

CELEBRATING THE 150TH ANNIVERSARY OF THE NSW POLICE FORCE



On 1 March 1862, the independent police units of the colony were amalgamated into a single organisation, the NSW Police Force. A range of events and activities took place during 2012 to commemorate this important historic event.

The year was kicked off with a 'Blue Moment' during the New Year's Eve fireworks, with the 150th anniversary logo featured on the pylons of the Sydney Harbour Bridge. This was followed by an invitation to participate in Australia Day Celebrations at Darling Harbour. A police Honour Guard was present to greet Her Excellency, the Governor of NSW, Professor Marie Bashir AC, CVO and the official party as they arrived. The NSW Police Force put on an action-packed performance showcasing the impressive capabilities of the Marine Area Command, Dog Unit and Aviation Support Branch.

On 1 March 2012, 800 serving and retired police marking exactly 150 years of service to the people of New South Wales with a Sea of Blue march from The Rocks to Sydney Town Hall.

The NSW Police Force banner was carried by a flotilla of police vessels across Sydney Harbour to The Rocks. Then, cheered on by crowds of well wishers, the banner was escorted up George Street to the Sydney Town Hall. It was a very proud day for the organisation and for its extended family.

On 1 April, a huge crowd visited the NSW Police Force Expo at Darling Harbour, which showcased the diversity of policing roles and skills of our organisation. PoAir was on show outside alongside riot police, dogs and mounted police, while other specialist and frontline commands were represented inside the Pavilion. The Law Enforcement Torch Run brought the Flame of Hope to the Expo's official opening.

In this milestone year our participation in the annual Anzac Day Parade took on an added poignancy. In recognition of the 150th Anniversary of Policing, the Commissioner took part in this year's Anzac Day Parade along with retired Commissioners Ken Moroney, Tony Lauer and Neil Taylor. The Commissioner received special approval from the RSL to march. A larger than usual

contingent of serving and retired police took part in the march and for the first time, the Police Banner and armed escort participated in the march.

The Justice & Police Museum also launched a new exhibition to commemorate our milestone. Drawing on rarely seen objects and photographs from the Justice & Police Museum collection, *The Force: 150 Years of NSW Police* brought together the many stories and heroes of our organisation's past. It also revealed some interesting facts about where we came from, how we evolved and what we have become. This impressive legacy will be on permanent display at the NSW Police Academy once it has toured the state.

Key to our celebrations has been engaging people across the state in a shared celebration of the NSW Police Force. Local police hosted regional celebrations throughout the year, which included parades, historic exhibits and community events.





True Blue – 150 years of Service and Sacrifice of the NSW Police Force

Commissioned by the NSW Police Force in honour of the 150th anniversary, Australian author Patrick Lindsay, known for his works such as *The Spirit of Kokoda* and *The Coast Watchers*, has written a new book on our extraordinary history.

True Blue – 150 years of Service and Sacrifice of the NSW Police Force explores our remarkable history from its humble beginnings in 1789 with the 12 convicts of the Night Watch, before the NSW Police Force was established, through to today's modern police force of nearly 20,000 staff.

It is a history of larger than life characters and scandalous crimes, of bravery and folly, and of despair and inspiration. Above all, though, it is a history of proud achievement.

This 350 page book is full of historic photographs and archival material. It also includes the name of every staff member, sworn and administrative, employed as at 1 January 2012.

It is a distinguished and colourful history, inextricably entwined with the state whose laws it has upheld.

In celebration of the NSW Police Force's 150th Anniversary year, the Commissioner's Sesquicentenary Citation will be presented to all serving police and administrative officers.



THIS CALENDAR YEAR'S CELEBRATIONS OF OUR PROUD MILESTONE

- 1 January: Blue Moment in the Sydney New Year's Eve fireworks
- 26 January: Police Spectacular at Darling Harbour on Australia Day
- 20 February: Governor's reception in honour of the 150th anniversary
- 1 March: Sea of Blue march from The Rocks to Sydney Town Hall
- 24 March: Commemorative 150th Anniversary medals were awarded at the 2012 Police Games
- 25 March: Eastern Beaches LAC 150th Anniversary celebrations
- 25 March: Memorial ceremony in Deniliquin, in honour of the late Sergeant George Whiteley who was killed in the line of duty in 1931
- March-April: 150th Anniversary featured at the Sydney Royal Easter Show
- 1 April: Police Expo at Darling Harbour
- 17 April: Tuggerah Lakes LAC 150th Anniversary celebrations
- 21 April: Barwon LAC 150th Anniversary celebrations
- 25 April: 150th Anniversary Contingent marched on Anzac Day
- 27 April: Western Region 150th Anniversary celebrations
- 29 April: Hunter Valley LAC 150th Anniversary celebrations
- 1 May: Memorial ceremony by Canobolas LAC in honour of the late Senior Sergeant Andrew Sutherland who was shot by two offenders in 1872
- 1 May: Shoalhaven LAC 150th Anniversary celebrations
- 4 May: State Crime Command 150th Anniversary celebrations
- 4 May: Attestation of Sesquicentenary Class 315
- May–October: 150th Police Exhibition opened at the Justice & Police Museum
- 10-13 May: Mounted Police Unit took centre stage at The Queen's Diamond Jubilee
- 17 May: Mid North Coast & Manning/ Great Lakes 150th Anniversary celebrations
- 25 May: 150th Anniversary featured in lights during Vivid Sydney
- 26 May: Blacktown LAC 150th Anniversary celebrations
- 27 May: Lake Illawarra LAC 150th Anniversary celebrations
- 28 May: 50 year reunion of the Centenary Class 91A
- 2 June: Mt Druitt 150th Anniversary celebrations
- 13 June: PolAir4 and Police Dog Chuck deliver the game ball at the State of Origin Game 2 in Sydney at ANZ Stadium
- 21 July: NSW Police Mounted Unit 150th Anniversary celebrations
- 21 July: Opening of newly renovated Leeton Police Station
- 3 August: Blue Mountains LAC 150th Anniversary celebrations
- 7 August: Marrickville LAC 150th Anniversary celebrations
- 12 August: Commissioner Andrew Scipione fired the starter's pistol at the City to Surf
- 24 August: Attestation of Sesquicentenary Class 316
- 25 August: Hurstville LAC 150th Anniversary celebrations
- 6 September: Inaugural Retired Police Day
- 8 September: Fairfield LAC Community Awareness and Recruitment Day
- 15 September: Wall to Wall Ride for Remembrance
- 16 September: FBI National Academy Associates Conference
- 22 September: NSW Police Legacy Blue Ribbon Ball
- 29 September: National Police Remembrance Day
- 3 October: Newcastle City / Hunter Valley 150th Anniversary celebrations
- 7 October: Parramatta LAC 150th Anniversary celebrations
- 14 October: Sutherland 150th Anniversary celebrations
- 4 November: 150th Police Contingent participate in the Sydney to Gong Ride
- 15 November: The Australian National Maritime Museum hosts Meet the neighbours: Water Rats: Australia's oldest Police Force
- 16 November: Goulburn LAC 150th Anniversary celebrations
- 17 November: Blue & White Charity Ball
- 17 November: Cootamundra LAC 150th Anniversary celebrations
- 14 December: Attestation of Sesquicentenary Class 317

FIELD OPERATIONS HIGHLIGHTS



Local police are the backbone of the NSW Police Force. Under the leadership of the Deputy Commissioner, Field Operations, most officers work in local area commands (LACs) as general duties police, detectives and in traffic services. They provide a professional, community based policing service.

Through its various units, Field Operations targets crime and the fear of crime, antisocial behaviour, crowd and riot control, safety on public transport networks, as well as command and control of all major incidents and events in New South Wales.

The continued **dedication and tenacity of local police** using highly visible, proactive policing strategies, as well as a focused approach to alcohol-related and antisocial crime, has achieved some excellent results.

The latest figures from the NSW Bureau of Crime Statistics & Research show 15 of the state's 17 major crime categories remain stable or are falling, and there has been a significant reduction in assaults that are not domestic violence related which are down by 8.2%.

Intelligence based tasking puts police in the right place at the right time to stop, search and detain; conduct bail compliance checks and business inspections at licensed premises. These actions, together with the submission of information reports, allow us to develop target management plans for high risk offenders and locations.

Strike Force Durkin marked the end of a very difficult and lengthy search operation to

arrest Malcolm Naden, who was wanted by police to assist with a murder investigation. His arrest on 22 March 2012 was a tribute to the many officers and different commands of the NSW Police Force who worked in some of the roughest terrain in the mid north coast hinterland. More than 500 officers from the Northern Region, State Crime Command, Tactical Operations Unit, the Dog Unit and other specialist units and regions worked in rotating teams out of the country towns of Nowendoc and Gloucester.

The police operation was supported by an extensive, inter-agency response that included the NSW Rural Fire Service, the Department of Land & Property Information and specialist paramedics from the Ambulance Service of NSW.

Operation Spartan was established in January 2012 across the three metropolitan regions in response to a number of shootings. Police focused on south west Sydney, where a majority of the incidents occurred. As at 30 June 2012, 22 people have been charged with the offences of discharge firearm, 15 have been charged with hinder investigation or conceal serious offence, and 49 firearms have been seized.

In support of this operation, on the last weekend in April, police across the state were involved in a highly visible, proactive operation targeting members of outlaw motorcycle gangs (OMCGs), individuals known to be involved in criminal activity and their associates. The operation involved home visits of known gang members, as well as visits to tattoo parlours and other businesses associated with OMCGs. Police laid 908

charges and gathered 1,401 intelligence reports related mainly to the activities of individuals associated with gangs, as well as the seizure and destruction of firearms. The results are an outstanding example of team effort from frontline police.

Strike Force Zambesi is an urban cannabis eradication program formed in April 2011. It seized more than \$58 million worth of the illicit drug this reporting year. Officers from the South West Metropolitan Region Enforcement Squad (RES) worked with the Asian Crime Squad to investigate the organised criminal syndicates behind the drug's cultivation. Police executed over 150 search warrants, seized more than 17,900 cannabis plants and arrested 60 people. While Region Enforcement Squad officers concentrated on finding and destroying the hydroponic cannabis crops, Asian Crime Squad detectives took charge of investigating the criminal syndicates responsible. Police have shut down 'hydro houses' across Sydney including Ashfield, Bankstown, Cabramatta, Liverpool, Campbelltown, Fairfield, Green Valley and Rosehill. These houses had been modified and fitted with highly-dangerous and illegal electrical bypasses.

Launched in August 2011, **Project Eyewatch** (also known as 21st Century Neighbourhood Watch) is an internet-based program that allows local police and their communities in all 80 LACs to exchange information using Facebook.

Eyewatch recognises the positive impact social media can have on policing and the value of the timely and effective distribution of information to and from the community.

Using Eyewatch, local police share information about police activity and operational outcomes, along with important public safety messages.

The new **Police Transport Command (PTC)** took over policing the entire public transport system on 1 May 2012 to increase public safety on and around trains, buses and ferries.

While continuing to work closely with transport industry stakeholders, the PTC initially comprised more than 300 officers previously attached to local Commuter Crime Units. Under a three year plan, their ranks will more than double to 610 officers.

Based in three primary hubs at central Sydney, Parramatta and south western Sydney, the PTC is supported by seven satellite hubs on the Central Coast, Hunter and Illawarra areas to address emerging crime trends.

The PTC works with LACs to provide an increased police presence on all commuter networks and deploys police in significant numbers to target crime hot spots.

In addition, the command's Eyewatch page allows police to talk specifically to commuters about police activities, as well as reinforce key messages concerning criminal and antisocial behaviour on the public transport network.

The new **Traffic & Highway Patrol Command** was established this reporting year and sees all highway patrol resources throughout the state realigned under a single command structure, while remaining physically located in their existing LACs.

The new command is focused on road safety and traffic policing through intelligence based and better coordinated policing activities, aimed at reducing road trauma and promoting the free flow of traffic.

It also means that larger groups of specialist police are available to swiftly respond to developing issues, without the limitations imposed by command boundaries.

Emergency management planning is crucial in minimising the effects of an emergency. The NSW Police Force is responsible for coordinating all multi-agency emergency responses and providing support

for designated combat agencies such as the NSW Rural Fire Service, NSW State Emergency Service and Fire & Rescue NSW. The State Emergency Operations Controller (SEOC) and Deputy SEOC are appointed by the Governor and are drawn from members of the NSW Police Senior Executive.

Widespread flooding affected nearly 75% of New South Wales between Wednesday 25 January and Friday 23 March 2012. The state was flood affected along a wide corridor from the Queensland border through to Victoria, impacting communities from the far west of the state, the eastern seaboard and Sydney metropolitan area.

The NSW Police Force was involved in all facets of the operation in support of the State Emergency Service. Police assisted with evacuations and the coordination of rescue and welfare arrangements. The Public Information & Inquiry Centre was activated at the Sydney Police Centre to provide support for people in the affected communities and to facilitate access to emergency welfare and support services. Volunteers from the NSW Rural Fire Service and Red Cross took more than 14,000 calls, one of the largest call volumes experienced in the centre's history.

The NSW Police Mounted Unit had the honour of travelling to England and performing for Her Majesty the Queen at her **Diamond Jubilee Pageant** in May 2012. The prestigious invitation meant riding the Household Cavalry horses with 1,000 other performers and 500 horses in the Queen's private grounds at Windsor Castle.

The Mounted Unit was accompanied by the New Zealand Army Band in the Australasian segment, which included Cook Island, Maori, Aboriginal dancers and a salute by the Mounted Unit to the Queen.

New South Wales police responded to 112,300 domestic violence (DV) related events this year. Victims, who are mostly women and children, often find the police and judicial response confronting. To better support them, the NSW Police Force has developed a number of initiatives. Among these are the DV Clinics, which helps prepare victims for court. We have introduced the DV Prosecutors Course to enable police prosecutors to support victims through the judicial process.

We have also designed a Case Management System specifically to monitor and support those people deemed at high risk of further victimisation.

The **Multicultural Policies & Services Plan 2011-2014** and **Forward Plan** continues to guide the NSW Police Force's response to its diverse communities. We developed a number of initiatives to support the plan, including police recruitment campaigns targeted at culturally and linguistically diverse (CaLD) communities, CaLD career days hosted by local area commands, and police and multicultural community forums hosted in regional areas.

We developed proactive engagement strategies for young people from CaLD communities, aimed at reducing antisocial behaviour and fostering positive relationships. We also produced multilingual information for victims of crimes, including domestic and family violence. In addition, we implemented recommendations from an independent review of our Multicultural Community Liaison Officer Program. This saw a move to extend the program to areas where there has been an increase in population diversity.

For more information about our multicultural reporting requirements, refer to Appendix 4, Multicultural policies on page 83.

The **Mental Health Intervention Team** has continued to enhance the organisation's ability to respond effectively to mental health related incidents within the community with the ongoing rollout of mental health training. To date, 865 frontline police from across the state have participated in the four day program.

This award winning training, developed by the NSW Police Force, has been adopted by a number of police jurisdictions across Australia.

SPECIALIST OPERATIONS HIGHLIGHTS



Under the leadership of the Deputy Commissioner, Specialist Operations staff, both police and administrative, are deployed throughout New South Wales to assist our frontline police and support a comprehensive and professional local police service.

Specialist officers investigate organised and serious crime, and matters relating to counter terrorism, support investigations into street level crime, provide forensic services, surveillance, canine support, operational technology support, radio communications and call centres, conduct air and sea policing, prosecute police matters in court, investigate complaints and support employee management.

This year a number of significant criminal investigations were conducted across the state. Among the highest profile cases were the **Lin family** and **Kiesha Weippeart** murder investigations; the investigation into a collar bomb threat in Mosman; and the investigation into the **Quakers Hill nursing home fire**.

Strike Force Tuno, which started as an investigation into one particularly ruthless murder, evolved into one of the state's largest murder investigations. This decade-long investigation, which saw the establishment of **Strike Force Tuno II**, saw 14 offenders charged with more than 100 major offences including eight murders, four attempted murders and large scale drug manufacturing. All 14 were convicted of all charges laid. Significantly, the relationship between police and their informants was strongly contested at a hard fought murder trial, and the integrity of the police and their relationship with the

informants was shown to be of the highest quality.

Strike Force Kinnarra was established to investigate an escalation of violence between outlaw motorcycle gangs that led to nine shootings across Sydney in April 2012. On 27 April, more than 160 police raided 18 properties with alleged links to outlaw motorcycle gangs. While investigations are continuing, 42 arrests have been made so far with 144 charges laid. These arrests include 31 alleged members or associates of outlaw motorcycle gangs, seven of whom were charged with the shootings.

Strike Force Taipan seized drugs with a street value of more than \$25 million and arrested a person police believe is the principal of a major international drug distribution network. Working jointly with the NSW Crime Commission, detectives raided several storage units in February 2012 and seized almost 50kg of high grade opium, 48kg of methylamphetamine (ice), 1.5kg of heroin allegedly hidden inside fruit juice containers, and more than \$1.2 million in cash.

The **Special Services Group** conducts covert physical and technical evidence and intelligence gathering in support of major crime and counter-terrorist operations. In a major undertaking between the NSW Police Force and the NSW Government land development agency, Landcom, the Group has moved to a new location in Sydney's west that boasts state-of-the-art facilities. Having many of the group's units located within the same complex for the first time has significantly enhanced services to the field, as many investigations involve more than one specialist team.

The NSW Police Force commissioned its newest helicopter, **PolAir 4**, which became fully operational this reporting year. The twin-engine Eurocopter features significantly quieter rotor technology and an increased cruise speed of around 220km/h, which has improved response times to Wollongong, Central Coast and Newcastle areas. Equipped with state-of-the-art technology for improved safety during low-level operations, with engines so powerful the helicopter can fly on just one, PolAir 4's advanced capabilities greatly assist day to day police operations. The new cockpit provides the crew with a greater field of vision during search and rescue operations.

One of the largest counter terrorism exercises ever held in New South Wales took place at ANZ Stadium at Homebush early this reporting year. **Exercise Black Angus** was a full scale multi-agency exercise designed to test the tactical resolution of a terrorist incident involving 'active shooter scenarios' at a mass gathering. More than 1,100 participants took part as spectators, responders and terrorists.

The NSW Police Force led the exercise, which included officers and resources from Fire & Rescue NSW, the Rural Fire Service, the NSW Ambulance Service and the Australian Defence Force. The exercise was part of a series of counter terrorism activities held regularly in each of the states and territories.

Exercise Black Angus provided a vital opportunity for police and our partner agencies to test our skills in a realistic environment and to help promote the message that we cannot afford to be complacent.

The ability to communicate with frontline police is critical to officer safety and enabling a timely response to calls for help from the public. PoliceCAD is a computer aided dispatch system used by police radio operators since 2007 to allocate jobs to police. This year **MobileCAD** was introduced and increased the safety of first response officers.

MobileCAD enables non-urgent matters to be sent directly to mobile data terminals (MDTs) mounted in police vehicles, reducing the level of radio traffic. If police require urgent assistance, the system enables police radio operators to identify the position of car crews.

MobileCAD allows officers to send electronic messages between police vehicles, police stations and to our Radio Operations Centres (VKG). MobileCAD also makes it possible for police to view a map of their own location and the whereabouts of other police vehicles responding to the same incident.

The Forensic Services Group introduced **Operation Sledgehammer (DNA)** and **Operation Fast Tracking (Fingerprints)** to review all forensic end-to-end processes, which included enhancements to DNA robotics, use of mobile forensic laboratories and other technological advancements, as well as sub sampling of field exhibits by crime scene investigators. This resulted in the elimination of forensic backlogs in DNA and fingerprint analysis with increased identification rates and vastly improved turnaround times while securing substantial savings. This has ensured that dangerous criminals and repeat offenders are identified and apprehended.

Project Lancaster has streamlined the management of investigation outcomes to quickly resolve conduct matters that don't warrant dismissal, and returned the focus to the local commander to appropriately manage staff during and beyond the complaints process.

Project Lancaster has also introduced procedural fairness by giving officers the opportunity to respond to a complaint at an earlier stage in the process. This allows the commander to make a more informed decision on what action to take and how to manage the officer's conduct.

A dedicated legal team was established by the Management Action & Workplace Services team at the start of this reporting year to provide advice and legal documents in the management of complaints. This has replaced a system of outsourcing legal advice and has resulted in better, faster advice to the field and a cost saving to the organisation.

The **Dog Unit Regionalisation Program** will see seven dog and handler teams based in commands across regional and rural New South Wales. Launched in December 2011, the program aims to help rural police in reducing crime, apprehending offenders and searching for missing or wanted persons.

The teams will be based at Tweed/Byron, Richmond, Coffs/Clarence, Mid North Coast, Orana, Wagga Wagga and New England Local Area Commands.

The Dog Unit has also adopted internationally recognised best practices such as dual handling. Most locations will be provided with a general purpose dog and detection capability dogs.

General purpose dogs are used for tracking, searching for offenders and missing persons and during public order incidents. Drug detection dogs are used during raids, vehicle searches and at large public events.

The NSW Police Force is already a world leader in harnessing new digital technology to help prevent and solve crime. It is now bringing the criminal prosecution into the digital age.

In what's believed to be a first by any prosecuting authority in Australia, all 280 dedicated in-court police prosecutors will be provided with **Apple iPads** with an electronic law resources application. The application provides instant access to a range of legal content, including research, articles, case studies, journals and other resources.

Previously, the NSW Police Force routinely purchased law resources in hard copy, which needed to be updated every two years. In addition to becoming quickly outdated and expensive, they were heavy and cumbersome. With the introduction of the iPads, new legislation can now be updated within 72 hours of enactment.

In addition the iPad has the benefits of speed, ease of use, note taking and annotation tools, and the ability to quickly locate highly relevant legal resources.

The **Child Abuse Squad** – formerly known as the Joint Investigation Response Squad (JIRS) – was given its new title this year to reflect the nature of its work, as well as to bring the name into line with similar units within Australia and overseas. Almost half of all sexual assault matters reported to police involve a victim under the age of 16. In addition, this squad also investigates serious cases of physical and emotional abuse and child neglect. Based at metropolitan and regional centres throughout New South Wales, detectives attached to the Child Abuse Squad undertake specialised training in interviewing children, and work closely with parents and carers, as well as officers from the Department of Family & Community Services and NSW Health.

The **Fraud Squad** also moved into a new phase this reporting year, with greater emphasis on organised crime, cybercrime and technology-enabled crime. To reflect this, the Squad is now known as the **Fraud & Cybercrime Squad**. While traditional, white collar crimes continue, the incidence of identity crime, technologically advanced credit card fraud, internet and electronic fraud are on the rise. With the rapid growth and affordability of technology, particularly the internet, most cases cross national and international jurisdictions and are increasingly being linked to organised criminal syndicates engaged in other activities such as drug dealing, people smuggling, money laundering and violent crimes.

CORPORATE SERVICES HIGHLIGHTS



Under the leadership of the Deputy Commissioner, Corporate Services ensures police at the frontline, and those who provide specialist and corporate support to the frontline, have the skills, capacity, resources and knowledge they need to successfully carry out the work of reducing crime and creating safer communities in New South Wales.

Corporate Services commands are responsible for providing information technology; education and training; finance and business management; human resource management; civil legal support; enhanced organisational effectiveness and efficiency; support for the delivery of improved customer service and communicating with the community we serve.

This year we independently surveyed **victims of crime**. More than 1,000 people completed the survey, with the majority indicating they were satisfied with the assistance they received from police. From their feedback, we identified four key projects to improve our customer service. These include a mandatory 28 day follow up with all victims, changes to our internal Case Management System, trialling SMS and email notifications to victims, and providing updated victim cards to all local area commands. In addition, we accompanied staff from the Department of Attorney General & Justice to meet with members of regional communities to discuss ways to better deliver victim support services.

The **Community Awareness of Policing Program (CAPP)** continues to build relationships by inviting community leaders to a program where they 'walk in the shoes

of police'. This interactive course includes being exposed to police practices by specialist commands such as the Public Order & Riot Squad, Marine Area Command and Driver Training. This reporting year we hosted three Community Awareness of Policing Programs.

The **Community Engagement Guidelines** were launched last year, which require all commands to conduct at least five community engagements each year. This year a **Customer Service Checklist** was sent to all officers highlighting the expectation of professional service and best practice in dealing with customers.

Each year we host development forums for Customer Service Duty Officers from across the state to discuss strategies to improve the customer service in their respective units. We also recognise those officers who have made an exceptional commitment to customer service through the annual **Commissioner's Customer Service Excellence Awards**.

The NSW Police Force continues to set the standard nationally and internationally with the use of **social media** to engage with the public. By July 2012 we had 132,700 Facebook fans (up 154% from the previous year), 25,451 Twitter followers (up 80%) and 1.8 million YouTube hits (up 64%). We created a mobile compatible version of our website which now accounts for 25% of our total online hits. These platforms allowed us to run integrated social and traditional media strategies to disseminate emergency information during the widespread floods in March 2012 and help communicate with the public on the streets at major events such as New Year's Eve, Australia Day, the Sydney

Festival and the Sydney Gay & Lesbian Mardi Gras.

D-ring thigh holsters, load bearing vests and improved bullet resistant vests are preventing injury and improving officer safety.

The rollout of new load bearing vests in 2010 has significantly improved the health and safety of police in the field. The vest is designed to redistribute up to 60% of the weight of police equipment onto the upper body and away from the hip/waist area. This has resulted in a reduction in the number of injuries identified (150 in 2009-10, compared to 106 in 2010-11) and a significant reduction in the severity of those injuries, as measured by the average cost per claim (\$15,712 in 2009-10, compared to \$6,573 in 2010-11).

D-ring thigh holsters are also being introduced to reposition the police firearm away from the hip/waist area. Developed by the NSW Police Force, the thigh holster is designed specifically to reduce and prevent lower back and hip injuries while remaining operationally effective. Purchased at the end of this reporting year, the holsters will be rolled out to police during 2012-13 as officers complete their mandatory training.

The body armour replacement program also commenced this reporting year, providing police with bullet resistant vests that carry a 10 year manufacturer's warranty.

We commenced a program this year to add **25 new mobile command vehicles** to our fleet for the 2012-13 financial year, which will boost the total fleet to more than 70 of these vehicles. These are multi-purpose

vehicles used by local area commands to respond quickly to large incidents and planned community events. They are highly visible and are often deployed to crime hot spots as onsite command posts. Able to be deployed in the field for long periods, they also provide a centralised command facility to help during protracted incidents such as at the scenes of major crime, as well as at organised events and police operations.

Police in New South Wales have used the Computerised Operational Policing System (COPS) since 1994. Two years of work, hundreds of hours of consultation with key users and thousands of hours of testing have resulted in the start of the COPS Modernisation journey.

WebCOPS is the first enhancement to be delivered, providing police users with a modern interface and a number of new features. WebCOPS delivers a new web look and improved navigation tools and introduces the ability to integrate data from other systems such as offender photos.

While the ongoing improvement of WebCOPS is continuing, iPads have now been configured with new security software that provides officers in the field with access to WebCOPS, allowing for example, the Mounted Unit to access current police data from the back of a horse.

The next phase of moving WebCOPS data to a more modern database is well underway and will provide even greater capability to frontline officers.

The Command Performance Accountability System (COMPASS) is a forum that contributes to the assessment and improvement of corporate performance, including crime reduction. The forums are used to assess the performance of individual commanders and directors in a series of categories related to crime management, corporate management and organisational support. In the past they have applied exclusively to region commanders and their direct reports. This reporting year the COMPASS process was expanded to apply to specialist and corporate commands. The contribution of all commands to key corporate objectives is now assessed in an annual cycle of monthly COMPASS forums.

The forums identify emerging risks and trends with organisation-wide consequences. They contribute to evidence based decision making and explore how best to achieve corporate objectives from alternative strategies.

For more information about our internal audit and risk management performance, refer to Appendix 23, Internal Audit & Risk Management on page 114 of this report.

Environmental scanning is a process of screening information from various sources to identify major external trends and developments that might affect the future of policing in New South Wales.

Some of the issues identified this year include rapid developments in digital information management and technology enabled crime, changes in socio-economic factors and their potential influence on crime, as well as levels of youth unemployment and its potential impact on the rates of offending by young people.

While a quarterly environmental scanning report is provided to members of the Commissioner's Executive Team, formal referrals of identified trends are regularly sent to relevant senior commanders. This information is also published internally to allow all staff access for local planning and awareness.

Since the **Police Amendment (Death and Disability) Act 2011** was introduced, the NSW Police Force has implemented new insurance arrangements, focusing on a range of initiatives aimed at reducing workplace injuries and getting officers back to meaningful work. To achieve this we have introduced the Workforce Improvement Program, which focuses on 12 initiatives designed to improve our injury management processes.

The Human Resource Command Support Team was established and additional injury management advisors have been recruited. We're also working on a job analysis tool that allows better assessment of physical and psychological factors of general duties and high-risk positions to improve the identification of medically appropriate and meaningful duties for officers seeking to return to work.

Initiatives are also designed to improve collaboration with injured officers, their treating doctors and commanders to encourage a safe return to work. Where officers cannot return to pre-injury duties, the NSW Police Force will continue to work with them to identify meaningful jobs that are satisfying and offer career progression, including transition assistance towards a meaningful civilian role.

A rigorous set of key performance indicators will allow for appropriate monitoring of the new framework and to maintain our commitment to assisting injured officers to return to meaningful duties.

In 2011, a **Strategic Action Plan** was formulated to strengthen the commercial management practices, fleet selection and operational management within the NSW Police Force. A focus on improving lease management disciplines has resulted in significant cost savings without the need to reduce the number of vehicles. A new fleet management asset system within the Fleet Services unit has been introduced which will provide improved management reporting and further enhancement of the NSW Police Force fleet management capabilities. Stage 2 of the implementation will see system functionality rolled out across the organisation in 2013.

The NSW Government requires all agencies to become accredited for procurement activity by June 2013. The NSW Police Force has recently gone through the independent accreditation process which has resulted in the Force achieving the highest level of accreditation obtained by any agency. The NSW Police Force is now taking the lead in procurement and other whole of government initiatives within the Justice cluster.