

# SECTION TWO: HOW WE OPERATE

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## The NSW Police Force operates under the *Police Act 1990* and the *Police Regulation 2008*.

Eighty local area commands (LACs) operate from 426 police stations delivering policing services to communities. Specialist commands complement the general duties operational capability, covering land, sea and air operations.

We serve 7,272,200 people, approximately one third of Australia's total population (Australian Bureau of Statistics as at 31 December 2010).

During 2010-11, the NSW Government funded the NSW Police Force at a net cost of \$2.9 billion (\$2.6 billion in 2009-10).

### Our governance structure

The Commissioner has primary responsibility for the 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
- planning for the future
- achieving State Plan targets
- monitoring and measuring corporate performance against Corporate Plan targets and expectations
- ensuring compliance with external and internal controls and processes
- setting budgets and monitoring financial performance
- reporting to government
- managing organisational reform.

### Members of the Commissioner's Executive Team

**Chair:** Commissioner

**Members:**

Deputy Commissioner Field Operations  
Deputy Commissioner Specialist Operations  
Deputy Commissioner Corporate Services

**Associate members:**

Representatives from Field Operations, Specialist Operations and Corporate Services on rotation for six months

**Ex-officio member:**

Director, Public Affairs Branch

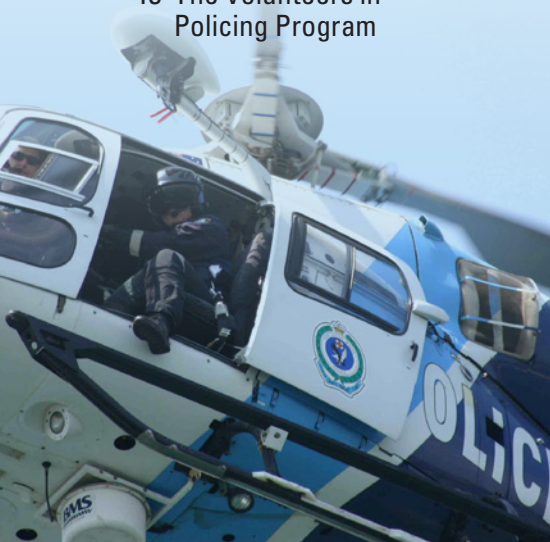
### Improved planning enhanced corporate performance

Our *Corporate Plan 2008-12* connects the guiding principles of the *Directions in Australia New Zealand Policing 2008-11* and the priorities of the *NSW State Plan 2006-16* to our command business plans and senior officer performance agreements.

The *Corporate Plan 2008-12* establishes six key performance areas for all of the NSW Police Force's performance plans and reports (crime, public safety, community and partners, people, systems and leadership).

### We measure performance through the Command Performance Accountability System (COMPASS)

COMPASS is an accountability forum that contributes to the assessment and improvement of corporate performance, including crime reduction. The primary focus of COMPASS is to assess the performance of command and business units in a series of performance and accountability categories related to crime management, corporate management and organisational support.



The forum contributes to evidence based decision making, explores how best to achieve corporate objectives from alternative strategies, and helps to identify emerging trends that might impact on corporate objectives.

For information about our internal audit and risk management performance, refer to Appendix 11, Internal Audit & Risk Management on page 93 of this report.

### **We're improving our radio communications**

We have been working hard to reduce black spots and improve the quality of police radio communications. We're working on 20 individual, capially funded projects connected to the development and maintenance of the police radio network. This has involved an expenditure of \$11 million this year on equipment replacement, increasing radio capabilities at known black spots, and the commencement of works to convert Cootamundra, Goulburn, Manning Great Lakes, Mid North Coast, Far South Coast, Monaro, Tweed/Byron, and Wagga Wagga LACs to digital radio. These initiatives will contribute to improved officer and public safety.

### **We're modernising our Computer Aided Dispatch (CAD) system**

Computer Aided Dispatch (CAD) is an online system used by police radio (VKG) to prioritise police deployment in the field. It also significantly enhances access to operational information and intelligence.

The Hills LAC has trialled a revised version of CAD with new software and infrastructure that allows supervisors to allocate jobs directly to police crews supported by automatic vehicle location. This system, which improves crew management and the safety of our frontline officers, is being rolled out to the rest of the state.

### **We are in step with the digital age**

Ongoing enhancements have been made to the VIEW Program, which is an easy to use tool that enables frontline police to do more with digital imagery and lessen their reliance on specialist support. The system now provides

support to the Forensic Services Group by allowing uploads and storage of stills and video related to forensic operations, connection to e@gle-i allowing digital products to be accessed within major investigations, and the capacity to capture digital products from the public.

### **We provide electronic services to improve customer service**

The Firearms Registry and the Security Licensing & Enforcement Directorate maintain public registers that enable people to confirm the validity of firearm, security, commercial agent or private inquiry agent licences online.

We send stolen and recovered vehicle and vessel details to the Register of Encumbered Vehicles (REVS), which allows the public to enquire into vehicle/vessel status.

We also send data and provide support to other agencies such as the Australian Crime Commission, Police Integrity Commission, Department of Attorney General & Justice NSW, CrimTrac, NSW Roads & Traffic Authority, NSW Maritime and NSW Fair Trading.

In response to the *Children Legislation Amendment (Wood Inquiry Recommendations) Act 2009*, there has been much greater inter-agency and community collaboration to share information on the safety, welfare and wellbeing of children and young people.

We provide an electronic referral of indictable charges to the Office of the Director of Public Prosecutions. We also exchange information electronically with Corrective Services NSW and the Department of Attorney General & Justice NSW.

### **We process criminal records and fingerprint inquiries**

In 2010-11 we facilitated 456,327 national criminal history record checks, processed 181,904 court outcomes, released 95,510 criminal records for sentencing purposes at court, processed 71,099 charge fingerprints, responded to 39,785 operational police requests, and conducted 12,702 state-based name checks.

### **We're communicating with the public online**

The NSW Police Force website ([www.police.nsw.gov.au](http://www.police.nsw.gov.au)) is an important and increasingly popular source of information on police news, projects and initiatives. This year we hosted more than two million unique visitors to the website, a 27% increase on last year.

We continue to expand our social media presence to maximise communication; disseminate appeals for information and crime prevention tips; and provide information on police recruitment. We used a Facebook poll to let the public name a new litter of police puppies and used Flickr to seek historic photos for our upcoming 150th anniversary. At the end of the reporting year, we had almost 50,000 fans on Facebook, over 13,000 followers on Twitter and our videos have been viewed one million times on YouTube.

### **We aim to improve service to our internal customers**

In January 2011 we realigned the Corporate Service Command in accordance with the principles outlined in the Department of Premier & Cabinet's report, *Blueprint for corporate and shared services in the NSW Government*.

The objective was to improve service to our internal customers by consolidating business functions in human resources and injury management as well as consolidating strategic governance and management of finance, property services, procurement, fleet and commercial business services.

### **We improved injury prevention and early intervention in the workplace**

Progress has been made in embedding prevention and early intervention in the workplace through continued investment in new safety equipment and improved welfare and support services for our staff with the planned expansion of the Well Check Program. The Fatigue Risk Management Framework was also introduced this reporting year and the Physical Training Instructors Program commenced, which will provide each LAC and specialist unit with a physical training instructor.

# HOW WE OPERATE



We have provided extensive training and mentoring to our sergeants and senior officers to improve leadership and conflict management skills in the workplace.

Participation in the Safety Science Program was expanded to duty officers and inspectors responsible for local human resource management. We also introduced annual wellbeing assessments for all of our commanders to support them in their pivotal roles.

Work has begun with a new workers compensation insurer, Employers Mutual Limited, on a proactive approach to communicating with injured officers and their treating doctors to ensure a swift and safe return to work.

## Improved working arrangements

Police and administrative staff were provided an increase of 4% to salaries and all allowances from 1 July 2010.

To better accommodate the needs of our staff, we introduced new policies and conditions applying to breastfeeding at work, purchasing leave, Family & Community Service Leave and Personal Carer's Leave. Additionally, a revised Full-Time Leave Without Pay Policy now incorporates career breaks for employees.

We introduced a Sick Leave Management (Non-Work Related) Policy and procedures to improve the management of non-work related sick leave and a new Secondary Employment Policy to reform the approval, review and management of secondary employment.

## We achieved some important EEO milestones this year

In consultation with key stakeholders we drafted the *Women in Policing Strategic Plan*, which outlines our corporate commitment to the recruitment and retention of women in policing. We also progressed requirements under the Ready Willing & Able Program to increase employment opportunities for people with a disability. This has involved significant consultation with internal commands with the view to broadening their potential employment pool, as well as a review of procurement processes to increase our involvement with organisations that employ people with a disability. 150 presentations

were also delivered to staff on bullying, harassment, discrimination and respectful workplace behaviours.

## How we encourage Indigenous recruitment

At the close of this reporting year, Aboriginal people made up 2.3% of our workforce.

Our aim is 4% Aboriginal participation. We're working to achieve this through providing positive opportunities and experiences for potential recruits, promoting the NSW Police Force as an employer of choice and ensuring a supportive environment, skills training, professional development and career pathways for Aboriginal staff.

In partnership with TAFE NSW, we launched the statewide rollout of the Indigenous Policing Recruitment Our Way Delivery (IPROWD) program, which is a bridging course to assist Aboriginal people in meeting the entry requirements for the Police Academy. Currently 84 Aboriginal people are participating in IPROWD at Casino, Maitland, Mount Druitt, Nowra, Macquarie Fields, Orange and Tamworth.

Eight Aboriginal people have been recruited into targeted administrative positions and a further eight Aboriginal people have been employed in Business Administration Traineeships.

## Members of culturally diverse communities are being encouraged to join the Force

Recruiting people from diverse communities increases our organisational capabilities for current and future policing challenges. Language skills and cultural understanding are among the specialised skills officers from culturally diverse backgrounds bring to policing.

A small but targeted advertising campaign has been launched encouraging members of culturally diverse communities to join the NSW Police Force. This campaign featured in community and local press, posters, Facebook and other online media.

## The NSW Police Force has a Multicultural Policies & Services Program

Following extensive consultations with staff and the community, the *NSW Police Force Multicultural Policies & Services (MPSP) Forward Plan 2011-14* has been developed. The plan, which is titled the *Police Priorities for Working in a Culturally, Linguistically & Religiously Diverse Society*, complies with the NSW Principles of Multiculturalism as required by the *Community Relations Commission and Principles of Multiculturalism Act 2000*.

Built on the previous plan, the MPSP Forward Plan 2011-14 continues to enhance our capacity to operate effectively in a diverse cultural, linguistic and religious environment; to deliver a culturally responsive policing service to the community; and to strengthen community relations.

Our achievements and ongoing commitments under the MPSP:

- The Commissioner's Advisory Council on Culturally Responsive Policing conducted two community consultations and has met with the Commissioner to convey and discuss issues of concern.
- The Multicultural Community Liaison Officer (MCLO) Program continued to support local police and community relations and provided assistance with victim support, information and crime prevention. An independent review of the program has provided input to ensure its enduring success in today's increasingly diverse policing environment.
- A range of local multicultural programs responding to local issues has been developed by local area commands in collaboration with the community and other government agencies.
- A range of diversity training has been delivered to staff to enhance the capability of police to work with diversity.

## Our commitment to use independent professional interpreters

While the Community Language Allowance Scheme aims to facilitate better communication with non-English speaking people, we use accredited interpreters for investigative and court purposes.

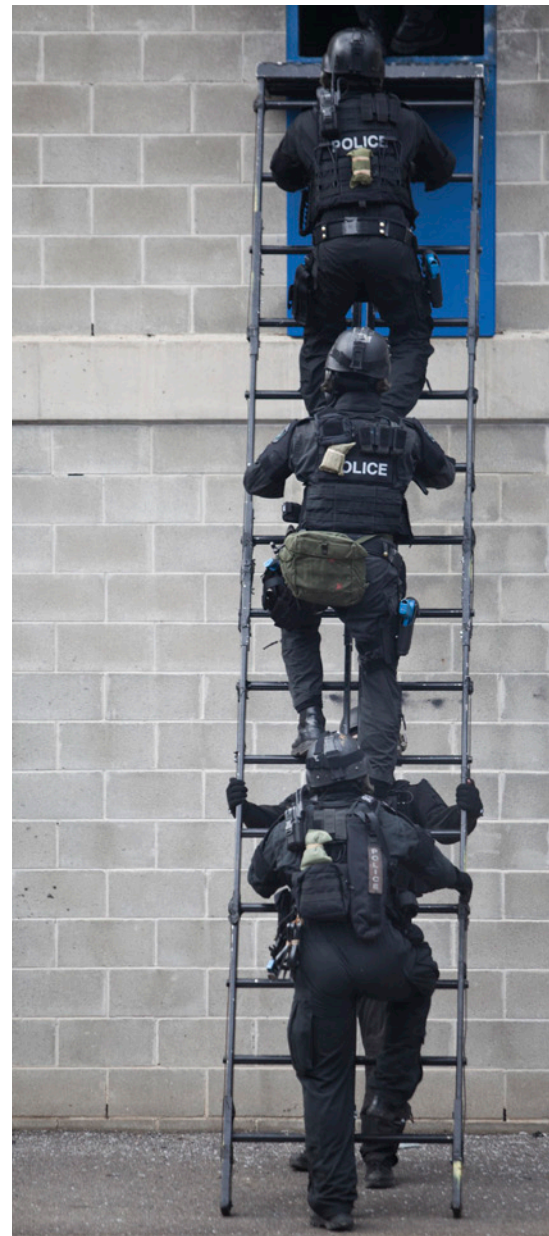
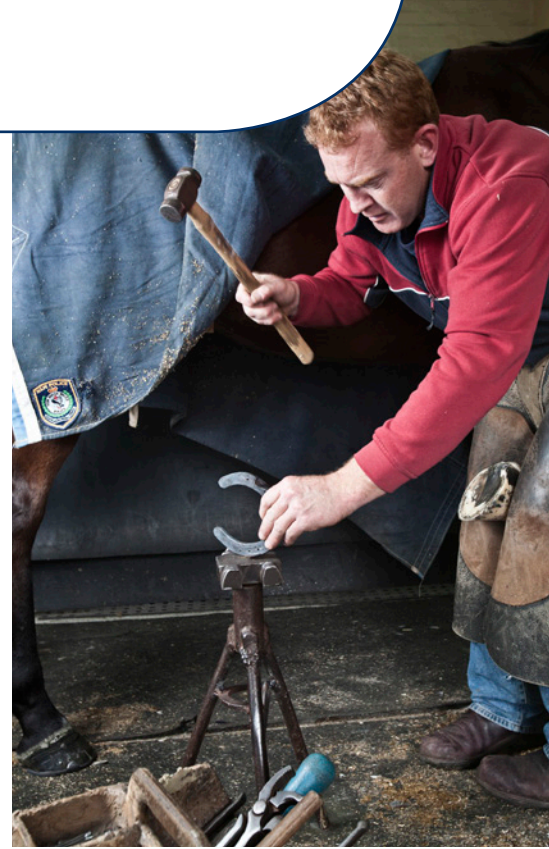
An agreement with the Community Relations Commission also allows police to book interpreters for victims of domestic and family violence, and for all offenders on behalf of local courts for first appearances and mentions.

## Our commitment to people with disabilities

We finalised our *Disability Action Plan 2010-2011*, which is publicly available on our website. We also reviewed the NSW Police Force Disability Advisory Council and developed guidelines for police officers when interacting with people accompanied by assistance animals. Over the next 12 months consultation will commence with community members and organisations to expand the Disability Action Plan and address emerging issues for people with a disability.

## The Volunteers in Policing Program celebrated its 16th anniversary this year

There are 495 active volunteers in policing (VIPs) who provide important support to their local police. Since 1995, VIPs have contributed 1.7 million hours of assistance. As representatives of the community with local knowledge and contacts, they are an invaluable resource and we thank them for their support.



# NSW POLICE FORCE CORPORATE PLAN 2008-12



## STRATEGIES WE'RE IMPLEMENTING

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

## INDICATORS OF SUCCESS

## TARGET FOR 2012

<ul style="list-style-type: none"> <li>• Fewer personal victims of assault, sexual assault and robbery<sup>1</sup></li> <li>• Fewer household victims of break and enter, and motor vehicle theft<sup>1</sup></li> <li>• Increase local government areas with decreasing/stable crime rates (%)<sup>2</sup></li> <li>• Reduce alcohol related assaults<sup>2</sup></li> <li>• Increase legal actions (charges) for serious crime</li> </ul>	<ul style="list-style-type: none"> <li>≤ 5.1% victimisation</li> <li>≤ 6.2% victimisation</li> <li>≥ 94%</li> <li>decrease</li> <li>increase</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the % of the community who feel safe walking/jogging alone after dark in their neighbourhood (%)<sup>3</sup></li> <li>• Reduce the % of the community who perceive louts/gangs to be a problem in their neighbourhood (%)<sup>3</sup></li> <li>• Reduce the % of the community who perceive graffiti or other vandalism to be a problem in their neighbourhood (%)<sup>3</sup></li> <li>• Reduce the % of the community who perceive speeding cars, dangerous or noisy driving to be a problem in their neighbourhood (%)<sup>3</sup></li> <li>• Increase the % of the community who feel safe using public transport alone after dark (%)<sup>3</sup></li> <li>• Reduce road trauma<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>≥ national average</li> <li>≤ national average</li> <li>≤ national average</li> <li>≤ national average</li> <li>≥ national average</li> <li>road fatalities &lt; 0.74 per 100 million vehicle kms travelled</li> </ul>
<ul style="list-style-type: none"> <li>• Improve time taken to attend urgent calls<sup>2</sup></li> <li>• Increase the % of the community who were satisfied with the most recent contact with police (%)<sup>3</sup></li> <li>• Reduce customer service related complaints</li> <li>• Increase the % of the community who state they 'agree' they "have confidence in police" (%)<sup>3</sup></li> <li>• Increase legal actions for domestic violence related assaults (%)<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>≤ 12 minutes (80% of calls)</li> <li>≥ national average</li> <li>decrease</li> <li>≥ national average</li> <li>≥ 60%</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain adequate police officers at LACs (%)</li> <li>• Maintain mandatory police training requirements</li> <li>• Civilian staff receiving three or more learning/development days per year (%)</li> <li>• Reduce police turnover (%)</li> <li>• Reduce time taken to fill vacant positions</li> <li>• Increase staff satisfaction (staff opinion survey: % agreeing)</li> <li>• Reduce number police officers with over 456 accrued annual leave hours (%)</li> <li>• Reduce hours lost (sick leave – work and non-work related)</li> </ul>	<ul style="list-style-type: none"> <li>≥ 80%</li> <li>≥ 95%</li> <li>≥ 90%</li> <li>≤ national average</li> <li>decrease</li> <li>increase</li> <li>&lt; 8%</li> <li>≤ national average</li> </ul>
<ul style="list-style-type: none"> <li>• Increase police deployment to crime fighting and prevention across LACs (%)</li> <li>• Reduce the number of hours police are rostered for court</li> <li>• Less time unavailable due to unscheduled computer system and communications outages (CAD &amp; COPS)</li> <li>• 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)</li> </ul>	<ul style="list-style-type: none"> <li>≥ 82%</li> <li>decrease</li> <li>decrease</li> <li>increase</li> </ul>
<ul style="list-style-type: none"> <li>• Increase in staff who consider they have opportunities to use their skills/knowledge (staff opinion survey: % agreeing)</li> <li>• Increase in staff who consider they are achieving priorities (staff opinion survey: % agreeing)</li> <li>• Increase the % of the community who are satisfied with services provided by the police (%)<sup>3</sup></li> <li>• Commands with a business plan (detailing initiatives and targets)</li> <li>• Reduce vacant commander and senior officer positions within commands</li> <li>• Financial result is in line with budget</li> </ul>	<ul style="list-style-type: none"> <li>increase</li> <li>increase</li> <li>≥ national average</li> <li>=100%</li> <li>decrease</li> <li>on budget</li> </ul>

**Notes:**

<sup>1</sup>Source – ABS Crime Victimization Survey

<sup>2</sup>Source – Results & Services Plan

<sup>3</sup>Source – National Survey of Community Satisfaction with Policing

<sup>4</sup>Source – NSW State Plan – Improve road safety priority