,508)	(962)	(632)	(410)	(368)	(222)	-	-	(5,438)	(3,454)
Other gains / (losses)	(118)	(137)	(61)	(70)	(26)	(30)	(15)	(16)	-	-	(220)	(253)
Net Cost of Services	(1,318,689)	(1,255,173)	(681,672)	(648,301)	(285,796)	(276,620)	(166,426)	(149,395)	-	-	(2,452,563)	(2,329,489)
Government contributions ³	-	-	-	-	-	-	-	-	2,388,208	2,304,106	2,388,208	2,304,106
NET (EXPENDITURE) / INCOME FOR THE YEAR	(1,318,689)	(1,255,173)	(681,672)	(648,301)	(285,796)	(276,620)	(166,426)	(149,395)	2,388,208	2,304,106	(64,375)	(25,383)
ASSETS & LIABILITIES												
Current assets												
Cash and cash equivalents	-	-	-	-	-	-	-	-	16,448	11,450	16,448	11,450
Receivables	24,983	29,756	12,858	10,976	9,710	9,671	3,139	2,529	-	-	50,690	52,932
Non-current assets held for sale	711	1,506	365	779	153	332	89	180	-	-	1,318	2,797
Total Current assets	25,694	31,262	13,223	11,755	9,863	10,003	3,228	2,709	16,448	11,450	68,456	67,179
Non-current assets												
Receivables	-	-	-	-	-	-	-	-	-	1,308	-	1,308
Property, plant and equipment	778,189	722,239	400,505	373,659	167,828	159,201	97,779	86,105	-	-	1,444,301	1,341,204
Intangible assets	48,589	48,717	25,007	25,204	10,479	10,739	6,106	5,808	-	-	90,181	90,468
Total Non-current assets	826,778	770,966	425,512	398,863	178,307	169,940	103,885	91,913	-	1,308	1,534,482	1,432,980
Total Assets	852,472	802,218	438,735	410,618	188,170	179,943	107,113	94,622	16,448	12,758	1,602,938	1,500,159

NSW POLICE FORCE

SERVICE GROUP STATEMENTS¹ FOR THE YEAR ENDED 30 JUNE 2009 continued

Supplementary financial statements

	Service Group 42.1 ²		Service Group 42.2 ²		Service Group 42.3 ²		Service Group 42.4 ²		Not Attributed		Total	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current liabilities												
Payables	44,352	36,587	22,826	18,929	9,565	8,065	5,573	4,362	-	-	82,316	67,943
Borrowings	2,087	1,676	1,074	867	450	369	262	200	-	-	3,873	3,112
Provisions	209,106	154,542	107,619	79,954	45,097	34,065	26,274	18,425	-	-	388,096	286,986
Other	396	633	204	327	86	140	50	75	1,074	334	1,810	1,509
Total Current liabilities	255,941	193,438	131,723	100,077	55,198	42,639	32,159	23,062	1,074	334	476,095	359,550
Non-current liabilities												
Borrowings	96,413	98,445	49,621	50,932	20,793	21,700	12,114	11,737	-	-	178,941	182,814
Provisions	49,979	63,763	25,722	32,989	10,779	14,055	6,280	7,602	-	-	92,760	118,409
Other	452	806	232	416	97	178	57	96	-	-	838	1,496
Total Non-current liabilities	146,844	163,014	75,575	84,337	31,669	35,933	18,451	19,435	-	-	272,539	302,719
Total Liabilities	402,785	356,452	207,298	184,414	86,867	78,572	50,610	42,497	1,074	334	748,634	662,269
NET ASSETS	449,687	445,766	231,437	226,204	101,303	101,371	56,503	52,125	15,374	12,424	854,304	837,890
<p>1. NSW Budget Paper No. 3 has replaced program statements with service group statements. Service group statements focus on the key measures of service delivery performance. The key measures of service delivery performance under the former program structure have been adopted for the new service groups. The former program entitled 'Traffic' has been renamed to 'Traffic and Commuter Services'. However, the service delivery has remained unchanged.</p> <p>2. The names and purposes of each service group are summarised in Note 8.</p> <p>3. Appropriations are made on an agency basis and not to individual service groups. Consequently, government contributions must be included in the 'Not Attributed' column.</p>												
	Service Group 42.1 ²		Service Group 42.2 ²		Service Group 42.3 ²		Service Group 42.4 ²		Not Attributed		Total	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ADMINISTERED EXPENSES & INCOME												
Administered Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Transfer payments	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Administered Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Administered Income	-	-	-	-	-	-	-	-	-	-	-	-
Consolidated Fund	-	-	-	-	-	-	-	-	-	-	-	-
• Taxes, fees and fines	-	-	-	-	-	-	-	-	12,522	11,655	12,522	11,655
• Other	-	-	-	-	-	-	-	-	31	79	31	79
Total Administered Income	-	-	-	-	-	-	-	-	12,553	11,734	12,553	11,734
Administered Income less Expenses	-	-	-	-	-	-	-	-	12,553	11,734	12,553	11,734
Administered assets and liabilities are disclosed in Note 25.												

NSW POLICE FORCE

SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES FOR THE YEAR ENDED 30 JUNE 2009

Supplementary financial statements

	2009				2008			
	RECURRENT APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	RECURRENT APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROP'N \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000
ORIGINAL BUDGET								
APPROPRIATION / EXPENDITURE								
• Appropriation Act	2,040,348	2,037,037	136,667	118,567	1,965,306	1,962,675	92,239	92,239
• Additional Appropriations	-	-	-	-	-	-	-	-
• s 21A PF&AA – special appropriation	-	-	-	-	-	-	-	-
• s 24 PF&AA – transfers of functions between departments	-	-	-	-	-	-	-	-
• s 26 PF&AA – Commonwealth Specific purpose payments	-	-	-	-	-	-	-	-
OTHER APPROPRIATIONS / EXPENDITURE								
• Treasurer's Advance	32,528	31,854	1,462	1,462	7,981	6,843	50,000	50,000
• Section 22 – expenditure for certain works and services	28,000	28,000	-	-	51,900	51,900	-	-
• Transfers from another agency (s 31 of the Appropriation Act)	(938)	-	(5,700)	-	-	-	-	-
(s 31 of the Appropriation Act)	4,069	4,069	-	-	-	-	-	-
(s 32 of the Appropriation Act)	-	-	-	-	4,739	4,739	-	-
	63,659	63,923	(4,238)	1,462	64,620	63,482	50,000	50,000
Total Appropriations [Subtotal 2] / Expenditure / Net Claim on Consolidated Fund [Total 1] (includes transfer payments)	2,104,007	2,100,960	132,429	120,029	2,029,926	2,026,157	142,239	142,239
Amount drawn down against Appropriation [Total 3]		2,102,034		120,029		2,026,491		142,239
Liability to Consolidated Fund* [Total 4]		(1,074)		0		(334)		0

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

* The "Liability to Consolidated Fund" represents the difference between the "Amount drawn down against appropriation" and the "Total Expenditure / Net Claim on Consolidated Fund".

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The NSW Police Force is a NSW government department. The NSW Police Force is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

This financial report for the year ended 30 June 2009 has been authorised for issue by the Commissioner on 30 September 2009.

(b) Basis of Preparation

The NSW Police Force's financial report is a general purpose financial report which has been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and Regulation; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment, and assets held for sale are measured at fair value. Employee benefits are measured at present value. Other financial report items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations that management has made, are disclosed in the relevant notes to the financial report.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Administered Activities

The NSW Police Force administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the NSW Police Force's own objectives.

Transactions and balances relating to the administered activities are not recognised as the NSW Police Force's income, assets and liabilities, but are disclosed in the accompanying notes as "Administered Income", "Administered Assets" and "Administered Liabilities".

The accrual basis of accounting and applicable accounting standards have been adopted in 2008-09. Some previous year figures have been reclassified to facilitate comparison between years.

(e) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Parliamentary Appropriations and Contributions

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the NSW Police Force obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

An exception to the above is when appropriations are unspent at year end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

The liability is disclosed in Note 18 as part of 'Current Liabilities - Other'. The amount will be repaid and the liability will be extinguished next financial year.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when NSW Police Force transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(iv) Investment Revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

(f) Employee Benefits and Other Provisions

(i) Salaries and Wages, Annual Leave, Sick Leave and On-costs

Liabilities for salaries and wages (including non-monetary benefits), and annual leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yields on government bonds of 3.45% are used to discount long-term annual leave.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

(ii) Long Service Leave and Superannuation

The liabilities for long service leave and defined benefit superannuation of NSW Police Force are assumed by the Crown Entity. NSW Police Force accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of employee benefits and other liabilities".

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 09/04) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employee's salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employee's superannuation contributions.

(iii) Other Provisions

Other provisions exist when: NSW Police Force has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

If the effect of the time value of money is material, provisions are discounted at 5.50%, which is the 10 year government bond rate at 15 June 2009, which reflects the current market assessments of the time value of money and the risks specific to the liability.

(iv) Non-Renewal Benefit

Commissioned Police officers employed under fixed term appointment, are entitled to the payment of non-renewal benefits, equal to 12.5% of the accumulated salary earnings for each completed term of appointment. Such benefits are payable only on the officer's termination from NSW Police Force.

Liabilities for non-renewal benefits are recognised from the beginning of the first fixed term appointment of each officer and are measured on the accumulated salary earnings of the officers at reporting date.

Non-renewal benefit is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of a discount factor of 0.73 to total non-renewal benefit liability. The 2008-09 liability has been assessed by NSW Police Force based on the actuarial report obtained in the current year. The actuarial review is done every 3 years. The next actuarial review is due no later than 30 June 2012.

(v) The NSW Police Force Blue Ribbon Super Scheme

The NSW Police Force Blue Ribbon Super Scheme is established to facilitate Death and Total and Permanent Incapacity benefits (TPI), and Partial and Permanent Disability benefits (PPI) to eligible police officers of the NSW Police Force as provided under the Crown Employees (Police Officers Death and Disability) Award 2005.

The Award provides benefits to a police officer in the event that he or she suffers an on duty or off duty injury which results in the death or total and permanent incapacity or partial and permanent incapacity of the officer. The NSW Police Force (employer) and police officers (employees) make contributions as required by the Award.

The NSW Police Force's liability for PPI is measured in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. The liability is determined based on an independent actuarial assessment to approximate the potential liability of PPI. The actuarial assessment has been performed on the basis that all accrued benefits as at 30 June 2009 will be settled within 5 years. The liability has been discounted at an assumed government bond rate of 3.4% for the year ending 30 June 2010, increasing over the next three years to 6.2% from 1 July 2013. The liability is disclosed in Note 17 as part of 'Current / Non-Current Liabilities – Provisions'.

With effect from 2006-07, NSW Treasury has underwritten liabilities arising under the terms of the Award up to the existing Government commitment of 3.6% of eligible police officer salaries for the payment of claims approved under the Award. This is recognised as 'Acceptance by the Crown Entity of Employee Benefits and Other Liabilities' and 'Non-Current Assets – Receivables' in Note 7 and Note 10 respectively.

(g) Borrowing Costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to general government sector agencies.

(h) Insurance

The insurance activities of NSW Police Force are conducted through NSW Treasury Managed Fund Scheme of self-insurance for Government agencies. The Fund Manager determines the expense (premium), based on past experience and comparison with interstate benchmarks.

(i) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that:

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

- the amount of GST incurred by NSW Police Force as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the Cash Flow Statement on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(j) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by NSW Police Force. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are recognised initially as assets and revenues at their fair value at acquisition date (see also assets transferred as a result of an equity transfer – Note 1(af)).

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

(k) Capitalisation Thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above, individually, are capitalised. In addition, assets forming computer systems (including printers) and communications systems are capitalised regardless of cost.

(l) Revaluation of Property, Plant and Equipment

NSW Police Force's property portfolio consists of land, police residences and police stations. Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07-1). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*. Information on investment property is separately discussed at Note 1(s).

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of residential property and aircraft is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost. Police Stations and associated administrative areas are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued at the highest and best use basis, subject to any restrictions or enhancements since acquisition. The land component of the property portfolio and police residences have been revalued with market value as the basis for revaluation.

Land and buildings are revalued over a three-year cycle. NSW Police Force undertake this progressive method of revaluation in accordance with Treasury Guidelines and AASB 116 *Property, Plant and Equipment*. The last such revaluation was completed on 1 March 2009 and was based on an independent assessment. The 2009 revaluation is the third year of the current cycle. In 2009, the land and building assets in the Southern, North-West Metropolitan and South-West Metropolitan Regions were revalued. To ensure that the land and building assets not included in the 2009 revaluation are held at fair value at 30 June 2009, valuation factors were obtained from accredited valuers. There was no material difference between the values recorded and the adjusted values had the valuation factors been applied.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

All land and building revaluation, and the valuation factors are undertaken by accredited valuers, engaged by the external property management service provider, to ensure consistency.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets by reference to current prices for assets, newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated. Otherwise, any balances of accumulated depreciation existing at the revaluation date of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement for that class of asset, previously recognised as an expense, the increment is recognised immediately as revenue.

Revaluation decrements are recognised immediately as expenses, except that, to the extent that a credit balance exists in the asset revaluation reserve for the same class of assets, they are debited directly to the asset revaluation reserve.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise. Where an asset previously revalued is disposed of, any balance remaining in the asset revaluation reserve for that asset is transferred to accumulated funds.

(m) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, the NSW Police Force is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

(n) Depreciation and Amortisation of Property, Plant and Equipment

Depreciation/amortisation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable/amortised amount, as consumed over its useful life, to NSW Police Force. Land is not a depreciable asset.

All material separately identifiable components of assets are recognised and depreciated/amortised over their useful lives.

Current depreciation/amortisation rates are as follows:

Category	Asset Category Name	Rate
A	Aircraft	15%
B	Buildings & improvements	useful life per asset
C	Computers	25%
D	Computer integrated software	10%
E	Furniture & fittings	10%
F	Plant & equipment	10%
G	Marine equipment	5%
H	Transport equipment	15%
I	Office equipment	10%
J	Scientific apparatus	15%
K	Radio communications equipment	15%
M	Firearms and dangerous weapons	10%
N	Musical instruments	10%
P	Livestock	12.5%
Q	Leased buildings	lease term per asset

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

(o) Major Inspection Costs

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

(p) Restoration Costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(q) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

(r) Leased Assets

A distinction is made between finance leases, which effectively transfer from the lessor to the lessee, substantially all risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the commencement of the lease term. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are charged to the Operating Statement in the periods in which they are incurred.

(s) Investment Properties

NSW Police Force receives rental income from accommodation provided to police officers, and other agencies. These properties were originally acquired for NSW Police Force administrative purposes and not for rental or capital appreciation, as such they do not satisfy the criteria of investment properties.

(t) Intangible Assets

NSW Police Force recognises intangible assets only if it is probable that future economic benefits will flow to the NSW Police Force and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite. Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the NSW Police Force's intangible assets, the assets are carried at cost less any accumulated amortisation.

The NSW Police Force's intangible assets are amortised using the straight-line method over a period of 10 years for computer software.

In general, intangible assets are tested for impairment where an indicator of impairment exists. However, as a not-for-profit entity with no cash generating units, NSW Police Force is effectively exempted from impairment testing (refer to Note 1(m)).

(u) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Operating Statement when impaired, derecognised or through the amortisation process.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(v) Impairment of Financial Assets

All financial assets, except those measured at fair value through profit and loss, are subject to annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the Operating Statement.

When an available for sale financial asset is impaired, the amount of the cumulative loss is removed from equity and recognised in the Operating Statement, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the Operating Statement.

Any reversals of impairment losses are reversed through the Operating Statement, where there is objective evidence, except reversals of impairment losses on an investment in an equity instrument classified as "available for sale" must be made through the reserve. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

(w) De-recognition of Financial Assets and Financial Liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if NSW Police Force transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where NSW Police Force has not transferred substantially all the risks and rewards, if NSW Police Force has not retained control.

Where NSW Police Force has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of NSW Police Force's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expired.

(x) Non-Current Assets Held for Sale

NSW Police Force has certain non-current assets classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets held for sale are recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale.

(y) Lease Incentives

Lease incentives payable or receivable under operating leases are recognised initially as assets or liabilities. The incentive is subsequently amortised over the lease term, as a reduction of rental income or rental expenses. The straight-line method is adopted for reduction of rental income and rental expense.

(z) Trust Funds

NSW Police Force receives monies in a trustee capacity as set out in Note 24. As NSW Police Force performs only a custodial role with these monies, and because they cannot be used for the achievement of NSW Police Force's own objectives, these funds are not recognised in the financial statements.

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

(aa) Other Assets

Other assets are recognised on a cost basis.

(ab) Payables

These amounts represent liabilities for goods and services provided to NSW Police Force and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(ac) Borrowings

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the Operating Statement on de-recognition.

The finance lease liability is determined in accordance with AASB 117 *Leases*.

(ad) Financial Guarantees

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued and initially measured at fair value, where material. After initial recognition, the liability is measured at the higher of the amount determined in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* and the amount initially recognised, less accumulated amortisation, where appropriate.

NSW Police Force did not provide any financial guarantee contracts in the years to 30 June 2009 and 30 June 2008.

(ae) Service Group Statements Allocation Methodology

The expenses and income, assets and liabilities line items within the Service Group Statements are allocated across the NSW Police Force service groups where deemed appropriate. The methodology is primarily based on the information from the rostering system, which is attributed to activities, which in turn are attributed to service groups. The major cost driver is labour hours for operational policing centres, which represents the fact that labour costs are the major cost of the NSW Police Force. Other specialist policing cost centres are more easily aligned to service delivery and are allocated according to function from cost centre reports. Non policing corporate services functions are allocated on the basis determined by the total policing costs. Where specific line items can be allocated to a specific service group, this has been done. Government contributions and related asset and liability, cash and cash equivalents cannot be reliably allocated across service groups are shown as "Not Attributed" in the statements.

The rostering system and the associated activity based costing system is the most reliable information available, given that labour hours is the primary cost driver and systems providing other cost driver information are limited.

(af) Equity Transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of service groups / functions and parts thereof between NSW public sector agencies and 'equity appropriations' (refer Note 1(e)(i)) are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with AASB 1004 *Contributions* and Australian Accounting Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

Transfers arising from an administrative restructure involving not-for-profit entities and for-profit government departments are recognised at the amount at which the asset was recognised by the transfer or immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the agency recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the agency does not recognise that asset.

(ag) Budgeted Amounts

The budgeted amounts are drawn from the budgets, as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s21A, s24 and / or s26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the Operating Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts, i.e. per the audited financial statements (rather than carried forward estimates).

(ah) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

Some previous year figures have been reclassified to facilitate comparison between years.

(ai) New Australian Accounting Standards and Interpretations issued but not effective

The following new Accounting Standards and Interpretations have not been applied and are not yet effective:

- AASB 101 (September 2007) *Presentation of Financial Statements*;
- AASB 123 (June 2007) *Borrowing Costs*;
- AASB 2007-6 Amendments to Australian Accounting Standards arising from AASB 123 *Borrowing Costs*;
- AASB 2007-8 and AASB 2007-10 Amendments to Australian Accounting Standards arising from AASB 101 *Presentation of Financial Statements*;
- AASB 2008-5, AASB 2008-6 and AASB 2009-5 Amendments to Australian Accounting Standards arising from the Annual Improvements Project;
- AASB 2008-9 Amendments to AASB 1049 *Whole of Government and General Government Sector Financial Reporting* for consistency with AASB 101 *Presentation of Financial Statements*;
- AASB 2009-1 Amendments to Australian Accounting Standards – Borrowing Costs of Not-for-Profit Public Sector Entities;
- AASB 2009-2 Amendments to Australian Accounting Standards – Improving Disclosures about Financial Instruments.

While the impact of these standards in the period of initial application has not been specifically quantified, they are not expected to materially impact the financial report.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
2. EXPENSES EXCLUDING LOSSES		
(a) Employee related expenses		
Salaries and wages (including recreation leave)	1,476,616	1,386,799
Superannuation – defined benefit plans*	99,995	116,015
Superannuation – defined contribution plans	86,222	78,543
Long service leave	83,040	58,176
Workers' compensation insurance	78,146	80,569
Death and disability self-insurance scheme	81,672	79,807
Payroll tax and fringe benefits tax	104,379	105,089
Other	5,418	5,511
	<u>2,015,488</u>	<u>1,910,509</u>

Employee related expenses excluded from the above are as follows:

(i) Capitalised as intangible assets - \$1.690 million (\$2.926 million in 2007-08)

(ii) Capitalised as property, plant and equipment - \$0.518 million (\$2.123 million in 2007-08)

* Included in the 'Superannuation – defined benefit plans' is contribution for the Death and Total and Permanent Disability Cover of \$19.255 million (\$30.918 million in 2007-08).

(b) Other operating expenses		
Auditor's remuneration – audit or review of the financial reports	315	338
Cost of inventories held for distribution	-	5,758
Cost of inventories sold	-	2,101
Operating lease rental expense – minimum lease payments	74,537	72,960
Insurance	48,908	47,376
Maintenance*	24,284	31,966
Other building expenses	23,714	22,534
Subsistence and transport	22,259	24,462
Motor vehicle, launches and aircraft	39,507	43,238
Fees for services rendered	75,471	68,702
Computer licensing and other	20,442	18,718
Gas and electricity	9,848	8,694
Postal and telephone	29,583	33,462
Stationery, printing and Stores	11,152	13,420
Other	22,458	19,448
	<u>402,478</u>	<u>413,177</u>

* Reconciliation – Total maintenance

Maintenance expense – contracted labour and other (non-employee related), as above	24,284	31,966
Employee related maintenance expense included in Note 2(a)	7,363	6,879
Total maintenance expenses included in Note 2(a) + 2(b)	<u>31,647</u>	<u>38,845</u>

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
(c) Depreciation and amortisation		
Depreciation:		
Buildings	34,918	37,581
Plant and equipment	59,663	56,952
	<u>94,581</u>	<u>94,533</u>
Amortisation:		
Intangible assets – software	12,055	10,530
	<u>12,055</u>	<u>10,530</u>
	<u>106,636</u>	<u>105,063</u>
(d) Grants and subsidies		
Police and Community Youth Clubs contribution	3,689	3,558
Community safety support programs	-	37
	<u>3,689</u>	<u>3,595</u>
(e) Finance costs		
Finance lease interest charges	12,000	12,207
Unwinding of discount rate	1,026	890
	<u>13,026</u>	<u>13,097</u>
(f) Other expenses		
Witnesses' expenses	2,534	2,819
	<u>2,534</u>	<u>2,819</u>
3. REVENUE		
(a) Sale of goods and services		
Rents and leases – other	4,069	3,974
NSW Police Force College operations	1,253	1,801
Officers on loan	10,332	9,825
Insurance reports	2,276	2,164
Sports/Entertainment Events – Supervision	5,881	4,926
National Criminal History Record Check	3,367	3,433
Refund of escort expenses	2,439	1,833
Sales of inventories	-	1,766
Minor sales of goods and services	5,705	6,661
	<u>35,322</u>	<u>36,383</u>
(b) Investment revenue		
Interest – NSW Treasury	1,713	1,644
Interest – Other	246	-
	<u>1,959</u>	<u>1,644</u>

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
(c) Grants and contributions		
Roads and Traffic Authority (RTA) Road Trauma Program*	9,761	10,018
Alcohol and Drug Related Crime Program	506	1,338
Domestic Violence Related Program	753	866
Grants for capital works projects	1,238	1,088
Sydney Harbour Foreshore contribution	-	4,102
Counter-Terrorism Program	650	100
Various Police Strike Force operations	2,000	2,000
APEC 2007 Security Program	6,662	37,322
World Youth Day Program	10,852	3,241
Emergency Management State Support Program	678	678
Other	2,639	2,730
	<u>35,739</u>	<u>63,483</u>
Conditional grants and contributions recognised as revenue in the current year, and not fully spent with expected expenditure to occur in:		
2009-10	1,295	
Beyond 2009-10	-	
	<u>1,295</u>	
Unconditional grants and contributions recognised as revenue in the current year, and not fully spent with expected expenditure to occur in:		
2009-10	5,028	
Beyond 2009-10	-	
	<u>5,028</u>	
Grants and contributions recognised as revenue in previous years, that were expended in the current year:		
Prior to 2005-06	-	
2005-06	389	
2006-07	492	
2007-08	2,362	
	<u>3,243</u>	

* RTA and NSW Police Force have put in place an Enhancement Enforcement Program (EEP) to augment traffic enforcement services where RTA provide ancillary funds for additional activity through overtime and rostered days for police overtime. NSW Police Force is reimbursed costs incurred through this program.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
(d) Other revenue		
Employee contributions to Death and Disability Scheme	15,369	13,942
Recognition of pre-existing but previously unrecorded assets	1,562	2,741
Refund from insurance	770	691
Legal services fees	400	400
Reversal of provision for restoration costs	2,447	1,860
Recovery of Road and Traffic Authority Expenditure	1,114	501
Other	2,244	833
	<u>23,906</u>	<u>20,968</u>
4. GAIN / (LOSS) ON DISPOSAL		
Gain / (loss) on disposal of land and buildings		
Proceeds from disposal	3,875	7,053
Written down value of assets disposed	(7,130)	(7,746)
Net gain / (loss) on disposal of land & buildings	<u>(3,255)</u>	<u>(693)</u>
Gain / (loss) on disposal of plant and equipment		
Proceeds from disposal	1,872	2,685
Written down value of assets disposed	(3,871)	(7,758)
Net gain / (loss) on disposal of plant & equipment	<u>(1,999)</u>	<u>(5,073)</u>
Gain / (loss) on disposal of assets held for sale		
Proceeds from disposal	1,486	15,113
Written down value of assets disposed	(1,670)	(12,801)
Net gain / (loss) on disposal of assets held for sale	<u>(184)</u>	<u>2,312</u>
Total gain / (loss) on disposal	<u>(5,438)</u>	<u>(3,454)</u>
5. OTHER GAINS / (LOSSES)		
Impairment of receivables	(220)	(91)
Inventory write down	-	(162)
	<u>(220)</u>	<u>(253)</u>

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
6. APPROPRIATIONS		
Recurrent appropriations		
Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	2,102,034	2,026,491
Less: Liability to Consolidated Fund (per Summary of Compliance)	(1,074)	(334)
	<u>2,100,960</u>	<u>2,026,157</u>
Comprising:		
Recurrent appropriations (per Operating Statement)	2,100,960	2,026,157
	<u>2,100,960</u>	<u>2,026,157</u>
Capital appropriations		
Total capital draw-downs from NSW Treasury (per Summary of Compliance)	120,029	142,239
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
	<u>120,029</u>	<u>142,239</u>
Comprising:		
Capital appropriations (per Operating Statement)	120,029	142,239
	<u>120,029</u>	<u>142,239</u>
7. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES		
The following liabilities and / or expenses have been assumed by the Crown Entity or other government agencies:		
Superannuation – defined benefit plans	80,740	85,097
Long service leave	83,040	58,176
Payroll tax	4,747	5,108
Death and Disability Scheme*	(1,308)	(12,671)
	<u>167,219</u>	<u>135,710</u>

* Recognition of amount owing by Crown Entity for unfunded liability for the Scheme from 2006-07 as per actuarial assessment. There was no cumulative unfunded liability for the Scheme at reporting date due to additional supplementations received during 2008-09 and 2007-08. This has resulted in a reduction in the non-current receivable in Note 10 by \$1.308 million.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

8. SERVICE GROUPS OF NSW POLICE FORCE

Service Group 42.1 - Community Support

Service Description: This service group covers the provision of effective, timely and flexible 24 hour response to incidents, emergencies and public events. It also includes reduction of incentives and opportunities to commit crime, the provision of a highly visible police presence, and liaison/partnerships with the community and Government organisations concerned with maintaining peace, order and public safety.

Linkage to Results: This service group contributes to reduced rates and fear of crime by working towards a range of intermediate results that include:

- increased community confidence in the ability of police to act
- public space is safe to use
- public order is maintained
- community is reassured and
- improved personal and public safety

Service Group 42.2 - Criminal Investigation

Service Description: This service group covers crime detection, investigation, provision of forensic services and arresting or otherwise dealing with offenders. It also includes specialist activities to target organised criminal activities and criminal groups, maintenance of forensic databases and criminal records, and liaison with other law enforcement agencies.

Linkage to Results: This service group contributes to reduced rates and fear of crime and violence by working towards a range of intermediate results that include:

- community has confidence that police bring offenders to justice
- reduced opportunities to commit crime
- alleged offenders are called to account for actions and
- serious offenders are identified and criminal networks are disrupted

Service Group 42.3 - Traffic and Commuter Services

Service Description: This service group covers patrolling roads, highways and public transport corridors, investigating major vehicle crashes, detecting traffic and transport offences (particularly those involving alcohol or drugs, and speed), and supervising peak traffic flows. It also includes liaison/partnerships with community and Government bodies concerned with road safety, traffic management and public transport.

Linkage to Results: This service group contributes to reduced crime and violence, and reduced levels of antisocial behaviour, by working towards a range of intermediate results that include:

- public space is safe to use
- personal and public safety are improved
- road crashes and trauma are minimised and
- behaviour of public transport users is improved

Service Group 42.4 - Judicial Support

Service Description: This service group covers judicial and custodial services, prosecuting offenders, presenting evidence at court, including coronial enquiries, providing police transport and custody for persons under police supervision, and providing a high level of support to victims and witnesses.

Linkage to Results: This service group contributes to reduced rates and fear of crime by working towards a range of intermediate results that include:

- community has confidence that police bring offenders to justice
- legal processes and police procedures are cost effective
- improved likelihood of successful prosecution and
- people know police treat people fairly and with respect

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
9. CURRENT ASSETS – CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	<u>16,448</u>	<u>11,450</u>
For purposes of the Cash Flow Statement, cash and cash equivalents include cash on hand (including permanent and temporary advances) and cash at bank.		
Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:		
Cash and cash equivalents (per Balance Sheet)	<u>16,448</u>	<u>11,450</u>
Closing cash and cash equivalents (per Cash Flow Statement)	<u>16,448</u>	<u>11,450</u>

NSW Police Force has the following banking facilities as at 30 June 2009:

- Bank guarantee authority of \$0.5 million (\$0.5 million in 2007-08). This authority enables NSW Police Force to provide bank guarantees to its suppliers on a need basis. There was no bank guarantee issued as at 30 June 2009.
- MasterCard facility of \$3 million (\$3 million in 2007-08), which is the total of the credit limit for all issued credit cards and purchase cards. Total amount of credit unused as at 30 June 2009 was \$0.68 million (\$1.03 million in 2007-08).
- Letter of credit facility of \$2 million (\$2 million in 2007-08). Total amount of letter of credit facility unused as at 30 June 2009 was \$2 million (\$2 million in 2007-08).
- Offset accounts facility of \$0.05 million (\$0.05 million in 2007-08). This facility allows bank fees incurred during the month to be debited to a temporary debit account, which are then transferred to the NSW Police Force main operating bank account the following month. Total amount of offset accounts facility unused as at 30 June 2009 was \$0.03 million (\$0.04 million in 2007-08).

Refer Note 27 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
10. CURRENT / NON-CURRENT ASSETS – RECEIVABLES		
Receivables – Current		
Trade debtors	22,293	31,382
Less: Allowance for impairment	(219)	(64)
	<u>22,074</u>	<u>31,318</u>
Other debtors	4,871	2,787
Less: Allowance for impairment	(180)	(192)
	<u>4,691</u>	<u>2,595</u>
GST receivable	11,421	11,547
Prepayments	12,504	7,472
	<u>50,690</u>	<u>52,932</u>
Receivables – Non-Current		
Deferred government contribution for Death & Disability Scheme	-	1,308
	<u>-</u>	<u>1,308</u>
Total Receivables	<u>50,690</u>	<u>54,240</u>
Movement in the allowance for impairment – Trade debtors		
Balance at 1 July	64	97
Amounts written off during the year	(10)	(9)
Amounts recovered during the year	(29)	(55)
Increase / (decrease) in allowance recognised in profit or loss	194	31
Balance at 30 June	<u>219</u>	<u>64</u>
Movement in the allowance for impairment – Other debtors		
Balance at 1 July	192	236
Amounts written off during the year	(2)	(17)
Amounts recovered during the year	(36)	(87)
Increase / (decrease) in allowance recognised in profit or loss	26	60
Balance at 30 June	<u>180</u>	<u>192</u>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 27.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

11. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2008 – fair value			
Gross carrying amount	1,548,772	605,282	2,154,054
Accumulated depreciation and impairment	(490,477)	(322,373)	(812,850)
Net Carrying Amount	1,058,295	282,909	1,341,204
At 30 June 2009 – fair value			
Gross carrying amount	1,712,333	646,066	2,358,399
Accumulated depreciation and impairment	(570,710)	(343,388)	(914,098)
Net Carrying Amount	1,141,623	302,678	1,444,301

Reconciliations

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Leased Buildings \$'000	Total \$'000
Year ended 30 June 2009				
Net Carrying amount at start of year	912,164	282,909	146,131	1,341,204
Additions	47,565	83,662	-	131,227
Assets held for sale	(191)	-	-	(191)
Disposals – Written Down Value	(7,130)	(3,871)	-	(11,001)
Net revaluation increment recognised in reserves	78,002	5,499	-	83,501
Depreciation expense	(25,439)	(59,663)	(9,479)	(94,581)
Transferred to intangible assets	-	(5,858)	-	(5,858)
Net carrying amount at end of year*	1,004,971	302,678	136,652	1,444,301

* Included in the net carrying amount are work in progress of \$63.142 million and \$77.071 million for land and buildings, and plant and equipment respectively.

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2007 – fair value			
Gross carrying amount	1,486,845	531,106	2,017,951
Accumulated depreciation and impairment	(467,265)	(278,707)	(745,972)
Net Carrying Amount	1,019,580	252,399	1,271,979
At 30 June 2008 – fair value			
Gross carrying amount	1,548,772	605,282	2,154,054
Accumulated depreciation and impairment	(490,477)	(322,373)	(812,850)
Net Carrying Amount	1,058,295	282,909	1,341,204

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

Reconciliations

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Leased Buildings \$'000	Total \$'000
Year ended 30 June 2008				
Net Carrying amount at start of year	863,971	252,399	155,609	1,271,979
Additions	63,319	79,251	-	142,570
Assets held for sale	(2,399)	-	-	(2,399)
Disposals – Written Down Value	(7,746)	(7,758)	-	(15,504)
Net revaluation increment recognised in reserves	23,122	6,973	-	30,095
Depreciation expense	(28,103)	(56,952)	(9,478)	(94,533)
Transferred from intangible assets	-	8,996	-	8,996
Net carrying amount at end of year*	912,164	282,909	146,131	1,341,204

* Included in the net carrying amount are work in progress of \$77.202 million and \$55.622 million for land and buildings, and plant and equipment respectively.

12. INTANGIBLE ASSETS

	Software \$'000
At 1 July 2008	
Cost (gross carrying amount)	165,886
Accumulated amortisation and impairment	<u>(75,418)</u>
Net Carrying Amount	<u>90,468</u>
At 30 June 2009	
Cost (gross carrying amount)	177,594
Accumulated amortisation and impairment	<u>(87,413)</u>
Net Carrying Amount	<u>90,181</u>
	Software \$'000
Year ended 30 June 2009	
Net carrying amount at start of year	90,468
Additions (from internal development)	4,662
Additions (purchases)	1,248
Disposals – Written Down Value	-
Amortisation (recognised in “depreciation and amortisation”)	(12,055)
Transferred from plant and equipment	<u>5,858</u>
Net carrying amount at end of year*	<u>90,181</u>

* Included in the net carrying amount is work in progress of \$16.768 million.

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	Software \$'000
At 1 July 2007	
Cost (gross carrying amount)	159,234
Accumulated amortisation and impairment	<u>(64,915)</u>
Net Carrying Amount	<u>94,319</u>
At 30 June 2008	
Cost (gross carrying amount)	165,886
Accumulated amortisation and impairment	<u>(75,418)</u>
Net Carrying Amount	<u>90,468</u>
Year ended 30 June 2008	
Net carrying amount at start of year	94,319
Additions (from internal development)	7,231
Additions (purchases)	8,444
Disposals – Written Down Value	-
Amortisation (recognised in “depreciation and amortisation”)	(10,530)
Transferred to plant and equipment	<u>(8,996)</u>
Net carrying amount at end of year*	<u>90,468</u>

* Included in the net carrying amount is work in progress of \$12.665 million.

	2009 \$'000	2008 \$'000
13. NON-CURRENT ASSETS HELD FOR SALE		
Assets held for sale		
Land and buildings	1,318	2,797
	<u>1,318</u>	<u>2,797</u>
Amounts recognised in equity relating to assets held for sale		
Property, plant and equipment asset revaluation increments/decrements	147	1,947
	<u>147</u>	<u>1,947</u>
14. RESTRICTED ASSETS		
Included in the current assets are the following restricted assets:		
Consolidated Fund Monies	1,074	334
Death and Disabilities Scheme Monies	13,550	11,555
	<u>14,624</u>	<u>11,889</u>

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
15. CURRENT LIABILITIES – PAYABLES		
Accrued salaries, wages and on-costs	20,262	13,542
Creditors	15,334	7,160
Payroll Tax	8,175	7,901
Fringe Benefits Tax	1,383	1,489
Pay As You Go Tax withheld	14,555	14,270
Employee deductions withheld	795	779
Income received in advance	772	107
Motor vehicle costs	4,949	4,489
Electronic Billing System (EBS) for telephones	255	288
Petrol Interface	1,293	1,767
Forensic Services Group	2,045	1,105
Education Services	1,317	2,188
Business Technology Services	789	451
State Crime Command	519	543
Audit fees	195	198
Specialist Operations	180	425
Copyright fees for NSW Government print copying	584	387
Property related costs	4,781	4,242
Various sundry accruals	4,133	6,612
	<u>82,316</u>	<u>67,943</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 27.

16. CURRENT / NON-CURRENT LIABILITIES - BORROWINGS

Finance lease [see Note 20 (c)]		
Current	3,873	3,112
Non-current	178,941	182,814
	<u>182,814</u>	<u>185,926</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings are disclosed in Note 27.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
17. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS		
Employee benefits and related on costs – Current		
Recreation leave*	198,692	186,199
Recreation leave on long service leave	19,409	8,402
Non-renewal benefit*	29,201	20,893
Leave loading	3,467	3,212
Workers' compensation on long service leave	5,071	3,437
Superannuation on long service leave	3,803	1,146
Voluntary redundancy	1,724	-
Payroll tax on recreation leave liability	11,425	11,172
Payroll tax on long service leave	24,519	23,763
Payroll tax on other leave provisions	1,878	1,446
	299,189	259,670
Employee benefits and related on costs – Non-Current		
Recreation leave on long service leave	1,022	442
Non-renewal benefit	15,723	15,762
Workers' compensation on long service leave	267	181
Superannuation on long service leave	200	60
Payroll tax on long service leave	1,290	1,251
Payroll tax on other leave provisions	904	946
	19,406	18,642
Subtotal Employee benefits and related on-costs	318,595	278,312
Other Provisions – Current		
Restoration costs	4,207	2,316
Death and disability self-insurance scheme	84,700	25,000
	88,907	27,316
Other Provisions – Non-Current		
Restoration costs	10,754	9,767
Death and disability self-insurance scheme	62,600	90,000
	73,354	99,767
Subtotal Other Provisions	162,261	127,083
Total Provisions	480,856	405,395
Aggregate employee benefits and related on-costs		
Provisions – Current	299,189	259,670
Provisions – Non-Current	19,406	18,642
Accrued salaries, wages and on-costs (refer Note 15)	20,262	13,542
	338,857	291,854

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

Year ended 30 June 2009	Restoration Costs \$'000	Death & Disability \$'000	Total \$'000
Carrying amount at the beginning of financial year	12,083	115,000	127,083
Additional provisions recognised	4,518	81,672	86,190
Amounts used	(219)	(49,372)	(49,591)
Unused amounts reversed	(2,447)	-	(2,447)
Unwinding / change in the discount rate	1,026	-	1,026
Carrying amount at end of financial year	<u>14,961</u>	<u>147,300</u>	<u>162,261</u>

* Employee benefits expected to be settled more than 12 months after the reporting date are as follows:

- (i) Recreation leave totals \$42.409 million (\$50.848 million in 2007-08)
- (ii) Non-renewal benefit totals \$23.806 million (\$16.377 million in 2007-08)

	2009 \$'000	2008 \$'000
18. CURRENT / NON-CURRENT LIABILITIES – OTHER		
Other Liabilities – Current		
Liability to Consolidated Fund	1,074	334
Lease incentives	658	1,097
Other	78	78
	<u>1,810</u>	<u>1,509</u>
Other Liabilities – Non-Current		
Lease incentives	838	1,496
	<u>838</u>	<u>1,496</u>
Total Liabilities – Other	<u>2,648</u>	<u>3,005</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 27.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

19. CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Asset Held for Sale Reserve		Total Equity	
	2009	2008	2009	2008	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July	442,496	451,692	393,447	371,634	1,947	10,553	837,890	833,879
Changes in accounting policy	-	-	-	-	-	-	-	-
Correction of errors	-	-	-	-	-	-	-	-
Restated balance as at 1 July	442,496	451,692	393,447	371,634	1,947	10,553	837,890	833,879
Changes in equity -								
transactions with owners as owners	-	-	-	-	-	-	-	-
Changes in equity -								
other than transactions with owners as owners	(64,375)	(25,383)	-	-	-	-	(64,375)	(25,383)
Surplus / (deficit) for the year								
Increment / (decrement) on revaluation of:								
• Land and buildings	-	-	78,002	23,122	-	-	78,002	23,122
• Plant and equipment	-	-	5,499	6,973	-	-	5,499	6,973
Increment / (decrement) on revaluation of change in restoration liability	-	-	(2,712)	(701)	-	-	(2,712)	(701)
Transfers within reserve	-	-	571	(1,584)	(571)	1,584	-	-
Total	(64,375)	(25,383)	81,360	27,810	(571)	1,584	16,414	4,011
<u>Transfers within equity</u>								
Asset revaluation reserve balance transferred to								
Accumulated funds on disposal of asset	4,891	16,187	(3,662)	(5,997)	(1,229)	(10,190)	-	-
Total	(59,484)	(9,196)	77,698	21,813	(1,800)	(8,606)	16,414	4,011
Balance as at 30 June	383,012	442,496	471,145	393,447	147	1,947	854,304	837,890

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
20. COMMITMENTS FOR EXPENDITURE		
(a) Capital Commitments		
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	111,344	125,341
Later than one year and not later than 5 years	178,198	190,311
Later than five years	-	-
Total (including GST)	<u>289,542</u>	<u>315,652</u>

Input tax credits of \$26.322 million (\$28.696 million in 2007-08), expected to be recoverable from the Australian Taxation Office, are included above.

Aggregate capital expenditure authorised but not contracted for at balance date:

Not later than one year	64,789	48,725
Later than one year and not later than 5 years	239,351	208,057
Later than five years	-	-
Total (including GST)	<u>304,140</u>	<u>256,782</u>

Input tax credits of \$27.649 million (\$23.344 million in 2007-08), expected to be recoverable from the Australian Taxation Office, are included above.

(b) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year	53,386	61,770
Later than one year and not later than 5 years	79,891	74,600
Later than five years	84,765	77,822
Total (including GST)	<u>218,042</u>	<u>214,192</u>

Input tax credits of \$19.750 million (\$19.395 million in 2007-08), expected to be recoverable from the Australian Taxation Office, are included above.

Operating lease commitments comprise property (office buildings and radio sites) lease rentals and motor vehicle fleet leases. Lease terms for property vary from property to property but, generally, require a monthly payment in advance for both rent and outgoings.

NSW Police Force does not have contingent leases, nor does it incur any rental expense arising from sub-leases.

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
(c) Finance Lease Commitments		
Minimum lease payment commitments in relation to finance leases payable are as follows:		
Not later than one year	15,605	15,077
Later than one year and not later than 5 years	68,075	65,773
Later than five years	211,028	228,935
Minimum lease payments	<u>294,708</u>	<u>309,785</u>
Less: future finance charges	111,894	123,859
Present value of minimum lease payments	<u><u>182,814</u></u>	<u><u>185,926</u></u>
The present value of finance lease commitments is as follows:		
Not later than one year	3,873	3,112
Later than one year and not later than 5 years	24,563	20,759
Later than five years	154,378	162,055
	<u>182,814</u>	<u>185,926</u>
Classified as:		
Current (Note 16)	3,873	3,112
Non-current (Note 16)	<u>178,941</u>	<u>182,814</u>
	<u><u>182,814</u></u>	<u><u>185,926</u></u>

NSW Police Force entered into a lease for NSW Police Force Headquarters at Parramatta for a period of 20 years with an option of a further lease term of 5 years. The lease commenced on 1 June 2004.

(d) Other Expenditure Commitments

There were no material other expenditure commitments at reporting date.

21. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

(a) Contingent Liabilities

Contingent liabilities comprise civil matter claims that have been made against NSW Police Force. The contingent liabilities are estimates from the NSW Police Force's legal advisers. The prospects of success or otherwise of each claim will become certain only when all the evidence is available, which usually is just before hearing. If the claimant is successful, the settlements will be met by NSW Treasury Managed Fund.

<u>74,584</u>	<u>78,795</u>
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(b) Contingent Assets

NSW Police Force entered into a lease for NSW Police Force Headquarters at Parramatta. As part of the conditions of the lease term, the Lessor agrees that, on the fifteenth anniversary of the lease (1 June 2019), it will deposit \$6 million (expressed as a nominal amount) in an account in its name. NSW Police Force may, at any time after the deposit of the funds until 31 May 2024, request that the Lessor carry out refurbishment work to the premises in accordance with the NSW Police Force's request, up to maximum value of \$6 million plus any interest accrued in the account from 1 June 2019.

<u>6,000</u>	<u>6,000</u>
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NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

22. BUDGET REVIEW

Net cost of services

The actual net cost of services this year was higher than budget by \$169 million.

This result was mainly due to the following factors, namely:

- An actuarially assessed increase of \$32 million in the permanent and partial disability self insurance provision.
- The combined effect of increased payments under the Death and Disability Scheme of \$28 million, additional costs associated with staff redundancies and displacement of \$11 million and hindsight adjustments to past workers compensation premiums of \$20 million, all of which were subject to Treasury supplementation.
- The impact of the revised assessment of defined benefit superannuation schemes liability of \$13 million, and an increase of \$33 million for the long service leave provision following a review of relevant factors by Treasury.
- Under achievement of profit on expected sale of assets and additional loss on sale of assets totalling \$18 million.
- An increase of \$11 million following the restatement in net present value terms of the annual leave liability provision reflecting falls in interest rates and increases in pay rates.

Assets and liabilities

Total current assets decreased by \$6 million compared to budget, mainly due to decreases in cash and cash equivalents, receivables and non-current assets held for sale.

Non-current assets increased by \$62 million over budget, this was mainly due to the following factors:

- Land and buildings increased by \$65 million mainly due to revaluation being higher than budget.
- Plant and equipment increased by \$26 million due to additional expenditure and donated assets of \$7 million.
- Intangible assets decreased by \$28 million mainly due to a reduction in expenditure.

Total liabilities increased by \$84 million compared to budget, mainly due to the permanent and partial disability self insurance and other employee benefits provisions being higher than budget by \$32 million and \$45 million respectively.

Cash flows

Recurrent Appropriation increased by \$62 million compared to budget and Capital Appropriation decreased by \$17 million compared to budget.

Net cash inflows from operating activities decreased by \$21 million compared to budget, mainly due to a decrease in the Capital Appropriation, and net cash outflows from investing activities decreased by \$17 million mainly due to decreases in the purchases of intangible assets, property, plant and equipment.

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
23. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES		
Net cash flows from operating activities	127,692	128,582
Cash flows from Government / Appropriations	(2,221,729)	(2,166,381)
Acceptance by the Crown Entity of employee benefits and other liabilities:		
Superannuation	(80,740)	(85,097)
Long service leave	(83,040)	(58,176)
Payroll tax on superannuation	(4,747)	(5,108)
Death and Disability Scheme	1,308	12,671
Depreciation and amortisation	(106,636)	(105,063)
Increase / (decrease) in receivables	(3,550)	4,044
Increase / (decrease) in inventories	-	(1,788)
Decrease / (increase) in payables	(14,373)	(262)
Decrease / (increase) in provisions	(75,461)	(48,312)
Decrease / (increase) in other liabilities	357	2,991
Increase / (decrease) in Capital Works expenditure accruals	250	(1,775)
Net gain / (loss) on sale of plant and equipment	(5,438)	(3,454)
Non-cash revenue – net	13,524	(2,361)
Net cost of services	<u>(2,452,583)</u>	<u>(2,329,489)</u>

24. TRUST FUNDS

NSW Police Force holds money in a Crown Trust Fund, comprising money found and exhibit money, held in trust pending resolution of ownership. These monies are excluded from the financial statements, as NSW Police Force cannot use them to achieve its objectives. The following is a summary of the transactions in the trust account:

Crown Trust Fund Account

Cash balance at 1 July	15,869	7,500
Add: Receipts	16,210	16,683
Less: Payments	(17,451)	(8,314)
Cash balance at 30 June	<u>14,628</u>	<u>15,869</u>

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

	2009 \$'000	2008 \$'000
25. ADMINISTERED ASSETS AND LIABILITIES		
Administered Assets		
Receivables	501	878
Total Administered Assets	501	878
Administered Liabilities ¹		
Unearned income due not later than one year	7,183	6,047
Unearned income due later than one year	11,452	8,115
Total Administered Liabilities	18,635	14,162

Note

1. The administered liabilities comprise multi-years firearms and security industry licences with a maximum period of 5 years. The fees collected are amortised based on the term of the licence.

26. ADMINISTERED INCOME¹

Firearms licensing	6,208	4,770
Security industry licensing	5,697	6,417
Fines and forfeitures	617	468
Other	31	79
	12,553	11,734

Notes

- The accrual basis of accounting has been adopted in the current reporting period. The 2007-08 comparatives have been restated - firearms licensing from \$6.121 million to \$4.770 million; security industry licensing from \$4.978 million to \$6.417 million; fines and forfeitures and other remain unchanged.
- From 2008-09, Receipts under the *Crimes Act* (\$0.392 million in 2008-09 and \$0.479 million in 2007-08) is no longer required to be disclosed as administered income.

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

27. FINANCIAL INSTRUMENTS

The NSW Police Force's principal financial instruments are outlined below. These financial instruments arise directly from the NSW Police Force's operations. The NSW Police Force does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The NSW Police Force's main risks arising from financial instruments are outlined below, together with the NSW Police Force's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout this financial report.

The Commissioner of Police has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the NSW Police Force, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit Committee on a continuous basis.

(a) *Financial Instrument Categories*

	Note	Category	Carrying Amount 2009 \$'000	Carrying Amount 2008 \$'000
Financial Assets				
Cash and cash equivalents	9	N/A	16,448	11,450
Receivables ¹	10	Loans and receivables measured at amortised costs	26,765	35,221
Financial Liabilities				
Payables ²	15	Financial liabilities measured at amortised cost	57,431	44,176
Borrowings	16	Financial liabilities measured at amortised cost	182,814	185,926
Other liabilities	18	Financial liabilities measured at amortised cost	2,648	3,005

Notes

1. Excludes statutory receivables and prepayments.
2. Excludes statutory payables and income received in advance.

(b) *Credit Risk*

Credit risk arises when there is the possibility of the NSW Police Force's debtors defaulting on their contractual obligations, resulting in a financial loss to the NSW Police Force. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the NSW Police Force including cash and receivables. No collateral is held by the NSW Police Force. The NSW Police Force has not granted any financial guarantees.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System, and the United Group Services NSW Police Force Property Bank Account.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

Interest is earned on daily bank balances of the NSW Police Force Main Operating Account at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

Receivables – trade and other debtors

All trade and other debtors are recognised as amounts receivable at balance date. Collectibility of these debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The evidence includes past experience, and the nature and category of the debts. No interest is earned on these debtors. Sales are made on 30 day terms.

NSW Police Force is not materially exposed to concentrations of credit risk to a single debtor or group of debtors. Based on past experience, debtors that are not past due (\$18.399 million in 2008-09 and \$25.517 million in 2007-08) and debts totalling (\$8.367 million in 2008-09 and \$9.704 million in 2007-08) that are past due but not considered impaired in accordance with the NSW Police Force's policy together represent 99% of the total debtors.

Trade Debtors	Total^{1,2}	Past due but not impaired^{1,2}	Considered impaired^{1,2}
	\$'000	\$'000	\$'000
2009			
< 3 months overdue	3,266	3,266	-
3 months – 6 months overdue	1,585	1,585	-
> 6 months overdue	3,660	3,441	219
2008			
< 3 months overdue	3,539	3,539	-
3 months – 6 months overdue	1,382	1,382	-
> 6 months overdue	4,831	4,767	64
Other Debtors	Total^{1,2}	Past due but not impaired^{1,2}	Considered impaired^{1,2}
	\$'000	\$'000	\$'000
2009			
< 3 months overdue	47	47	-
3 months – 6 months overdue	18	18	-
> 6 months overdue	189	9	180
2008			
< 3 months overdue	2	2	-
3 months – 6 months overdue	3	2	1
> 6 months overdue	204	13	191

Notes:

1. Each column in the table reports 'gross receivables'.
2. The ageing analysis excludes statutory receivables and receivables that are not past due and not impaired. Therefore, the 'Total' will not reconcile to the receivables total recognised in the Balance Sheet.

NSW POLICE FORCE NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

(c) *Liquidity Risk*

Liquidity risk is the risk that the NSW Police Force will be unable to meet its payment obligations when they fall due. The NSW Police Force continuously manages risk through monitoring future cash flows to ensure adequate cash is available to meet its payment obligations.

The main source of credit standby arrangements available to NSW Police Force is advances from NSW Treasury. Advances are requested from NSW Treasury on a need basis and are repaid by way of reduction from the Consolidated Fund Allocation disbursements. Credit card facilities are also in operation within NSW Police Force. The risks associated with credit cards are minimised through credit card policy including transactional and monthly limits. In addition, credit card usage is monitored by independent officers within the NSW Police Force.

During the current and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The NSW Police Force's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. No such interest has been paid by NSW Police Force in 2008-09 and 2007-08.

The table below summarises the maturity profile of the NSW Police Force's financial liabilities, together with the interest rate exposure.

	Weighted Average Effective Interest Rate	Nominal Amount ² \$'000	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non-Interest Bearing \$'000	< 1 Year \$'000	1 – 5 Years \$'000	> 5 Years \$'000
2009								
<i>Payables</i> ¹	-	57,431	-	-	57,431	57,431	-	-
<i>Borrowings:</i>								
Finance lease	6.61%	294,708	294,708	-	-	15,605	68,075	211,028
<i>Other:</i>								
Lease incentives	-	1,496	-	-	1,496	658	838	-
Liability to Con. Fund and other	-	1,152	-	-	1,152	1,152	-	-
	-	354,787	294,708	-	60,079	74,846	68,913	211,028
2008								
<i>Payables</i> ¹ :	-	44,176	-	-	44,176	44,176	-	-
<i>Borrowings:</i>								
Finance lease	6.61%	309,785	309,785	-	-	15,077	65,773	228,935
<i>Other:</i>								
Lease incentives	-	2,593	-	-	2,593	1,097	1,466	30
Liability to Con. Fund and other	-	412	-	-	412	412	-	-
	-	356,966	309,785	-	47,181	60,762	67,239	228,965

Notes:

1. Payables exclude income received in advance and statutory taxes.
2. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities and therefore will not reconcile to the Balance Sheet.

NSW POLICE FORCE

NOTES TO AND FORMING PART OF THE 2008-2009 FINANCIAL REPORT

(d) **Market Risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. In the absence of any borrowings with variable interest rates or Hour Glass Investment Facilities, NSW Police Force's exposure to market risk is considered minimal. NSW Police Force has a Foreign Exchange Risk Policy which applies to purchases in foreign currency greater than \$250,000. The objective of this policy is to minimise the exposure of foreign currency risk to meet the budget forecast. Therefore, NSW Police Force has minimal exposure to market risk or foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below for interest rate risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which NSW Police Force operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2007-08. The analysis assumes that all other variables remain constant.

Interest rate risk

Exposure to interest rate risk arises primarily through the NSW Police Force's interest bearing liability for the finance lease. This risk is minimal as the interest rate is predetermined at the inception of the lease and remained fixed for the entire term of the lease. Therefore for the financial instruments held by NSW Police Force, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/-1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The NSW Police Force's exposure to interest rate risk is set out below.

	Carrying Amount \$'000	Profit \$'000	-1% Equity \$'000	Profit \$'000	+1% Equity \$'000
2009					
<i>Financial assets:</i>					
Cash and cash equivalents	16,448	(164)	(164)	164	164
2008					
<i>Financial assets:</i>					
Cash and cash equivalents	11,450	(115)	(115)	115	115

Other price risk

Exposure to other price risk primarily arises through the investment in the TCorp Hour Glass Investment facilities. NSW Police Force does not have investment in these facilities. Therefore the NSW Police Force has no exposure to other price risk.

(e) **Fair Value**

Financial instruments of NSW Police Force are generally recognised at cost or amortised cost in the Balance Sheet, which approximates to fair value because of the short term nature of many of these financial instruments.

28. AFTER BALANCE DATE EVENTS

On 11 June 2009 the Premier of New South Wales announced the formation of 13 new super Departments in a major reform to the structure of Government. NSW Police Force will become one of the six agencies under the umbrella of the super Department called "Police & Emergency Services NSW". The new arrangements will come into effect from 27 July 2009. The 2008-09 financial report has been prepared on a going concern basis which is considered appropriate as the full impact of the announced reforms cannot be ascertained at this point in time.

END OF AUDITED FINANCIAL STATEMENTS

APPENDICES

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APPENDIX 1

PERFORMANCE TABLES

Information presented in Appendix 1 is the latest available and may have been revised since the last annual report due to changes in definitions or counting rules. Figures sourced from NSW Police Force systems are particularly subject to change since the systems are updated as reports are received or more information becomes available during the course of investigations.

Results from the National Community Satisfaction with Policing Survey (NCSPS) are given in Tables 1 to 3. Further information is available in the attachment to the Police Services chapter of the Report on Government Services - see www.pc.gov.au, or on request to the NSW Police Force. The NCSPS is a telephone survey undertaken throughout the year by an independent market research company. Survey results are likely to differ from those obtained if the total population was canvassed. A measure of difference between survey and population results is the sample error.

The tables in this section present the NCSPS results as a range rather than an exact percentage. This range is calculated such that there are 19 chances in 20 that the true population value falls within the range, or only 1 chance in 20 that the population value is outside (higher or lower) the range. Sample error depends critically on the number of respondents, ie. the sample size. For New South Wales, the approximate sample size was 4,600 in 2003-04 and 2004-05; 3,200 in 2005-06; 6,800 in 2006-07; and 6,600 in 2007-08. The national sample size was 36,500 in 2007-08. The tables also show mean scores. The mean score is a measure of the total community opinion and is derived by weighting responses to questions according to an ordinal scale. The basis for the weights is given in the footnotes to each relevant table.

Table 1 Satisfaction and perceptions of police^{a,b}

	UNIT OF MEASURE					NSW	AUST
		2004-05	2005-06	2006-07	2007-08	2008-09	2008-09
SATISFACTION WITH POLICE							
Services generally	%	66 - 68	71 - 75	61 - 64	61 - 64	63 - 66	66 - 67
	mean (1 to 5)	3.8	3.9	3.7	3.7	3.7	3.8
Personal contact	%	70 - 72	81 - 85	77 - 80	75 - 79	77 - 81	80 - 82
	mean (1 to 5)	3.9	4.2	4.1	4.0	4	4.1
Dealing with public order problems	%	48 - 50	56 - 60	49 - 52	50 - 53	50 - 53	53 - 54
	mean (1 to 5)	3.4	3.5	3.4	3.4	3.4	3.4
Support for community programs	%	59 - 61	60 - 64	54 - 57	55 - 58	54 - 57	61 - 62
	mean (1 to 5)	3.8	3.8	3.6	3.7	3.6	3.8
AGREE:							
Police perform their job professionally	%	75 - 77	76 - 80	76 - 78	75 - 78	78 - 81	80 - 81
	mean (1 to 5)	3.9	4.0	3.9	3.9	3.9	3.9
Most police are honest	%	69 - 71	71 - 75	73 - 76	73 - 76	75 - 77	77 - 78
	mean (1 to 5)	3.8	3.9	3.8	3.8	3.8	3.9
Police treat people fairly and equally	%	61 - 63	65 - 69	63 - 66	63 - 66	64 - 67	67 - 68
	mean (1 to 5)	3.6	3.7	3.6	3.6	3.6	3.7
Have confidence in the police	%	78 - 80	78 - 82	78 - 80	78 - 80	79 - 82	81 - 82
	mean (1 to 5)	3.9	4.0	3.9	3.9	3.9	3.9

^a The percentage shown is the sum of very satisfied/strongly agree and satisfied/agree.

^b The scale used to derive the mean score used is: 5 - very satisfied/strongly agree, 4 - satisfied/agree, 3 - neither satisfied/agree or dissatisfied/disagree, 2 - dissatisfied/disagree and 1 - very dissatisfied/strongly disagree."

Source: National Community Satisfaction with Policing Survey

The means scores close to 4 indicate the community is *satisfied* with police generally and in specific situations. The community also agrees police display the desired traits and the community has confidence in the police.

APPENDIX 1 PERFORMANCE TABLES continued

Table 2 Feelings of safety^{a,b}

	UNIT OF MEASURE					NSW	AUST
		2004-05	2005-06	2006-07	2007-08	2008-09	2008-09
At home alone at night	%	78 - 80	80 - 84	82 - 84	82 - 84	83 - 85	84 - 85
	mean (1 to 5)	4.1	4.2	4.1	4.1	4.1	4.2
On public transport at night	%	21 - 23	22 - 26	30 - 32	44 - 48	43 - 47	45 - 48
	mean (1 to 5)	2.8	3.0	3.1	3.1	3.1	3.2
Jogging/walking at night	%	43 - 45	45 - 49	58 - 61	62 - 65	61 - 65	63 - 65
	mean (1 to 5)	3.2	3.3	3.6	3.6	3.6	3.6

^a The percentage shown is the sum of very safe and safe.

^b The scale used to derive the mean score is 5 - very safe, 4 - safe, 3 - neither safe nor unsafe, 2 - unsafe, 1 - very unsafe.

Source: National Community Satisfaction with Policing Survey

The mean scores indicate the community feel *safe* at home alone after dark (close to 4), and *neither safe nor unsafe* on public transport alone after dark (close to 3). The mean score for jogging/walking locally has risen (from 3.0 to 3.6) suggesting that the community is tending to feel safe.

Table 3 Concern^{a,b} about social problems in local area, NSW

	UNIT OF MEASURE					NSW	AUST
		2004-05	2005-06	2006-07	2007-08	2008-09	2008-09
Family violence	%	38 - 40	35 - 39	33 - 36	35 - 38	24 - 27	24 - 25
	mean (1 to 3)	1.5	1.5	1.5	1.5	1.3	1.3
Sexual assault	%	37 - 39	31 - 35	29 - 31	30 - 33	19 - 22	19 - 19
	mean (1 to 3)	1.5	1.4	1.4	1.4	1.3	1.2
Physical assault	%	43 - 45	41 - 45	40 - 43	46 - 49	40 - 43	39 - 40
	mean (1 to 3)	1.6	1.6	1.5	1.6	1.6	1.5
Illegal drugs	%	61 - 63	56 - 60	59 - 62	62 - 65	54 - 57	51 - 53
	mean (1 to 3)	1.9	1.9	1.9	1.9	1.8	1.8
Housebreaking	%	64 - 66	59 - 63	57 - 60	57 - 60	55 - 58	56 - 58
	mean (1 to 3)	1.9	1.8	1.8	1.7	1.7	1.7
Motor vehicle theft	%	55 - 57	50 - 54	46 - 50	48 - 51	43 - 46	22 - 23
	mean (1 to 3)	1.7	1.7	1.6	1.6	1.6	1.6
Speeding cars or dangerous driving	%	74 - 76	70 - 74	70 - 73	73 - 76	73 - 75	74 - 75
	mean (1 to 3)	2.1	2.1	2.0	2.1	2.1	2.1
Graffiti or other vandalism	%	51 - 53	49 - 53	52 - 55	53 - 56	56 - 59	54 - 56
	mean (1 to 3)	1.7	1.7	1.7	1.7	1.8	1.7
Louts or gangs	%	43 - 45	39 - 43	38 - 40	40 - 43	39 - 42	36 - 37
	mean (1 to 3)	1.6	1.5	1.5	1.5	1.5	1.5
Drunken or disorderly behaviour	%	46 - 48	45 - 49	46 - 49	51 - 54	48 - 51	44 - 45
	mean (1 to 3)	1.6	1.6	1.6	1.7	1.7	1.6

^a The percentage shown is the sum of major problem and somewhat of a problem.

^b The scale used to derive the mean score is 3 - major problem, 2 - somewhat of a problem, 1 - no problem.

Source: National Community Satisfaction with Policing Survey

Means scores close to 2 indicate the community considers most issues to be somewhat of a problem.

Crime & Safety Survey

The Australian Bureau of Statistics (ABS) changed the collection method for the Crime & Safety Survey in 2008. The survey relating to the 12 months to April 2008 is the last in the series using the 'drop-off/mail-back' method. Since July 2008, ABS has undertaken the survey using the multipurpose household survey (MPHS), which is a telephone survey conducted monthly and requests information from only one member of the household. Results for 2008-09 are expected to be released in February 2010.

Table 4 Crime rate for particular incident types^a

		2003-04	2004-05 ^b	2005-06	2006-07	2007-08
HOUSEHOLDS (PERCENT), VICTIMS OF^c						
Break and enter	thousand	97.0	96.6	92.3	85.2	104.0
Households	%	3.8	3.7	3.5	3.2	3.8
Reported to police	%	67.0	75.0	72.0	74.0	60.0
Motor vehicle theft	thousand	31.9	29.2	26.2	23.1	18.8
Households	%	1.2	1.1	1.0	0.9	0.7
Reported to police	%	91.0	n.p.	n.p.	94.0	n.p.
PERSONS (PERCENT), VICTIMS OF^c -						
Robbery	thousand	35.5	22.8	38.8	30.2	38.7
People 15+ years	%	0.7	0.4	0.7	0.6	0.7
Reported to police	%	38.0	38.0	41.0	31.0	38.0
Assault	thousand	200.7	257.5	189.7	241.4	196.8
People 15+ years	%	3.8	4.8	3.5	4.4	3.6
Reported to police	%	36.0	31.0	33.0	32.0	31.0

^a Relates to 12 months to April each year.

^b Figures for 2004-05 are from the National Crime & Safety Survey; all other years are from the NSW Crime & Safety Survey. The national survey uses a modified questionnaire. Figures for 2004-05 are not comparable to other years.

n.p. Not published.

Source: ABS, Crime & Safety Survey.

Table 5 Perceptions of crime in the neighbourhood

PERCEIVED PROBLEM ^{ab}	UNIT OF MEASURE	2003-04	2004-05 ^c	2005-06	2006-07	2007-08
No problem	%	51.9	29.9	53.1	53.5	54.9
Housebreaking/burglary/theft from home	%	26.9	31.9	23.2	22.5	20.6
Dangerous/noisy driving	%	27.8	38.3	28.8	27.4	25.1
Vandalism/graffiti/damage to property	%	24.7	26.4	26.6	25.9	25.9
Louts/youth gangs	%	20.6	17.5	21.9	21.0	20.1
Illegal drugs	%	14.4	11.3	14.1	14.0	13.5
Car theft	%	15.7	16.7	13.5	13.1	12.7
Drunkenness	%	16.0	15.5	18.8	19.0	19.5
Problems with neighbours/domestic problems	%	7.9	8.8	7.9	8.8	8.3
Other theft	%	10.0	10.1	9.0	9.3	7.5
Prowlers/loiterers	%	8.2	6.8	8.2	7.6	7.1
Other assault	%	5.7	4.2	5.3	5.6	5.6
Sexual assault	%	3.4	2.6	3.0	3.0	2.4
Other	%	2.3	1.1	1.3	1.1	0.8

^a Relates to 12 months to April each year.

^b Multiple responses were allowed in this category. Therefore the sum is greater than 100%.

^c Figures for 2002 and 2005 are from the national Crime & Safety Survey; all other years are from the NSW Crime & Safety Survey. Although the methodology and survey provider (ABS) are the same, the national survey includes additional questions the inclusion of which appear to have some influence on respondents.

Source: ABS, Crime & Safety Survey.

APPENDIX 1 PERFORMANCE TABLES continued

Table 6 Response to calls for assistance^r

	UNIT OF MEASURE	2004-05	2005-06	2006-07	2007-08	2008-09
Number of urgent duty calls (000)	number	86,318	85,793	109,007	109,147	126,172
Time taken to respond to 80%	minutes	10.7	11.0	12.4	11.9	12.4
Percentage responded to within 10 minutes	%	77.9	77.2	73.1	74.2	72.9
Number of non-urgent duty calls	number	851,401	875,815	867,047	902,867	900,245
Time taken to respond to 80%	minutes	53.0	59.0	63.0	69.0	74.0

^r Revised since last Annual Report.

Source: NSW Police Force, Computer Assisted Dispatch (PoilceCAD) System.

Table 7 Recorded crime^r

	UNIT OF MEASURE	2004-05	2005-06	2006-07	2007-08	2008-09
Assault – domestic violence related	number	25,869	26,287	27,320	25,819	25,712
Assault – non-domestic violence related	number	42,754	43,554	44,401	45,241	42,220
Break and enter – dwelling	number	53,109	51,321	49,738	47,835	45,518
Break and enter – non-dwelling	number	29,181	28,331	26,524	24,574	21,469
Malicious damage to property	number	99,982	106,055	111,016	109,303	107,209
Motor vehicle theft	number	31,537	29,106	27,574	26,221	23,076
Robbery	number	7,836	8,586	8,123	7,558	6,150
Sexual assault	number	4,378	4,061	4,247	4,348	4,204
Steal from motor vehicle	number	58,246	56,590	59,754	63,196	51,303
Stealing other than from motor vehicle	number	103,755	98,712	97,565	91,733	88,189
Total, major personal & property crime	number	456,647	452,603	456,262	445,828	415,050
Assaults in public	%	24%	24%	24%	25%	24%
Robberies in public	%	58%	58%	59%	60%	58%

^r Revised since last Annual Report.

Source: NSW Police Force, Computerised Operational Policing System (COPS).

Table 8 Recorded crime incidents with a legal action

	UNIT OF MEASURE	2004-05	2005-06	2006-07	2007-08	2008-09
Assault – domestic violence	%	51.3	55.4	57.5	57.7	60.8
Assault – non-domestic violence	%	28.0	28.2	28.7	28.8	29.3
Break and enter – dwelling	%	7.0	7.7	6.8	7.3	6.4
Break and enter – non-dwelling	%	8.0	8.2	8.5	7.9	7.1
Malicious damage	%	10.8	10.8	11.5	11.6	12.5
Motor vehicle theft	%	6.8	6.9	6.7	6.6	6.1
Robbery	%	16.9	19.0	20.1	21.0	23.2
Sexual assault	%	19.6	20.1	18.9	19.6	15.5
Stealing from motor vehicle	%	2.6	2.5	2.4	2.4	2.4
Stealing, other than from motor vehicle	%	12.6	12.4	13.1	13.7	15.2

Source: NSW Police Force, COPS.

Table 9 Traffic^r

CALENDAR YEAR	UNIT OF MEASURE	2004	2005	2006	2007	2008	6 MONTHS TO JUNE 2009
Fatal collisions	number	458	459	449	405	377	215
Injury collisions	number	20,582	20,041	20,297	20,475	19,230	9,660
Drivers charged with PCA	number	26,356	27,168	25,892	26,048	28,040	14,033
Drivers charged with exceeding speed limit	number	2,882	2,825	2,769	2,670	2,629	1,287
RBTs conducted	number	3,126,897	3,436,895	3,601,525	3,478,116	4,204,525	2,209,312
Traffic infringement notices issued	number	534,782	523,737	537,203	534,077	564,253	294,143

^r Revised since last Annual Report.

Source: NSW Police Force, COPS.

Table 10A Judicial Results^r

FINANCIAL YEAR	UNIT OF MEASURE	2004-05	2005-06	2006-07	2007-08	2008-09
OFFENDERS PROCEEDED AGAINST:						
ADULTS						
to court	number	128,376	122,499	126,402	128,957	131,317
diverted	number	4,938	4,660	4,730	9,552	14,368
infringement, not traffic	number	22,463	21,520	22,159	23,243	25,373
JUVENILES						
to court	number	10,363	10,948	11,512	12,598	12,727
diverted	number	13,765	13,630	14,524	15,491	15,812
infringement, not traffic	number	6,903	6,983	8,012	8,760	8,806
warning ^{a,b}	number	n.a.	n.a.	n.a.	n.a.	1,579

^a COPS changes were implemented in August 2008 to limit Recording of Warnings to legal actions taken under the Young Offenders Act 1997. Figures published in previous Annual Reports include informal cautions which are now treated as No formal action.

^b Data for 2008-09 relates only to the period August 2008 to June 2009.

^r Revised since last Annual Report.

n.a. Not available.

Source: NSW Police Force, COPS.

Table 10B Judicial Results

CALENDAR YEAR	UNIT OF MEASURE	2004	2005	2006	2007	2008
LOCAL COURTS, APPEARANCES FINALISED						
Persons charged (thous)	number	134,845	138,424	135,574	136,635	138,872
Guilty	%	87	87	87	87	87
CHILDREN'S COURTS^a, APPEARANCES FINALISED						
Persons charged	number	8,125	8,428	8,874	9,141	10,100
Proven	%	68	71	71	71	73
NSW HIGHER COURTS^c, TRIAL AND SENTENCES CASES FINALISED						
Persons charged	number	3,623	3,556	3,468	3,341	2,812
Guilty	%	80	81	84	83	84

^a Figures relate to calendar years.

^b Includes Break & Enter and Steal from inside a dwelling house.

^c Information is drawn from reports of failed prosecutions and may understate the actual costs awarded by courts.

Source: BOCSAR, NSW Criminal Courts Statistics.

APPENDIX 2 FREEDOM OF INFORMATION STATISTICS

Section A – Numbers of new FOI requests

FOI REQUEST	PERSONAL	OTHER	TOTAL
New (including transferred in)	5,735	1,209	6,944
Brought forward	451	214	665
TOTAL TO BE PROCESSED	6,186	1,423	7,609
Completed	5,772	1,292	7,064
Transferred out	0	0	0
Withdrawn	141	50	191
TOTAL PROCESSED	5,913	1,342	7,255
Unfinished	273	81	354

Section B – What happened to completed requests

	PERSONAL	OTHER
Granted in full	853	478
Granted in part	2,946	633
Refused/no trace	1,973	181
Deferred	0	0
Completed	5,772	1,292

Section C – Ministerial Certificate

Number issued during the period: 0
Ministerial Certificates issued: 0

Section D – Formal Consultation

Number of requests requiring consultations (issued): 14
Total number of formal consultations for the period: 15

Section E – Amendment of personal record

Number of requests for amendment of personal record processing during the period:

Agreed: 4
Refused: 15
Total: 19

Section F – Notation of personal record

Number of requests for notation of personal record processed during the period: 4

Section G – FOI requests granted in part or refused

Basis of disallowing access – Number of times each reason cited in relation to completed requests which were granted in part or refused.

BASIS OF DISALLOWING OR RESTRICTING ACCESS	PERSONAL	OTHER
Section 19 (applications, incomplete, wrongly directed)	1	0
Section 22 (deposit not paid)	1	5
Section 25 (1)(a1) (diversion of resources)	1	14
Section 25(1)(a) (exempt)	3,156	735
Section 25(1)(b),(c),(d) (otherwise available)	43	8
Section 28(1)(b) (documents not held)	1,678	42
Section 24(2) (deemed refused, over 21 days)	39	10
Section 31(4) (released to medical practitioner)	0	0
TOTALS	4,919	814

Section H – Costs and fees of requests processed

All completed requests: \$196,372

Section I – Number of FOI requests processed where discounts were allowed

TYPE OF DISCOUNT ALLOWED	PERSONAL	OTHER
Public interest	0	0
Financial hardship – pensioner/child	151	14
Financial hardship – non profit organisation	0	0
TOTALS	151	14

Section J – Number of completed requests by calendar days taken to process

ELAPSED TIME	PERSONAL	OTHER
0 - 21 days	4,173	668
22 - 35 days	110	35
Over 35 days	1,489	589
TOTALS	5,772	1,292

Section K – Processing time – number of completed requests by hours taken to process

PROCESSING HOURS	PERSONAL	OTHER
0 - 10 hours	5,732	1,273
11 - 20 hours	37	13
21 - 40 hours	2	4
Over 40 hours	1	2
TOTALS	5,772	1,292

APPENDIX 2 FREEDOM OF INFORMATION STATISTICS continued

Section L – Reviews and appeals – Number of reviews and appeals finalised during the period

Number of reviews finalised	199
Number of Ombudsman reviews finalised	19
Number of Administrative Decisions Tribunal reviews	31
TOTALS	249

BASIS OF INTERNAL REVIEW GROUNDS ON WHICH INTERNAL REVIEW WAS REQUESTED	PERSONAL		OTHER	
	UPHELD*	VARIED*	UPHELD*	VARIED*
Access refused	32	46	12	11
Deferred	0	0	0	0
Exempt matter	33	49	3	5
Amendment refused	6	2	0	0
Unreasonable charges	0	0	0	0
Charge unreasonably incurred	0	0	0	0
Withdrawn	0	0	0	0
TOTALS	71	97	15	16

Note: * Relates to whether or not the original determination was upheld or varied by the internal review.

Summary

The total number of FOI applications processed by the NSW Police Force in the financial year of 2008-09 was 7,255 compared with 6,223 applications in 2007-08 and 5,780 in 2006-07. Fees received in 2008-09 financial year concerning finalised applications totalled \$196,372 compared with the 2007-08 total of \$169, 827.80 and \$169,452 for the 2006-07 financial year.

Applications for personal documentation continued to outnumber applications for non-personal documentation by a substantial amount.

Requests for formal consultations during the 2008-09 financial year was 14 in comparison with 23 consultations during 2007-08 and 23 consultations in 2006-07. No Ministerial certificates were issued.

The NSW Police Force Freedom of Information Unit administers and fulfils the agency's obligations under the *Freedom of Information Act (NSW) 1989*. Documents are dealt with centrally by the unit which locates and evaluates documentation from all areas of the NSW Police Force.

The Freedom of Information Unit processes the large volume of FOI applications received by the NSW Police Force, which by far outnumber the applications received by any other NSW government agency, in a timely and professional manner.

Even though there is no specific heading for Statement of Affairs, this annual report contains information that is particularly relevant to the NSW Police Force structure and law enforcement functions and describes how the public may participate in the formulation of this agency's policies. Also, there is an extensive web site at www.police.nsw.gov.au which contains information free of any charge for any member of the public to access. Descriptions of the various kinds of documents that are usually held by this agency are included in the Summary of Affairs.

The following information summarises the standard procedures and functions, developments and statistical data of the FOI Unit for the financial year 2008- 09.

Freedom of information access arrangements

Freedom of information requests should be made on the appropriate form, accompanied by the appropriate fee, and provide adequate information to identify the requested documents. The FOI request form can be found on the NSW Police Force website www.police.nsw.gov.au.

In order for the FOI Unit to locate the requested document, the applicant should supply a detailed description of the document, or if unable to do so, a detailed description of the circumstances the applicant believes led to the creation of the document. Where personal documents are requested, please provide your full name, address and date of birth. Proof of identity is generally required before access is granted.

Fees and charges for requests to the NSW Police Force for freedom of information requests

NATURE OF THE APPLICATION	APPLICATION FEE	PROCESSING CHARGE
Access to records re: personal affairs	\$30	No charge for the first 20* hours, \$30 per hour after that.
All other requests	\$30	\$30 per hour
Internal review (all circumstances)	\$40	Nil
Amendment of records	Nil	Nil

* The 20 hour entitlement is not available to corporations. All charges are calculated to the nearest quarter hour. Charges are calculated according to the total time involved in all tasks.

A 50% reduction in fees and charges may be granted where the applicant:

- holds a (pensioner) Health Benefit Card or receives an equivalent or lower income
- is below 18 years of age
- as a non-profit organisation, can demonstrate financial hardship
- where the applicant seeks information that does not concern their personal affairs, but demonstrates it is in the public interest for the information to be made available.

The Freedom of Information Unit can help applicants prepare requests where doubt exists regarding the precise nature of the required document.

Requests for access to documents held by the NSW Police Force should be directed to:

The Coordinator
Freedom of Information Unit
NSW Police Force
Locked Bag 5102
PARRAMATTA NSW 2124

Or call the Freedom of Information Unit on (02) 9689 7122.

Application for review of determination

1. Internal review

Under section 34 of the *Freedom of Information Act (NSW) 1989*, if the applicant is aggrieved with the determinations (decisions) of the Freedom of Information Unit, the applicant can apply for an internal review of that determination.

By definition, a person is aggrieved if:

- an agency refuses to give the applicant access to a document; or
- access to a document is to be given to the applicant subject to deferral; or
- access to a copy of a document from which an exempt matter has been deleted is to be given to the applicant; or
- access to a document is to be given to the applicant subject to a charge for dealing with the application, or for giving access to a document, that the applicant considers to be unreasonable; or
- a charge for dealing with the application is payable by the applicant, being a charge that the applicant considers to have been unreasonably incurred; or
- an agency should have, and has not, taken such steps as are reasonably practicable to obtain the views of a third party as to whether or not the document is an exempt document (compulsory consultation); or
- an agency should have, and has taken such steps, but the determination is not in accordance with the views of the third party (compulsory consultation).

In relation to compulsory consultation applications, the third party that is consulted in the course of an application is considered an "aggrieved" person and therefore maintains rights to appeal a determination made in accordance with the application.

APPENDIX 2 FREEDOM OF INFORMATION STATISTICS continued

In order to apply for internal review of a determination, the applicant must apply in writing with the internal review application fee to the NSW Police Force FOI Unit, being the same agency that made the determination. This must be done within 28 days of the determination. If the determination has been posted, it is deemed to have been given on the fifth day after the letter was posted.

The fee for internal reviews is currently \$40 (\$20 if the applicant is entitled to a 50% reduction).

There is no right to an internal review of a determination regarding Minister's documents.

2. Investigation by the NSW Ombudsman

Once the applicant has received an internal review, if they are still dissatisfied with the determination, the applicant can apply for an investigation of the determination by the Ombudsman. Requests to the Ombudsman must be in writing; an application form is not required. Investigations by the Ombudsman are free.

Further information is available from the Office of the NSW Ombudsman on ph: (02) 9286 1000.

There is no right to an investigation by the Ombudsman of a Minister's determination under the *Freedom of Information Act* or in relation to the issue of a Ministerial certificate.

3. Appeal to the Administrative Decisions Tribunal

If the applicant is dissatisfied with a determination or by a Minister's determination after internal review or after review by the Ombudsman, the applicant can appeal to the Administrative Decisions Tribunal. Similarly to applying for internal review, "aggrieved" persons (as defined above) may appeal to the Administrative Decisions Tribunal.

Applications to the Administrative Decisions Tribunal must be made within 60 days after the determination or, if the applicant has sought an investigation by the Ombudsman, within 60 days after the result of the Ombudsman's investigation of the complaint was reported.

To find out more about the procedures relating to the Administrative Decisions Tribunal, the Tribunal can be contacted on ph: (02) 9223 4677 or online at: www.lawlink.nsw.gov.au/adt

Correction of personal information

The Freedom of Information Unit also attends to an individual's request for the amendment of NSW Police Force records. This can be done in the following circumstances:

- if the document contains information concerning the applicant's personal affairs;
- if the information is available for use by the agency, in connection with its administrative functions; and
- if the information is in the person's opinion incomplete, incorrect, out of date or misleading.
- An application to amend a document held by the NSW Police Force should be made on the appropriate form and specify:
 - such information as is reasonably necessary to enable the NSW Police Force to identify the document to which the applicant has been given access; and
 - the respects in which the applicant claims the information contained in the document is incomplete, incorrect, out of date or misleading; and
 - information as is necessary to complete NSW Police Force records or to bring them up to date; and
 - an address, so that notices may be sent to the person making the request.

There are no fees or charges for the processing of applications for amendment of NSW Police Force records.

APPENDIX 3

NSW POLICE FORCE STAFF

Summary of total strength details as at 30 June 2009

EMPLOYEE	2004-05	2005-06	2006-07	2007-08	2008-09
Police officers*	14,643	14,634	15,333	15,324	15,720
Administrative officers	3,706	3,809	3,814	3,837	3,770[#]
Ministerial officers	154	164	164	158	190
TOTAL	18,503	18,607	19,311	19,319	19,680[#]

* Includes officers on secondment to other public sector agencies

[#] Excludes 34 administrative officers at the Ministry for Police

Strength details (police officers) as at 30 June 2009

RANK	INTERNAL POLICE		EXTERNAL SECONDED EXTERNAL FUNDED		EXTERNAL SECONDED INTERNAL FUNDED		TOTAL	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
Executive officer*	20	19	0	0	0	0	20	19
Senior officer [#]	833	870	6	5	8	3	847	878
Snr Sgt & Sgt	2,803	2,800	16	14	7	4	2,826	2,818
Snr Cst & Cst & Prb Cst	11,566	11,944	58	54	7	7	11,631	12,005
TOTAL	15,222	15,633	80	73	22	14	15,324	15,720

* 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 2005		NO OF OFFICERS JUNE 2006		NO OF OFFICERS JUNE 2007		NO OF OFFICERS JUNE 2008		NO OF OFFICERS JUNE 2009	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Above 6	1	0	1	1	1	1	3	1	3	1
Level 6	3	0	2	0	2	0	1	0	0	0
Level 5	10	0	11	0	12	2	14	3	13	4
Level 4	6	0	6	3	5	3	3	2	4	2
Level 3	1	0	0	0	1	0	1	1	0	0
Level 2	1	0	1	0	0	2	0	2	0	2
Level 1	0	0	0	0	0	0	0	0	0	0
TOTAL	22	0	21	4	21	8	22	9	20	9

APPENDIX 3 NSW POLICE FORCE STAFF continued

Police separations 2008-09

RANK	RETIRE		DEATH		RESIGN		MEDICALLY UNFIT **		ANNULMENT OF APPOINTMENT		DISENGAGEMENT		DISMISSED		REMOVED - S181D†		TERMINATION OF CONTRACT		TRANSFER		VOLUNTARY REDUNDANCY		TOTAL		
	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	
Executive officers*	3	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	5	2
Senior officers#	7	5	1	0	4	1	39	48	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	52	54
Senior sergeant and sergeant	18	7	1	1	18	14	113	105	0	0	0	0	0	0	2	2	0	0	0	7	1	0	0	159	130
Constables (all)	13	3	6	8	270	226	223	197	0	0	0	0	4	10	21	18	0	0	13	7	0	0	0	550	469
TOTAL	41	16	8	9	292	241	375	351	0	0	0	0	4	10	24	20	2	0	20	8	0	0	0	766	655

* 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.

† Removal orders made under s181D 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 s181D 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 2008-09

CATEGORY	RETIRE		DEATH		RESIGN		MEDICALLY UNFIT		ANNULMENT OF APPOINTMENT		TERMINATION OF CONTRACT		DISMISSED		TEMPORARY		TRANSFER		SECONDMENT TO OTHER GOVERNMENT BODY		SECONDMENT ENDED		VOLUNTARY REDUNDANCY		TOTAL	
	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09	07-08	08-09
Clerical	25	14	5	1	139	121	7	9	0	1	3	4	1	3	21	18	30	23	0	1	0	0	83	30	315	224
Professional	7	5	0	0	28	16	0	3	0	0	10	3	0	0	18	3	2	8	1	0	2	0	4	11	70	51
Other	7	1	1	0	42	43	2	1	0	0	1	4	0	0	4	4	4	4	0	0	0	0	6	18	63	75
Ministerial	2	2	1	0	13	6	0	0	0	0	1	0	1	1	8	0	0	1	0	0	0	0	0	0	26	10
TOTAL	41	22	7	1	222	186	9	13	0	1	15	11	2	4	47	25	36	36	1	2	1	0	93	59	474	360 [^]

[^] The above separations exclude two administrative officers at the Ministry for Police.

APPENDIX 4 LEGISLATIVE CHANGES

The *Administrative Decisions Tribunal Amendment Act 2008* made a number of amendments to the *Administrative Decisions Tribunal Act 1997*. Most relevantly, section 8 was amended to clarify what is a “reviewable decision”. The amendment to section 53 allows an administrator and the applicant engaged in an internal review to agree on a period in which the administrator must notify the applicant in writing of the outcome of the internal review, as an alternative to the prescribed 21 days.

The *Crimes Amendment (Sexual Offences) Act 2008* amended the *Firearms Act 1996* in a manner which saw an expansion of offences of a sexual nature which disqualify firearms licence applicants and persons from being involved in firearms dealing businesses. Commenced on 10 December 2008.

The *Crimes (Criminal Organisations Control) Act 2009* created provision for the Supreme Court to impose control orders and interim control orders. Section 27 of the Act has an impact on firearms licences held by both individuals and firearms dealers. The licence authorising the possession or use of a firearm (within the meaning of the *Firearms Act 1996*) or carrying on business as a firearms dealer within the meaning of that Act is automatically suspended on an interim control order taking effect (see section 27(1)). Further, the individual or dealer’s firearms licence remains suspended until the interim control order is either confirmed or revoked (see section 27(2)). Where an interim control order is confirmed – the firearms licence is automatically revoked (see section 27(3)) and a person subject to an interim control order or a control order is prohibited from applying for a personal or dealer’s firearms licence (see section 27(4)). Commenced on 3 April 2009.

The *Crimes (Domestic & Personal Violence) Amendment Act 2008* amended the *Crimes (Domestic & Personal Violence) Act 2007* in a manner that provided the court with the power to restrict possession of prohibited weapons by a defendant (which was an extension of the restriction that previously existed exclusively in relation to firearms). Of significance was the amendment to section 72 which now allows an application for the revocation of a final apprehended violence order to be made, even where the order has expired. The impact of this amendment is such that applicants are able to exclude themselves from the 10 year prohibition on gaining a firearms licence (as prescribed by section 11(5) (c) of the *Firearms Act 1996*) by having their AVO revoked. Commenced on 10 December 2008.

The *Crimes (Domestic & Personal Violence) Amendment Act 2008* made a number of amendments to the *Firearms Act 1996* and the *Weapons Prohibition Act 1998*. These amendments made it clear that references to “apprehended violence orders” (AVOs) include references to an apprehended violence order under the repealed part 15A of the *Crimes Act 1900*. Further, amendment to the definition of an interim AVO ensures provisional orders are recognised as an interim apprehended violence order for the purposes of the *Firearms Act 1996* and the *Weapons Prohibition Act 1998*. As such they now fall within the scope of the automatic suspension provisions.

The *Firearms Amendment Act 2008* commenced on 1 October 2008 and made significant amendment to the *Firearms Act 1996* and the *Firearms Regulation 2006*. Key amendments:

Theatrical armourers: a definition of a “theatrical armourer” was inserted into section 4(1), while the definition of a “firearms dealer” was expanded to include a “theatrical armourer”. This means a theatrical armourer is issued with a firearms dealer licence instead of a theatrical armourer permit. The authority conferred on a “theatrical armourer” is prescribed by section 8(1) of the Act and clause 35A of the Regulation prescribes further authority and conditions.

Firearms manufactured before 1900: Section 6A was inserted and provides an exemption from needing to register or obtain a permit to acquire any firearm manufactured before 1900 that: (a) is not capable of discharging breech loaded metallic cartridges, or (b) the ammunition for which is determined by the Commissioner as not commercially available. Owners of such firearms still require a firearms licence or permit to possess the firearm. Section 6A of the Act should be read in conjunction with clause 116 of the Regulation.

Shooting on approved ranges and participation in training courses: Under section 6B(1)(a) of the Act, shooters are exempt from needing a licence or permit to possess or use a firearm (excluding prohibited firearms) while at an approved shooting range and under the direct supervision of a person who is authorised by a licence to possess and use a firearm of that kind. Similarly, under section 6B(1)(b) shooters are exempt from needing a licence or permit to possess or use a firearm (excluding prohibited firearms) while participating in an approved firearms safety training course and while under the direct supervision of an approved firearms instructor. These two exemptions are subject to the participant successfully completing a declaration prescribed by clause 110 of the Regulation.

Licence renewal applications: The mandatory 28 day waiting period for issuing a licence has been removed where the application is for the renewal of the licence under section 11(2A) of the Act. This includes category A or B licences that involve adding either of those licence categories to the previous licence.

Permit to acquire applications: The mandatory 28 day waiting period for issuing a permit to acquire does not apply in relation to an application for a second or subsequent firearm of the same kind pursuant to section 31A of the Act. In this case, a category A and category B licence will be taken to be the same licence category.

APPENDIX 4 LEGISLATIVE CHANGES continued

Use of mail by dealers: Section 52 of the Act provides licensed firearms dealers with an exemption from the general prohibition on sending (and receiving) firearms and firearm barrels via registered mail. Note this must be dealer to dealer only.

Arms fair participation: Clause 65(2) of the Regulation removed the need for prescribed arms fair participants (licensed firearms dealer, the holder of a firearms collector licence and an ammunition collector permit) to be authorised by a separate arms fair participant permit. Further, clause 65(2A) extends the authority of a firearms dealer licence to authorise the sale of any firearms, firearm parts or ammunition (to which the licence applies) while participating in the arms fair.

Historical re-enactment participation: Similar to the amendment relating to arms fair participation, clause 61 of the Regulation extends the authority of a historical re-enactment organiser's permit to authorise participation by licence holders without the need to obtain an additional historical re-enactment participant's permit. This provision does not extend to permit holders and it does not authorise possession or use of a prohibited firearm. Ministry have indicated that legislative amendment will occur, to authorise participation by licensed interstate residents.

Heirloom permits: A minor amendment to clause 50 of the Regulation to remove the current restriction as to the number of such permits which may be issued.

Penalty notice offences: The insertion of section 85A into the Act provides an authorised officer (a police officer, or any other member of the NSW Police Force authorised in writing by the Commissioner) the authority to serve a penalty notice on a person where an offence prescribed by the Regulation has been committed. Penalty notice offences are now prescribed by Schedule 1 of the Regulation.

Inspection of certain firearms: Currently where an inspection is required, a person is taken to having been served with a notice if it has been served on the secretary or captain, or other relevant officer holder of the licensee's club. Following amendment to clause 127 of the Regulation, notice must now be served on the individual club member.

The *Firearms Amendment (Miscellaneous) Regulation 2008* makes further amendments to compliment the *Firearms Amendment Act 2008*.

The *Firearms Amendment (Temporary Amnesty) Regulation 2009* was advertised in the *Government Gazette* on 20 February 2009 and amended the *Firearms Regulation 2006* by providing a three month amnesty, commencing on 1 March 2009 and concluding on 31 May 2009. The amnesty allowed people to register firearms, or surrender firearms, barrels and ammunition to police. Refer to sections 117 and 118 of the *Firearms Regulation 2006*.

The *Weapons Prohibition Amendment Regulation 2008* amended the *Weapons Prohibition Regulation 1999* by clarifying the circumstances in which holders of a licence under the *Security Industry Act 1997* are permitted to possess handcuffs and extendable batons.

The *Weapons Prohibition Amendment (Laser Pointers) Regulation 2009* commenced on 18 July 2008 and made various amendments to the *Weapons Prohibition Act 1998* and the *Weapons Prohibition Regulation 1999*.

Schedule 1 to the *Weapons Prohibition Act 1998* was amended to include laser pointers as a prohibited weapon. They were defined as a hand held, battery operated device with a power output of more than one milliwatt, designed or adapted to emit a laser beam for the purposes of aiming, targeting or pointing.

This complimented the amendments to the *Summary Offences Act 1998* and the *Law Enforcement (Powers & Responsibilities) Act 2002*, which created a series of new offences with regards to the possession of laser pointers in public places and the ability to search for such items.

The *Weapons Prohibition Amendment (Temporary Amnesty) Regulation 2009* was advertised in the *Government Gazette* on 20 February and amended the *Weapons Prohibition Regulation 1999* by providing a three month amnesty, commencing on 1 March 2009 and concluding on 31 May 2009. The amnesty allowed people to surrender imitation or replica firearms, silencers or firearm magazines to the police. Refer to clause 40A of the *Weapons Prohibition Regulation 1999*.

The *Rural Lands Protection Amendment Act 2008* commenced on 1 January 2009, and made a minor amendment to the *Firearms Act 1996*. In the table in section 12 the reference to the "Rural Lands Protection Boards" was replaced with "Livestock Health and Pest Authorities". This amendment failed to change the reference to Rural Lands Protection Board found in clause 32 of the *Firearms Regulation 2006*, which requires amendment at the next opportunity.

Other minor amendments were made to the *Firearms Act 1996* or the *Firearms Regulation 2006* by such instruments as the *Security Industry Amendment Act 2008*.

The *Liquor Act 2007* is an important legislative development for the NSW Police Force as it represents a major step towards curbing alcohol related violence and antisocial behaviour from alcohol abuse. The Act imposes restrictions on licensees in relation to the sale, supply, service and consumption of liquor to help ensure that the service of alcohol in the state is conducted responsibly, which assists police to provide for the protection of patrons, the public and their property.

Note: This list is not exhaustive, but reflects the diversity of legislation that affects the NSW Police Force.

APPENDIX 5

SIGNIFICANT JUDICIAL DECISIONS

***S v State of NSW* [2008] NSWSC 933**

Summary of facts: The duty of care owed by the NSW Police Force to its members in its capacity as an “employer” is well established. In this case Justice Harrison considered the scope and content of that duty (with specific reference to the duty owed to an undercover operative) and the question of breach of that duty. The plaintiff alleged a breach of care with regard to the systematic or procedural aspects of the State’s duty. Therefore, it was for the plaintiff to identify the system of work that should have existed in response to the risk of psychiatric injury.

Outcome: The plaintiff failed to establish or adequately identify the systems or procedures that the State *should* have put into place. Further, and perhaps most importantly, the plaintiff failed to adequately identify that such systems or procedures *would* have prevented the injuries suffered by the plaintiff. Justice Harrison maintained that it was clearly reasonably foreseeable that the class of plaintiff may suffer psychiatric injury; and that generally speaking, the question for determination in this case was whether there was a causal connection between injury and any established breach of duty on the part of the State. As a matter of evidence the onus rested with the plaintiff. Having regard to the question of a causal connection, Justice Harrison stated: “I am unable to discern how any breach by the defendant, as opposed to the unfortunate and inherent aspect of undercover work in the first place, led to the plaintiff’s psychiatric injury.”

***State of NSW v Tyszyk* [2008] NSWCA 107**

Summary of facts: The Court of Appeal in this case considered the important question of when do members of the NSW Police Force owe members of the public a duty of care. In this case the plaintiff was injured when a drainpipe fell from a building in severe weather. Two police were in attendance following a call reporting the dangling drainpipe. The plaintiff parked immediately adjacent to the building and alighted from his vehicle while, simultaneously the drainpipe fell and struck him. The plaintiff alleged the State, through the actions of the two police officers, had breached the duty of care it owed to the plaintiff. The plaintiff was successful in the District Court.

Outcome: Justice Giles and Justice Mason assumed, without deciding the issue, that the officers did owe the plaintiff a duty of care but same had not been breached. Justice Campbell held that no duty of care was owed by the police officers to the plaintiff in this case. Justice Campbell approached the issue by noting the following factors against the imposition of a duty of care:

- There was a broad width of people to whom a duty of care may be owed.
- The police officers did not engage in any positive act so as to assume a duty of care.
- The police officers did not have sufficient control of the situation.
- The plaintiff was not vulnerable.

***Kuru v State of NSW* [2008] HCA 26**

Summary of facts: The plaintiff commenced proceedings in the District Court alleging trespass, assault, wrongful arrest, false imprisonment and negligence after police responded to an urgent call to a domestic violence incident. When police arrived the front door was open and the argument had come to an end. They called out their presence and entered the unit. Two men were in the lounge room and the plaintiff emerged from another room. He gave the officers permission to look around the flat after they explained their presence. Police were concerned for the welfare of a woman who might have been involved and enquired about her location. The occupant then requested that the officers leave. Shortly afterwards a violent scuffle broke out between the occupant and police. The occupant was arrested and charged with a number of offences that were later dismissed at court.

Outcome: The plaintiff was successful at the District Court, which found that police had no legal authority to be on the premises at the time the struggle ensued. The Court of Appeal held that police had both statutory and common law justification for remaining on the premises despite permission to remain having been withdrawn. The plaintiff appealed to the High Court, which held that police were trespassers at the time. In this case, it was determined that police were not authorised to remain in the flat after they were asked to leave as they had already inspected the flat; and police were not invited to enter or remain by a victim of domestic violence.

The State argued that police were permitted to enter private dwellings to prevent or investigate an imminent breach of the peace. The High Court held that such power extended only to prevention of a breach of the peace and did not extend to investigative purposes. Simply put, by the time the police had arrived there was no ongoing breach of the peace and none was threatened.

APPENDIX 5 SIGNIFICANT JUDICIAL DECISIONS continued

Commissioner of Police, New South Wales Police Force v YK (GD)

Summary of facts: A complaint was made to police that a person had been sexually assaulted by YK when a child. Police investigated the matter. While there was insufficient evidence to charge YK, police released information to YK's employer, another government department, which was conducting a risk assessment in relation to YK's employment. YK sought an order from the Administrative Decisions Tribunal of NSW that by providing that information, the NSW Police Force was in breach of the *Privacy & Personal Information Protection Act 1998*. The Commissioner argued that in the circumstances, the NSW Police Force was exempt.

Outcome: The court initially found the release of information by police was a breach of privacy because it was not done pursuant to law enforcement functions. On appeal the court considered that an association with law enforcement was no longer the correct test and as long as police were not performing administrative or educative functions, they were not obliged to follow to principles outlines in the NSW privacy legislation.

Note: This list is not exhaustive, but reflects the diversity of legislation that affects the NSW Police Force.

APPENDIX 6 RESPONSES TO PERFORMANCE AUDIT

On 23 April 2008 the Audit Office of New South Wales furnished a report on working with hotels and clubs to reduce alcohol related crime

The report made a number of recommendations designed to improve how the NSW Police Force and the Office of Liquor, Gaming & Racing work with licensees to reduce alcohol related crime.

The recommendations included developing a standard approach to enforcing the liquor laws, delivering patron education campaigns, removing barriers to working with licensees, better guidance on how police should deal with breaches, and assist and support licensees on the responsible service of alcohol and better training for general duty police. These recommendations have been implemented, with the NSW Police Force working with the Office of Liquor, Gaming & Racing to develop state wide patron education campaigns by July 2010.

The Audit Office reviewed our management of injuries in 2008

The results of this performance audit were tabled in Parliament on 10 December 2008. The overall opinion of the Audit Office was that our current approach to injury management is appropriate; there are promising results in regard to more officers returning to work earlier than in the past and a reduction of our workers compensation premium. We have experienced a reduction in the number of claims and have achieved better performance than the rest of the public sector in achieving reductions for officers off work at 8, 12 and 26 weeks.

The Audit Office also raised issues for consideration. These included the high cost of injury, disincentives to return to work and high rates of medical discharge, which were attributed by the Audit Office to the death and disability scheme as an incentive to leave and 'top up' pay. The Audit Office found that post 1988 officers' medical discharge rate has increased by 300% since the introduction of the *Death & Disability Award*. The Audit Office also noted that future efforts to reduce cost and time lost may be difficult with the existence of these schemes. Five recommendations have been completed, with several others in progress and on track to be completed within the nominated timeframe. Some of the recommendations rely on collaboration with external agencies

APPENDIX 7 ASSUMED IDENTITIES

This reporting year 89 assumed identities were approved and 83 assumed identities were revoked

The *Law Enforcement & National Security (Assumed Identities) Act 1998* governs the acquisition and use of assumed identities by police and other law enforcement bodies in New South Wales. In accordance with the Act an annual audit of assumed identities was conducted in relation to NSW Police Force assumed identities for the 2008-09 reporting year. The general nature of duties performed using these assumed identities is physical and electronic surveillance, full and part time undercover duties and witness protection duties. The audit did not reveal any fraudulent or other criminal behaviour.

APPENDIX 8

SIGNIFICANT COMMITTEES & STATUTORY BODIES

BOARD/COMMITTEE NAME	NSW POLICE FORCE PARTICIPANT	POSITION ON COMMITTEE
Associate Degree of Policing Practice (ADPP) Board of Management	Ms Fran McPherson Assistant Commissioner Michael Corboy Chief Superintendent Greg Moore	Members
Audit Committee	Ms Carol Holley (independent) Commissioner of Police Andrew Scipione Ms Fran McPherson / Mr John Karaboulis Deputy Commissioner Dave Owens Deputy Commissioner Paul Carey	Chair Members
Australasian Institute of Police Management	Commissioner of Police Andrew Scipione	Member
Australia & New Zealand Policing Advisory Agency Crime Forum	Assistant Commissioner David Hudson	Member
Australian & New Zealand Policing Advisory Agency (ANZPAA)	Commissioner of Police Andrew Scipione	Member
Australian Crime Commission Board	Commissioner of Police Andrew Scipione	Member
Australian Crime Commission Strategic Direction Committee	Commissioner of Police Andrew Scipione	Member
Australian Crime Commissioners' Forum	Assistant Commissioner David Hudson	Participant
Australian High Tech Crime Centre (AHTCC) Strategic Advisory Group (renamed from the Australian High Tech Crime Centre)	Assistant Commissioner David Hudson	Member
Biometrics Institute Board	Assistant Commissioner Carlene York	Representative
Cabinet Standing Committee on Counter Terrorism	Deputy Commissioner Paul Carey	Member
Chief Executives Committee	Commissioner of Police Andrew Scipione	Member
Commissioner's Advisory Council on Cultural Responsive Policing (CCRP)	Commissioner of Police Andrew Scipione Deputy Commissioner Paul Carey	Members
Commissioner's Executive Team	Commissioner of Police Andrew Scipione Ms Fran McPherson / Mr John Karaboulis Deputy Commissioner Dave Owens Deputy Commissioner Paul Carey	Chair Members
Conference of the Commissioners of Police of Australia & the South West Pacific Region	Commissioner of Police Andrew Scipione	Member
Counter Terrorism Chief Executive Officers Meeting	Deputy Commissioner Paul Carey	Member
CourtLink Steering Committee	Assistant Commissioner Carlene York	Member
Crime Prevention Partnerships Steering Committee	Deputy Commissioner Dave Owens	Member
Crime Stoppers Board of Directors	Assistant Commissioner Bob Waites Mr Chris Beatson Mr Strath Gordon Senior Sergeant Christie Walters (state coordinator) Robyn Carr (secretariat)	Directors
Criminal Justice CEOs Forum	Deputy Commissioner Paul Carey	Commissioner's delegate
CrimTrac Board	Commissioner of Police Andrew Scipione Assistant Commissioner Carlene York	Members
Department of Premiers & Cabinet CEO Network	Commissioner of Police Andrew Scipione	Member
Digital Radio Program	Assistant Commissioner Bob Waites Chief Superintendent Brad Shepherd Chief Inspector David Meurant	Chair Members
DNA Advisory Committee	Assistant Commissioner Carlene York	Representative
Expert Advisory Group on Drugs & Alcohol	Commissioner of Police Andrew Scipione	Member
Government Agencies Road Safety Council	Chief Superintendent John Hartley	Member
Justice and Human Services CEOs Forum	Deputy Commissioner Dave Owens	Commissioner's delegate
Human Services Delivery in Regional & Rural Areas	Assistant Commissioner Stephen Bradshaw	Member
Illicit Drugs Monitoring Group	Assistant Commissioner David Hudson Detective Superintendent Greig Newbery	Member

APPENDIX 8 SIGNIFICANT COMMITTEES & STATUTORY BODIES continued

BOARD/COMMITTEE NAME	NSW POLICE FORCE PARTICIPANT	POSITION ON COMMITTEE
Investment Committee	Commissioner of Police Andrew Scipione Ms Fran McPherson / Mr John Karaboulis Deputy Commissioner Dave Owens Deputy Commissioner Paul Carey Mr Arthur Diakos Ms Julie Roberts Mr Terry Brown	Chair Member Member Member Advisor Advisor Advisor Secretariat
Joint Asian Crime Group – Joint Management Committee	Assistant Commissioner David Hudson	Participant
Joint Investigative Response Team CEO Meeting	Commissioner of Police Andrew Scipione	Member
Joint Investigative Response Team Senior Management Group	Assistant Commissioner David Hudson	Participant
Joint Investigative Response Team Statewide Management Group	Assistant Commissioner David Hudson Detective Superintendent John Kerlatec Detective Chief Inspector Linda Howlett	Participants
Justice Sector Information Exchange Coordinating Committee	Assistant Commissioner Carlene York	Representative
Law Enforcement & Public Safety Radio Communication Interoperability	Assistant Commissioner Bob Waites Chief Inspector David Meurant	Members
Law Enforcement & Security Radio Spectrum Committee	Assistant Commissioner Bob Waites Chief Inspector David Meurant	Chair Member
Law Week Board	Superintendent Anthony Trichter	Commissioner's delegate
Ministerial Council for Police & Emergency Management – Police Senior Officers Group	Commissioner Andrew Scipione	Member
National Coordinating Committee for Car Radio Communications	Assistant Commissioner Bob Waites	Member
National Counter Terrorism Committee	Deputy Commissioner Paul Carey	Member
National Counter Terrorism Committee	Deputy Commissioner Paul Carey	Liaison Member
National Counter Terrorism Committee Sub-Committee on Protective Security Working Group	Deputy Commissioner Paul Carey	Chair
National Crime Statistics Unit Board of Management	Commissioner of Police Andrew Scipione	Member
National Institute of Forensic Science Board	Assistant Commissioner Carlene York	Representative
National Road Safety Strategy Panel	Chief Superintendent John Hartley	Member
NSW Crime Commission Management Committee	Commissioner of Police Andrew Scipione	Member
NSW Sentencing Council	Assistant Commissioner Paul Carey	Member
NSW Treasury Managed Fund Advisory Board	Mr Arthur Diakos	Member
NSW Police Force & NSW Ombudsman's Joint Standing Committee	Commissioner of Police Andrew Scipione Assistant Commissioner Paul Carey	Members
PCYC Board	Assistant Commissioner Garry Dobson	Commissioner's representative to Board
Police Aboriginal Strategic Advisory Council	Commissioner of Police Andrew Scipione Assistant Commissioner Stephen Bradshaw Superintendent Adam Whyte Mr Peter Lalor	Chair Members
Police Promotions Steering Committee	Ms Fran McPherson Assistant Commissioner Peter Gallagher Assistant Commissioner Michael Corboy Superintendent Ian Ball Superintendent Peter Shinfield Sergeant Scott Weber Ms Julie Roberts Sergeant Scott Richardson	Chair Member Member Member Project Manager Member Member Project coordinator
Police Properties Steering Committee	Ms Fran McPherson / Mr John Karaboulis	Member

BOARD/COMMITTEE NAME	NSW POLICE FORCE PARTICIPANT	POSITION ON COMMITTEE
Recovered Assets Board	Deputy Commissioner Dave Owens Deputy Commissioner Paul Carey Assistant Commissioner David Hudson	Members
Reward Evaluation Advisory Committee	Assistant Commissioner Robert Waites (with four rotating commissioned officer members)	Chair
Roads & Traffic Advisory Council	Chief Superintendent John Hartley	Member
State Contracts Control Board	Ms Fran McPherson Mr John Karaboulis	Deputy Member Member
State Emergency Management Committee	Deputy Commissioner Dave Owens, State Emergency Operations Controller (SEOCON) Assistant Commissioner Cath Burn	SEOCON Representative
State Rescue Board	Deputy Commissioner Dave Owens Assistant Commissioner Cath Burn	SEOCON Representative
Tripartite Committee	Commissioner of Police Andrew Scipione Ms Fran McPherson Deputy Commissioner Dave Owens Deputy Commissioner Paul Carey Mr Les Tree, Ministry of Police Mr Peter Remfrey, Police Association Mr Bob Pritchard, Police Association	Chair Members
Victims Advisory Board	Detective Superintendent Geoff Beresford	Member
The Working Party on Promotions Recruitment Retention & Training	Deputy Commissioner Dave Owens Deputy Commissioner Paul Carey Ms Fran McPherson Assistant Commissioner Mark Jenkins Assistant Commissioner Mick Corboy Superintendent Peter Shinfield Superintendent Terence Jacobson	Members
The Working Party on Police Association Legal Costs	Mr Michael Antrum Mr Arthur Diakos	Members

There were no significant committees or statutory bodies established or abolished in 2008-09

Members of the NSW Police Force participate on many groups and panels to provide advice on policing issues and other internal committees.

NSW Police Force criteria for significance:

1. Boards or committees with either a member or the Commissioner's Executive Team (CET) a nominated delegate who holds the rank of assistant commissioner or above.
2. Is not just an internally focused committee.

Due to this new criteria of significance some committees have been listed that have not previously been published and others have been omitted.

Note: NSW Police Force underwent some changes this reporting year that saw significant movements within the senior executive. As such participant members have been shown as current at 30 June 2009. Establishments and disestablishments are shown for the reporting period.

APPENDIX 9 SENIOR EXECUTIVE SERVICE

There have been no performance incentives offered or paid to any senior executive officers this reporting year.



NAME **Andrew Phillip Scipione APM**
POSITION **Commissioner of Police**
SES LEVEL **8**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$399,238 per annum**

The following is a statement of performance for the Commissioner of Police.

Key achievements

1. Strategic oversight of effective crime, people and financial management across the NSW Police Force.
2. Continued success with crime reduction throughout the state. All five State Plan R1 categories achieved positive results, with only one area above targeted reductions in the reporting period. There has been a particular focus on alcohol related crime, malicious damage, fraud and sexual assault. Last reporting year's focus on robberies has seen significant results with the lowest level in three years and a reduction above 18%.
3. Continued to build, lead and develop a command team with clear strategic priorities across NSW Police Force.
4. Strategic oversight for the development and implementation of the COMPASS process which embeds enhanced accountability and support for operational, people and financial results.
5. Continued to drive ongoing improvements in customer service across the NSW Police Force.
6. Ongoing implementation of the NSW Police Force Corporate Plan 2008-12.
7. Continued to drive ongoing strategies for the reduction in alcohol related crime.
8. Strategic oversight of some significant events and emergencies including:
 - a. World Youth Day and associated events
 - b. NSW assistance with the Victorian bushfire emergency in February 2009
 - c. Mid North Coast floods in February and May 2009
 - d. response in support of NSW Health regarding the swine influenza emergency.
9. Continue to lead and support ongoing improvement to the NSW Police Force response to domestic & family violence related crime and to further commit to working with stakeholders to obtain better outcomes for victims of domestic violence and their families.

SIGNED: The Hon Michael Daley MP, Minister for Police



NAME **David John OWENS APM**
POSITION **Deputy Commissioner, Field Operations**
SES LEVEL **7 (1 December 2007 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$316,869 per annum**

The following is a statement of performance for Deputy Commissioner Owens.

Key achievements

1. As the operational commander for Operation Angelus (the NSW Police Force commitment to World Youth Day 2008), oversaw planning and preparations for the multitude of events.
2. Oversaw the roll out of Taser to all 80 local area commands and the training of 1,149 sergeants and inspector.
3. Oversaw the Incident Command & Control System (ICCS) Course for Commissioned Officers.
4. Effectively managed the Field Operations Command, which included the six NSW Police Force Regions (80 local area commands), the Major Events & Incident Group, Traffic Services, the Policy & Programs Unit and World Youth Day 2008 Command.
5. Oversaw the successful establishment of the Alcohol & Licensing Enforcement Command;
6. Oversaw management of the Mental Health Intervention Team (MHIT), and successfully negotiated the withdrawal of police from interhospital transportation of mental health patients between hospitals. This resulted in a more humane treatment process for people suffering mental illness and reduced the associated risks for both police officers and patients.
7. Oversaw the establishment of the NSW Police Force Emergency Management Unit to improve our corporate capability in emergency response and business continuity.
8. As State Emergency Operations Controller (SECON), coordinated our state's whole of government support/response to:
 - a. formal recovery arrangements and review of the State Emergency & Rescue Management Act 1989.
 - b. the Victorian bushfire emergency in February 2009 in partnership with NSW Rural Fire Service
 - c. Mid North Coast floods in February and May 2009 in partnership with State Emergency Services.
 - d. swine influenza emergency in support of NSW Health.

SIGNED: A P Scipione APM, Commissioner of Police



NAME **Naguib (Nick) KALDAS APM**
POSITION **Deputy Commissioner, Specialist Operations**
SES LEVEL **7 (1 March 2008 - 28 February 2009)**
POSITION **On secondment (leave without pay) to the United Nations (2 March 2009 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$316,869 per annum**

The following is a statement of performance for Deputy Commissioner Kaldas. Deputy Commissioner Kaldas has been seconded to the United Nations for a period of this reporting year. Assistant Commissioner Paul Carey APM has been acting as Deputy Commissioner Specialist Operations in his absence.

Key achievements

1. As the NSW Police Force representative on the National Counter Terrorism Committee and the Cabinet Committee on Counter Terrorism, contributed to driving counter terrorism strategies and legislation at a national level.
2. Oversaw the establishment of and chaired the Prosecutors Advisory Board to enhance the status and credentials of NSW Police Prosecutors through its functions and strategies
3. Oversaw the realignment of the State Crime Command into two functional directorates of serious crime and organised crime.
4. Led the finalisation of a complete staffing restructure of the Business & Technology Services Command
5. Oversaw a review of the technology environment in the NSW Police Force to ensure that operational needs are optimally supported.
6. As the NSW Police Force Corporate Spokesperson for cultural diversity, contributed to embedding the corporate strategy of fostering cultural diversity within NSW Police Force to reflect the diversity of our community.

SIGNED: A P Scipione APM, Commissioner of Police



NAME **Paul Anthony CAREY APM**
POSITION **Acting Deputy Commissioner Specialist Operations**
SES LEVEL **7 (1 March 2009 - present)**
TEMPORARILY APPOINTED TO THE POSITION **1 March 2009**
POSITION **Commander, Professional Standards Command**
SES LEVEL **5 (3 March 2008 - 28 February 2009)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$292,051 per annum**

The following is a statement of performance for A/Deputy Commissioner Carey.

Key achievements:

1. As the NSW Police Force Corporate Spokesperson for Professional Standards, initiated a *Code of Conduct & Ethics* Review Project to ensure that ethics is captured in all policing policies and activities.
2. Oversaw decommissioning of the Wagga Wagga VKG Communications Centre and the effective integration of communication channels into alternative VKG Centres
3. Coordinated and delivered the NSW Police Force response to the NSW Parliamentary Joint Committee Inquiry into early intervention systems.
4. Initiated creation of a Criminal Organisation Unit within the State Crime Command to manage applications for control orders against criminal organisations and gangs under the *Crimes (Criminal Organisation Control) Act 2009*.
5. Finalised a structural realignment of the Professional Standards Command to improve functionality as well as support to operational Commands.
6. Oversaw the implementation of Strike Force Raptor; a dedicated squad targeting the activities of outlaw motorcycle gangs (OMCGs).
7. Continues to develop and promote products and services that help strengthen the professional conduct standards of the NSW Police Force.

SIGNED: A P Scipione APM, Commissioner of Police

APPENDIX 9 SENIOR EXECUTIVE SERVICE continued



NAME **Frances Mary McPHERSON, PSM**
POSITION **Executive Director, Corporate Services**
SES LEVEL **7 (19 September 2005 - 2 November 2008)**
ON SECONDMENT **to Department of Premier & Cabinet (3 Nov 2008 - 30 June 2009)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$316,869 per annum**

The following is a statement of performance for Ms McPherson.

Ms McPherson has been seconded to the Office of Premier & Cabinet for a period of this reporting year. Mr John Karaboulis has been acting as Executive Director Corporate Services in her absence.

Key achievements

1. Led the implementation of changes, following the review of Education Services (Operation Viente), including the improvement of service delivery focus of education and training to NSW Police Force staff.
2. Continued to develop strategies to achieve further global savings.
3. Provided strategic advice to the Commissioner of Police and executive team in regard to future requirements and opportunities for more efficient corporate service functions.
4. Oversaw the implementation of the COMPASS management review process for the NSW Police Force.
5. Oversaw the implementation and recruitment for workplace equity officers.
6. Monitored the development of reality television programs for airing on commercial television portraying members of the NSW Police Force in action.
7. Planned and supported the development of the Police Leadership Centre while also establishing and sitting as a member on Board of Management. The Centre provides professional development, education and training for Superintendents and above.
8. Oversaw the operation of NSW Police Force Corporate Services during secondment to Department of Premier & Cabinet.

SIGNED: A P Scipione APM, Commissioner of Police



NAME **John KARABOULIS**
POSITION **Acting Executive Director, Corporate Services**
SES LEVEL **7 (3 November 2008 - 30 June 2009)**
TEMPORARILY APPOINTED TO THE POSITION **3 November 2008**
POSITION **Director Commercial & Investment Services**
SES LEVEL **5 (23 January 2006 - 2 November 2008)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$292,051 per annum**

The following is a statement of performance for Mr Karaboulis.

Key achievements

1. Oversaw the development and implementation of budget saving strategies, including the implementation of procurement and contract strategies with the aim of continuing efficiencies, improvements and achieving global savings targets.
2. Oversaw the implementation of the NSW Police Force Leadership centre at Richmond and the establishment of the Hurstville Training facility.
3. Oversaw the design, construction and opening of new police stations at The Rocks, Dubbo, Orange and Wagga Wagga; the design and commencement of construction of new police stations at Kempsey, Lake Illawarra, Granville and Windsor; and major upgrades at Mt Druitt Police Station and Port Kembla Marine Area Command.
4. Oversaw the development of the Total Asset Management Plan and delivery of the NSW Police Force Capital Works Program with a value of \$130 million.
5. Oversaw the procurement, design and construction of the Virtual Weapons Training Simulator at the Police College, Goulburn.
6. Oversaw award negotiations with the Police Association of NSW in relation to wage increases, savings and associated reforms since November 2008.
7. Oversaw the strategic budgetary and financial management of the NSW Police Force since November 2008.
8. Oversaw the operation of the Security Industry Registry to facilitate the implementation of amendments to the *Security Industry Act* and *Regulation* changes that affected all security license holders.

SIGNED: A P Scipione APM, Commissioner of Police



NAME **Stephen BRADSHAW APM**
POSITION **Region Commander, Western Region**
SES LEVEL **5 (18 July 2005 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements

1. Provided effective crime, people and financial management in the Western Region.
2. As Corporate Spokesperson for rural crime, represented the NSW Police Force on the Pastoral & Agricultural Crime Working Party, ensuring rural crime is addressed by government and non-government agencies.
3. As corporate spokesperson for Aboriginal Issues, collaborated with the NSW Aboriginal Lands Council in the reward program *We're Watching You*, focusing on reducing Aboriginal child sexual exploitation.
4. Extend IPROWD program across the region, increasing the pool of Aboriginal applicants to the NSW Police Force.
5. Continued the focus on Cross Border Justice Project by gaining the support of Queensland police executive to implement legislation that will reduce crime by streamlining investigations of summary matters in border locations.
6. Oversaw of Operation Mountaineer to maintain public order at Mt Panorama during the Bathurst car races.
7. Trialled the introduction of LiDAR speed detection equipment at isolated stations to increase visibility of traffic enforcement.

SIGNED: D Owens APM, Deputy Commissioner Field Operations



NAME **Terence BROWN**
POSITION **Acting Director, Investment & Commercial Services**
SES LEVEL **5 (3 November 2008 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$211,456 per annum**

Mr Brown has been temporarily appointed as Director, Investment & Commercial Services while Mr John Karaboulis was temporarily appointed as Executive Director Corporate Services for a period of this reporting year. The following is a statement of performance for Mr Brown.

Key achievements

1. Led the continued implementation of Fleet Management Services' contract for fit and strip of NSW Police Force vehicles to deliver a more efficient service.
2. Led the continued development and implementation of a commercial strategy for the NSW Police Force Radio Communication Tower portfolio.
3. Led the design, construction and opening of new police stations at The Rocks, Wagga Wagga, Dubbo, Lismore and Orange police stations; and the design and commencement of construction on new police stations at Windsor, Granville, Lake Illawarra and Kempsey; and major upgrades at Mt Druitt Police Station and Port Kembla Marine Area Command.
4. Managed the development and delivery of the NSW Police Force Capital Works program with a value of \$130 Million.
5. Led the development of the 2009-10 to 2018-19 Total Asset Management Plan.
6. Led the procurement, design and construction of the Virtual Weapons Training Simulator at the Police College, Goulburn.
7. Led the relocation strategy for NSW Police Force facilities and business units located at Zetland, to facilitate the proposed Green Square town centre development.

SIGNED: J Karaboulis, Acting Executive Director Corporate Services

APPENDIX 9 SENIOR EXECUTIVE SERVICE continued



NAME **Catherine Judith BURN APM**
POSITION **Region Commander, Central Metropolitan Region**
SES LEVEL **5 (3 December 2007 - 30 June 2009)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements

1. Provided effective crime, people and financial management in the Central Region.
2. Implemented a Central Metropolitan Region Strategic Plan with a focus on event management, traffic management, alcohol related crime, improved training (eg. licensing legislation), and strategic staffing (ie. deploy police throughout the region based on hot spots). Revisited the Strategic Plan for 2009-10 and included an emphasis on youth crime, repeat offenders and injury management.
3. Oversaw a number of operations within the region aimed at reducing crime and fear of crime, including Operation Simmer and Swift as well as a number of major drug operations. Enhanced the response of the Region Enforcement Squads and the Commuter Crime Units.
4. Oversaw strategic changes to the Youth Command and represented the NSW Police Force at the PCYC Annual State conference.
5. Focused on leadership development for the commanders in the region including performance management, media training, industrial / PANSW workshops, incident command control scenarios, and rotation of event management responsibility. Also implemented a region leadership program for inspectors, sergeants and unsworn equivalent.
6. Relieved as Deputy Commissioner, Field Operations twice this reporting year, including all SEOCON responsibilities.
7. As corporate spokesperson for Emergency Management and represent the NSW Police Force on the State Emergency Management Committee and State Rescue Board. Involved with several emergency events including swine flu, floods in Northern NSW, Mumbai repatriation, bushfire response in Victoria, activation of the SEOC and activation of the Public Information and Inquiry Centre. Completed the Senior Executive Program at Mt Macedon.
8. As the corporate spokesperson for Customer Service, developed and launched a *Customer Service Charter, Guidelines* and new policy. Integrated customer service into training and education, performance management and public affairs, and greatly enhanced customer service throughout the organisation. Achieved accreditation for the Complaint Management System via *International Customer Service Standards ASO ISO 10002-2006*.
9. As the representative on the NCTC Unified Policing Model (policing at airports) working party, finalised and updated the Memorandum of Understanding and Letter of Exchange between the AFP, Airport Uniform Police and Botany Bay LAC.

SIGNED: D Owens APM, Deputy Commissioner Field Operations



NAME: **Denis John CLIFFORD APM**
POSITION **Commander, North West Metropolitan Region**
SES LEVEL **5 (1 January 2006 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements

1. Provided effective crime, people and financial management in the North West Region.
2. As the Field Operations representative on the Operational Policing Program Board of Governance and Chair of the Senior User Group, contributed to the governance of the program and development of the Business Case for COPS Modernisation Project.
3. As a member of the Investment Advisory Committee, represented Field Operations and contributed to the prioritisation of major capital projects for NSW Police Force.
4. As chair of both the Northern and Western Sydney Emergency Management District Committees and the District Rescue Committees, oversaw emergency management planning, response and coordination of other government and support agencies and the management of rescue training and response within the Districts.
5. As Corporate Spokesperson for Bush Fires, Vulnerable Communities, and for the *Sporting Venue (Offenders' Banning Orders) Bill 2005*, provided executive level response to issues arising relative to these portfolios.
6. As chair of the Disability Advisory Council, oversaw the introduction of a number of strategies to engage members of the community in relation to disability issues.
7. Oversaw the implementation of the project *Securing our diversity: Policing a complex environment*. This was a leadership development initiative to enhance the professional development of our superintendents.
8. As chair of the CAD verification working party, introduced contemporary procedures for negotiating first response agreements, which define the minimum mobile response to calls for assistance.
9. As chair of the General Duty Position Allocation Working Party, continued to provide advice in relation to future allocation of increased authorised positions in local area commands.
10. As co-sponsor of the Penrith/St Mary's Family Violence Case Management Pilot Program, contributed to implementation of the project to reduce domestic and family violence in the target area.

SIGNED: D Owens APM, Deputy Commissioner Field Operations



NAME **Michael John CORBOY APM**
POSITION **Commander, Education & Training Command**
SES LEVEL **5 (3 March 2008 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements

1. Managed the commissioning of the NSW Police Force Leadership Centre at Richmond.
2. Managed the commissioning of the Hurstville Training Facility.
3. Managed the completion and implementation of the command restructure.
4. Managed the implementation of a command strategic plan and related business planning.
5. Improved community engagement through the Police Recruits Program and 25th anniversary of the Goulburn Police College.
6. Oversaw the compilation of a statewide costed course training calendar.
7. Oversaw improvements to the operational safety training platform and established the Operational Skills Command with new premises at Wetherill Park.
8. Managed the roll out of exigent operational safety equipment training eg. Taser.
9. Exceed key business plan expenditure targets, and streamlined police recruitment processes and supporting technology and systems.

SIGNED: John Karaboulis, Acting Executive Director Corporate Services



NAME **Peter Edward DEIN APM**
POSITION **Commander, Counter Terrorism & Special Tactics**
SES LEVEL **5 (3 March 2008 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements

1. Provided effective management of the Counter Terrorism & Special Tactics Command in line with corporate directions, including financial management.
2. Represented the NSW Police Force on the National Counter Terrorism Investigative Support Coordination Capability Sub Committee.
3. Developed strong community links through the Counter Terrorism Business Liaison Unit, Community Contact Unit and Protection Programs Unit, to ensure the provision of counter terrorism services including security for places of mass gatherings, critical infrastructure and national icons.
4. Established a professional lecture series on counter terrorism that focuses on long term challenges and trends in counter terrorism.
5. Established the amalgamated counter terrorism investigative efforts in New South Wales, with the merger of Australian Federal Police, Crime Commission, ASIO and the NSW Police Force Counter Terrorism investigative and intelligence teams.
6. Graduated from the Leadership in Counter Terrorism Pacific Program, sponsored by the Australian Federal Police, US Federal Bureau of Investigation and the Australian Institute of Police Management.
7. As the corporate spokesperson for Counter Terrorism, contributed to the 3rd Annual CT Summit in Melbourne in November 2008; the Centre for Excellence in Policing & Security conference in Sydney in March 2009; and the Management of Serious Crime Program in Canberra in September 2008.

SIGNED: P CAREY APM, Acting Deputy Commissioner Specialist Operations

APPENDIX 9 SENIOR EXECUTIVE SERVICE continued



NAME **Arthur DIAKOS**
POSITION **Chief Financial Officer and Director Financial Services & Audit**
SES LEVEL **5 (11 September 2006 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$270,661 per annum**

The following is a statement of performance for Mr Diakos.

Key Achievements

1. Provided effective and strategically focused financial and budgetary management advice and reporting.
2. Established strategic internal audit function and risk based corporate internal audit program.
3. Provided advice on financial and scheme structural options and strategies to support the effective operation of the Police Death & Disability Scheme, including negotiation and delivery of new insurance policy resulting in significant reduction to annual premium costs.
4. Further refined corporate financial and budgetary policies, systems and procedures, including improved corporate financial and budgetary reporting and allocation framework.
5. Established system based executive management reporting system, facilitating effective key performance indicator based financial and resource monitoring and reporting.
6. Directed the preparation and submission of the NSW Police Force statutory accounts.
7. Participated in the development of budget savings strategies, including salary award related matters and provided effective monitoring and reporting against established targets.
8. Continued to participate in the development and delivery of corporate services efficiency review projects.
9. Ensured continued reduction in transaction processing costs whilst improving centralised transaction processing services.

SIGNED: J Karaboulis, Acting Executive Director Corporate Services



NAME **Kathryn Ann FREYTAG**
POSITION **Acting Director Corporate Human Resources (8 February 2009 - 3 July 2009)**
SES LEVEL **5**
POSITION **General Manager Human Resource Strategy**
SES LEVEL **4 (21 July 2008 - 7 February 2009)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$233,863**

Ms Freytag has been temporarily appointed as Director Corporate Human Resources while Assistant Commissioner Peter Gallagher was seconded to the Australian Institute of Police Management for a period of this reporting year. The following is a statement of performance for Ms Freytag.

Key achievements

1. Oversaw the development and approval of Department of Premier & Cabinet for bargaining parameters for a new Police Officer Award in compliance with the NSW Public Sector Wages Policy.
2. Lead the 2009 Award negotiations for the Commissioner of Police with the Police Association of NSW in relation to wage increases, savings and associated reforms.
3. Coordinated the above Award matter in relation to proceedings in the NSW Industrial Relations Commission.
4. Oversaw the implementation of strategies to achieve required savings arising from government efficiency dividends and wage increases above 2.5% for administrative staff.
5. Oversaw the development and implementation of the NSW Police Force response to the independent review of sexual harassment in the Force. This included the development of strengthened workplace equity resolution procedures and the roll out of mandatory online training on harassment, discrimination and bullying for all employees. As of 30 June 2009, 53% of all employees had completed the training. This is on track for the deadline for completion of 30 October 2009.
6. Oversaw the introduction and promotion of the *Aboriginal Employment Strategy 2009-12*.
7. Oversaw the streamlining of human resource reporting for the purposes of COMPASS.
8. Provided strategic advice to the Commissioner's Executive Team on industrial relations, workforce planning and attrition, the promotion system, and human resource process improvements.
9. Oversaw the improved processes and better guidance on police senior executive service human resource matters.

SIGNED: J Karaboulis, Acting Executive Director Corporate Services



NAME **Assistant Commissioner Peter GALLAGHER APM**
POSITION **Visiting Fellow of the Australian Institute of Police Management (14 May 2009 - present)**
Director Corporate Human Resources (3 March 2008 - 13 May 2009)
SES LEVEL **5**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

Assistant Commissioner Peter Gallagher was seconded to the Australian Institute of Police Management for a period of this reporting year. The following is a statement of performance for Assistant Commissioner Gallagher.

Key achievements

1. Oversaw the restructure of the Corporate Human Resources with the structuring of discrete but interdependent units, each with specific roles and responsibilities.
2. Oversaw the transfer of all Corporate Human Resources staff to Police Headquarters in Parramatta so that each unit could work in proximity to and in conjunction with other HR unit and therefore provide better coordinated services.
3. Oversaw the continued refinement of NSW Police Force governance in the areas of leave management, injury management, sick leave management, human resource (SAP) information, welfare management, deployment management, secondary employment, performance management, command culture, training and deployment, and the review of each local area command within in the state in these key areas.
4. Oversaw the creation of human resource databases to better inform the executive in respect of governance within each command, specifically focused on but not limited to police absence trends and resource availability.
5. Oversaw the creation of new human resource reporting to the executive with the introduction of 'traffic light' warning indicators in respect of HR matters.
6. Oversaw the introduction of disengagement intervention actions, specifically targeting those officers seeking to resign from the NSW Police Force with the dual purpose of preventing the loss of policing expertise and reducing the overall percentage of those disengaging.
7. Oversaw the enhancement of human resource governance within the Corporate Human Resource Command itself.
8. Oversaw the continued refinement of the Police Promotions System and the Career Management System, and the interaction between the two.

SIGNED: J Karaboulis, Acting Executive Director Corporate Services



NAME **David William HUDSON APM**
POSITION **Commander, State Crime Command**
SES LEVEL **5 (3 March 2008 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements:

1. Delivered regular strategic assessments on crime, particularly serious and organised crime including the revision of the business rules, squad charters and review of intelligence practices to reflect contemporary law enforcement strategies under the NSW Government State Plan.
2. Completed the realignment of the State Crime Command with the repositioning of 12 squads under two directorates.
3. Provided leadership for the restructure of the Child Protection & Sex Crimes Squad into two separate squads (Sex Crimes Squad and the Joint Investigation Response Squad) including the establishment of the JIR Referral Unit.
4. Improving State Crime Command capabilities to respond to organised crime by establishing the Organised Crime (Targeting) Squad at the NSW Crime Commission and establishing the Criminal Organisation Unit within the Gangs Squad.
5. Contributed to the leadership and development of detectives in recruitment, retention and training through Chairmanship of the Detectives' Board.
6. Promoted and supported multi-jurisdictional committees and forums, working collaboratively with other law enforcement agencies to develop and promote best practice in criminal investigation, including the negotiated amendments to the NSW Crime Commission Directions and Guidelines and the facilitation of a memorandum of understanding between the NSW Police Force and the Australian Taxation Office.
7. Facilitated and oversighted the conduct of the Australasian Police and Emergency Services Games as Chairman of the Police Council of Sport.

SIGNED: P CAREY APM, Acting Deputy Commissioner Specialist Operations

APPENDIX 9 SENIOR EXECUTIVE SERVICE continued



NAME **Acting Assistant Commissioner Jeffrey Loy APM**
POSITION **Acting Commander, Professional Standards Command**
SES LEVEL **5 (1 March 2009 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$211,456 per annum**

Detective Chief Superintendent Jeffrey Loy APM was temporarily appointed as Assistant Commissioner Professional Standards while Assistant Commissioner Paul Carey relieved as Deputy Commissioner Specialist Operations. The following is a statement of performance for Assistant Commissioner Loy.

Key achievements:

1. Oversighted the implementation of the structural realignment of the Professional Standards Command, which saw the development of the Field Services Directorate to provide an emphasis on front line support.
2. Conducted joint operations with the Police Integrity Commission targeting serious criminal activity by NSW Police Force Officers.
3. Continued to develop and review policy to help strengthen the professional conduct of NSW police.
4. Maintained strong lines of communication between the Professional Standards Command and oversight agencies, including the Police Integrity Commission and the Office of the NSW Ombudsman.
5. Chaired the Internal Review Panel to ensure recommendations of disciplinary action uphold corporate expectations and industrial fairness.
6. Achieved CET endorsement to develop, implement and review key professional standard projects including: detrimental action review, procedural fairness/natural justice, Early Intervention System (EIS) and Ethical Health Strategy (EHS).
7. Oversaw the relocation of the Professional Standards Command into new premises at Redfern.

SIGNED: P CAREY APM, Deputy Commissioner Specialist Operations



NAME **Carmine (Frank) MENNILLI APM**
POSITION **Commander, South West Metropolitan Region**
SES LEVEL **5 (3 March 2008 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements

1. Provided effective crime, people and financial management in the South West Metropolitan Region.
2. Continued to drive down crime in accordance with State Plan objectives.
3. Coordinated and developed improved strategic planning and financial management within the South West Metropolitan Region.
4. Oversaw planning and operational management of public order incidents and co-ordination of a whole of government approach, including:-
 - a. Operation Belgenny to address community tension surrounding the proposal to build a mosque in the Camden area.
 - b. Operation Tinaroo in the Campbelltown area to address issues of policing, housing, lighting, and roadways.
5. Contributed to the administration and planning of Operation Avert, statewide operations targeting outstanding arrest warrants and breach of bail offences.
6. Effectively planned the policing response, public order management and emergency management of the V8 Supercar events planned for 4-6 December 2009 at Sydney Olympic Park.
7. Effectively planned the management and coordination of Operation Vision. These four operations were a coordinated approach between the NSW Police Force and RailCorp in reducing crime in and around the rail transport network.
8. Continually addressing crime and related issues involving outlaw motor cycle groups in South West Metropolitan Region.
9. As the corporate spokesperson for Custody & Corrections, contributed to working with other government agencies to provide a better service for the community of NSW. This included:
 - a. NSW Police Force representative at the recent parliamentary inquiry into the privatisation of prisons and transport related services,
 - b. representative on the Audio Video Link Steering committee with Attorney General's Department and Chief Magistrate's Office;
 - c. member of Criminal Justice CEO's working group examining the reasons for the increase in the juveniles remand population.

SIGNED: D Owens APM, Deputy Commissioner Field Operations



NAME **Mark John MURDOCH APM**
POSITION **Commander, Southern Region**
SES LEVEL **5 (1 January 2009 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

The following is a statement of performance for Assistant Commissioner Murdoch. He was appointed to this position following the retirement of Assistant Commissioner Bob May on 31 December 2008.

Key achievements

1. Crime across the region continued to decrease or remain stable across all major categories.
2. Provided effective financial management and control of the Southern Region budget.
3. Fostered a better understanding of the communities within the region by embarking on a schedule of station visits, including rural and remote communities, to understand the varied needs of each.
4. Promoted the vision of *Building for the future: A safe and secure Southern Region*, which is underpinned by the philosophy of 'One region' where our eleven local area commands have a collective rather than an individual focus on crime reduction across the region.
5. As the corporate spokesperson for Domestic & Family Violence, contributed to the development by NSW Police Force of a corporate D & FV Risk Assessment tool.
6. As the chair of the Uniform Standards Committee, contributed to the continued upgrading of uniform and equipment issued to both sworn and unsworn members of the NSW Police Force.
7. As the NSW Police Force representative on the Royal Humane Society of NSW, was party to the staging of the first investiture to be held by the Society outside the Sydney metropolitan area since its inception on the 25 July 1877.
8. As deputy chair of the Commissioner's Awards Assessment Committee contributed to the maintenance of a transparent and robust assessment criteria for recognising outstanding acts courage and exemplary service by sworn members of the NSW Police Force.
9. As the district emergency operations controller for the Illawarra, Monaro, Murray, Riverina and Southern Highlands emergency management districts ensured the maintenance of high level incident and emergency response capability across the Southern Region.

SIGNED: D Owens APM, Deputy Commissioner Field Operations



NAME **Peter Charles PARSONS APM**
POSITION **Commander, Special Services Group**
SES LEVEL **5 (23 September 2007 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$238,753 per annum**

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

Key achievements

1. Continue to promote and drive the SSG Coordination Committee, which provides support and assistance to investigators reopening unsolved 'cold case' homicides. To date 12 such investigations from around the State have undergone this process which has resulted in three arrests. This same initiative also provided assistance to State Crime Command's Strike Forces Piccadilly and Durkin.
2. Formulated a business case presented to NSW Treasury, which was recently successful in obtaining funding for the purchase of a new helicopter for the Aviation Support Branch.
3. Supported the Aviation Support Branch in the implementation of Night Vision Goggle training for staff over a lengthy period causing dramatic decrease in 'time in air' availability to LACs and regions. The introduction of night vision goggles has had immediate results in locating a number of missing people, including an 84 old dementia patient lost at night in bushland.
4. Oversaw the successful implementation of the telecommunications interception system at the Telecommunications Interception Branch (TIB).
5. Completed a major review of the TIB Remote Monitoring Facility, resulting in a more accountable process being implemented, as well as providing a more equitable allocation of locations throughout the state, including Western Region.
6. Led the implementation of the Western Region Police Operations Centre and the Western Region Remote Monitoring Facility in Dubbo.
7. Ensured efficient financial systems are in place and effectively managed, which resulted in the SSG being under budget at the end of the financial year.
8. Provided leadership and support to SSG branch commanders by leading the marketing of service delivery at crime managers' forum, region meetings and detective training courses.
9. Continue to lead planning discussions for the relocation of SSG branches from Zetland in 2010-11.

SIGNED: P CAREY APM, Acting Deputy Commissioner Specialist Operations

APPENDIX 9 SENIOR EXECUTIVE SERVICE continued



NAME **Lee Ellen SHEARER APM**
POSITION **Commander, Northern Region**
SES LEVEL **5 (4 February 2008 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements

1. Provided effective crime, people and financial management in the Northern Region.
2. Continued success with crime reduction throughout the region. Four of the five State Plan R1 categories achieved positive results in the reporting period.
3. Achieved significant reductions in expenditure against allocated budget. This result is the most positive result in the previous three year period.
4. In 2008 the region achieved considerable reductions in fatal accidents. This was the best result recorded for at least three years. Significant positive results also achieved in alcohol related crashes compared to 2007. Enforcement activity including breath tests and traffic offences also reflected increases.
5. Further developed local responsibility for corporate program areas within the region enabling provision of local responses to key issues.
6. Led the structural realignment of three local area commands in the Hunter area that has improved service delivery, human resource management and financial management.
7. Commenced a number of human resource initiatives including the development and leadership of the Northern Region HR Tripartite Action Plan. This involves improving communication and processes across key stakeholder groups across the organisation to improve operational capacity at the front line.
8. Developed and led initiatives in the area of injury management, establishing data sets and analysis on causal trends to generate targeted strategies within the region.

SIGNED: D Owens APM, Deputy Commissioner Field Operations



NAME **Julie Mary ROBERTS**
POSITION **Chief Information Officer, Business & Technology Services (BTS)**
SES LEVEL **5**
TOTAL REMUNERATION PACKAGE **\$229,457 per annum**
APPOINTED TO POSITION **3 October 2006**

The following is a statement of performance for Ms Roberts.

Key achievements

1. Drove BTS business planning and performance reporting.
2. Oversaw enhancements to the Computerised Operational Policing System (COPS). Standard narrative templates and the web narrative application with word processing functionality have reduced the time required to complete COPS events. CAD/COPS Enquiry has delivered improved integration between our main database and Computer Aided Dispatch System to improve the speed in which a call for assistance can be relayed to police.
3. Initiated the progressive replacement of IT equipment (computers, telephony network etc) to ensure the systems and tools police rely on are effective and available 24 hours a day.
4. Contributed to the Alcohol Related Crime Information Exchange system and the Connected Justice Information Project, stage one of which ensures the quality data exchange of court attendance notices and AVO information between police and the Attorney General's Department.
5. Tackled the challenges of policing in the digital age through active coordination of stakeholders in the adoption of a Shared Image Management System for the benefit of all police.
6. Coordinated improvement to systems and processes, including the protection of systems against external network attacks; supporting performance reporting through the COMPASS and the electronic version Command Management Framework; Present & Pay Net, which allows police to accept credit card payments from members of the public; the development of BTS Connect, the new gateway for staff to seek help and support for all IT systems and projects and automation of finance forms through our electronic HR management system.
7. Oversaw the upgrading of the NSW Police Force intranet; continued deployment of mobile data terminals mounted in police vehicles to include general duties vehicles to enable police to make faster COPS and RTA inquiries.
8. Supervised provision of appropriate BTS input, support, infrastructure and implementation services for projects being managed by Operational Communications & Information Command (eg VIEW and RCMP) and Forensic Services Group (eg FIMS, FSDI and Field Id).

SIGNED: P Carey, Acting Deputy Commissioner, Specialist Operations



NAME **Robert James WAITES APM**
POSITION **Commander, Operational Communications & Information Command**
SES LEVEL **5 (10 July 2005 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements

1. Delivered the first year of a seven year Radio Communications Maintenance Program at a cost of \$16.4 million, focusing on the replacement of mobile and portable radios for front line police, improving base stations and regional communications. Achieved funding for the second year of \$13.1 million.
2. Delivered the CCTV Register, a component of the VIEW Programme in June 2009.
3. Successfully trialled an integrated voice response (IVR) system in Southern Region to improve public access to the NSW Police Force with a view of expanding to other country areas where similar technology arrangements can be made.
4. Conducted a review of the Missing Persons Unit to improve efficiencies and case management practices. Currently overseeing implementation of recommendations.
5. Established a project team to deliver reform following the review of communications services.
6. Raised the profile of the Law Enforcement & Security Radio Spectrum Committee (LESRSC) and gained support from other national committees to work towards resolving radio communications spectrum issues.
7. Working with the Department of Commerce towards moving NSW Police Force radio network to the Government Radio Network (GRN) in the long term future, when it has both the spectrum and equipment capacity to handle police requirements.
8. NSW Police Force Corporate Spokesperson for Communications, Missing Persons and Crime Stoppers, and is the Australian Police Commissioner's representative at Crime Stoppers Australia.

SIGNED: P CAREY APM, Acting Deputy Commissioner Specialist Operations



NAME **Assistant Commissioner Carlene Anne YORK**
POSITION **Commander, Forensic Services Group**
SES LEVEL **5 (16 November 2005 - present)**
TOTAL REMUNERATION PACKAGE AS AT 30 JUNE 2009 **\$245,208 per annum**

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

Key achievements

1. Sponsored and oversaw a number of significant projects including the Field ID Project, Robotics & Technology Project, the Mobile Laboratory Project and the Cold Case Justice Project.
2. Oversaw improvements in the processing of evidence through reducing the backlog of DNA samples; the DNA Outsourcing II project; initiatives to reduce turnaround times for fingerprint processing; facilitation of NSW DNA matching with other jurisdictions; and the implementation of the Forensic Services Digital Imaging Project.
3. Supported NSW Police Force investigations and judicial processes through FSG attendance at over 64 000 crime scenes, information and data exchange with Courts and the continued driving of interagency initiatives for process improvement.
4. Commander of major operations such as Operation Denzil (Australia Day), and facilitated the provision of more than 16,588 national criminal history record checks for World Youth Day activities.
5. Contributed to national policing agendas through the National Criminal Investigation DNA Database (NCIDD), helping police across Australia to detect and investigate interstate offenders by standardising information between the NSW Police Force and other jurisdictions; and managing the provision of national persons of interest photos and information through the National Policing Reference System (NPRS).
6. Promoted and participated in a multi-jurisdictional approach to policing by acting as the NSW Police Force representative on a number of national and state committees, forums and boards, particularly with regard to forensic issues.
7. As the corporate spokesperson for Women in Policing, has actively encouraged the employment of women and civilians in her command, which now comprises 50% male/female ratio, compared to 26% female representation in the NSW Police Force. Assistant Commissioner York has been recognised by the Australasian Council of Women & Policing, by being awarded the Bev Lawson Memorial Award for her work as a 'Woman leading change'.
8. Presented at the 2009 IMAGE Conference attended by 123 national law enforcement and civil agencies in 63 countries and five international agencies, showcasing the NSW Police Force as a world leader in an extremely complex technological and scientific project.

SIGNED: P CAREY APM, Acting Deputy Commissioner Specialist Operations

APPENDIX 10 SPONSORSHIP & DONATIONS

This information is published in the interest of good disclosure. The Commissioner and his Executive would like to express sincere appreciation to those who have contributed to policing in NSW this reporting year.

Sponsorship List

COMMAND / UNIT	NAME OF SPONSOR	DESCRIPTION / INITIATIVE	VALUE
Ashfield LAC	Canterbury City Council	Operation Tabella, support the program	\$1,000
Bankstown LAC	Bankstown Council	Vehicle for community crime prevention duties	\$5,000
Bankstown LAC	Australian Multiculture Foundation Ltd & Human rights Equal Opportunity Commission	Tie the knot project – helping to build social cohesion and harmony in partnership with Australian Muslim communities	\$6,364
Chifley LAC	Chrisco Hampers	Vehicle for community crime prevention strategies	\$30,000
Fairfield LAC	Mozaic Industries	Surveillance equipment	\$5,000
Far South Coast LAC	Bega Valley Motors	Bega Police Station community safety vehicle	\$25,000
Flemington LAC	Chrisco Hampers Aust. Ltd	Vehicle for community crime prevention duties	\$18,000
Kings Cross LAC	Sejom Pty Ltd	Provides financial assistance in arranging 'street retreat camps' for disadvantage youth in the Kings Cross area	\$3,560
Kings Cross LAC	PCYC Woolloomooloo	Provides financial assistance in arranging 'street retreat camps' for disadvantage youth in the Kings Cross area	\$1,000
Kings Cross LAC	Nick's by Midnight	Provides financial assistance in arranging 'street retreat camps' for disadvantage youth in the Kings Cross LAC	\$1,300
Kings Cross LAC	NRMA Insurance	Provides financial assistance in arranging 'street retreat camps' for disadvantage youth in the Kings Cross LAC	\$4,545
Kings Cross LAC	Suttons Motors Pty Ltd	Provision of vehicle to be used by the Kings Cross Drug Unit	\$10,500
Kuring-gai LAC	Honda Australia Pty Ltd	Vehicle for CARES Program – Bicycle education for school aged children	\$12,859
Lake Illawarra LAC	Frankies Auto Electronics	Cops and Community Road Safety Awareness Car/Bike Show 2008	\$1,560
Lake Illawarra LAC	NRMA – Shellharbour	Community crime prevention van	\$1,274
Miranda LAC	Tynan Motors P/L	Provide one vehicle for CPO/YLO for crime prevention	\$1,310
Miranda LAC	Caltex Australia	Prepaid Fuel Cards for CPO/YLO sponsorship vehicle	\$2,100
Northern Beaches LAC	G Brothers Mercedes-Benz	Funding for equipment for the mobile command post up to the year 2012	\$4,514
Penrith LAC	Sinclair Hyundai	Vehicle for community crime prevention duties	\$9,900
Penrith LAC	Dukes Estate Agents	GPS devices for crime prevention activities in operational vehicles	\$1,195
Penrith LAC	Jay Jays Building Supplies	GPS devices for crime prevention activities in operational vehicles	\$1,195
Rosehill LAC	Patricks Logistics	Shipping container for storage of resources	\$1,000
SPG Dog Unit	Queensland Police	1 x untrained labradore as part of the collaborative Australasian police dog breeding program (has been reciprocated)	\$3,000
SPG Dog Unit	New Zealand Police	1 x untrained German shepherd as part of the collaborative Australasian police dog breeding program (has been reciprocated)	\$3,000
SPG Dog Unit	International Police Association	From sale of Police Dog 2009 Calendar	\$11,000
State Crime Command	The Commonwealth of Aust via Attorney General Dept	Australasian Chemical Diversion Congress 2009	\$55,000
Wollongong LAC	Corban Kia, Wollongong	Wollongong Police Safety Projects	\$13,000
Youth Command, Blue Light Unit"	Country Wide Media	Magazine publishing 'Kidsmart, Streetmart'	\$88,000

Donations List

COMMAND / LAC	NAME OF SPONSOR	"DESCRIPTION / INITIATIVE"	VALUE
Blacktown LAC	Blacktown Women's Domestic Violence	Donation for using office space within Blacktown Police Station	\$3,139
Cabramatta LAC	Fairfield City Council	Funding for crime prevention workshops amongst the ethnic community	\$3,850
Campsie LAC	Australian Multicultural Foundation	Busting the myths "Habibi"	\$2,500
Campsie LAC	NSW Health	Risky gaming project	\$2,215
Campsie LAC	NSW Health	Risky drinking project	\$2,200
Eastern Beaches LAC	NSW Department of Primary Industries	La Perouse Youth Fishing Trip	\$5,000
Eastern Beaches LAC	Randwick City Council	Aboriginal Youth Camp - Health Bodies, Healthy Minds	\$2,000
Far South Coast LAC	Bega Valley Council	Wanga Idingii Program	\$1,000
Far South Coast LAC	Australian Institute of Criminology	Wanga Idingii Program	\$1,000
Far South Coast LAC	Aboriginal Strategic Direction Grant	Wanga Idingii Program	\$4,500
Far South Coast LAC	Aboriginal Strategic Direction Grant	Wanga Idingii Program	\$1,425
Kuring-gai LAC	Road & Traffic Authority	CARES – School Age Children Bicycle Education	\$6,000
Kuring-gai LAC	Hornsby Automotive Group	Vehicle for community and crime prevention duties	\$2,000
Kuring-gai LAC	Hornsby Automotive Group	Vehicle for community and crime prevention duties	\$3,000
Kuring-gai LAC	Hornsby & District Chamber of Commerce	Equipment for crime prevention and detection	\$22,788
North Shore LAC	Chatswood Toyota	Vehicle for Community Safety Committee crime prevention	\$19,815

Note: Donations and sponsorships for amounts greater than \$1,000.

APPENDIX 11 PROPERTY DISPOSALS

In 2008-09 the NSW Police Force sold nine properties for a total of \$5.361 million nett.

SITE	PROCEEDS \$ MILLION
166 Anson Street, Bourke	0.040
329-331 Princess Highway, Bulli	0.733
22 Mopone Street, Cobar	0.090
32 Avoca Drive, Kincumber	0.332
1 John Street, Lidcombe	1.081
10 Chanter Street, Moama	0.329
15 King Street, Rockdale	1.159
209 Bennet Road, St Clair	0.422
2-6 Sturt Street, Wagga Wagga	1.175

There were no properties which had a value of more than \$5 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 2008-09 were sold in accordance with government policy. Documents relating to property disposal may be accessed under the *Freedom of Information Act 1989*.

APPENDIX 12 RESEARCH AND DEVELOPMENT

RECENTLY COMPLETED PROJECTS	AGENCIES INVOLVED	FUNDED BY
Counter terrorism, 2020 an environmental scan	Macquarie University	NSW Police Counter Terrorism & Special Tactics Command \$5,000
Development of field portable devices for detection of explosive residues	University of Technology Sydney, National Security Science & Technology Unit	Department of Prime Minister and Cabinet. No police funding
Evaluation of Cedar Cottage program (NSW pre-trial diversion of offenders program)	University of New South Wales, NSW Health, NSW Police Force	Sydney West Area Health Service. No police funding
Evaluation of school liaison police project	Charles Sturt University and NSW Police Force	NSW Police Force and Charles Sturt University, NSW Police Force contribution \$15,000 (over life of project)
Help seeking by police in response to stress and psychological distress	University of Western Sydney	Masters project. No police funding
Human source management	NSW Police Force and Charles Sturt University	NSW Police Force Tertiary Scholarships Best Practice Action Research and Charles Sturt University, NSW Police Force contribution \$73,000 (over life of project)
Police and magistrate perceptions of the <i>Young Offenders Act</i>	Charles Sturt University	Small project grant, CSU staff member
The influence of training on detecting deception in the confessional context	University of New South Wales	PhD Project. No police funding
Trafficking of women for sexual purposes	Australian Institute of Criminology, Office of Women	Commonwealth Government. No police funding

CURRENT PROJECTS	AGENCIES INVOLVED	FUNDED BY
Agent based simulation of a multi-queue emergency services call centre to evaluate resource allocation	University of Newcastle	PhD project, NSW Police Force staff member. No police funding
Approved safety in the heavy vehicle industry: a collaborative response	University of Sydney, National Transport Corporation, Australian Transport Safety Bureau, Queensland Transport, DiagnoseIT Pty Ltd, NSW Police Traffic Services	Australian Research Council and partner agencies. NSW Police Force in kind contribution
Biometrics Vulnerability Assessment Project	National Security Science & Technology Branch, Biometrics Institute University of Canberra	Department of Prime Minister & Cabinet. No police funding
Causes of the Australian heroin drought	National Drug Policy Modeling Program, National Drug & Alcohol Research Centre, University of New South Wales, Carnegie Mellon University USA	Data request to Drug & Alcohol Coordination Unit. No police funding
Comparison of police custody practice in the London Metropolitan Police, Republic of Ireland, NSW and New York	Institute of Criminology Cambridge University	Funded by the British Academy. No police funding
Customer service provision at the front line	Charles Sturt University, NSW Police Force	Under development, jointly funded under NSW Police Force /CSU agreement
Disability Access Officer at Court Trial	NSW justice agencies. Department of Aging, Disability & Home Care, University of New South Wales contracted to undertake research	New South Wales justice agencies
Drug Law Enforcement Performance Measurement Framework	Australian Institute of Criminology	National Drug Law Enforcement Research Fund. No police funding
Enforcement of Immigration Law	University of New South Wales	ARC Discovery grant. No police funding
Evaluation of Diploma of Policing Practice mental health curriculum.	University of New England, Charles Sturt University	PhD project. No police funding
Evaluation of mental health intervention team trial	Charles Sturt University, NSW Police Force	NSW Police Force and Charles Sturt University, NSW Police Force contribution \$125,000 (over life of project)

CURRENT PROJECTS	AGENCIES INVOLVED	FUNDED BY
Evaluation simulated leadership training exercises using the Hydra suite of programs	Charles Sturt University	PhD Project. No police funding
Forensic applications of infrared spectral imaging	University of Technology, Sydney	PhD project, NSW Police Force staff member. No police funding
Homicide solvability	Bond University	PhD project. No police funding
Intelligence based policing in New South Wales	University of New South Wales	Honours project. No police funding
Investigation of the trace evidence characteristics of DNA	University of Technology Sydney	PhD project. No police funding
Learning in early career police	University of Wollongong, Charles Sturt University	PhD project. No police funding
Longitudinal study of retention of large recruit intakes	NSW Police Leadership Development	Within NSW Police Force resources
Mindfulness-based emotional intelligence training: Evaluating its efficacy and mechanisms of change	University of Wollongong, NSW Police Force	Australian Research Council Linkage Grant, Commonwealth Government and NSW Police Force. NSW Police Force contribution \$50,000 over life of project
People with mental health disorders and cognitive disability in the criminal justice system	Justice Health, NSW Department of Corrective Services, NSW Council for Intellectual Disability, NSW Police Force, NSW Department of Housing, Department of Juvenile Justice	Australian Research Council and partner agencies, NSW Police Force contribution \$60,000
Perceptions of criminal justice system workers in regard to people with mental health disorders and cognitive disability	PhD sub-project of the previous project	Sub-project of previous project
Plural policing: policing sporting events, a comparative study of public-private policing interactions at major sporting events	University of New South Wales	PhD project. No police funding
Police community relations – Macquarie Fields	University of New England, Charles Sturt University	PhD project. No police funding
Relationship between stroke and handedness (forensic handwriting analysis)	Macquarie University	Macquarie University. No police funding
Serial sex crimes in Australia: a comparative study of profiling patterns'	Queensland University of Technology	PhD project by NSW Police Force forensic psychologist. No police funding
The effects of biological decontamination on the recovery of critical forensic evidence	University of Technology Sydney	PhD project, NSW Police Force staff member. No police funding
The functional significance of motor laterality in dogs	The University of Sydney, Guide Dogs NSW/ACT, NSW Police Force	Australian Research Council and partner agencies, NSW Police Force contribution \$15,000
The influence of university education on police manager's perceptions of and confidence in their decision making abilities	Charles Sturt University/Edith Cowan University	PhD project. No police funding
Validation and verification of electronic evidence: developing a testing regime for digital forensic software reliability	University of South Australia, National Institute of Forensic Science, NSW Police Force, Australian Federal Police, South Australian Police	Australian Research Council and partner agencies. NSW Police Force in kind contribution

APPENDIX 13 OVERSEAS TRAVEL

ANNUAL REPORT FOR OVERSEAS TRAVEL – 1 JULY 2008 TO 30 JUNE 2009 – OPERATIONAL			
NAME	PURPOSE	COUNTRY	FUNDED
Two Police Officers	Extradition	Hong Kong	NSW Police Force
One Police Officer	Investigative inquiries	Lebanon	NSW Police Force
One Police Officer	Investigative inquiries	Netherlands & UK	NSW Police Force
Two Police officers	Investigative inquiries	New Zealand	NSW Police Force
One Police Officer	Investigative inquiries	New Zealand	NSW Police Force
Two Police Officers	Extradition	New Zealand	NSW Police Force
One Police Officer	Extradition	New Zealand	NSW Police Force
One Police Officer	Protection operations	Turkey, United Arab Emirates	NSW Premier's Department
Two Police Officers	Investigative inquiries	UK	NSW Police Force
Two Police officers, One Civillian	License Application	USA	Applicant company
One Police Officer	Investigative inquiries	USA	NSW Police Force
One Police Officer	Convey Exhibits	USA	NSW Police Force
One Police Officer	Convey exhibits	USA	NSW Police Force

ANNUAL REPORT FOR OVERSEAS TRAVEL 1 JULY 2008 TO 30 JUNE 2009 – NON OPERATIONAL			
NAME	PURPOSE	COUNTRY	FUNDED
Insp F Poole	Attendance at a Forensic Expert Group Meeting	Austria	United Nations Office of Drugs & Crime (UNODC)
Det Supt A Katsiogiannis	Attendance at Canadian Police College as a visiting fellow	Canada	Australian Institute of Police Management
Det Supt M Noakes	Attendance at the 10th International Surveillance Group Conference	Canada	NSW Police Force
Assistant Commissioner R Waites	Attendance at Crime Stoppers International Conference & Board of Directors Meeting	Canada & USA	NSW Police Force
Assistant Commissioner C York	Attendance at IMAGE Users' Group Conference	France	Sagem Securite and NSW Police Force
Det Supt G Beresford & Det Ch Insp D Bray	Attendance at INTERPOL Homicide & Serial Sex Crime Conference	France	NSW Police Force
Supt D Tuck & Mr K Testa	Attendance at an International Fast ID Focus Group Conference	France	Conference coordinator and NSW Police Force
Det Snr Sgt P Kaufmann & Mr R Loebler	To confirm final specifications for the telecommunications interception system	Germany	Vendor and NSW Police Force
Mr R Loebler, Mr O Cvek, Ms E Sraga	Testing telecommunications interception technology	Germany	Vendor
Det Supt C Dyson	Attendance at the MasterCard Asia Pacific Fraud Risk Management Conference	Hong Kong	NSW Police Force
Sgt W Morris	Attendance at the Jakarta Centre for Law Enforcement Cooperation	Indonesia	Australian Federal Police
Insp B Charlton	Attendance at training program	Malaysia	ASIO
Commissioner A Scipione	Participate in Pearls in Policing 2009 Conference	Netherlands	NSW Police Force
Acting Assistant Commissioner A Clarke	Attendance at the Australian & New Zealand School of Government	New Zealand	NSW Police Force
Deputy Commissioner N Kaldas & Assistant Commissioner P Dein	Attendance at National Counter Terrorism Committee Meeting	New Zealand	NSW Police Force
Det Chief Insp G Abel	Assist delivery of a negotiation training course	New Zealand	NZ Police Force
Det Insp A Waterman & Det Snr Cst M Treston	Attendance at Australasian Branch IAATI Annual Training Seminar	New Zealand	NSW Police Force

ANNUAL REPORT FOR OVERSEAS TRAVEL 1 JULY 2008 TO 30 JUNE 2009 – NON OPERATIONAL

NAME	PURPOSE	COUNTRY	FUNDED
Det Insp G Antonjuk	Presentation to Kiwibank Limited	New Zealand	Kiwibank Ltd
Det Sgt B Gordon	Attendance at Clandestine Drug Laboratory Investigators Course	New Zealand	NSW Police Force
Det Sgt B Gordon	Attendance at Police Clandestine Drug Lab Course	New Zealand	NZ Police and NSW Police Force
Det Sgt F Schreuder	Attendance at 16th Annual Australasian Training Seminar on Vehicle Theft Detection	New Zealand	NSW Police Force
Det Supt G Newbery, Detective Insp N Iorfino, Det Snr Cst A Hancock	Attendance at the 2008 National Chemical Diversion Congress & National Precursor Working Group Meeting	New Zealand	NSW Police Force
Mr C Beatson	Attendance at National Emergency Communications Working Group Meeting	New Zealand	NSW Police Force
Supt D Johnson	Attendance at Australia & New Zealand School of Government Executive Master of Public Administration Program	New Zealand	Australia & New Zealand Senior Officers Group
Supt L Moore & Snr Cst M Alcock	Attendance at NZ Blue Light Conference	New Zealand	Blue Light Advisory Committee and NSW Police Force
Assistant Commissioner D Clifford	Attendance at the 6th Korea National Police Agency International Cooperative Meeting	Republic of Korea	National Police Agency, Republic of Korea
Insp G Dojcinovic	Assist delivery of a Counter Terrorism Intelligence Training Program	Samoa	ASIO
Supt J Middlemiss, Det Supt G Rolph, Ch Supt M Jenkins	Tertiary Scholarship Scheme, Tullianan Scottish Police College	Scotland & England	NSW Police Force
Det Snr Sgt A Layhe	Attendance at Singapore Police Force Negotiation Refresher Course & Public Order Negotiation Course	Singapore	Singapore Police Force
Supt P Lennon	Attendance at Singapore Police Force International Intelligence Symposium on Public Order Events	Singapore	Singapore Police Force
Supt G Dengate	To participate in BOSS LIFT	Solomon Islands	Australian Defence Force
Dr T Raymond	Assist development of a framework for South African network of forensic science institutes	South Africa	United Nations of Drugs & Crime
Mr M Enders	Present at the 15th World Congress of the International Society for Criminology	Spain	NSW Police Force and officer attending
Det Sgt K Hales	Michael O'Brien Memorial Scholarship – to conduct research into the use of behavioural investigative advice in criminal investigation.	The Netherlands & UK	Michael O'Brien Memorial Scholarship
Snr Sgt M Steggles	Attendance at Metropolitan Police Specialist Training Centre	UK	NSW Police Force
Assistant Commissioner P Dein	Participate in the 2008-09 LinCT Pacific Program as a Syndicate Leader	USA	Australian Institute of Police Management
Ch Insp B Pearson & Supt S Egginton	Inspect virtual training system at VirTra Systems	USA	Viendor and NSW Police Force
Deputy Commissioner D Owens	Undertake the National Executive Institute Course, Leadership Development Institute, FBI	USA	NSW Police Force
Deputy Commissioner N Kaldas	Attendance at Leadership in Counter Terrorism Reconviction	USA	NSW Police Force and officer attending
Det Chief Supt W Gordon, Det Chief Supt K McKay and Supt J Stapleton	Attendance at Leadership in Counter-Terrorism Pacific Program	USA	NSW Police Force
Det Sgt R Sinclair and Det Sgt S Osborn	Present at the International Association of Identification Conference	USA	NSW Police Force
Det Supt N Bingham & Det Insp N Iorfino	Attendance at Drug Unit Comanders Academy, Washington USA	USA	NSW Police Force
Insp C O'Hare	Attendance at World Future 2008 Conference 'Seeing the future through new eyes'	USA	NSW Police Force
Ms M Sewell	Attendance at Clandestine Laboratory Investigating Chemists Association 18th Annual Technical Training Seminar	USA	NSW Police Force
Mr D Fraticelli	Presentation at Australian Nuclear Science & Technology Workshops	Vietnam	Australian Nuclear Science & Technology Organisation

APPENDIX 14 CONSULTANTS

(a) Engagements costing \$30,000 or greater:

Engagements costing \$30,000 or greater: Nil

(b) Engagements costing less than \$30,000:

There were two consultants engaged to assist with organisational review and management services. The combined cost was \$38,925.

APPENDIX 15 ASSET PURCHASE AND 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 16 POLICE POWERS (DRUG DETECTION TRIAL) ACT 2003

Police Powers (Drug Detection Trial) Act 2003

In February 2007, new police powers were introduced to assist in the fight against the transportation of illicit drugs into, out of and around New South Wales. The *Police Powers (Drug Detection Trial) Act 2003* re-established an 18 month trial of special powers introduced through the *Police Powers (Drug Detection in Border Areas Trial) Act 2003*.

In accordance with Section 23(2) the trial expired on 23 August 2008. No applications were submitted or authorities granted in respect to this legislation for this annual report period.

APPENDIX 17 ANNUAL REPORT PRODUCTION COSTS

The 2007-08 NSW Police Force Annual Report was produced by the Public Affairs Branch.

The total production cost was \$22,456 (exclusive of GST).

Four hundred copies of the Annual Report have been printed on recycled paper.

The Annual Report is also available on the NSW Police website www.police.nsw.gov.au.

APPENDIX 18

CREDITORS PAYMENTS AND CREDIT CARDS

PAYMENT OF ACCOUNTS

1(a) Creditors' payment performance indicators

QUARTER	ACCOUNTS PAID ON TIME TARGET %	ACCOUNTS PAID ON TIME ACTUAL %	ACCOUNTS PAID ON TIME \$'000	TOTAL AMOUNT PAID \$'000
September	99	85	98,322	115,724
December	99	82	94,240	115,198
March	99	78	82,418	106,129
June	99	88	183,977	208,414

Creditors payment performance is based on document date.

1(b) Creditors aged analysis as at 30 June 2009

QUARTER	CURRENT \$'000	BETWEEN 30 AND 60 DAYS OVERDUE \$'000	BETWEEN 60 AND 90 DAYS OVERDUE \$'000	MORE THAN 90 DAYS OVERDUE \$'000
September	9,308	333	124	132
December	4,964	(5)	2	1
March	2,285	108	8	(44)
June	12,490	164	157	404

The above information is extracted from the Aged Accounts Payable Analysis as at September and December, 2008 and March and June, 2009. It includes data provided by NSW Police Force's external property service provider.

Bracketed numbers represent moneys owed to NSW Police Force through refund etc.

Penalty interest paid during the year: Nil

2 Commentary

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

- The requirement of accounts payable preparation by local business units and the physical transfer of this information to Internal Customer Services (ICS) has contributed to delays in the processing of accounts payable data.

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.
- Introduction of Purchase Card system in NSW Police Force. Purchase Card transactions are excluded from this information.
- Encourage use of system purchase orders to enable vendor invoices to be forwarded directly to ICS for more timely processing.

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 was 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 NSW Police Force for the period 2008-09 was satisfactory and has been in accordance with the Premier's Memoranda and Treasurer's Directions.

APPENDIX 19 MATTERS ARISING FROM THE 2008-09 AUDIT

The Auditor observed that the NSW Police Force's liability for Partial and Permanent Disability benefits (PPI) increased from \$29.2 million at 30 June 2006 to \$147.3 million at 30 June 2009. NSW Police force will need to monitor its liquidity position closely to ensure it has sufficient funds to meet the increasing costs of the Scheme.

Response

NSW Police Force, in consultation with NSW Treasury, will continue to monitor the liquidity position of the Scheme to ensure sufficient funds are available to meet Scheme costs. In addition, NSW Police Force received Treasury supplementation during 2008-09 for the Scheme.

The Auditor observed that the liability for recreation leave continued to increase due to higher accumulated leave hours and wage rates. While the overall leave balance stabilised to some extent, the monetary value of the leave liability increased by 4.6 per cent from last year. A reduction of hours is noted on the accumulated leave hours for unsworn officers.

NSW Police Force implemented plans to ensure accumulated leave hours of sworn officers and unsworn officers are kept to an acceptable level. While there is some evidence of this plan reducing the total number of officers with excessive leave balances, a large number continue to carry excessive leave balances.

The NSW Police Force should continue its monitoring of leave balances while at the same time considering the impact on frontline service delivery.

Response

The main contributing factors to the increase in recreation leave liability were higher wage rates and increase in the number of sworn officers in 2008-09. NSW Police Force will continue its efforts to monitor the leave balances and reduce them to an acceptable level without compromising the service delivery.

The Auditor observed that the management of the NSW Police Force's property portfolio was outsourced to an external service provider during 2006-07 financial year as a result of a Government directive. The State Property Authority (SPA) acts as the contract administrator, responsible for compliance and delivery of services by the service provider. The duties of SPA include formally directing the service provider, certifying works performed and recommending payment for services performed.

There do not appear to be effective control mechanisms in place to ensure that all work performed by the service provider is completed to an acceptable level of quality or that costs billed are appropriate.

Response

NSW Police Force initiated an internal audit review of the contractual arrangements and responsibilities vested on each party during 2008-09. It is envisaged that the audit will provide reasonable assurance in relation to the operation of the contract arrangement and recommendations to overcome any weaknesses identified during the review.

The Auditor observed that a significant portion of accounts receivables relates to a single debtor for worker compensation claims. The majority of amounts owing relate to delays in processing workers compensation claims lodged by NSW Police Force.

During 2008-09, Management took measures to overcome delays and expedite the processing of claims. However, it is noted that the intended benefit from the measures implemented had not fully materialised.

NSW Police Force should assess the likelihood of expediting the recovery of outstanding claims and prioritise the resolution of claims that are deemed recoverable.

Response

NSW Police Force has made changes to processes and systems which have begun to reduce both the age and the monetary value of the workers compensation claims outstanding. Management has been actively engaged with the insurer to develop further strategies to improve the efficiency of the system and processes which has resulted in a significant reduction in claims outstanding greater than 180 days.

APPENDIX 20

LIST OF MAJOR ASSETS

Buildings:

Albury Police Station, Armidale Police Station, Ashfield Police Station, Auburn Police Station, Balmain Marine Area Command, Bathurst Police Station, Botany Bay Water Police Station, Burwood Police Station, Cabramatta Police Station, Campsie Police Station, Castle Hill Police Station, Chatswood Police Station, Dee Why Police Station, Fairfield Police Station, Goulburn College, Goulburn Police Station, Green Valley Police Station, Hornsby Police Station, Hurstville Joint Emergency Services Complex, Kogarah Police Station, Lismore Police Station, Liverpool Police Station, Maitland Police Station, Maroubra Police Station, Marrickville Police Station, Menai Police Complex, Merrylands Police Station, Mount Druitt Police Station, Muswellbrook Police Station, Newcastle Police Station, Nowra Police Station, Paddington Police Station, Parramatta Police Station, Penrith Police Station, Police Museum, Port Macquarie Police Station, Queanbeyan Police Station, Springwood Police Station, Sutherland Police Station, St Marys Police Station, Sydney Police Centre, Tamworth Police Station, Waratah Police Station, Warilla Police Station, Waterloo Police Services Centre, Wetherill Park Police Station and Wollongong Police Station.

New Buildings opened in 2008-09:

Dubbo Police Station, Orange Police Station and Wagga Wagga Police Station.

Computers, Plant and Equipment:

C@tsi System, Computer Aided Despatch System, COPS System, DEW System, Digital Radio Network, E@gle.i, IT Network, Mobile Data, Nemesis Patrol Vessel, PhotoTrac, Police Headquarters Fitout, Police Headquarters Lease, SAP Application Software and Standard Operating Environment Server.

APPENDIX 21

INSURANCE ACTIVITIES

Workers Compensation

The workers compensation insurance policy covers work place related injuries for all unsworn staff and all sworn officers recruited after 1st April 1988. For 2008-09, the workers compensation premium decreased by 11%. This was due to improvements in injury management practices.

Public Liability

The public liability insurance policy covers all claims resulting from police activities for which the NSW Police Force is legally liable. For 2008-09, the premium increased by 4%. The premium increase was due to increases in claim numbers and costs for non-bodily 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 2008-09, the motor vehicle premium increased by 1%. The premium increase was due to increase in fleet size and the benchmark rate for some vehicle categories.

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 2008-09, the premium remained the same as 2007-08. There was a slight decrease in declared asset values and claims costs however this did not impact on the premium. NSW Police Force continues to outperform the primary pool.

Miscellaneous

The miscellaneous insurance policy covers personal accident for volunteers, air travel and personal effects. The 2008-09 premium decreased by 4% which was due to a reduction in large claims premium across the primary pool.

APPENDIX 22 MAJOR WORKS IN PROGRESS

PROJECT	DUE FOR COMPLETION	COST TO 30/06/09 \$'000
Buildings		
Bowral Police Station	2014	99
Burwood Police Station	2011	2,591
Camden Police Station	2011	678
Glendale Police Station	2012	125
Granville Police Station	2011	5,822
Kempsey Police Station	2011	2,634
Lake Illawarra Police Station	2011	5,889
Leichhardt Police Station	2013	283
Parramatta Police Station	2015	1,157
Raymond Terrace Police Station	2011	777
Riverstone Police Station	2012	90
Windsor Police Station	2010	6,596
Wyong Police Station	2011	921
Information and Communication Technology		
Asset Confiscation System	2010	2,874
Closed Circuit TV Database & Evidence Analysis	2010	5,819
Forensic Information Management System	2010	3,283
Justicelink	2010	4,736
Mobile Data Terminal Upgrade	2010	10,945
Upgrade of Core Operating Policing System	2013	17,795
Upgrade of Information Communications Technology Equipment	2012	24,624
Plant and Equipment		
Fitout of Vehicles for Additional Police Officers	2012	484
Mobile Forensic Laboratory	2010	370

The 'Due for Completion' dates are based on the estimated completion dates published in 2009-2010 Budget Paper No. 4 and may be subject to change.

APPENDIX 23

LIST OF PUBLICATIONS

The NSW Police Force publishes a range of material each year. Most are available to the public on request either free or for a nominal fee to cover production costs. A range of fact sheets are also available on the NSW Police Force Internet site, www.police.nsw.gov.au.

New publications during the 2008-09 reporting year

- Aboriginal Employment Strategy 2009-2012
- Aboriginal Employment Strategy: brochure No.1 Be a link in the Force
- Aboriginal Employment Strategy: brochure No.2 Education Pathways
- Aboriginal Employment Strategy: brochure No.3 Career Pathways
- Aboriginal Employment Strategy: brochure No.4 Aboriginal Employees Network
- Aboriginal Employment Strategy: poster
- Aboriginal Recruitment: card
- Aboriginal Recruitment: flyer
- Business Security Assessment
- Child Protection Register: brochure
- Community Capacity Building Information Sheet (Good Neighbours)
- Customer Service Charter: brochure
- Customer Service Program: poster No. 1 Customer Service Charter
- Customer Service Program: poster No. 2 Customer Service Guidelines
- Customer Service Program: poster No. 3 Customer Service Policy
- Customer Service Program Policy Statement
- Family Violence Strategy
- Firearms Registration & Surrender Amnesty: poster
- Hurstville Community Safety Expo: poster
- Mark Your Property for Easy Identification: brochure (Coffs/Clarence LAC)
- Multicultural Community Liaison Officers: poster
- Neighbourhood Watch: brochure
- National Police Remembrance Day 2008: order of service
- National Police Remembrance Day 2008: poster
- NSW Police Dog Unit Calendar
- NSW Police Dog Unit Information: brochure
- NSW Police Dog Unit: poster
- Police Victims Policy
- Residential Security Assessment
- Responsible driving: flyer (Mt Druitt LAC)
- Royal Easter Show Exhibit 2009: promotional material
- Think Before You Trek: brochure
- Trust: poster
- Volunteers in policing: brochure
- What is Domestic Violence: poster
- Workplace Equity: poster

APPENDIX 24

HERITAGE MANAGEMENT

The NSW Police Force understands how heritage sites are valued by the people of New South Wales and commits to maintaining those under our control to best of our ability. NSW police heritage sites may include old police stations and residences, lock ups, horse stables and possibly grave sites.

We're reviewing our draft heritage register which was prepared under Heritage Council guidelines.

HONOURS & AWARDS

COMMISSIONER'S AWARDS

COMMISSIONER'S VALOUR AWARD (VA)

Awarded to officers for acts of conspicuous merit involving exceptional bravery by sworn Police on duty
 Snr Cst DS McIntyre

COMMISSIONER'S COMMENDATION – COURAGE

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

Det Sgt AM Brazzill
 Sgt MC Christie
 Det Sgt DJ Cloake
 Snr Sgt DS Dillon
 Prb Cst S Falekakala
 Snr Cst PT Gibson
 Snr Cst MJ Greentree
 SCAT Paramedic P Kernick (Ambulance Service NSW)
 Snr Cst AJ Mayfield
 Snr Cst MD McCormack
 Det Sgt MR Moss
 Snr Cst AC Rodgers
 Snr Cst MJ U'brien
 Snr Cst BR Wright

COMMISSIONER'S UNIT CITATION

Awarded to officers for outstanding collective service involving bravery or other merit
 Cronulla – Public Order Management Response 2005
 Macquarie Fields – Public Order Management Response 2005
 Operation Gambia 2007-08
 Strike Force Delphinium 2003

COMMISSIONER'S CERTIFICATE OF MERIT

Awarded to officers for exceptional performance of duty
 Sgt RD Agnew
 Sgt SJ Blair
 PC Snr Cst JM Breda
 PC Snr Cst RV Calvi
 Snr Cst BF Dale
 Sgt MB Heywood
 Det Snr Cst JW Hohnen

Ms FM Howard
 Det Snr Cst GJ James
 Cst T Jones
 Snr Cst NJ Jurd
 Cst D Mikati
 L/Snr Cst DR Moore
 Snr Cst MD Napper
 L/Snr Cst ARR Nelmes
 Snr Cst JA Orange
 Snr Cst AOP Passe-de Silva
 Sgt M Portelli
 Snr Cst DV Prevett
 Snr Cst BD Reilly
 Cst TA Roberts
 Cst CE Sands
 PC Snr Cst RM Sheaff
 Sgt BC Taylor
 L/Snr Cst GN West
 Snr Cst M Wood
 Strike Force Winefred 2002-07
 Strike Force Queenbar 2006

COMMISSIONER'S COMMUNITY SERVICE AWARDS

Commissioner's Community Service Commendation
 Awarded to officers for outstanding service to the community as a voluntary representative of the Force
 Asst Comm MJ Corboy

NEW SOUTH WALES POLICE MEDAL & MEDALLION

NEW SOUTH WALES POLICE DILIGENT & ETHICAL SERVICE MEDAL

Awarded to sworn officers for 10 years of diligent and ethical service. A numbered Clasp is awarded for each additional 5 years of diligent and ethical service
 1,495 Medals and Clasps approved for serving police officers
 1,631 Retrospective NSW Police Diligent & Ethical Service Medals & Medallions approved

AUSTRALIAN HONOURS & AWARDS

AUSTRALIAN BRAVERY DECORATIONS BRAVERY MEDAL (BM)

Awarded to officers for acts of bravery in hazardous circumstances
 Cst DJ Crawford
 Sgt PT Gibson
 Snr Cst AC Rodgers
 Snr Cst P Smith
 Snr Cst P Thompson

COMMENDATION FOR BRAVE CONDUCT

Awarded to officers for other acts of bravery which are considered worthy of recognition
 Snr Cst D Brooker
 Snr Cst PJ Doherty
 Snr Cst DJ McArthur
 Snr Cst MD McCormack
 Cst RP Noffke
 Cst BG Radcliffe
 Ch Insp DK Robinson
 Cst RL Sasagi
 Snr Cst JR Smith

MERITORIOUS SERVICE AWARDS

PUBLIC SERVICE MEDAL (PSM)

Awarded for outstanding service by a government employee

Mr SH Griffith

AUSTRALIAN POLICE MEDAL (APM)

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

Det Ch Insp GM Abel

Supt IA Ball

Det Supt GW Beresford

Supt CR Clark

Supt MJ Fuller

Det Insp M Galletta

Snr Cst PK Jacobson

Det Ch Insp JM Johnson

Dep Comm N Kaldas

Sgt BJ Kenny

Det Ch Supt JA Loy

Det Supt IW Lynch

Sgt JC Marshall

Sgt AJ McCoullough

Det Sgt LM McGillicuddy

Det Sgt JP McMahon

Supt DJ Meurant

Supt MC Plotecki

Snr Sgt CJ Reardon

Sgt GJ Salafia

Supt SK Single

Supt K Stewart

Snr Cst NW Wales

Sgt MA Williams

LONG SERVICE AWARDS

NATIONAL MEDAL

Awarded for 15 years diligent service by a member of an Australian police force. A Clasp is awarded for each additional 10 years of diligent service - **203 Medals and Clasps approved**

NEW SOUTH WALES GOVERNMENT AWARDS

NEW SOUTH WALES CERTIFICATE OF MERIT

Awarded in respect to the NSWPF response as part of AFP Operation Cawdor to the Indian Ocean Tsunami 2004 (addendum)

Det Sgt KS Fishburn

Det Sgt FJ West

Det Sgt KJ Wilson

OTHER HONOURS & AWARDS TO MEMBERS OF THE FORCE

ROYAL HUMANE SOCIETY OF NEW SOUTH WALES

SILVER MEDAL

Awarded for outstanding act of bravery in saving life

Snr Cst M U'brien

BRONZE MEDAL

Awarded for bravery in rescue situations

Cst P Bailey

Sgt D Cloake

Snr Cst PJ Doherty

Cst S Ford

Snr Cst A Gaunt

Sgt P Gibson

Snr Cst A Grant

Cst DJ McArthur

L/Snr Cst P Mounce-stephens

Prb Cst RP Noffke

Snr Cst J Purcell

Ch Insp DK Robinson

Snr Cst A Rodgers

CERTIFICATE OF MERIT

Awarded for meritorious actions in rescue situations

L/Snr Cst G Abbott

Snr Cst TL Andrews

Snr Cst G Bauer

Snr Cst AJ Burnell

Sgt A Cox

Snr Cst DB Dee

Sgt P Ducker

L/Snr Cst D Ghosn

L/Snr Cst LR Gordon

Sgt AG Irons

Sgt JA King

Sgt JA King (2nd Award)

Cst P Maxwell

Cst JM McEwen

Snr Cst M Moy

Sgt G Neal

Snr Cst MJ O'Donnell

Snr Cst M Paull

Prb Cst BJ Petersen

Prb Cst BG Radcliffe

Prb Cst BG Radcliffe (2nd Award)

Sgt KF Sharp

Sgt KF Sharp (2nd Award)

Snr Cst A Smith

Prb Cst CJ Smith

Sgt WP Thomas

Snr Cst BG Thornton

Sgt D Vidal

Snr Cst D Wilkinson

Snr Cst JT Williams

L/Snr Cst SW Young

LETTER OF COMMENDATION

Prb Cst CJ Smith

ROYAL LIFE SAVING NSW

NSW POLICE AWARD

Awarded for outstanding attempt at saving human life by the application of life saving skills

Cst RA Blaxell

Snr Cst GJ Bowra

Cst AD Casey

Snr Cst DA Cruden

Snr Cst SM Darlington

Snr Cst M Dietrich

Cst AG Forrest

Cst J Freeman

Prb Cst GM Gilmore

Snr Cst L Gilmour

L/Snr Cst CW Hewitt

Sgt PJ Huggett

Cst NA Jacobs

Cst L Knox

Snr Cst AJ Mayfield

Cst JJ McInnes

Sgt RE Plumb

Cst I Reakes

L/Snr Cst BM Russell

Snr Cst G Schmahl

Insp DK Schott

Cst DG Ward

Sgt TJ Watt

Insp SB Wye

ST JOHN AMBULANCE AUSTRALIA (NSW)

EMERGENCY SERVICE AWARD

Awarded for successful life sustaining first aid and support to the public by police while on duty

Insp D Driver

Snr Cst M Hoffman

Snr Cst K MacDonald

Cst J McGinley

GLOSSARY

- ABS** Australian Bureau of Statistics
- ACLO** Aboriginal community liaison officers
- AFP** Australian Federal Police
- AGD** Attorney General's Department
- AIPM** Australian Institute of Police Management
- ALEC** Alcohol & Licensing Enforcement Command
- ANPR** Automatic number plate recognition
- ANZPAA** Australia & New Zealand Policing Advisory Agency
- APEC** Asia-Pacific Economic Cooperation
- APM** Australian Police Medal
- ARCIE** Alcohol Related Crime Information Exchange
- ASB** Aviation Support Branch
- ASIO** Australian Security Intelligence Organisation
- ATM** Automated teller machine
- AVO** Apprehended domestic violence order
- BOCSAR** Bureau of Crime Statistics & Research
- BTS** Business & Technology Services
- c@ts.i** Complaints Management System
- CAD** Computer Aided Dispatch
- CAM-FIND** A CCTV register to assist police investigate crime. Currently, in excess of 6000 camera systems have been registered which includes an estimated 35,000 individual cameras
- CAS** Computerised Assessment Systems
- CASRs** Civil Aviation Safety Regulations 1998
- C@ts.i** Customer Assistance Tracking System
- CCRP** Commissioner's Advisory Council on Culturally Responsive Policing
- CCTV** Closed circuit television
- CEO** Chief executive officer
- CEP** Constable Education Program
- CIDS** Computerised Incident Dispatch System
- CMF** Command Management Framework
- CMP** Crime Management Programs
- CMT** Complaint Management Teams
- CNIE** CourtLink / NSW Police Information Exchange
- COMPASS** Command Performance Accountability System
- COPS** Computerised Operational Policing System
- Covert** Concealed or undercover
- CPO** Crime prevention officer
- CPPs** Crime prevention partnerships
- CPR** Child Protection Register
- CPWT** Child protection watch team
- CSU** Charles Sturt University
- CT&ST** Counter Terrorism & Special Tactics
- DAL** Divisional of Analytical Laboratories
- DES** Digital Exhibit Store, storing digital media recorded by police
- DET** Department of Education & Training
- DiRAD** Digital Radio Program
- DNA** Deoxyribonucleic acid, or a set of genetic blueprints. Forensic scientists use DNA taken from body fluid, skin or hair found at a crime scene to identify victims and offenders. This called genetic fingerprinting or DNA profiling
- DoCS** Department of Community Services
- DPP** Director of Public Prosecutions
- DV** Domestic violence
- DVI** Disaster victim identification
- DVLO** Domestic violence liaison officers
- EAP** Employee Assistance Program
- EAPS** The NSWPF Ethnic Affairs Priorities Statement, incorporated in the Police Priorities for Working in a Culturally, Linguistically and Religiously Diverse Society 2006-2009
- EDOs** Education and development officers
- FaHCSIA** Commonwealth Department of Family & Housing, Community Services & Indigenous Affairs
- FAOCS** Firearms & Organised Crime Squad
- FOI** Freedom of information
- FSDI** Forensic Services Digital Imaging
- FSG** Forensic Services Group
- GASO** General Administrative Support Officer
- GE** General establishment: refers to non-sworn, administrative positions within NSW Police Force
- GHB** gamma hydroxybutyrate, an illicit drug 4-hydroxybutanoic acid, classed as a prohibited drug
- GLLO** Gay and lesbian liaison officer
- HR** Human resources
- HVP** High visibility policing
- HWP** Highway patrol
- IBIS** Integrated Ballistics Identification System
- IMS** Imagery Management System, part of the VIEW Programme
- IRC** Industrial Relations Commission
- IT** Information technology
- IVR** Integrated voice response system
- JIRS** Joint Investigative Response Squad
- KPI** Key performance indicator
- LAC** Local area command
- LCD** Liquid crystal display
- LEAPS** Local Ethnic Affairs Priorities Statement, incorporated in EAPS
- LEPRA** Law Enforcement (Powers & Responsibilities) Act 2002

LIDAR Light detection and ranging: an optical remote sensing device that measures distance to a target

MAC Marine Area Command

MDMA
3,4 methylenedioxymethamphetamine (ecstasy)

MEOCs Middle Eastern Organised Crime Squad

MERIT Magistrates Early Release into Treatment

Methamphetamine (also called methylamphetamine) A synthetic stimulant drug sold under various street names including speed, base, meth, ice, crystal or crystal meth, and amphetamines

MHIT Mental Health Intervention Team

MOU Memorandum of understanding, a document used where the parties, usually government agencies, wish to record an understanding regarding for example, the exchange of information

NCIDD National Criminal Investigation DNA Database

NDS National Drug Strategy

NG-MDT New Generation Mobile Data Terminal

NSWPF NSW Police Force

OHS Occupational health and safety

OMCG Outlaw motorcycle gang

Operation VIENTE Review of the Education Services to provide a more focused approach to education and training

PAL Police Assistance Line

PCA Prescribed concentration of alcohol

PCYC Police & Community Youth Clubs

PICS Public Imagery Collection System

PMA Paramethoxyamphetamine, a highly toxic hallucinogen with stimulant properties that has been linked to a number of deaths in Australia and overseas

POC The Police Operations Centre

PoliceCAD Police Computer Aided Dispatch

PSOs Peer support officers

RBT Random breath test

RES Region Enforcement Squad

SAP our electronic finance and HR management system. SAP stands for 'systems applications and products' in data, and refers to our online system for human resource management

SEEB State Electronic Evidence Branch

SLP School Liaison Police

SOCO Scene of crime officer (for collection of forensic evidence)

SOPs Standing operating procedures

SSB State Surveillance Branch

SSG Special Services Group, includes: Marine Area Command (MAC), Aviation Support Branch (ASB), State Technical Investigation Branch (STIB), State Electronic Evidence Branch (SEEB), State Surveillance Branch (SSB), Undercover Branch (UCB), Telecommunications Interception Branch (TIB), Advanced Technology Centre (ATC), Professional Development Branch (PDB)

SSRU School Safety & Response Unit, a partnership between NSW Police Force and the NSW Department of Education & Training

STIB State Technical Investigation Branch

TAG Target action group

Target hardening Taking certain steps to improve the security of people or property

TIB Telecommunications Interception Branch

TMF Treasury Managed Fund

VIEW A multi-million dollar project that will change the way police handle digital imagery. VIEW stands for 'Video image evidence on the web'

VKG Police radio

WellCheck Part of the psychological screening process for employees working in the highest risk areas

WYD 2008 World Youth Day 2008

YLO Youth liaison officer

RANK ABBREVIATIONS

Asst Com Assistant Commissioner

Ch Chief

Cst Constable

Det Detective

Insp Inspector

L/Snr Cst Leading Senior constable

Prb Probationary

Sgt Sergeant

Snr Senior

Supt Superintendent

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We sought independent legal advice to ensure this report complies with all legislative reporting requirements that apply to the NSW Police Force.



POLICE, FIRE, AMBULANCE

TRIPLE ZERO (000)

IN AN EMERGENCY

USE TRIPLE ZERO (000) ONLY FOR EMERGENCIES AND LIFE-THREATENING SITUATIONS.

POLICE ASSISTANCE LINE

131 444

FOR NON EMERGENCIES

IF YOU ARE A VICTIM OF A CRIME, OTHER THAN LIFE THREATENING OR TIME CRITICAL EMERGENCY SITUATIONS, CONTACT THE POLICE FORCE ASSISTANCE LINE (PAL).

CRIME STOPPERS

1800 333 000

REPORT CRIME ANONYMOUSLY

IF YOU HAVE INFORMATION ABOUT PEOPLE WHO ARE WANTED BY POLICE; UNSOLVED CRIMES OR A CRIME BEING PLANNED; SUSPICIOUS OR UNUSUAL ACTIVITY, CALL CRIME STOPPERS. OR VISIT THEIR WEB SITE:

www.crimestoppers.com.au

YOU DON'T HAVE TO GIVE YOUR NAME AND THE INFORMATION WILL BE PASSED IMMEDIATELY TO RELEVANT INVESTIGATORS.

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. This means we will encourage your feedback, complaints and compliments about our officers, staff and services; where possible, use your feedback to improve how we deliver policing; conduct annual reviews of the charter; publish the results of our review on our website and in our annual report.

The Charter is available to members of the community from their local police station and electronically from the NSW Police Force website.

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)

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 9, 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

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

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